

**PFCC**  
**POLICE, FIRE AND CRIME**  
**COMMISSIONER FOR ESSEX**



Essex County  
Fire & Rescue Service



# Fire & Rescue Plan

**2019-2024**



**PFCC** 

**POLICE, FIRE AND CRIME  
COMMISSIONER FOR ESSEX**

 [www.essex.pfcc.police.uk](http://www.essex.pfcc.police.uk)

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# Introduction from your Police, Fire and Crime Commissioner



In October 2017, I was honoured to become the first police, fire and crime commissioner in the country. I took on the governance of Essex County Fire and Rescue Service alongside my existing responsibilities for Essex Police after a local business case had shown significant benefits from joint governance for the public.

For me, safe and secure communities are the bedrock on which we build well-being and prosperity for all. This requires all emergency services to work well together, to be efficient and effective in the service they provide, to prevent incidents wherever possible and to be closely embedded in the communities they serve. The Fire and Rescue Service has a special mission in this, to make Essex a safe place to live, work and travel.

Having an efficient and effective response when it is needed is crucial, but for me preventing incidents happening in the first place is just as important. Over the last decade the number of fires and the devastating personal and financial impact they have has significantly reduced across Essex. I believe that we need to be ambitious and should aim for there to be no preventable deaths from fire in Essex. We can also work to improve road safety and expand how we keep vulnerable people safe, protect our residents and find new ways to reduce the risk of harm.

Working with partners, employees and the public, through a variety of workshops and a public survey, we have developed this plan to set the priorities for the Service over the next five years. Each priority has a number of commitments and together these will be used by the Service to develop their operational plans and activities.

At the heart of the plan, we need to make sure that the public in Essex are getting the best possible fire and rescue service. This means we need a service that continues to drive down the number of incidents, has effective and efficient prevention, protection and response activities in place, works well within communities and with their partners and is transparent, open and accessible, as well as being a great place to work.

By doing this we can deliver more for our communities, we can help people stay safe and most importantly we can reduce the number of people seriously injured or killed; we can ensure we have the safe and secure communities we all want.

## **Roger Hirst**

Essex Police, Fire & Crime Commissioner  
Fire & Rescue Authority

# A message from the Chief Fire Officer/Chief Executive

Our Fire and Rescue Service is trusted, respected and appreciated throughout the County. Our residents and businesses know that when they need us, we will be there.

Through our response to accidents and emergencies including fires and road traffic collisions; and our community safety work to prevent harm from happening in the first place by providing relevant safety advice and equipment to those most at risk, we ensure that lives, homes and business premises are protected and make Essex a safe place to live, work and travel.

Our prevention work is centred on being proactive with safety messaging from as early as possible. Through our schools education programme, we reach tens of thousands of schoolchildren every year to explain the risks associated with fire, as well as how to react in an emergency situation.

Our Safe and Well teams visit around 9,000 homes every year. Many of those properties are home to elderly and vulnerable people – and the work we do to fit free smoke alarms and provide safety advice locally really is invaluable.

**We are courageous in everything we do.** Initiatives including our Firecar and Firebike, which attend events across Essex to engage with thousands of car and motorbike enthusiasts and young drivers, are just two examples of the innovation we must continue to have to allow us to target and reach people who may be at risk.

**We work as one team.** Since our Service became the first to be governed by a Police, Fire and Crime Commissioner, we have worked more closely than ever with Essex Police and other partners. In doing so, we have begun to share more knowledge of those who may be vulnerable to harm and, at a strategic level, look at how we can manage our resources to jointly provide the best and most efficient Service we can.

Reaching people face-to-face and continuing to be visible in our communities is key in keeping fire safety at the forefront of their minds – and building relationships with local authorities, community and care groups is helping us to do that.

**We are always professional.** The pace of change that our sector has experienced over the last ten years is unlikely to slow down. And as the risks, demands and needs of our many communities change, our Service needs to develop and evolve, adapting to be able to not just respond to these new challenges but also get ahead of the curve and be innovative in keeping the people of Essex – including our own staff – safe from harm.



**We value the contribution of all.** To truly keep the people of Essex safe, we know we need to invest in our own workforce and build a culture that gets the best out of them and helps them to develop and grow. Our values are at the centre of everything we do.

