ESSEX POLICE, FIRE AND CRIME COMMISSIONER FIRE & RESCUE AUTHORITY
Essex County Fire & Rescue Service

Meeting	Service Leadership Team	Agenda Item	6a
	Strategic Board		9
Meeting Date	26 May 2020/ 11 June 2020		
Report Author:	Director of Innovation, Risk & Future Development		
Presented By	Director of Innovation, Risk & Future Development		
Subject	**Integrated Risk Management Plan (IRMP)**		
Type of Report:	Decision		

RECOMMENDATIONS

Members of the Strategic Board are asked to review the proposed changes in the paper to the document in appendix one and recommend sign off of the Services' new IRMP 2020-24 based on these changes being made to the final document.

BACKGROUND

The Service's Integrated Risk Management Plan IRMP sets to identify the risk in the county of Essex and to highlight the approach the Service will take to mitigate that risk in line with the Fire and Rescue National Framework and the Service's Fire and Rescue Plan. An initial consultation on the Service's next IRMP took place in 2019, where views were sought on 7 key proposals. Those proposals, combined with feedback from the 2019 consultation, were then used to develop a draft IRMP 2020–2024. The consultation for the draft plan finished in March. The purpose of this paper is for approval of the IRMP 2020-24 by the Strategic Board following approval by the SLT on 26 May 2020 and ongoing conversations with the Police, Fire and Crime Commissioner.

OPTIONS AND ANALYSIS

Consultation

The service took a 2-stage approach to consultation. The responses from stage one is outlined below and are linked to all 7 of the initial proposals.

Consultation responses

Proposal 1: We will develop our workforce strategy to make sure that we continue to train our staff well. We will build a culture that's modern, diverse, forward-looking,

innovative and collaborative so that we can meet the changing needs of the communities we serve, focusing strongly on the safety and welfare of our staff and the people of Essex.

- 90% of respondents <u>strongly</u> agreed that staff need to be well trained, and 6% of comments related to the same point.
- 76% <u>strongly</u> agreed with the need to focus on the safety and welfare of staff and Essex residents, and 9% of the comments reflected this.
- The highest level of disagreement (by 10% of respondents) was around the need for a diverse culture – 13% of the comments made were that capability/ suitability is more important than diversity.
- 16% of respondents felt that more resources are needed, with some highlighting concerns about funding cuts.
- 10% of comments were about working practices, with the most common themes being that changes should not lead to a deterioration in service or lack of appliances and negative comments about using full time staff rather than part time/on call/retained fire fighters.

Proposal 2: We will develop a prevention strategy which will clearly set out how we identify the most vulnerable members of our communities. We will target our resources and initiatives in a way that protects those at risk of harm as they live, work and travel. We will also set clear targets and assess how we do against them. And we will increase the number of home fire-safety visits we do.

- 55% of respondents <u>strongly</u> agreed with the need to identify the most vulnerable members of our community. However, while 11% of those who made a comment wanted to target resources, 8% felt that there is a need to target everyone/meet everyone's needs.
- Fewer than half <u>strongly</u> agreed with the other statements.
- The highest level of disagreement was the 8% of respondents who felt that the Service should not deliver more home safety visits. 15% of comments related to home fire safety visits with most highlighting their importance, although a third felt that visits should not be at the expense of frontline services. Another 4% felt that community safety should not be at expense of frontline services.
- 10% of respondents commenting on this proposal said that more resources are needed.
- 9% highlighted the importance of educating the public, including children and young people.

Proposal 3: We will work with our partners through the Safer Essex Roads Partnership to continue to reduce the number of people killed or seriously injured on our roads. We will identify groups who are at risk and target our activities at the most vulnerable in our communities.

- 62% of respondents <u>strongly</u> agreed about the need to continue to help reduce the number of people killed or seriously injured on our roads
- 55% strongly agreed with working with partners on improving road safety. However, 14% of respondents commenting felt that roads should be the

responsibility of the Police and/or not a Fire Service role while 8% said that resources should not be diverted away from traditional fire services to cover this.

