Essex County
Fire & Rescue Service

Essex Fire Authority Strategy 2016 to 2020

Leading the way to a safer Essex

Essex County
Fire & Rescue Service

Kelvedon Park
Rivenhall
Witham
Essex
CM8 3HB

www.essex-fire.gov.uk

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Corringham Fire Station

Section 1

Setting the context for change

Essex Fire Authority faces a challenging future because its Fire and Rescue Service operates in a rapidly changing world. The population of Essex is increasing and ageing. Threats from international terrorism are rising. Climate change, whose worldwide effects could be devastating, seems to be causing periodic and widespread flooding in the UK.

Against this picture of changing risk, firefighters are attending fewer fires and other emergencies, while the demands on other responders such as the police and ambulance services remain very high. There is clear potential to provide more effective and cost-efficient services through co-operation. Central government has recently recognised this by holding a public consultation on 'Enabling closer working between the Emergency Services'. It is also bringing forward new legislation that places a duty on emergency services to collaborate.

Almost certainly, these changes will mean that in Essex we won't need as many fire engines and firefighters as before. More importantly, the role of firefighters will broaden and their activities will become more diverse to fit better with the evolving needs of local communities.

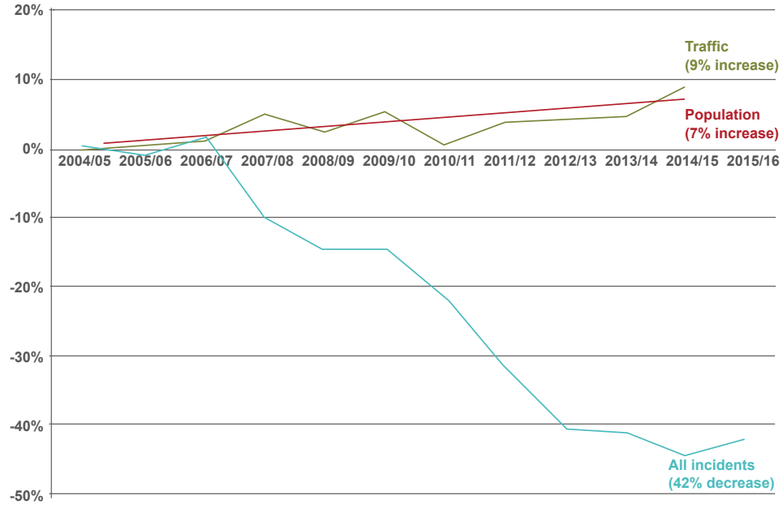
Though the overall number of fires is lower, fires in Essex homes have not fallen at the same rate as in other areas of the country. And the number of road traffic collisions attended by our Fire and Rescue Service has increased in the last five years.

We want to do something about this, and become one of the best-performing services for preventing fires and other emergencies, and keeping people safe. To do this we need to invest more in our prevention and protection services.

Our community safety strategies, supported by targeted prevention activities, have contributed to a 45% fall in the number of incidents we have attended over the last decade. However, we know that the risk of emergencies does not disappear. And when they do occur, our firefighters will always need to react with the skills and resources to deal with them effectively.

One of the biggest reasons we face change is the significant cut in funding from central government to finance the service. So from 2016 to 2020 we will simply have to manage with less money.

Chart 1.
Reduction in demand for emergency response in Essex. Incident data from the Service's records of incidents attended. Population data from Office of National Statistics and traffic count data from the Department for Transport.



Reduction in demand

Over the last 10 years the national Fire and Rescue Services have been a prevention and protection success story that has helped reduce the demand for emergency responses. The number of incidents attended by fire and rescue services in England has fallen by 42% over the past 10 years.

Essex largely reflects the national trend, with a 45% reduction in incidents over the last decade. This has taken place alongside rising population (7%) and traffic (9%). So, while the number of incidents may not continue to fall at the same rate, we do not expect them to increase significantly. The level of demand is likely to remain low.

Although the total number of incidents is reducing, those such as road-traffic collisions have increased. So we need to review the changing risk profile and think differently about how we protect communities.

The terrorist threat

The attack on the World Trade Center in New York on 11 September 2001 ('9/11') changed the world. The threat of terrorism remains. As well as being important in foreign policy, it is a major part of domestic policy planning.

Terrorism, for many parts of the public sector, is not the strongest factor in how they organise their services. But it is for the emergency services. This new threat has fundamentally changed the role of Fire and Rescue Services, putting them on the frontline.

We must anticipate incidents on a scale that few forecast before 9/11. The UK is not immune, as we saw on 7 July 2005 ('7/7') when four coordinated suicide bombs exploded in London, three on the Underground and one on a bus in Tavistock Square.

This reality requires individual fire and rescue authorities to think and plan for a wide range of emergencies at different threat levels and occurring simultaneously. We must have the right resources available for local, regional and national deployment, within the right timescales and for almost every eventuality, large and small. At the same time, though, we must also deploy our resources at a community level.

Essex had a 45% reduction in incidents over the last decade.

This many-sided role will become increasingly difficult in future as budgets shrink. The current management arrangements, funding and governance of national assets and resources to deal with terrorism (and climate change, discussed below) have evolved rather than been designed. So they are quite complex and open-ended. They mainly rely on collaboration, rather than legislation and regulation.

There is growing pressure to use local resources in a much more local (democratic) perspective. There is also likely to be greater political pressure to retain and protect local resources, and a tendency towards less altruism. These influences pose some risk in terms of the resilience of the national critical infrastructure.

Climate change

Few will doubt that climate change is happening, and that its consequences will be significant for all. History will judge whether today's leaders are blessed or blamed for how they deal with it.

Our Fire and Rescue Service will have to deal with the impact and consequences of climate change.

In recent years there has been a dramatic increase in severe flooding across the UK, a pattern that is likely to continue. We play an important role in using our equipment and personnel to move large volumes of water. The public expects us to help with flood and water rescue, though in England this is not yet a statutory duty.

Climate change also raises the possibility of very hot summers causing a high level of grass, heath and forest fires, followed by unpredictably wet or exceptionally cold winters.

Changing society and changing risk

The UK is becoming increasingly diverse in the make-up of its different communities, and much more complex in how people live their lives. This complexity is now being driven faster and further by social and technological advances. Until the Brexit withdrawal, we belong to the European Union and trade in an expanding world economy, which will lead to greater difference and diversity within, and between, UK communities.

In recent years, we have come to understand that fires and other emergencies are not random or chance events – rather they often arise from social and economic factors. In other words, lifestyle and behaviour – rather than 'combustion processes' – are often the major factors in emergencies.

This means that while we cannot predict precisely when and where incidents will occur, we can see clear trends and patterns. These cover the localities and social groups most at risk, and even the times of the day and seasons when more incidents happen. This knowledge can help us plan and accurately model the type of emergency appliances we need, the level of crewing and the location of our resources. It also helps us to more accurately target our prevention and safety work.

We can prevent emergencies only by influencing and changing the behaviours that lead to them, which is only possible in partnership with others. However, we are only just starting to appreciate how we have achieved success in recent years, and more work is needed on this.

Safety has been at the heart of our community work in recent years.

Of course, part of our work means using solid data to target our safety efforts, and enabling our staff to get out of fire stations and into our community more than ever. We will need to continue this and, indeed, go much further. We must target our resources better by more data sharing between public partners.

Positive role models: the Fire and Rescue brand

Our partnership work has shown that we've often underestimated our community's regard for the Fire and Rescue Service. When people talk about it, they almost always have a positive tone, using words like 'respect', 'community spirit', 'courage' and 'teamwork'.

Our work at the heart of the community in recent years was first focused on improving safety. However, this has had an unintended, though welcome, effect. We've been able to apply our values to improve behaviour, building greater community spirit and cohesion in some of our most hard-pressed communities. We've done this in innovative ways, particularly among young people.

When people talk about us, it's in a positive tone: respect, community spirit, courage, teamwork.

We have many examples of where our Service has made a real difference, with impressive work engaging with young people, for example through our Firebreak programme and partnerships such as with the Duke of Edinburgh Award scheme. As a result of these programmes and our work in schools, anti-social behaviour has fallen significantly.