**We are open, honest and trustworthy.** We are committed to providing a Fire and Rescue Service that the people of Essex can continue to be proud of. Our communities feel reassured that, when there is an emergency, we will be there. That will never change.

This Fire and Rescue Plan has helped us in setting eight priorities that will prepare us for future challenges. It's an important document that has set the foundation in developing our operational plans and activities for the next five years.

This is an exciting time for our sector and I am very proud to be leading Essex County Fire and Rescue Service into what I believe will be a bright future – in which we will do more than ever to make Essex a safe place to live, work and travel.

**Jo Turton**

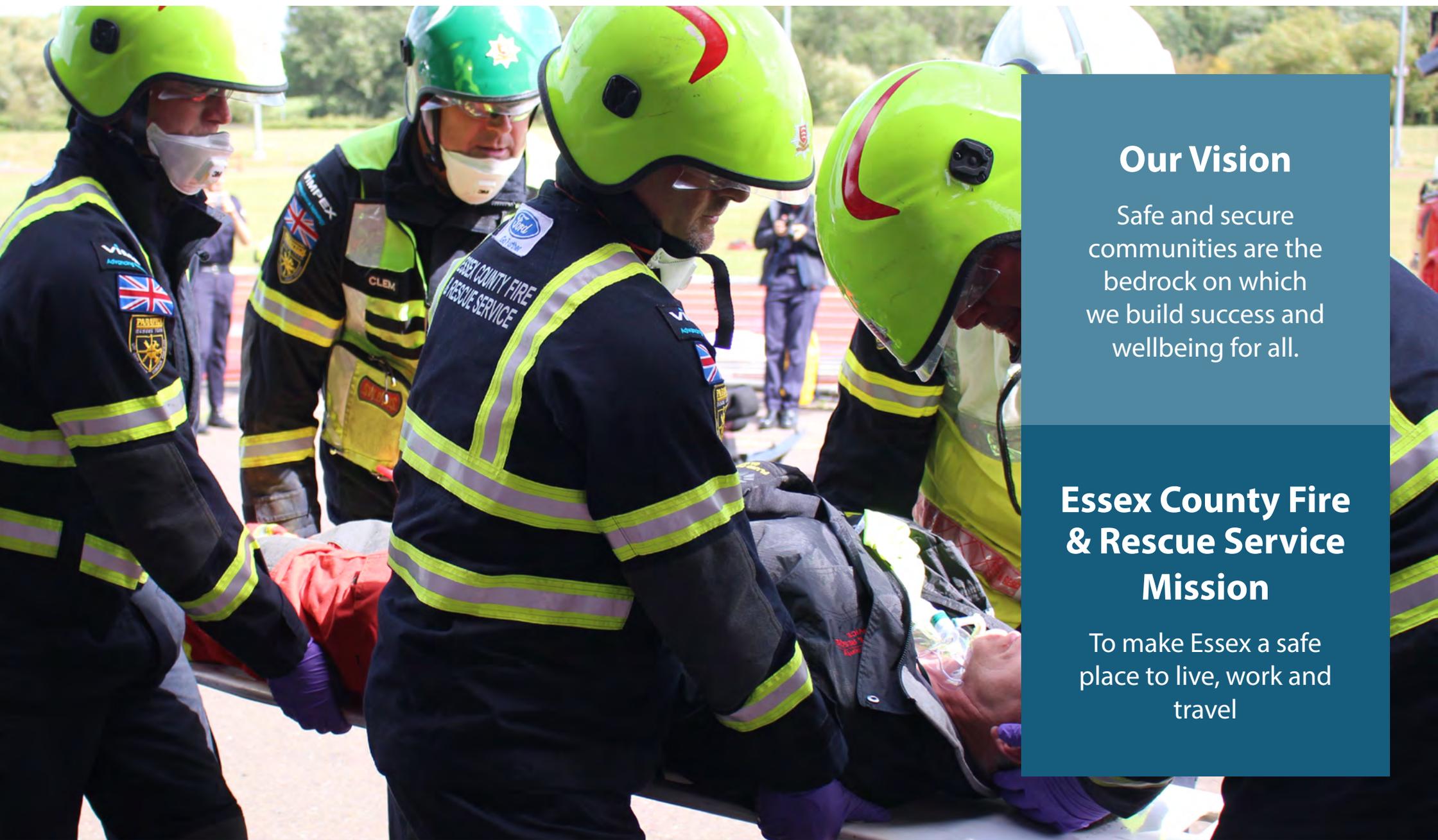
Chief Fire Officer / Chief Executive



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# Our Vision



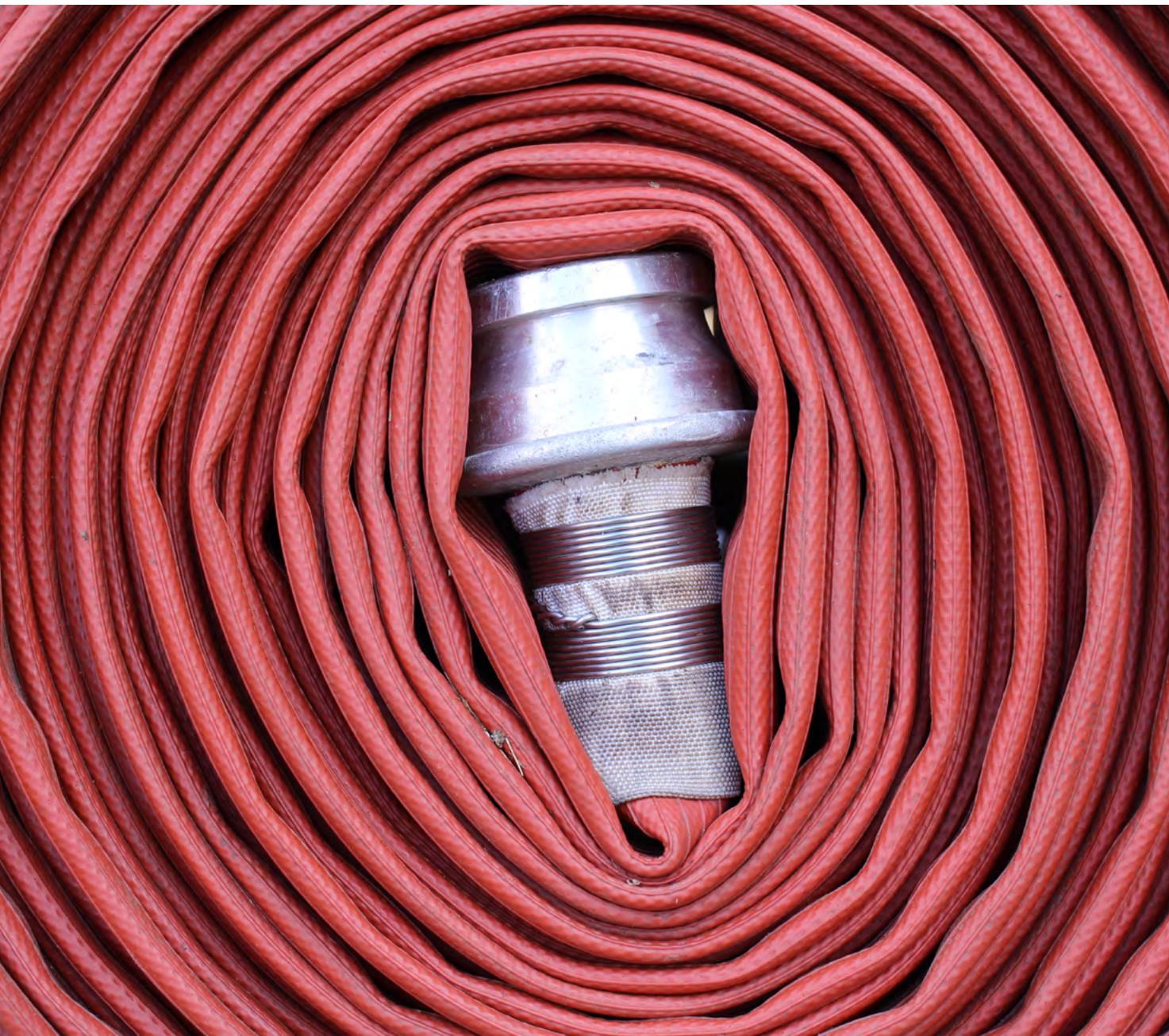
## Our Vision

Safe and secure communities are the bedrock on which we build success and wellbeing for all.