- 13% of comments highlighted road specific issues, in terms of improving road layouts or maintenance.
- 13% felt that collaboration with others is required, including local authorities, the Police, Health, voluntary sector groups and communities.
- 13% felt that education on road safety/driving is needed.

Proposal 4: We will review how effective our current protection strategy is. If necessary, we will increase training and resources in technical fire safety, and across our service, to make sure we continue to carry out high-risk inspections as needed. We will also work with developers, building control, building owners, businesses and planning teams to influence the fire-safety aspects of future building developments, to protect the people of Essex.

- 74% of respondents strongly agreed that the Service should influence the fire safety aspects of future building developments. 27% of comments were that the Fire Service needs to have an input into planning and building control while another 7% felt they should be able to influence building legislation.
- 16% of comments were about the need for planning/prevention activities, including for all developments and buildings and not just those at high risk.
- 7% of respondents wanted resources to be targeted or prioritised to provide fire cover, while another 6% wanted a more effective use of resources.

Proposal 5: We will review the type, number and location of incidents we attend. We will use this information to develop our service and manage our staffing and resources according to the risks identified. We will take into account new technology, future requirements for our service, and the specialist risks within Essex communities.

- Between 45% and 55% of respondents strongly agreed with each of the statements under this proposal.
- The highest level of disagreement was 7% of respondents who felt that the Service does not need to use the data to develop their capabilities and manage resources.
- 20% of people commenting said that this should not be used as an excuse for cuts.
- 17% highlighted the need for having sufficient resources available and/or building in a contingency.
- 17% felt the Fire Service should be wary of using predictive statistics/technology, with this often linked to the need to have sufficient resources available for unanticipated events, but 9% were positive about the use of predictive analytics and data to identify risks.
- 13% wanted more effective working practices including a review of staffing models, an improved mobilising system, technological improvements, the sharing of specialist machines and vehicles, and improved training procedures.
- 11% felt that this should already be being done, or that it should be business as usual.
- 6% highlighted the need for more resources.

Proposal 6: We will review the availability and performance of our fire stations to make sure we can meet our standards for responding to incidents. We aim to improve our current performance to reduce risks to our communities from incidents.

- 66% of respondents <u>strongly </u>agreed with the need to review the availability of fire stations, although 11% of people commenting said that stations should not be closed and 14% said that the review should not mean cutting or reducing resources. 14% respondents wanted more resources.
- 14% of respondents making comments suggested changes to working practices, with two thirds of them saying that the on-call system needs to change and/or that more whole time stations are required. 7% criticised specific working practices, with two thirds of them criticising the on-call system and/or day crewing model. 6% wanted more effective working practices, including suggestions around the strategic placing of stations, having sufficient staffing levels, improving response times and having a responsive support service.
- 11% highlighted the reduction in resources and/or performance over the last years, with the two things often being linked together.

Proposal 7: We will develop an efficient, effective and reliable IT system to support and manage how we use our resources, and to manage our information and how we report it.

- Between 43% and 48% of respondents <u>strongly</u> agreed with the statements under this proposal. 25% of respondents commenting wanted IT systems to be improved, but 17% felt that money has been wasted previously on IT systems.
- 10% suggested that systems should be developed based on officer input or operational requirements.

Based on the responses from the first stage of the consultation process the following changes were made to the IRMP document and the proposals.

- We have called out explicitly that any changes to fire cover or staffing levels would involve further consultation and this IRMP would not be utilised as a vehicle for changes with no engagement

- We have added more detail around the Technology section to outline why IT is important and how it enables us to better deploy resources and activity.

- Highlighted our pathway to use our resources in a better way in relation to prevention and protection activities

- Be explicit around the fact we are not changing our response standards

- Explain in more detail how we will deliver a risk based inspection programme to identify those properties at greater risk under the Regulatory Reform Fire Safety Order.