Our work in the community has become one of our core activities. It's such an important part of what we do that we couldn't easily withdraw from it, even if we wanted to. Indeed, in view of some of the difficulties society faces, there's a good argument for further developing this work.

Partnerships and collaboration

Over the last few years all public agencies have understood the benefits and importance of working together through local partnerships. However, the reality is that achieving real collaboration across different sectors, different and complex bureaucratic machineries, and different authorities and funding regimes takes time and enormous effort before it delivers tangible outcomes.

Recent government changes include moving the national fire service from the Department for Communities and Local Government to the Home Office. Future fire policy will also be affected by the Government's Policing and Crime Bill.

In the last Parliament, the Coalition (2010–15) made major changes to policing to introduce more accountability and transparency. It introduced directly elected Police and Crime Commissioners (PCCs), an improved Independent Police Complaints Commission (IPCC), and a strengthened Inspectorate. It increased capabilities by creating the National Crime Agency (NCA) and professionalism (by establishing the College of Policing); and it focused relentlessly on efficiency and cutting crime (down by more than a quarter since 2010).

The current Government was elected with a manifesto commitment to "finish the job of police reform". The Policing and Crime Bill will support the transformation of policing and the Fire and Rescue Services by, among other things:

- improving the accountability of local Fire and Rescue Services by enabling directly elected PCCs to take over governance from Fire and Rescue Authorities (FRAs) if a local case is successfully made
- driving efficiency and better value for money by facilitating closer collaboration
- maximising chief police officers' ability to make best use of their workforce: officers, staff and volunteers.

Part 1 of the Bill supports the Government's manifesto commitment to "enable fire and police services to work more closely together and develop the role of our elected and accountable Police and Crime Commissioners". The Bill:

- imposes a duty to collaborate on all three emergency services, to improve efficiency or effectiveness
- enables PCCs to take on the functions and duties of FRAs, if a local case is successfully made
- further enable PCCs to create a single employer for police and fire staff where they take on their FRA's responsibilities, if a local case is successfully made
- in areas where PCCs have not become responsible for fire and rescue, enables them to have representation on their local FRA with voting rights, if the FRA agrees.

Essex Fire Authority is already committed to working with the PCC for Essex to examine the business case for changing the political governance model of our Service and to examine the potential efficiencies of greater collaboration between us and Essex Police.

Much collaboration already takes place, with Essex firefighters co-responding to medical emergencies with the East of England Ambulance Service and responding on behalf of Essex Police to people trapped behind closed doors.

In addition the Service and Essex Police have launched a joint scheme supporting Parish Safety Volunteers, who provide crime and fire prevention and safety messages to the most vulnerable in rural communities across Essex.

Furthermore, we are actively pursuing the potential for joining up 'enabling functions' such as ICT, property and transport. However, dealing with the challenges that all three emergency services face will require us to lift partnership and collaboration to a new level.

UK Coalition Government reduced the deficit by half since its post-crisis high in 2010.

Public Policy for the UK Fire and Rescue Service

Historically, the Fire and Rescue Service has not been high on the political agenda of governments until crises occur – major events such as 9/11 and 7/7, widespread flooding and strikes.

Shifting the responsibility for Fire and Rescue Services to the Home Office, the prospect of governance changes, and a statutory duty to collaborate all create new and exciting opportunities. Fire and rescue policy is changing.

In May 2016 the then Home Secretary, Theresa May, outlined the Government's reform programme, which aims to transform Fire and Rescue Services, building on their previous success in preventing, protecting and improving public safety and wellbeing. Hers was the first speech on reform since the Home Office took responsibility for the UK Fire Service.

The Home Secretary's key points included developing the prevention agenda; partnership working to increase protection to communities; efficiency savings; unifying research and development; and closer working between the emergency services.

However, Mrs May also said she expected Fire and Rescue Services across England to improve their transparency and accountability, supported by an independent inspection. She challenged fire authorities to tackle concerns about culture and diversity, co-ordinate activities such as procurement (buying) nationally and give the public the information they needed to assess their local service.

Accordingly, as we develop our strategic approach, we must take every opportunity to influence the development of national fire and rescue policy. To support this, we must engage with politicians at all levels.

UK debt burden

The UK economy took some hard knocks in the global financial crisis of 2008. Eight years on, the Government is still dealing with the consequences for the public purse. Commentators such as Deloitte and Reform in their publication, "The State of the State 2015-16 – Recalibrating Government" observe that the deficit – the difference between what the Government earns and what it spends over a year – is expected to be £69.5bn this financial year. The Coalition reduced the deficit by half from its post-crisis high in 2010.

The incoming Conservative Government planned to eliminate the deficit by 2019-20. This no longer seems achievable. Future plans for eliminating the deficit will see spending cuts continue at the same rate as in the last UK Parliament, leading to a substantial shift, by global and historic comparisons, in the UK's level of public spending.

Our Fire and Rescue Service, like all other parts of the public sector, must demonstrate public leadership, accepting responsibility for tackling the financial challenges and at the same time continuing to improve services rather than just 'cut'. This will be an enormous challenge. Getting a sense of buy-in, understanding and engagement from the people of Essex – and, just as important, our staff – will be crucial in overcoming shared difficulties.

Conclusion

The points above describe several of the major issues we face, and provide powerful reasons for continuing to adapt and change. In fact, there are strong reasons, not least the financial climate facing public services, for speeding up the process of change.

In approaching the next wave of change, we must have a clear sense of purpose about how we will tackle these difficult issues, with a clear strategy and clear operational plans for success over a realistic and reasonable period of time – 2016 to 2020. This not only requires us to do things very differently, but also to think very differently about the way we use our assets – people, fire stations, fire engines and other facilities.

This can only be delivered if supported by a **realistic** financial plan. There is no doubt now that tough and bold decisions will be needed in all areas of the public sector in the coming months.

However, our Service has already been through significant reform and modernisation in the last few years (see section 2). If it is to be effective and seen as positive, the next wave of change must build on the last. It should be evolutionary and provide continuity, rather than being part of the simplistic language of 'cuts'.

In moving forward, we must also bring our staff and the local community with us.

We must be clear that our Service remains embedded in our community, whose safety lies at the centre of everything we do; and that the safety of our staff doing a dangerous job is equally vital. We aim to manage risk, and we want to continue our success in doing so as we have done in the past.

We need to be clear about our strategic priorities in the years ahead as they will provide the guiding principles for the new strategy.

Before explaining parts of the strategy, we want to describe the changes that have already taken place to show how they build on what has already been achieved.

The UK deficit is expected to be **£69.5 billion** this financial year.

Road Traffic Collision (RTC)
Extrication Team competes at UKRO

Section 2

Where have we come from?

Government policy towards fire shifted significantly in the mid-1990s. At that time, fire brigades (as they were then) were part of the Home Office. In 1997, the Home Office published its "Safe as Houses" report. This was a milestone in developing UK fire and public protection services.

Response through to prevention

Safe as Houses argued that fire services should give the same importance to safety and the prevention of fires – especially fires in the home, where people died – as it did to emergency response. New technology – in particular, cheap and effective domestic smoke alarms – made this cost effective and achievable.

Clear policies were not developed, though, and there was little appetite for co-ordinated progress. This led to a piecemeal approach, with fire and rescue services moving at different speeds with their safety agenda. Indeed, some services continued to see themselves mainly as emergency responders, and they made little progress in developing their approach to community safety. In many respects this was true of our Service, but progress has been made in the last three years.

Two events then lifted the fire services up the political agenda. First, 9/11 showed that the UK faced a new level of terrorist threat, and the only civil organisations that could realistically respond to it were the Fire and Rescue Services.

Secondly, during 2002-3, there was a wave of industrial unrest in support of a significant pay claim by firefighters' trade union leaders. While it was this industrial action that grabbed the media and public attention and provided the springboard for action, it is worth understanding that change would be inevitable because of other pressures and forces at work.

Independent Review (2002)

In late 2002, because of a stalemate between national employers and the Fire Brigades Union in an industrial dispute, the Government was asked to intervene. This intervention took the form of an independent review.