## Essex County Fire & Rescue Service Mission

To make Essex a safe place to live, work and travel

# The Fire and Rescue Plan



- The Fire and Rescue Plan sets out the priorities for fire and rescue services in Essex and a series of strong, tangible commitments to how we will help keep our communities safe.
- The plan brings together the Service, partners and the public to build safe and secure communities and offer efficient and effective prevention, protection and response activity.
- The activities in this plan set out a clear direction for development of the Service and how, by working closer together with other emergency services and wider partners, we can deliver a better service while being closer to the communities we serve.

# The Priorities

**Prevention, protection and response**

**Improve safety on our roads**

**Help the vulnerable to stay safe**

**Promote a positive culture in the workplace**

**Develop and broaden the roles and range of activities undertaken by the Service**

**Be transparent, open and accessible**

**Collaborate with our partners**

**Make best use of our resources**

# Prevention, protection and response

**Our objective:** “We will plan and provide effective and efficient prevention, protection and response activities, so the public continue to have trust and confidence in us.”



## We will:

- Help all of our communities, both urban and rural, to stay safe
- Use local information effectively to determine risk and identify effective prevention, protection and response activity
- Continue to play a leadership role in local emergency planning and provide a resilient service for the public
- Ensure an effective, co-ordinated response to major emergencies and incidents
- Educate and inform young people, so they live safe lives
- Work more closely with developers, building control professionals, building owners, businesses and planning teams to identify and reduce risk
- Ensure we have a systematic, transparent, well targeted and effective fire safety inspection regime
- Ensure we deliver effective flood prevention and other specialist response services

**We will do this so** that the trust and confidence of our communities is maintained through effective pre-planning, monitoring and evaluation.

**Why is this important?**

We know that by delivering the best possible service, we will maintain the trust and confidence the public have in our Service and together make Essex a safe place to live, work and travel.

# Improve safety on our roads

**Our Objective:** “Reduce the personal, social and economic impact of road traffic incidents.”



## Working through the Safer Essex Roads Partnership, we will:

- Work to reduce the number of people killed or seriously injured on our roads through the multi-agency Safer Essex Roads Partnership on enforcement, engagement and education
- Support and grow volunteer groups, such as Community Speed Watch
- Minimise the impact of road collisions by ensuring an efficient response to protect property and preserve life
- Continue to work with at-risk groups to educate and promote safety on our roads
- Work with our partners to minimise the social and economic impact of road collisions by getting traffic moving again quickly

**We will do this so** fewer people are killed or seriously injured on our roads.

### Why is this important?

Road traffic incidents affect hundreds of people each year, devastating families and communities. The economic impact also makes a significant financial difference to families and businesses in our county.

# Help the vulnerable to stay safe

**Our Objective:** "To help vulnerable people to be safer in Essex."



## Working with our partners, we will:

- Identify the vulnerable and signpost them to appropriate services
- Work directly with vulnerable people to help them to keep themselves safe
- Share data and information with partners to support vulnerable people
- Use our trusted reputation within communities and with the people of Essex to engage with vulnerable and harder to reach people

**We will do this so** those who are at higher risk of harm are safer and more resilient.

**Why is this important?**

We know that some people within our community are at greater risk and that targeted advice and support can make a big difference in their lives.

# Promote a positive culture in the workplace

**Our objective:** “To have a safe and diverse workforce who we enable to perform well in a supportive culture underpinned by excellent training.”



## As a Service, we will:

- Develop and deliver a People Strategy to:
  - › Continuously improve the diversity of the workforce to ensure it represents the community at large
  - › Ensure strong, effective leadership is in place
  - › Set out the routes available in terms of recruitment, retention and progress
  - › Promote flexible working, including mixed crewing
  - › Develop a new training programme and extend training opportunities so that all of our staff have the skills and training they need and remain safe in their work
  - › Ensure a safe workforce, support health, safety and well-being
  - › Tackle bullying and discrimination
  - › Ensure up-to-date information is available in the right place, at the right time and in the right format
  - › Ensure a fair and accessible whistle blowing and grievance policy
  - › Ensure a succession policy is in place
- Develop and deliver a cultural change programme that embeds our values and behaviours through:
  - › Recognition
  - › Communication
  - › Continuous improvement
  - › Developing manager self-awareness
  - › Recognising the benefits of reflecting the diversity of the communities we serve

# Promote a positive culture in the workplace

**Our objective:** “To have a safe and diverse workforce who we enable to perform well in a supportive culture underpinned by excellent training.”