- We have explained more precisely why data is important and why we need to be data led in our activities.

In the final stage of the consultation, seven responses were received from the public, mainly referring to local issues, and none that lead to changes to the core activities

suggested. All seven of the respondents will receive a personal reply to the area of concern they raised with an emphasis on highlighting the work we are already doing to mitigate their concerns. Therefore the foundation of the Services' planning through to 2024 will be around the following activities.; -

People

To deliver the People Strategy we will:
- Continue to invest significantly in training so that all our staff have the skills and training to remain safe in their work
- Identify and target skill gaps for every individual ensuring that the training offered is suitable for all learners and all shift systems
- Retain specialist and technical expertise and encourage people to diversify their skills sets
- Ensure effective succession planning to enable the continued delivery of service
- Develop the leadership skills of our managers to ensure that we have strong effective leadership both now and, in the future,
- Continue to improve the diversity of our workforce by promoting a career in the fire service as an opportunity for all
- Provide skills to people so that they can embed a positive culture and behaviours

Prevention

Our prevention strategy ensures we deliver the following as part of this IRMP:
- Develop community safety action plans that detail community risks relating to specific areas which we use to target our resources
- Develop a data-led approach to target specialist staff at the most vulnerable
- Evaluate our prevention activity to ensure it is effective for our communities
- Expand the use of our operational staff to help us provide safety advice to more vulnerable people in our communities
- Tell you how we are working with partners to drive down the numbers of those killed or seriously injured on our roads

Protection

To improve delivery our protection strategy will:
- Train more of our operational staff to undertake business safety checks to help us reach more businesses and issue more safety advice
- Identify opportunities for us to engage with more businesses across Essex, leading to an increase in business engagement events
- Ensure we have the right resources to deliver against our commitments in the risk based inspection programme
- Review our Risk Based Inspection Programme to ensure it is data-led and enables us to understand which premises pose the greatest level of risk and target our resources accordingly

Response

To deliver our response strategy we will:
- Ensure our response standards are appropriate for each area of our county
- Meet our response standards
- Ensure we have the right appliances, people and equipment in the right places to mitigate risk across the county and ensure resources are available when needed by our communities

- Improve availability of our On-call appliances
- Deliver training to crews on specialist appliances to ensure availability when needed by our communities

Technology

We will deliver the following as part of this IRMP:
- Procurement and implementation of a new command and control system that will enable improved effectiveness of mobilisation and communications from the control room to the incident ground
- A command and control system that will enable transition to the Emergency Services Network and the associated technological benefits
- Delivery of a data system that enables enhanced reporting of data and performance. This will inform prevention and protection activities enabling resources to be targeted at those most vulnerable
- Develop an ICT transformation and optimisation programme that will ensure we make best use of effective systems

Following a meeting with representatives from the PFCC office the following changes were agreed to the document and have been submitted to Plain English for processing the list below also includes questions and suggested changes from plain English in order to achieve the Crystal Mark.

Page 5: Did we visit 82% of schools?
YES

Page 7: Planning framework – is this accurate? "This Integrated Risk Management Plan (IRMP) is part of our overall Fire and Rescue Plan (FRP) and guides the priorities in our annual Strategic Plan. The IRMP will run alongside our continuous improvement work and our change programme and **will incorporate** our Medium Term Financial Plan (MTFP)."
CONSIDER OUR MTFP

Page 7: 4th paragraph under the graphics. I prefer "manage" risks but we could use "reduce" risks.
COMFORTABLE EITHER WAY

Page 8: Change to "reflect up-to-date information on how we manage risks to lives and properties in the Great Essex area"
YES BUT SHOULD THIS BE GREATER ESSEX?