Its report set out recommendations for how the UK Fire Service should change to meet the demands of the twenty-first century. These remain relevant, and we have set them out below because they still drive change today.

We now have wider responsibilities for a much greater range of emergencies.

Key principles of change

- A new rescue service: "Fire Brigades" needed to become "Fire and Rescue Services", with wider responsibilities for a much greater range of emergencies. This was crucial not only to embed the roles that the service had evolved to undertake over the years – road traffic collisions, chemical incidents and so on – but also to deal with the new dimensions of terrorism and climate change that were emerging at that time. Fire Brigades needed to become civil protection organisations.

- Risk-based approach versus 'blanket cover'. Plans to deploy resources also needed to change fundamentally. Hitherto, Fire Brigades had operated on the basis of blanket 'fire cover' – a guiding principle since World War Two. Strategic planning focused on the potential for fire in commercial property, rather than reflecting activity or life risk. In other words, fire engines and personnel were in fixed units, 'just in case', with personnel spending most of their time on fire stations, training and getting ready to respond if needed, but taking little account of actual demand. In fact, there was no statutory responsibility for responding to a host of non-fire emergencies that the public had come to associate the service with – for example, road-traffic collisions.

  So future planning needed to be based much more on data and evidence, taking more account of the nature and wide variety of risks faced by a modern society. It also needed to be more adaptable and flexible to take account of changing risks to people and property. And it needed to be much more scientific in deploying its fire engines, equipment and personnel, with standards set locally rather than at a remote national level. So, rather than blanket fire cover and standard fire engines, in future there should be flexible, risk-based deployment.

- **Safety should become of equal importance to emergency response.** In future, fire and rescue services have to plan their approach to safety and prevention with the same level of intent as planning their response to emergencies. In addition they must use their resources differently to enable them to provide a high-quality emergency response and improve safety. Inevitably this would involve shifting resources from one area to another. This was always going to be controversial but remains an important principle.

- **Controlling and regulating the built environment.** By the time the independent review finished, increased regulation after a series of fire tragedies had led to a patchwork of over 100 pieces of fire safety legislation. This legal framework needed simplifying, but also adding to with new legislation that shifted the role of the new Fire and Rescue Services towards regulating and controlling the wider, built environment. New enforcement powers had to be created to underpin the new risk-based regime.

- **Integrating risk management.** We had to consolidate these three approaches – prevention (safety), protection (of the built environment) and emergency response – under the title of 'integrated risk management'. We also had to be much more open with the public by publishing clear "Integrated Risk Management Plans" (IRMPs). These set out how we assessed risks and set our local standards.

- **Role of central and local government.** Central government's role needed to change to that of setting clear policy direction and enabling a national infrastructure – especially as regards resilience. Local policy and local risk management would continue to be the responsibility of local politicians on local fire authorities. Fire and Rescue Services also came within the Comprehensive Performance Assessment Process (now abolished) as part of wider local government.

- **Reform of Conditions of Service.** The Fire Service had fallen behind other sectors in its terms, conditions and working practices. Better, more modern ways of treating staff were needed. **New terms and a new 'Conditions of Service'** framework were agreed – in exchange for a new firefighters' pay agreement.

Conclusion

It is helpful to understand the key principles and pressures behind the modernisation of the Fire and Rescue Services over the last 15 years. They will remain important in future as we develop our relationship with the Home Office and the Police and Crime Commissioner.

Over 100 pieces of fire safety legislation have been simplified and improved, shifting the role of the new Fire and Rescue Services towards regulating and controlling the wider built environment.

Firebreak Programme

Section 3

Expanding role of the Fire and Rescue Service

The changes outlined in section 2 represent a radical reform of the UK Fire and Rescue Service. They required new primary legislation and a new governance Framework to make them work – the first new governance legislation in decades.

Set out below are the major parts of that Framework. Understanding the Framework is important because it determines what we must do and limits what we may do.

How much money we can spend is important, but the Fire Authority and the Service must still fulfil the functions set by the law.

The Fire and Rescue Services Act 2004

This is the core legislation for all Fire and Rescue Services in England and Wales. It details the legal powers and responsibilities of Fire and Rescue Authorities.

The Act requires the Secretary of State to produce a National Framework Document. Fire and Rescue Authorities must have regard to the Framework in carrying out their functions.

The Framework enables government to change fire policy much more quickly without having to use further primary legislation.

We must make provisions for prevention, protection and response.

National Framework Document 2012

The current Framework sets out the Government's priorities and objectives for the Fire and Rescue Service. It describes:

- the Government's expectations for the Fire and Rescue Service
- what Fire and Rescue Authorities are expected to do

The Framework says Fire and Rescue Authorities must:

1. identify and assess the full range of foreseeable fire-and-rescue-related risks their areas face, make provision for **prevention** and **protection** activities and **respond** to incidents appropriately
2. work in partnership with their communities and a wide range of partners locally and nationally to deliver their service
3. be accountable to communities for the service they provide

The Framework is intended to be strategic. So it provides the foundation on which to build local solutions, giving Fire and Rescue Authorities flexibility to meet their local communities' specific needs. It is unclear at this stage whether the new Government, through the newly appointed Home Secretary, will write a new Framework setting out different expectations for the years ahead.

Civil Contingencies Act 2004

This Act arose in response to the terrorist threat, as well as several other civil emergencies that occurred around the turn of the century. It imposes a series of duties on local bodies in England and Wales, Scotland and Northern Ireland (known as 'Category 1 responders'). These include the need to assess the risk of particular emergencies and to maintain plans for responding to them. The Act also creates a broader concept of 'emergency'.

To satisfy the legislation, Local Resilience Forums (LRFs) have been created to:

- establish and maintain effective multi-agency arrangements for major emergencies, and
- minimise their effect on the public, property and environment

Each LRF must publish a risk register that sets its strategy and approach.

The Regulatory Reform (Fire Safety) Order 2005

As mentioned previously, the legislation that regulates fire safety in the built environment had evolved piecemeal over time and, by 2003, a new approach was needed.

So in October 2006 the Regulatory Reform (Fire Safety) Order came into effect and brought about a single Fire Safety Act.

The order replaced most of the existing fire safety legislation. It now affects almost all employers, owners, occupiers and self-employed businesses.

Fire Authorities are the primary agencies that enforce it. The change has been huge. Essex County Fire and Rescue Service has moved from being responsible for thousands of premises to hundreds of thousands.

More subtly, though, we have shifted from being almost a benign adviser and, sometimes, a prosecutor to being more of a regulator that can have a major impact on economic development. Our approach to enforcement determines whether we are seen as an enabler of economic development or the 'dead hand of bureaucracy'. It is difficult to balance our public safety duties with supporting the development of business.

Conclusion

This brief context and overview of the Framework shows that our Fire and Rescue Service is no longer just about putting out fires. The local, regional and national structures reflect our diverse roles.

Reforms that started with the Independent Review continue. The guiding principles of risk management, the new and wider roles of our service, and what the Framework and the legislation require remain crucial to our work. They will become more important still as we try to reduce our costs dramatically.

This framework show that our Fire and Rescue Service is no longer just about putting out fires.

Heavy Rescue Pump

Section 4

Where are we now?

It is important to describe and celebrate what Essex County Fire and Rescue Service has achieved in a relatively short time, as part of showing where we are now.

In many respects, the Service is very successful. However, in some areas there remains much work to do. In recent years we have become a more modern, community-focused body, providing a range of fire and rescue services. Our top priority is to prevent fires and other emergencies, and to change the behaviour of communities.

We now recognise we need to influence and educate people who live and work in hard-pressed neighbourhoods and other parts of the built environment. And we need to ensure we protect people in these settings in a risk-based and proportionate way.

In recent years we have reconsidered and reorganised our prevention and protection services, delivering significant results. However, more is now needed.

As discussed in previous sections, more than ever we recognise the value of collaboration and working in partnership. Increasingly this influences and shapes how we provide our services and our other day-to-day work.

We have also sought to build a more inclusive approach to staff engagement, running annual staff surveys called 'Your Voice' in 2014 and 2015. The most recent results show progress in some areas and more effort required in others. Above all the results confirm that a great deal of work is still needed to build trust, unity of purpose and staff engagement.