## As a Service, we will:

- Ensure the Service is efficiently staffed
- Recognise the value of on-call firefighters and improve recruitment and retention
- Explore opportunities, such as a direct entry scheme or internal development, to address recruitment challenges in specific areas of the Service, while ensuring our staff have the right operational skills and competencies
- Encourage support staff to develop and progress
- Involve, consult and inform our staff so they understand how they can contribute to our Service

**We will do this so** we have a modern, forward-looking, innovative and collaborative culture that can anticipate and deliver against the changing needs of our communities.

**Why is this important?**

So our communities get a better service because we benefit from the skills, experiences and day-to-day knowledge of everybody working in the Service.

# Develop and broaden the roles and range of activities undertaken by the Service

**Our Objective:** “To save lives, prevent harm and protect our communities by developing and broadening our roles and partnerships.”



## Working with our people and representative bodies, we will:

- Agree the scope of activities to deliver on the Local Government Association's Fire Vision 2024
- Use our skills as a fire and rescue service to enhance health and community safety, while retaining and improving existing capabilities in fire and rescue

## We aim to build on the expertise of the Fire and Rescue Service to:

- Improve performance by using technology better to coordinate our response with other emergency services
- Ensure staff are properly trained, equipped and supported in any new activities they undertake
- Extend our involvement into additional areas of community safety, where this offers improved value to the public, helping to keep people safe and extending how we rescue people

**We will do this to** ensure first class delivery of our core functions, deliver increased value for money to Essex residents and tax payers and exemplify joint working that responds to local and national risks effectively and efficiently.

### Why is this important?

By continuing to develop the fire and rescue service as a modern and professional public protection and emergency response service, we can reduce harm, promote economic prosperity and ensure everyone has the chance to live safe and fulfilling lives.

# Be transparent, open and accessible

**Our Objective:** “Communities are involved, engaged and consulted in the services they receive.”



## We will:

- Strengthen our community links to enable communities to hold us to account for our performance
- Involve our communities in our planning of the services we provide
- Provide easily accessible information about our service
- Build stronger awareness of what we do and the range of activities we deliver
- Develop stronger networks with local partners and businesses

**We will do this so** the public can hold us to account for the services we provide.

**Why is this important?**

By being more engaged, connected and transparent with our communities, we can provide better services and help them to stay safe.

## Collaborate with our partners

**Our Objective:** “We will work together with our partners to provide a more efficient and effective service for the public.”



### Working with our emergency services partners, we will:

- Collaborate with Essex Police to progress the Local Business Case, including:
  - Sharing services
  - Joint procurement
  - Shared use of estates
  - Operational collaboration, including in the control rooms
  - Joint continuous development
  - Joint fleet services
  - Joint provision of appropriate specialist capabilities
  - Shared ICT platforms
  - A co-ordinated approach to remote communities
  - Aligning and co-ordinating community safety activity
- Work together with Essex Police and the East of England Ambulance Service to explore and develop further opportunities to collaborate
- Continue the good practice on the implementation and application of Joint Emergency Services Interoperability Principles (JESIP)

# Collaborate with our partners

**Our Objective:** "We will work together with our partners to provide a more efficient and effective service for the public."



## Working with our partners in Essex, we will:

- Contribute to an effective Essex Resilience Forum
- Make more effective use of our estate, sharing and rationalising with our partners
- Co-ordinate our safety activity messages

## Working with our Fire and Rescue Service partners, we will:

- Enable effective national and international mobilisation
- Explore and develop further opportunities to collaborate
- Work with the National Fire Chiefs' Council and other bodies to share and implement best practice

**We will do this so** the public benefits from better, more efficient and effective service.

Why is this important?

By working together with partners, we can deliver more for the public.