Page 9: Human/animal health issues; do we mean a public health outbreak/pandemic, and an animal disease outbreak?
YES

Page 10: change: "Having an insight into how they are likely to develop in the future will support us in deciding how we best use our resources." to
"Having an insight into how the county's demographic is likely to change will support us in deciding how we best use our resources"
YES

Page 14: are we referring to "upper tier risk" and "lower tier risk" in the graphic?
UPPER AND LOWER TIER ARE CLASSIFICATIONS UNDER THE COMAH REGS THEY DO REFER TO GREATER LEVELS OF RISK BUT I WOULD SUGGEST AS THEY ARE LEGAL CLASSIFICATIONS WE SHOULD KEEP THEM

Page 20: They want some more information on this: "Crews carrying out these visits will also collect information about operational risk." Could we changes to "…collection information about risk, such as " and give a few examples.
RISKS THAT CREWS MAY BE FACED WITH IN THE EVENT OF A FIRE

Page 21: change "review the inspection programme to make sure it is data-led" to "review the inspection programme to make sure we are making decisions based on data we have collected"
YES

Page 22: change We also have a fleet of national assets, …" to "We also have equipment, vehicles and firefighters used to support Fire and Rescue Services across the UK, …"
YES

Page 22: the current location and disposition of our appliances – do we mean location and **capabilities**?
New sentence will read:
"The information we collected and the analysis we carried out to produce this IRMP makes us confident that the current location and capabilities of our crews and appliances will meet the demand within our county."
YES

Page 27: can we add ICT to this sentence? Do that cover it? "In order to support how we manage risk, it is important that our **ICT** infrastructure is modern and effective and makes the best use of new technologies."
YES

Suggested edits following PFCC meeting.

Page 13: It states we carried out 200k school visits. This should be interactions with school children.

Page 21: The bit in the red box where it says we will; say what we mean by vulnerability. Can we remove this please as it isn't required?

Page 25: Can we add a performance measure in that says; Number of primary fire injuries.

BENEFITS AND RISK IMPLICATIONS

The IRMP, supported by the Service's Strategic Assessment of Risk (SAOR), develops a strategy to use the Service's resources most effectively to mitigate the risk to the public of Essex as set out in the National Framework. Development of the Service's Prevention and Protection strategies will benefit the Essex Communities and help deliver the Service's mission to make Essex a safe place to live, work and travel.

The current IRMP concludes in 2020, and it is a requirement for the Service to have an IRMP, failure to approve the IRMP could result in the Service being unable to deliver an IRMP within an appropriate timescale.

FINANCIAL IMPLICATIONS

None specific to this report.

EQUALITY AND DIVERSITY IMPLICATIONS

None specific to this report.

WORKFORCE ENGAGEMENT

The workforce have been engaged throughout consultation. Representative bodies have also been involved throughout consultation and throughout the development of this IRMP. The Fire Brigades Union (FBU) sought further assurances as part of the on-going consultation, in response to the Director of Innovation, Risk and Future Development committed to; -

- the Service is working with the FBU to set some clarity on specific objectives that will fall out of the IRMP. As an example this would include, analysing the impact of previous IRMP changes and impact of not meeting response standards;
- work with FBU on the content of the SAOR and in particular to consider any areas that should be added/considered;
- set out clear timescales for the SAOR/IRMP review each year, to include a range of meetings at key points to discuss any key areas
- When working through the SAOR a summary of each chapter will be formed which the Service would look to use as content in its future IRMPs

In addition to this, further assurances were given on future consultation on any future objectives which may lead to changes to the numbers of appliances, their location, and/or how the Service may crew them. This led to a slight change to the assurance given in the final document as highlighted earlier in this report.

LEGAL IMPLICATIONS

Under the Fire and Rescue National Framework the Service is required to produce an Integrated Risk Management Plan.

HEALTH AND SAFETY IMPLICATIONS

None specific to this paper.

Essex County
Fire & Rescue Service

Integrated Risk
Management Plan
2020 – 2024

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Contents

Welcome from Roger and Jo

Roger Hirst
Police, Fire and Crime
Commissioner

Welcome to our draft Integrated Risk Management Plan (IRMP), which sets out how we intend to put in place our aims for Essex County Fire and Rescue Service. This plan identifies how we manage risks in Essex, protect our communities and respond to fires, all against a backdrop of financial challenges. Our risks and demands in Essex, like the rest of our country, continue to change, which means that we need to regularly review our priorities and activities so that we actively respond to our community's needs.