We have implemented significant and innovative changes as part of our plans to modernise the organisation. These have led to a more efficient and effective service in line with the previously approved Integrated Risk Management Plan and Service strategies.

- We have invested £8m in replacing 44 fire engines and are now in year one of a three-year roll-out programme.
- We have removed four outdated rescue tenders and replaced them with seven new heavy rescue fire engines.
- We have invested £1m in replacing the breathing apparatus equipment used by firefighters across the entire Service.
- We have introduced a new hazardous material capability for the Service.
- We have invested £0.3m in a programme to provide each fire engine with two 'thermal image cameras' to help improve firefighter safety.

More than ever we recognise the value of collaboration and working in partnership.

- We have invested £14m in developing the Service headquarters at Kelvedon Park. The most recent phase of the Authority's property rationalisation programme introduced a new Mobilising Control Centre, new Incident Command Training and Assessment facilities, and new Learning and Development facilities at the site.
- We have disposed of the former Service Headquarters site in Hutton, Brentwood.
- We have continued to develop the Service's schools education programme, providing safety messages to three-quarters of Essex schools in 2015/16.
- We have continued to develop our FireBreak programme, delivering a total of 60 courses in 2015/16.
- We have continued to develop our use of volunteers. As a result, in 2015/16 we used over 6,700 hours of volunteering activity on a range of community engagement activities.
- We have begun a series of co-operative activities with Police and Ambulance Service partners, which include co-responding to medical emergencies and Parish Safety Volunteers.
- We fulfil our responsibilities under the Civil Contingencies Act, as an integral partner with other Category 1 Responders, and deploy our personnel in the UK (and more recently after an earthquake in Nepal).

We now provide a broader, more cost-effective, efficient service that meets a wider range of needs in our local communities.

Our community safety strategies, supported by targeted prevention activities, have contributed to a 45% fall in the number of incidents we have attended over the last decade. However, we know that the risk of emergencies does not disappear. And when they do occur, our firefighters will always be needed to react with the skills and resources to deal with them effectively.

Table 1 shows the breakdown of incidents attended in the past five years. Around 44% of the incidents that the Service attends are false alarms. Fires account for 30% and special services for 26%. Over the last five years most types of incidents have fallen, though road-traffic collisions have risen by 14%.

Table 1.
Breakdown of incidents the Service has attended over a five-year period.
'Special service' refers to non-fire incidents needing a fire engine or officer to attend. These incidents include road-traffic collisions, rescue of people, flooding and hazardous material incidents. Incident data comes from the Service's records.

Incidents	2010-11	2011-12	2012-13	2013-14	2014-15	Reduction in 5 years	% of incidents in 2014-15
False alarm	8855	6593	6082	5826	5802	35% decrease	44%
False alarms due to apparatus	4693	2778	2605	2388	2474	47% decrease	19%
False alarm good intent	3727	3509	3235	3255	3161	15% decrease	24%
Hoax calls	465	306	242	183	167	64% decrease	1%
Special service	3789	3635	3714	3738	3421	20% decrease	26%
Road traffic collisions	1134	1151	1219	1212	1290	14% increase	10%
Other emergency special services	2655	2484	2495	2526	2131	25% decrease	16%
Fire	5798	5873	4213	4264	3918	32% decrease	30%
Outdoor fires	3055	3253	1879	1984	1729	43% decrease	13%
Dwelling fires	1196	1154	1099	1013	1014	15% decrease	8%
Road vehicle fires	923	805	742	739	689	25% decrease	5%
Other fires	624	661	493	528	486	22% decrease	4%

Deaths and injuries from fires in Essex are low, averaging nine deaths and 100 injuries a year over the past five years. Casualties from road-traffic collisions are higher – an average of 18 deaths and 777 serious injuries a year over the past five years. The main type of other special service fatalities includes suicide, and helping other agencies to deal with fatal incidents.

Fires account for 30%
of incidents attended in the past five years.

Table 2.
Trends in casualties from fires and road-traffic collisions (RTCs) and other emergency special service incidents.
Incident data comes from the Service's records.

Casualties	2010-11	2011-12	2012-13	2013-14	2014-15
Fire fatalities	13	9	12	9	2
Fire injuries	92	103	93	109	104
RTC fatalities	24	18	18	16	16
RTC injuries	671	735	742	856	880
Other special service fatalities	21	30	25	22	23
Other special service injuries	156	182	196	171	137

The number of fires has dropped, but fires in Essex homes have not fallen at the same rate as in other areas of the country. The number of road-traffic collisions in Essex has increased. We want to reverse this trend, and become one of the best-performing services in preventing fires and other emergencies, and keeping people safe. To do this we need to invest more in prevention and protection.

Review of culture

In November 2014, in response to several serious incidents in the Service, including the suicides of two serving firefighters, allegations of bullying and intimidation, and lengthy industrial disputes, the Authority acted decisively by asking Irene Lucas CBE, an experienced reviewer, to investigate the Service's culture.
Her review was to examine whether the culture was having a detrimental impact on the Authority, its employees and the communities it serves. The report was to recommend practical steps that would help make the organisation fit to deal with the challenges it faced.

Published in September 2015, Irene Lucas' report found (among other things) a lack of trust in the Service between staff groups, their representatives, Service management and the Fire Authority. This had arisen from many years of poor industrial relations.

The report led Essex Fire Authority to invite an Expert Advisory Panel to help transform the culture. Since then, with support, advice and, where necessary, challenge from this panel, our Service has made significant progress. Of course, changing culture is not easy and progress will take years rather than months. Much hard work lies ahead but with the commitment and effort of a range of stakeholders, a more open, supportive and inclusive culture will be developed.

Conclusion

We should be very proud of our achievements while at the same time acknowledging areas that need more work and development. We must now build on recent successes to plan our future, tackling the major challenges highlighted in this document.

We are confident we have the passion, intellectual capacity and the talent to face future challenges head on.

Section 5

The financial context

The Fire Authority is funded by Council Tax (59%), National Non-Domestic Rates (21%) and government grant (20%). The 2015 spending review announcement means the annual government grant will be cut by £8m – about half – by 2019-20.

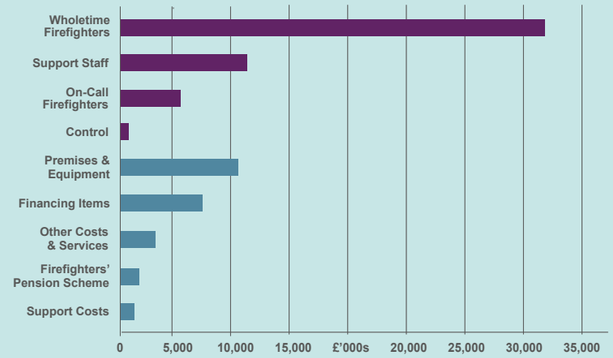
We can offset £2m of this annual grant loss by 2019-20 through savings in our support work without affecting our frontline services. But we cannot achieve all the savings we need in this way. So we have to change the size and shape of our operational response.

The Fire Authority's costs are mainly staffing, which accounts for about 70% of the budget for 2016-17. The chart below breaks down the main spending areas for 2016-17, about £71.5m in total.

Some costs, such as premises and equipment, are set by the number of fire engines and fire stations we need. Other costs reflect past capital spending and cannot be altered in the short term. Support staff include employees on different terms and conditions from firefighters. They include employees who maintain fire engines, train and develop staff, and do community safety work. Others look after finance, information communications and technology, procurement (buying things we need), risk, performance management and human resources.

We plan to make savings of at least £2m a year in these areas. A management review is underway to see if we can make further savings.

Chart 2.
Budget 2016-17 breakdown of main areas of spending.



Conclusion

In the current financial year, we have continued our drive for efficiencies and have begun a major management restructuring, reducing the number of senior officers by around 30%.

We will now need to explore innovative ways of delivering our range of services and activities.

We will also need to transform our frontline services, and how we support them. We must be willing to challenge who provides what, at what price and how this achieves value for money to our community within a reduced funding pot.