# Make best use of our resources

**Our Objective:** “We will improve the safety of the people of Essex by making best use of our resources and ensuring value for money.”



## We will:

- Use our resources to help the people of Essex to stay safe and mitigate the changing risks they face, in line with the priorities in this plan
- Plan the deployment of resources based on strategic priorities, evidenced need, articulated benefits and measurable outcomes
- Benchmark our performance with other fire and rescue services and leading public and private sector bodies to improve our own performance
- Ensure our investment in prevention work has measurable targets and achieves agreed outcomes
- Use new technology and business processes to improve service efficiency
- Ensure there is an effective risk management process in place

**We will do this so** the people of Essex can be reassured their money is being used efficiently and effectively.

**Why is this important?**

The more efficiently we use the resources we have, the more we can invest in services that have a direct impact on people's lives.

## What Essex County Fire and Rescue Service does



- Protect life and property
- Prevent and extinguish fires
- Find and rescue people
- Protect and rescue people from road traffic incidents and other emergencies
- Respond to chemical, biological, radiological or nuclear emergencies
- Work with partners to assess and understand the risk of an emergency happening and be prepared to deal with these if they happen
- Work together with other emergency services to provide a better service to the public
- Deliver an efficient and effective service to the public
- Consider the impact our duties and activities can have in creating safer communities
- Work with at risk groups to promote safe behaviours, reduce risk and improve community safety
- Assess and where necessary enforce the safety of key buildings

## Changing context



### The work of Essex County Fire and Rescue Service is changing, and will continue to change over the coming years.

Since 2009, data recorded through the *Incident Recording System\** has shown some significant shifts in demand.

- The number of incidents attended has fallen significantly, particularly fires which have fallen by nearly 30 per cent.
- The number of false alarms has also fallen by 30 per cent, saving valuable time and resources.
- The Service has become more intelligence led with more detailed, reliable data to direct and manage resources.
- We have seen a reduction in the number of wholetime firefighters and an increase in the number of on-call firefighters.
- The number of fire safety visits has increased and there is scope for these to grow.

*\*[www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables](http://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables)*



28.1%

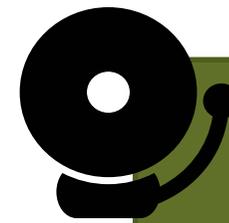
### Fires attended

2009/10: 6,680  
2017/18: 4,803

### Incidents attended

2009/10: 20,234  
2017/18: 15,666

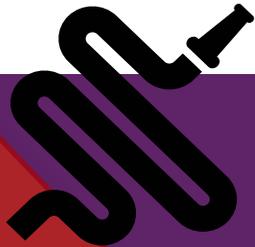
22.58%



32.19%

### False alarms attended

2009/10: 9,360  
2017/18: 6,347



### Home safety visits

2010/11: 6,770  
2017/18: 8,513

25.75%



49s

### Average response time for primary fires

2009/10: 9m 16s  
2017/18: 10m 5s



7.68%

### Special service incidents attended

2009/10: 4,194  
2017/18: 4,516



### Wholetime firefighters

2009/10: 874  
2017/18: 612

262

FTE

### On-call firefighters

2009/10: 388  
2017/18: 405

17



FTE

# National Fire and Rescue Priorities - Home Office



## The priorities for fire and rescue authorities set out in the National Fire and Rescue Framework for England July 2018 are to:

- Make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents;
- Identify and assess the full range of foreseeable fire and rescue related risks their areas face;
- Collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide;
- Be accountable to communities for the service they provide; and
- Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.

## The Framework builds upon the Government's programme for reform to:

- Transform local governance of fire and rescue by enabling mayors and police and crime commissioners to take on responsibility for their fire and rescue service where a local case is made;
- Establish Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) as an independent inspection regime for fire and rescue services;
- Develop a comprehensive set of professional standards to drive sector improvement;
- Support services to transform commercially with more efficient procurement and collaboration;
- Increase the transparency of services with the publication of greater performance data and the creation of a new national fire website; and
- Drive forward an ambitious programme for workforce reform including through enhancing: professionalism; management and leadership; training and development; equality and diversity; culture; and options for flexible working.