Of course, a plan like this can't stand alone. It sets out how we plan to put our Fire and Rescue Plan (FRP) in place and drives our annual Strategic Plan, which includes things like our continuous improvement work, our change programmes and how we manage our budget.

We are one of the largest fire and rescue services in the country, serving 1.8 million residents. Essex is home to two airports – Stansted and Southend, and Harwich seaport, Lakeside shopping centre, Coryton oil refinery, power stations, docks at Tilbury and along the Thames, seven underground stations and parts of the M25 and M11 motorways. Alongside this, our county contains many ecologically important areas, one of the largest sections of coastline (515 kilometres) in the country, various conservation areas and over 14,000 listed buildings. It's clear to see we are a county of real contrasts, made up of people who have differing needs.

As a service that puts serving our communities at the heart of everything we do, we have an ongoing commitment to work with our partners – providing a better service and more value for money. This requires all emergency services to work well together, to be efficient and effective in the service they provide, to prevent incidents happening wherever possible and to be closely involved in their communities. We will continue to build on this, working with Essex Police and other emergency service responders and local authorities.

Although the number of fires across the county has reduced over the last decade, we need to continue to be alert to the risk of fire and other emergencies. We believe that the best way to keep people safe from fires and other emergencies is to prevent them happening in the first place, and we do this through our prevention and protection activities. In 2018-2019 we visited 82% of schools to deliver joint safety messages with Essex Police, fitted 9,814 standard smoke alarms and carried out 8,553 Safe and Well and Home Safety visits. This is good, but our ambition is to do more.

Our people are our service. We need to have an inclusive workplace that uses the diverse talents of our workforce, meaning we provide a better service to our communities.

Our People Strategy aims to make sure that our staff are supported, have access to the best training and are given opportunities to develop and grow.

Our fire officers and staff are proud of the services they deliver and how they continue to keep our residents and businesses safe. This plan sets out how we can work to provide an even more effective and efficient fire and rescue service and make Essex a safe place to live, work and travel.

This is your fire and rescue service, and we believe we should hear from you and understand what is important to you. Being open and honest with our public is a priority to us. That's why we're sharing this draft Integrated Risk Management Plan with you. In producing the plan, we have used your feedback following the consultation we completed last autumn. We would now welcome your further comments and observations.

You can get it touch with us using the contact details at the end of this document.

Jo Turton
Chief Fire Officer/
Chief Executive

Our vision, mission and values

Our vision
Safe and secure communities are the foundation on which we build success and wellbeing for everyone.

Our mission
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 our service and our colleagues, and are open and consistent in our communications and throughout our work.

We are courageous in everything we do

We have the confidence to always take responsibility for what we do and not be a bystander, so that we can progress and learn from our experiences. **#JustOwnIt**

We work as one team

We are 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 welcoming training and development and continually learning, while delivering professional standards to efficiently serve our community.

We value everyone's contribution

We are inclusive and non-judgemental. We respect people as individuals and welcome diversity.

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

Planning framework

This Integrated Risk Management Plan (IRMP) sets out how we plan to put our Fire and Rescue Plan (FRP) in place and works to drive our annual Strategic Plan.

The IRMP will run alongside our continuous improvement work and our change programme and take account of our Medium Term Financial Plan (MTFP).