Firebreak Programme

Section 6

Key elements of our strategy for 2016 to 2020

Future strategy: We need to reconsider and be clear about our view of the future. We need a clear vision and a clear sense of purpose for the Service. We need clear strategic priorities that spell out how we see our Service developing. These need to be supported by a revised set of values and a structure that will achieve our new priorities and fulfil what our strategy requires.

All this means we need the right kind of management systems to provide successful outcomes and build trust in the Service.

Crucially, we must liberate the talents of our staff to achieve beneficial change. We must continue the process of cultural change at all levels, getting greater buy-in and acceptance that the day-to-day life of a firefighter and the Service places equal emphasis on **Prevention**, **Protection** and operational **Response**.

Doing all this is a tall order. Some issues will be controversial and will certainly stretch the organisation. However, the Service has a strong record of making changes that improve what we provide.

So, we believe the new approaches and proposals that follow will allow us to continue in this vein, and stay at the forefront of providing excellent services highly rated by our community.

Community risk management

The Framework and our statutory responsibilities are now driven by managing 'community risk'. Our analysis of community risk identifies communities and groups most at risk from fires and other emergencies. We then carry out various community safety activities to prevent or reduce the risk to specific groups of people and specific areas, often in partnership.

Our current risk model uses data and intelligence from different sources to determine overall risk, and also to identify specific risks. This in turn informs our emergency response and the types of incidents we treat as emergencies, as well as those we treat as non-emergencies.

In a targeted way, we also do fire-risk assessments of commercial properties to protect local people during their work and leisure time.

Our priorities: Service Led, Community Focused, Kind Culture, Financially Sustainable.

The risk picture

- Domestic fires are predicted to continue to reduce in number and severity as we deliver our safety work in the community, but some fires will still happen.

- The social and economic factors that lead to fire – unemployment, drink/drug culture, poor health, mobility/disability – are all likely to continue to have an effect as the economy evolves and demographic changes occur. But the patterns of where, and indeed when, these fires occur, are likely to continue to be relatively predictable. This enables us to plan our deployment of people and resources.

- Road-traffic collisions are likely to plateau or continue to increase. Rescues and deaths from crashes will continue to outnumber rescues and deaths from fires by a big margin. The number of overall incidents we attend may fall, and we also need to reconsider our approach to road safety. We believe there is a strong ethical argument for expanding our work in road safety as part of wider partnerships.

- The range of risks in Essex includes very large incidents. These pose enormous risks to people's welfare and safety and to the local economy. Potentially they are on a scale not seen before, for example as a result of a major terrorist attack. These major events are unpredictable. They will require a large number of appliances and equipment, though not necessarily all from Essex.

- Extremes of weather may cause an increase in flooding and other effects of climate change, which will place heavy demands on our resources.

- Increasingly, our officers' decisions in the field are challenged and scrutinised. We face the continuing difficulty of dealing with a 'risk-averse' culture in society, which seeks to hold someone to account whenever bad things happen.

If we are not to develop a risk-averse culture in the Service, we must ensure we have confident officers who have been challenged and tested in a 'safe' but rigorous training environment, which prepares them as well as possible for critical decision-making in an emergency.

A new strategy for 2016 to 2020

In view of the risks and challenges we face, we need a new strategy for 2016 to 2020 that supports the Fire Authority's previously declared priorities for the period, namely to be Service Led, Community Focused, Values Driven (now, after discussions with staff, called a Kind Culture) and Financially Sustainable.

During 2015, Essex Fire Authority carried out a public consultation as part of its Integrated Risk Management Planning (IRMP) process. The public gave a good level of support to our proposals in that first consultation to maintain and develop our prevention, protection and response activities. So we plan to build on this by:

- giving safety messages to every school child in Essex
- ensuring there is a working smoke alarm in every household
- working with partner agencies to meet the other social needs of vulnerable members in our community
- supporting the installation of systems such as sprinklers to protect buildings and their occupants
- working with drivers and riders to reduce the number of people killed or injured on our roads
- getting our first attendance to potentially life-threatening incidents to within 10 minutes (on average) from the time we receive a call
- getting our first attendance to all incidents to within 15 minutes on 90% of occasions from the time we receive a call.

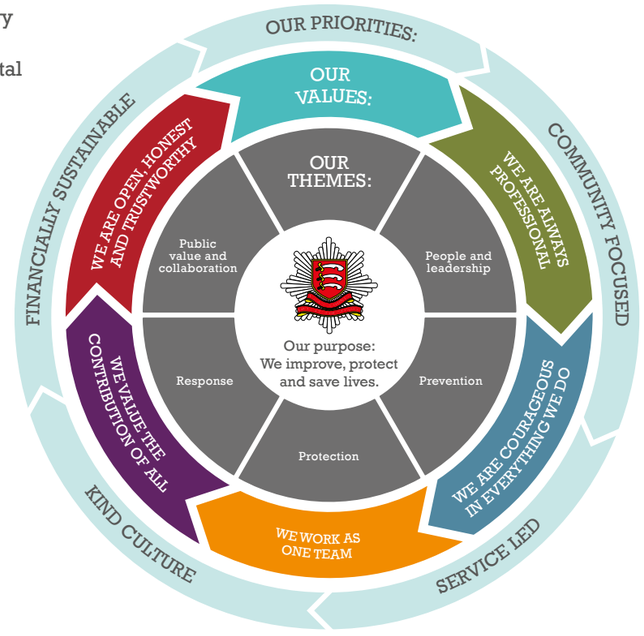
Strategic priorities	Strategic themes
Service led Identifying the range of services we will need to provide, independently or in partnership, to help eliminate or mitigate risks in our communities.	**Prevention** The services we are going to provide to prevent fires and other emergencies. **Protection** The services we are going to provide to protect the public when fires and other emergencies occur. **(Emergency) Response** The emergency response services we are going to provide when fires and other emergencies occur.
Community focused Knowing who is at risk in our communities, why they are at risk, and where they are at risk.	
A kind culture (formerly values driven) Develop an organisational culture that is open, inclusive, trusting and kind. Using our values to shape behaviours that support this.	**People and leadership** The things we are going to do to ensure we develop meaningful roles our staff can be proud of. Developing all staff so they have the right knowledge, skills and attitude to safely, and effectively perform their roles.
Financially sustainable Identifying ways to ensure that the overall cost of the Service is managed to accommodate future reductions in Government funding while limiting any council-tax increases to thresholds set by Government or the Fire Authority.	**Public value and collaboration** The things we are going to do to ensure the Fire Authority provides efficient, effective, value-for-money services so that we have financial sustainability by 2020.

As a result, we developed the new strategy through a series of staff engagement discussions. It has meant some fundamental rethinking by both Senior Officers and Elected Members of the Fire Authority.

The strategy offers a new expression of our Vision and core Purpose, as well as presenting five strategic themes:

- People and Leadership
- Prevention
- Protection
- [Emergency] Response
- Public Value and Collaboration

In addition, our Strategy on a Page (page 43) and our values (page 44) includes statements about the Service's core values.



Co-Responding scheme with EEAST

Section 7

People and leadership

Our people are our greatest asset. We have already described how the Service has radically changed in recent years. Much of the impact of this change has fallen on our people. Some changes have been hard to implement and involved conflict, including industrial action. In recent years we have developed a range of ways of engaging with our staff. This engagement will continue.

It is clear that more change lies ahead. This could feel daunting and challenging. There remains the potential for difficulty in our industrial relations. Some of the challenges include:

- delivering the Option for Change approved by Essex Fire Authority
- responding to the Home Office's 'Fire Reform' agenda
- transforming the culture of the Service
- co-operating with other emergency services
- changes in the political governance framework

We must deal with these complex issues in a way that meets the public's expectations and continues to achieve a motivated, well-rewarded workforce. There is some good news because it is clear that:

- staff are proud of their work with the Service
- staff care about the Service's future
- staff are realistic about what is expected of them in their roles
- staff appreciate the need for further change and are willing to embrace it

However:

- staff want us to engage properly with them on difficult decisions before they are made
- staff want to be able to contribute to these decisions to get the best fit between their expectations/aspirations and public value

It is also clear that the challenges must be tackled equitably across the whole organisation and from 'top to bottom'. If those at the top call for all of us to 'do more with less', this must also be apparent in their own actions. Much of this has already happened. We will be working to complete a range of changes to develop and maintain the knowledge and skills of our talented people.