# Fire Vision 2024 - Local Government Association



## **We will continue to develop and broaden our role – and our partnerships – to become a response, prevention and protection service for the 21st century.**

Fire service staff are welcomed into our communities and homes. This relationship will enable us to proactively offer an increasing range of interventions, building on our experience in delivering prevention work and based on local needs and risks.

We will continue to play a key role in enforcing fire safety, maintaining a sustainable fire service, recognising the need for a staff establishment sufficient to manage fire risk.

We will continue to play a key role in ensuring the country's national resilience, through the New Dimension programme.

We will recruit, retain and develop a workforce that reflects the communities it serves. The service will have an inclusive culture, in which everyone is supported to do their best, free of inappropriate or unprofessional behaviour. Our workforce will be flexible, with up-to-date skills, state-of-the-art equipment, first-class training and operating to rigorous professional standards. Taking an evidence-based approach, we will use state-of-the-art technologies to support our prevention and protection role based primarily on risk.

We will be a partner of choice, working with others to shape our places, delivering increasing value for money and exemplifying effective joint working to meet local and national risks efficiently.

As a sector we will share details of successful interventions (and, importantly, those less successful interventions) to support each other to understand and build on what works best and what is most cost-effective.

*Local Government Association, February 2018*

# Performance outcomes and indicators

PRIORITY	AIM	MEASURES
<p><b>Prevention, protection and response</b></p>	<p>The trust and confidence of communities in Essex is maintained through effective pre-planning, monitoring and evaluation.</p>	<ul style="list-style-type: none"> <li>• Reduction of injuries &amp; fatalities</li> <li>• Reduction of economic impact</li> </ul>
<p><b>Improve safety on our roads</b></p>	<p>Fewer people killed or seriously injured on Essex roads.</p>	<ul style="list-style-type: none"> <li>• Reduction in the number of people killed or seriously injured on Essex roads</li> </ul>
<p><b>Help the vulnerable stay safe</b></p>	<p>Those who are at higher risk of harm are safer and more resilient.</p>	<ul style="list-style-type: none"> <li>• People who received an intervention feel safer and less at risk</li> <li>• Reduction in incidents involving vulnerable groups in Essex</li> </ul>
<p><b>Promote a positive culture in the workplace</b></p>	<p>A modern, forward looking, innovative and collaborative culture of the Service anticipates and delivers against the changing needs of communities in Essex.</p>	<ul style="list-style-type: none"> <li>• Increase in staff confidence</li> <li>• Improved workforce diversity</li> <li>• Compliance with the Service Training and Development Plan</li> </ul>

## Performance outcomes and indicators

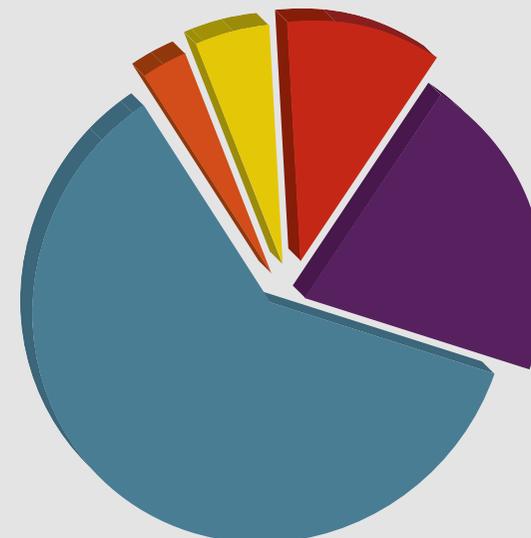
PRIORITY	AIM	MEASURES
<p><b>Develop and broaden the roles and range of activities undertaken by the Service</b></p>	<p>This will ensure first class delivery of our core functions, deliver increased value for money to Essex residents and tax payers and exemplify joint working that responds to local and national risks effectively and efficiently.</p>	<ul style="list-style-type: none"> <li>• Broader range of prevention, protection and response activity undertaken by operational staff</li> </ul>
<p><b>Be transparent, open and accessible</b></p>	<p>The public hold the Essex County Fire and Rescue Service to account for the services it provides.</p>	<ul style="list-style-type: none"> <li>• Partner satisfaction with engagement</li> <li>• Public trust and confidence increased</li> </ul>
<p><b>Collaborate with our partners</b></p>	<p>The public will benefit from a better, more efficient and effective service.</p>	<ul style="list-style-type: none"> <li>• Progress made against the PFCC Joint Governance Local Business Case for Police and Fire and Rescue in Essex</li> </ul>
<p><b>Make best use of our resources</b></p>	<p>The people of Essex are reassured their money is being used efficiently and effectively.</p>	<ul style="list-style-type: none"> <li>• HMICFRS Performance Rating</li> <li>• Cost of service per resident</li> <li>• Reduction in number of false alarms</li> </ul>