The diagram below shows how our IRMP will work in reality and how it fits as part of the wider Strategic Plan, down to a local level including individual department plans.
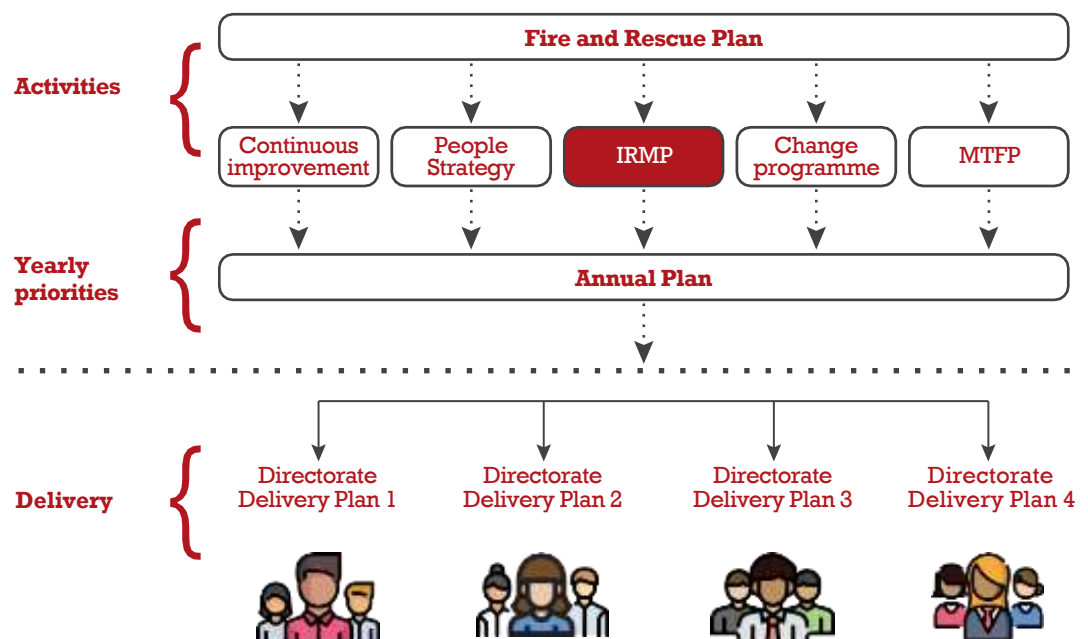
We want to equip our managers to identify and manage risks within their areas. As part of this, we will use the directorate plans to develop community action plans which will make sure we aim our resources and activities at the most vulnerable people, groups and areas.

Working alongside a range of partners, we will work to identify those people who are most in need of support, including through:
- fire safety checks;
- risk information about individual premises;
- community safety partnerships;
- the Safer Essex Road Partnership; and
- our knowledge of local areas.

What our plan covers

Like all fire and rescue services, our IRMP identifies and outlines how we manage our communities' fire and rescue risks.

Our plan covers four years and will:

• reflect up-to-date information on all related risks to the Greater Essex area;
• outline how we will enforce the Regulatory Reform (Fire Safety) Order 2005 as set out in the Statutory Code of Compliance for Regulators and the Enforcement Concordat;
• demonstrate how we can best use our prevention, protection and response activities and resources to prevent incidents and manage risk;
• be reviewed each year and revised to make sure that we can act on it;
• show how we have used what we have learned from consulting our workforce, communities, representative bodies and partners; and
• be easily accessible.

You can find more details of the Fire and Rescue National Framework for England on the Government's website (see page 27 of this document for more information).

How we identify community risk

Under the Civil Contingencies Act, we must keep a public community risk register. This means working with our partners, including the Essex Resilience Forum (ERF), to develop emergency plans and put them into practice.

By doing this, we make sure we have effective response and business-continuity arrangements in place to deal with all risk that we can predict. This includes non-fire emergencies such as severe weather, flooding and other emergencies.

We also need to be flexible enough to respond swiftly to the changing national picture. This includes significant changes to our understanding of the built environment (buildings where people live and work), highlighted by the events at Grenfell Tower.

Strategic Assessment of Risk (SAoR)

We develop an SAoR to understand the risks we face and how these risks may affect our prevention, protection and response activities across Greater Essex.

The SAoR identifies the key risks and considerations we must manage.