In addition, we will continue the review of our management structure and will be working on building the attributes that will equip our Service to become a learning organisation.

These steps will strengthen the expertise and responsiveness we have across the Service and make us more able to adapt and change.

Schools Education Programme

Section 8

Prevention

For many years prevention was seen largely as Home Fire Risk Assessments and checks, aligned to an enthusiasm to engage in partnerships. Prevention now needs to be considered in a much wider context.

Prevention is only truly possible with a fundamental change in the behaviour and lifestyle factors that lead to fires and other emergencies. These factors are not the same in every community. So we need to focus on the most vulnerable and hard-pressed communities where the risk is highest. Targeted partnership activity must therefore be a central plank of our prevention work.

We also need to embed prevention and community safety as a major part of our core business across the whole Service.

There is agreement that community safety work is very important. But there is not unanimous agreement that prevention is just as important as emergency response.

Some people believe we have gone too far with community safety, and that emergency response operations should take precedence, especially when resources become more limited. Others believe prevention is the most effective way of saving lives and represents significantly better value for money for our communities.

The answer is to strike a new balance, as both are important. We have to find ways to manage our budgets to enable us to do both, even if our resources have been reduced. So, firefighters of the future must regard being community-safety professionals as an integral part of being a fire-and-rescue professional.

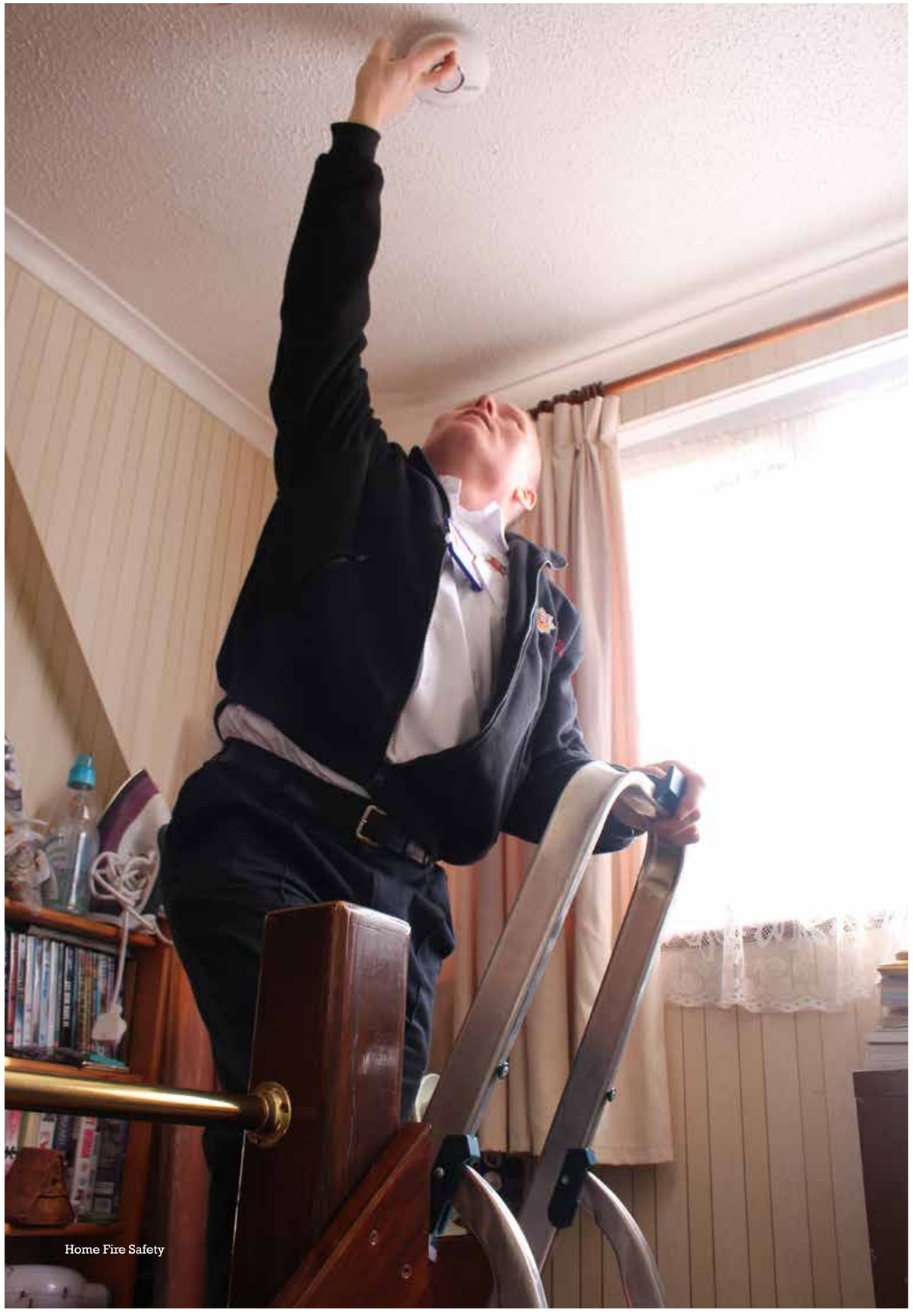
This means changing the way we engage in community-safety activities. So we need to provide them at times convenient to our community and then arrange our other activities around them.

Officers and Elected Members greatly appreciate that our prevention work saves lives and provides economic value. They remain committed to these areas of the Service and are keen to build, develop and grow them. This means looking in a different way at our capital programme and priorities, as well as the fleet and the assets we deploy to support community safety. The targeting of prevention work, and the planning to deliver it, also needs to be much more tightly integrated into a new planning framework.

Priorities for prevention

In October 2015 after a public consultation exercise on the Authority's Integrated Risk Management Plan, Essex Fire Authority agreed to support the following additional priorities for the Service's prevention work:

- Delivery of safety messages to every school child in Essex.
- Working with partner agencies in meeting the social needs of the vulnerable members of our communities.
- Working with drivers and riders to reduce the number of people killed or injured on the roads.



Home Fire Safety

Section 9

Protection

Protection is about keeping people safe in the built environment, through a risk-based inspection regime and a rigorous but balanced enforcement regime. Protection also arises from progressive ways of engineering safety into building design, building protection and the space around commercial properties.

It is also about protection in the home, so we need to carry on with our home safety checks. But we also plan to go further, supporting the use of technology such as domestic sprinkler systems and telecare facilities.

Alignment of risk models

We also need to connect what we learn from fire-protection inspections to our decisions on how best to respond to an emergency. So we need to maintain the systems that ensure operational crews have the intelligence gleaned from fire-protection activity, and we must feed this intelligence into our operational policy making.

Equally, we must learn lessons from operational incidents and share them with protection officers. We must build our engagement and work with local councils as part of our Essex-wide relationship building, and apply our expertise to support greater resilience and business continuity for our commercial community.

We have already started to explore how we can use technology to improve our services, but there is huge potential for this to transform how we achieve the protection aspect of the Service with mobile working/ online services and so on. The recent Fire Safety Review has taken account of much of what is needed.

Priorities for protection

In October 2015, after public consultation on the Authority's integrated risk management plan, Essex Fire Authority agreed to support the following additional priorities for the Service's protection work:

- To ensure there is a working smoke alarm in every household.
- To support the installation of systems such as sprinklers to protect buildings and occupants.

Section 10

Response

It is helpful to consider our emergency response role as a separate thing, but we should also be clear from the outset that it is not our only high priority.

All our resources – including emergency response staff – must be part of providing all our **Prevention**, **Protection** and emergency **Response** services.

Risk assessment/risk model

Our current approach to risk assessment was first devised as part of developing Integrated Risk Management Planning (IRMPs). It is called our Strategic Assessment of Risk (SAOR).

The SAOR model forms the basis of our IRMP. So it must support any proposals for change to our emergency response.