# Finance and resources



**Fire and Rescue Budget (£000) 2019-2020**

Firefighter pay	37,427
Control and support staff	15,388
Enabling services	2,196
Premises and equipment	10,464
Capital financing charges	6,493
Other costs	5,617
<b>Total</b>	<b>77,585</b>



**Funded by (£000) 2019-2020**

Revenue support grant	8,337
National non-domestic rates	16,196
Council tax	46,876
Reserves	2,388
Other grants and income	3,788
<b>Total</b>	<b>77,585</b>

# Supporting documents

## **The Fire and Rescue Services Act 2004**

[www.legislation.gov.uk/ukpga/2004/21/contents](http://www.legislation.gov.uk/ukpga/2004/21/contents)

## **The Policing and Crime Act 2017**

[www.legislation.gov.uk/ukpga/2017/3/section/2/enacted](http://www.legislation.gov.uk/ukpga/2017/3/section/2/enacted)

## **Fire and Rescue National Framework for England**

[www.gov.uk/government/publications/fire-and-rescue-national-framework-for-england](http://www.gov.uk/government/publications/fire-and-rescue-national-framework-for-england)

## **Essex County Fire and Rescue Service Performance**

[www.essex.pfcc.police.uk/performance-resources-board-essex-fire-rescue-authority/](http://www.essex.pfcc.police.uk/performance-resources-board-essex-fire-rescue-authority/)

## **Essex County Fire and Rescue Service Integrated Risk Management Plan 2016 – 2020**

[www.essex-fire.gov.uk/about\\_us/IRMP\\_2016-2020](http://www.essex-fire.gov.uk/about_us/IRMP_2016-2020)

## **Local Business Case for Joint Governance of Police and Fire & Rescue in Essex**

[www.essex.pfcc.police.uk/wp-content/uploads/2017/02/Essex-Local-Case-for-Change.pdf](http://www.essex.pfcc.police.uk/wp-content/uploads/2017/02/Essex-Local-Case-for-Change.pdf)

## **Fire Vision 2024 (Local Government Association)**

[www.local.gov.uk/fire-vision-2024](http://www.local.gov.uk/fire-vision-2024)

## **Police and Crime Plan**

[www.essex.pfcc.police.uk/what-we-are-doing/police-and-crime-plan](http://www.essex.pfcc.police.uk/what-we-are-doing/police-and-crime-plan)

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

[www.legislation.gov.uk/uksi/2005/1541/contents/made](http://www.legislation.gov.uk/uksi/2005/1541/contents/made)

## Links

### **Police, Fire and Crime Commissioner for Essex**

[www.essex.pfcc.police.uk](http://www.essex.pfcc.police.uk)

### **Essex Police, Fire and Crime Panel**

[www.bit.ly/police-crime-panel](http://www.bit.ly/police-crime-panel)

### **Essex County Fire and Rescue Service**

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

### **Home Office Fire Statistics**

[www.gov.uk/government/collections/fire-statistics#history](http://www.gov.uk/government/collections/fire-statistics#history)

### **Future of Essex**

[www.essexfuture.org.uk/vision](http://www.essexfuture.org.uk/vision)



## You can contact the PFCC at:

 Essex Police, Fire and Crime Commissioner  
Fire & Rescue Authority  
Kelvedon Park,  
London Road,  
Rivenhall,  
Witham,  
Essex CM8 3HB.

 01245 291 600

 [pfcc@essex.pnn.police.uk](mailto:pfcc@essex.pnn.police.uk)

 [www.essex.pfcc.police.uk](http://www.essex.pfcc.police.uk)

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