Our IRMP takes those risks and sets out how we will manage them, including increasing our cover where necessary.

SAoR identified the following risks on the IRMP community risk register.

- Changes to our population in the short to medium term, leading to an increase in the number of older people, who are potentially more vulnerable
- Failure to understand and take advantage of advances in technology that would provide us with improved or new solutions
- Failure to respond to changes in climate
- Failure to provide appropriate environmental management when responding to call-outs
- Reduction in service due to human health issues
- Animal health issues
- Major gas or petrochemical industrial accident or incident
- Incident at a music or sporting event
- The major transport infrastructure within Essex covering land, air, sea or rail
- The threat level associated with terrorist activity
- Failure to understand the changing risk relating to buildings and how buildings can behave in an unexpected way in a fire

Profile of Greater Essex

For an IRMP to be successful, and for us to fulfil our mission of making Essex a safe place to live, work and travel, we must understand the people of Greater Essex and their backgrounds.

Having an insight into how they are likely to develop in the future will support us in deciding how we best use our resources. As the population of Essex increases, the percentage of older people is also increasing. As age is one of the factors we use to calculate how vulnerable our residents are, this makes it easier for us to see what the demand on our service might be and to increase and plan appropriately. Our prevention and protection strategies give more detail about how we meet these needs.

Population estimates for the County of Essex

Mid-2016   Mid-2017

**Mid-2018
1,832,752**

Actual annual population change for the County of Essex

Mid-2016   Mid-2017   **Mid-2018**
16,347   13,435   **12,373**

Population estimates (mid-2018) by age groups for County of Essex

Age 0 to 4	110,480
5 to 17	283,994
18 to 64	1,076,093
65 to 90+	362,185

These figures are mid-year estimates from the Office for National Statistics.

Population estimates (mid-2016) by age groups for County of Essex

Age 0 to 4	110,870
5 to 17	275,758
18 to 64	1,066,417
65 to 90+	353,899

These figures are mid-year estimates from the Office for National Statistics.

Firefighter full-time equivalent numbers

2016
Whole-time
701

2019
Whole-time
628

Source: Home Office operational statistics, October 2019

Fire stations and appliances

2016
50 stations
75 pumping appliances
  5 aerial appliances
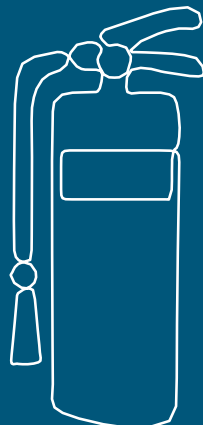38 other operational appliances

2019
50 stations
66 pumping appliances
  4 aerial appliances
26 other operational
    appliances

A typical year in Essex

Incidents overview

Year 2018-2019	
Total	**15,513**
Fires	**4,935**
Special services (for example, road traffic collisions)	**4.283**
False alarms	**6,295**