We must also link this analysis of risk to other corporate systems and data such as Fire Safety, Site Risk Information, Community Safety, and Local Resilience Forum risk registers.

As outlined earlier, Essex Fire Authority carried out a public consultation as part of its IRMP process in 2015. The public gave a good level of support to the proposals for two new response standards, namely:

- getting our first attendance to potentially life-threatening incidents to within 10 minutes (on average) from the time we receive a call
- getting our first attendance to all incidents within 15 minutes on 90% of occasions from the time we receive a call

The attendance standards also form the basis of how we plan to locate our resources and our building stock, as well as our capital programme/asset strategy. We have used the standards to re-evaluate fire station locations, the type and number of fire engines located at each fire station and the crewing model in operation for each fire engine. This work led to a number of options for change that were the subject of Essex Fire Authority's second public consultation, which concluded in April 2016. Changes agreed as part of that process are being implemented in the Service.

Collectively, this set of activities is likely to have a major effect over the next few years on our public face, what we do, and on our personnel, fire stations and other operational facilities. It is certain to result in fewer firefighters overall, but they are likely to be better rewarded individually for their commitment and flexibility in how they use their time and professionalism. Our firefighters will spend much more time off fire stations in our community, with local managers taking responsibility for their own workload against challenging targets, rather than prescribing in detail what will be done and when – meaning the fire station itself can be used more as a community asset or facility.

This will lead to more local management and empowered decision making, probably including responsibilities for crewing levels. There is also likely to be greater personal responsibility on individual firefighters for their own personal and professional development and managing their own time, within a framework that specifies outcomes and targets, rather than prescribing every part of a working day.

First attendance to all incidents within **15 minutes** on **90%** of **occasions** from the time we receive a call.

Option for change

In June 2016, Essex Fire Authority supported option 2 as the future direction of the Service. They delegated authority to the Service's Acting Chief Fire Officer to take the necessary actions to deliver it. Option 2 comprised the following changes:

Remove the second fire engine from the following fire stations:

- Orsett fire station
- Rayleigh Weir fire station
- Loughton fire station
- Corringham fire station
- Frinton fire station

Change the crewing of the second fire engine at Clacton fire station from wholetime to on-call

Change the crewing system to on-call at:

- Dovercourt fire station
- South Woodham Ferrers fire station
- Great Baddow fire station
- Waltham Abbey fire station
- Great Dunmow fire station

Remove the Pinzgauer appliances from the following fire stations:

- Manningtree fire station
- Burnham-on-Crouch fire station
- Billericay fire station

Replace the Pinzgauer at Great Dunmow with a fire engine.

Section 11

Public value and collaboration

As a major public-sector organisation we need to have clear and robust policy and governance frameworks. These frameworks should be driven by the Fire Authority, through the Service Leadership Team, and regularly maintained and monitored.

We also need clarity and an agreed approach to plans and strategies: who writes them, what they cover and, crucially, how we maximise our efforts and resources. We also need rigour in how we overlay our policies with risk and equality impact assessments. And we need a strong approach to communicating with the Fire Authority on organisational policy.

Performance management framework

What we have has been effective to date but it largely reflects an 'outside-in' approach to managing performance. It is clear that we need a more comprehensive framework that covers the whole organisation and makes best use of our investment in technology. Within this, we need to develop our approach to hard measurement against objectives and business processes, as well as internal peer review. We also need to be clear about the link with 'operational' work and other audits.

If we truly want to be excellent, we also need to benchmark our work against that of other Fire and Rescue Services and the best organisations from other sectors. As part of our changes we will 'de-layer' management in order to be clear who is accountable and who is empowered to do what.

Risk management

The existing corporate risk framework is good and well embedded, but there remains a challenge of integrating risk management into the way we do things. There is considerable organisational merit in terms of efficiency from being able to share data and share analysis. We need to co-ordinate our approach to using our data as a corporate resource.

Flowing from this, we need to bring together our intelligence in a 'knowledge hub'. We can then provide a facility that allows us to use this intelligence to support our decision-making process.

Programme management/planning framework

Over the last few years, we have invested heavily in time, effort and resources to develop our approach to programme management and planning. Our planning framework has stood us in good stead but we can improve and streamline it. Project management has helped us get people to work better across boundaries but there is a risk we become so compliant with the process we forget to use it as a tool.

So we need proportionate programme and project management that enables, rather than restricts, delivery. There is also a need for a more streamlined planning framework that can demonstrate clear alignment between the organisation's aims and objectives, the risk assessment and the tangible activities on the ground that are planned to deliver these. Once again, we need to see a return on our investment in technology to streamline these processes.

Communications

The previous discussion on change shows that how we engage and communicate internally and externally – as well as how we project our brand and market ourselves to our community – is fundamental.

We have recently appointed a new Head of Marketing and Communications who will look again at our:

- public relations and media presence
- management of public events, especially on community engagement and consultation
- management of our approach to branding and marketing
- management of our use of 'e-communications', in particular the internet
- management of the political influence and arrangements at an Essex-wide (Greater Essex), regional level as well as nationally

All these approaches to improving our 'corporate engine' need to be managed within a corporate framework.

Collaboration

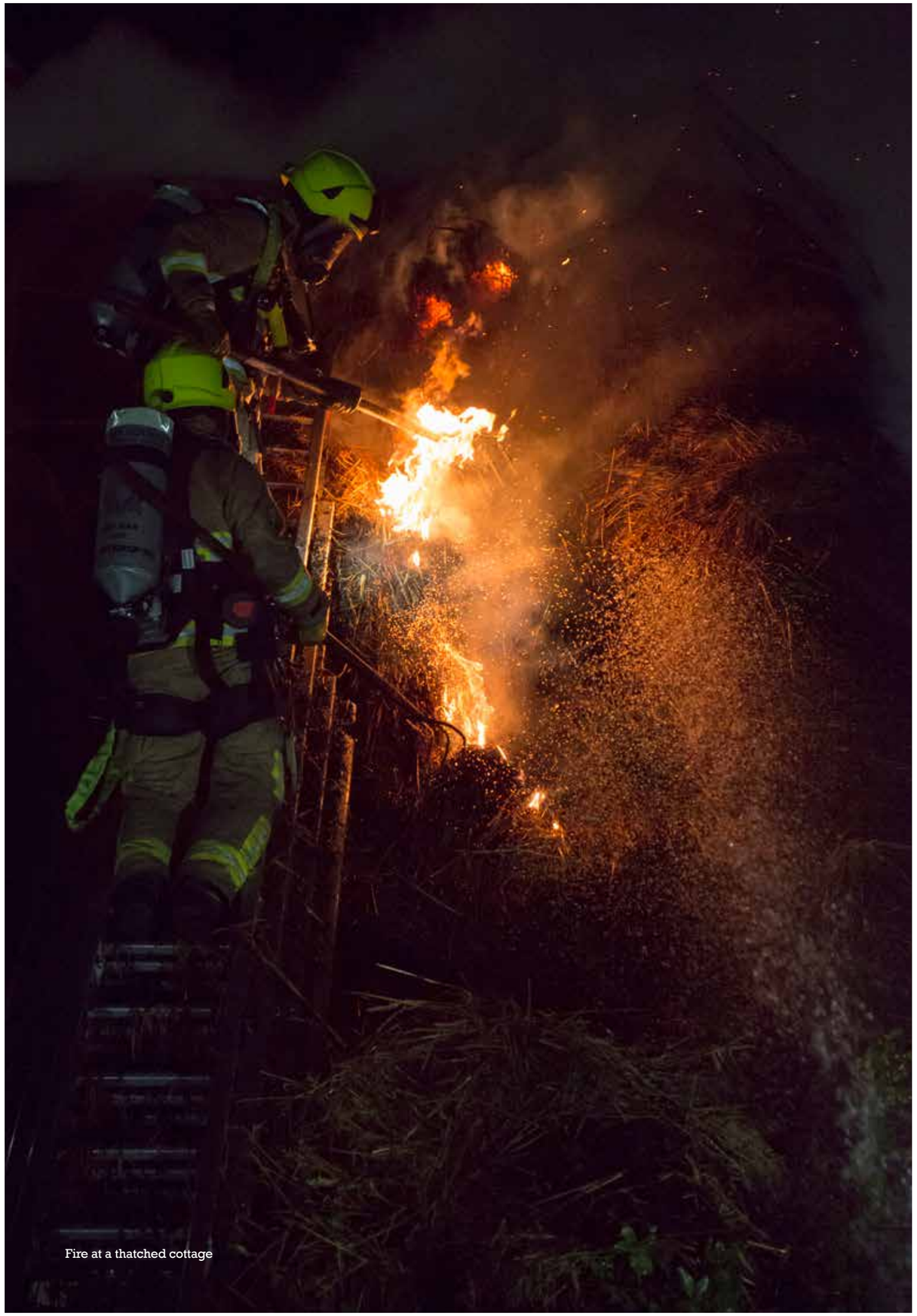
In Section 1 we examined the nature of collaboration between the Service and other organisations such as the East of England Ambulance Service and Essex Police. Specifically we found that Essex Fire Authority was already committed to work with the Office of the Police and Crime Commissioner for Essex to examine:

- the business case for changing the Fire Service's political governance model, and
- the potential efficiencies of greater collaboration between the Service and Essex Police

We also noted the potential for combining such 'enabling functions' as ICT, Property and Fleet, which we are actively pursuing at the moment.

This work will strongly influence the size and shape of the Service and how we meet Essex's needs in future.

Other aspects of collaboration in the national agenda fit well with the Authority's current approach. These include a joined-up national research and development function for fire and rescue, and collaborative procurement (buying). We have taken the lead on writing the regional specification for fire engines and bought fire engines jointly with Bedfordshire. We are an active partner in buying personal protective equipment for firefighters, and we lead collaboration between nine authorities on risk pooling.



Fire at a thatched cottage

Section 12

Conclusion and next steps

This document aims to set the scene and outlines the Service's development over the last few years. It has set out the context in which change has occurred and the challenges we now face. It provides clear reasoning for further change.

The document shows the major steps we need to take and the thinking we need to do to shape these steps more precisely over the coming months, as a new Government and our evolving governance model take hold.

Programme 2020

Programme 2020 is the Authority's transformation and change programme for the Service. The following plan outlines the projects and pieces of work for Programme 2020.

We have made a commitment to involve those affected in change and their representatives in planning the change. This engagement will occur throughout the life of the programme and there are still opportunities for staff and stakeholders to influence the planning.

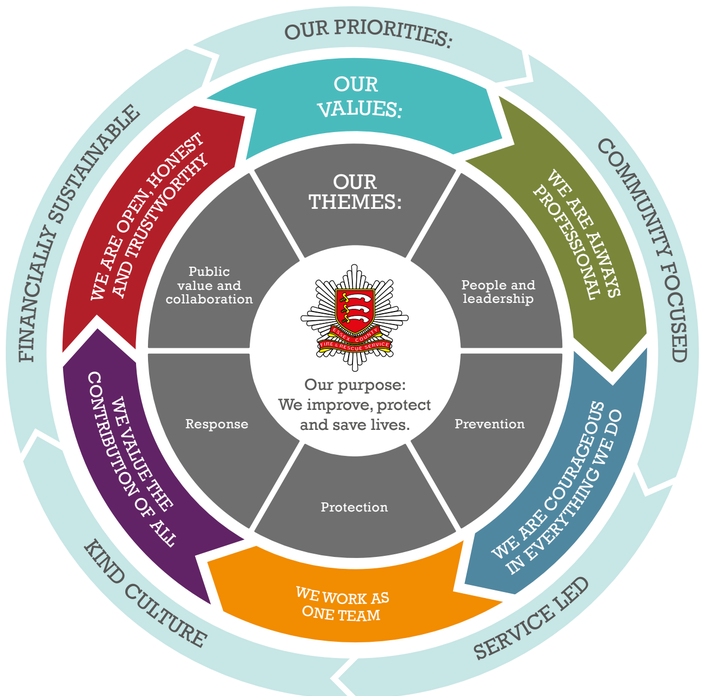
There are also a number of factors outside our control that may influence this plan, such as our collaboration with Essex Police, or the Emergency Service Mobile Communications Programme driven by the Home Office.

Expected delivery plan for the key work outlined in this strategy

				2016-17: Q4			2017-18: Q1			2017-18: Q2			2017-18: Q3			2017-18: Q4			2018-19: Q1			2018-19: Q2			2018-19: Q3			2018-19: Q4			2019-20: Q1			2019-20: Q2			2019-20: Q3			2019-20: Q4		
		Start	End	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
1	Core hours project	01/17	03/17																																								
2	Roll out new values statements across Service	01/17	01/17																																								
3	Diversity action group and plan	01/17	03/17																																								
4	Job evaluation and reward project	01/17	04/17																																								
5	Operational assurance project	01/17	01/17																																								
6	People Structures Project	01/17	06/17																																								
7	Performance management framework	01/17	03/17																																								
8	Performance measurement and reporting	01/17	03/17																																								
9	Revised appraisal process	04/17					→																																			
10	Reward and recognition	04/17					→																																			
11	Learning and development strategy	04/17					→																																			
12	Implement mixed crewing	01/17	03/17																																								
13	Implement new availability bands	01/17	06/17																																								
14	On-call conversions project	01/17	03/20																																								
15	Operational Availability Management Project	01/17	03/18																																								
16	Human Resources & Organisational Design Business Solution (HOBS)	01/17	09/17																																								
17	Appliance removal and staff relocations project	01/17	02/17																																								
18	Removal of Frinton second appliance project	09/17	01/18																																								
19	Special appliance relocation project (now includes USAR)	01/17	03/20																																								
20	Off-road replacement vehicles project	01/17	10/17																																								
21	Collapsed behind closed doors project	01/17	03/17																																								
22	Joint trunk road activity project	01/17	03/17																																								
23	Strategy for evaluation of Safer Communities activity	01/17	03/17																																								
24	Developing the Home Safety Model project	01/17	03/17																																								
25	Station based firefighters delivering Risk Based Activity Programme project	04/17					→																																			
26	Station based firefighters delivering Community Safety activity project	04/17					→																																			
27	Parish safety volunteers and safe and well visits project	01/17	03/17																																							
28	Essex Risk Intervention Service project	01/17	03/17																																							
29	Joint Rural Patrols project	01/17	03/17																																							
30	Community messaging and portal project	01/17	03/17																																							
34	Restorative Justice interventions project	01/17	01/17																																							
35	RTC reduction project scoping begins	06/17							→																																	
36	Fire Museum project scoping begins	12/17													→																											
37	Flood alleviation team project	04/17					→																																			
38	Business engagement team project	04/17					→																																			
39	Business safety volunteers project	04/17					→																																			
40	Increase in Firebreak capacity	04/17					→																																			
41	Increase in Fire Cadets capacity	04/17					→																																			
42	Control project	01/17	05/17																																								
43	Emergency Services Mobile Communications Programme	01/17	02/19																																								
44	Incident Command software project	01/17	03/17																																								
45	Scoping of replacement for Wethersfield Training Centre	01/17	03/17																																								
46	Review of technical training facilities at fire stations	04/17					→																																			
47	Integration of ICT function with Essex Police project (awaiting PA report)	10/17											→																													
48	Integration of Property function with Essex Police project (awaiting PA report)	10/17											→																													
49	Integration of Fleet with Essex Police project (awaiting PA report)	10/17											→																													

Strategy on a page

Our vision is to make Essex a safe place to live, work and travel.



Our values

We are open, honest and trustworthy

We respect and honour all we do for the Service and our colleagues, being transparent and consistent in our communications and throughout our work.

We are courageous in everything we do

Having the confidence to always own our part and not be a bystander in order to progress and learn from our experiences. **#JustOwnIt**

We work as one team

All in it together to deliver a safer Service and a safer Essex. **What part do you play?**

We are always professional

We proudly stay ahead of the game by embracing training and development, continually learning, while delivering professional standards to efficiently serve our community.

We value the contribution of all

We create an inclusive and non-judgemental environment that respects people as individuals and embraces diversity.

We value everyone equally, create opportunities and celebrate our successes.