334 Road Traffic collision reduction events

38 FireBike events

32 FireCar events
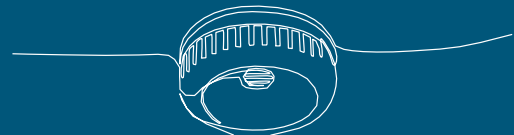
63 Community Wheels events

857 high-risk sites audited

2,875 workplaces inspected in 2019

Home safety visits
8,126 visits completed in 2019

931 people were killed or seriously injured on the roads in 2018

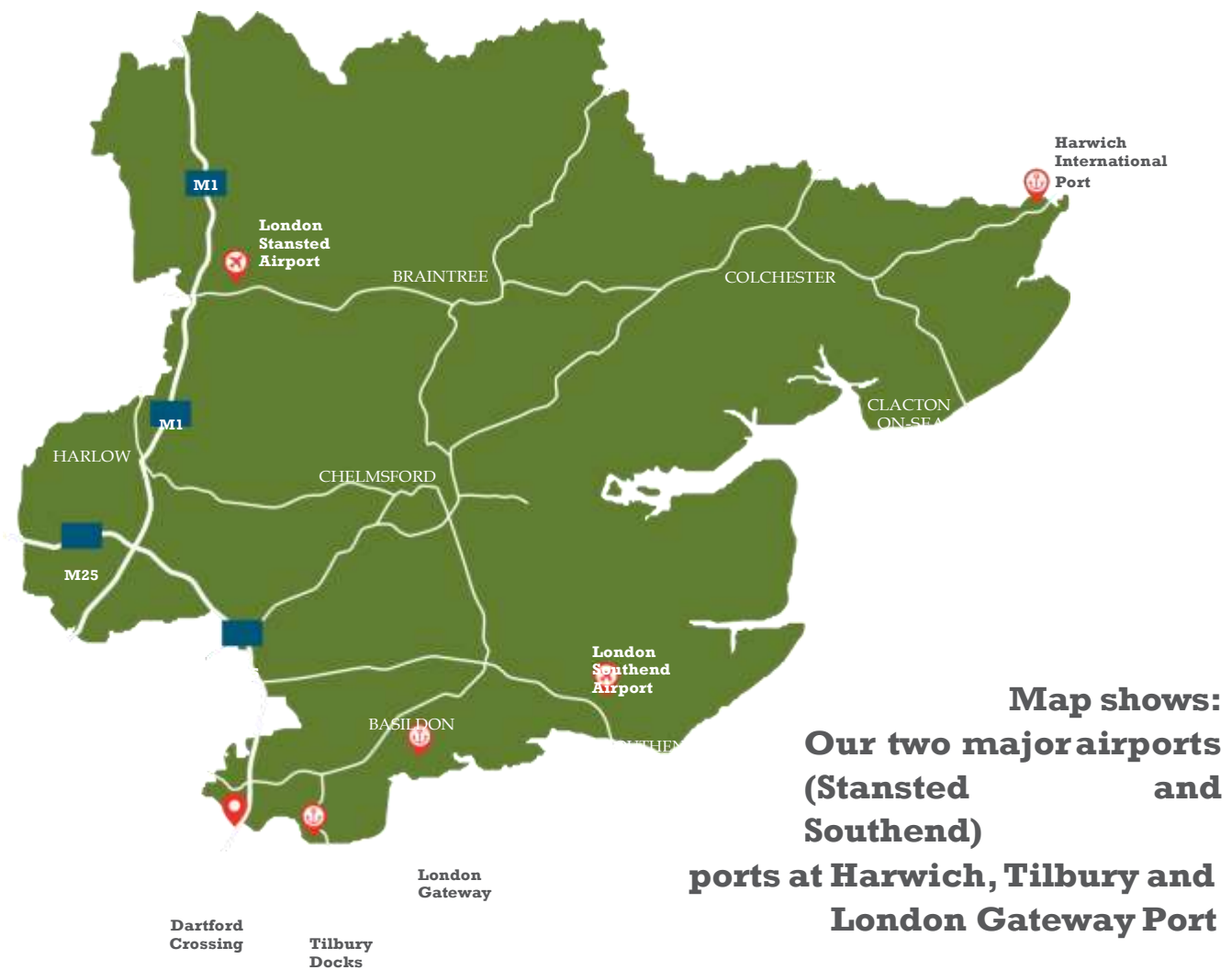School visits
209,315 visits in 2019

Our risks and resources

Control of Major Accident Hazards [COMAH] sites – high-risk sites that are covered under the COMAH regulations

COMAH sites
13 Upper tier
7 Lower tier

M1

London Stansted Airport

BRAINTREE

Harwich International Port

COLCHESTER

M1

HARLOW

CHELMSFORD

CLACTON ON-SEA

M25

London Southend Airport

SOUTHEN

BASILDON

London Gateway

Dartford Crossing

Tilbury Docks

Map shows:
Our two major airports (Stansted and Southend)
ports at Harwich, Tilbury and London Gateway Port

We have:
- approximately **900 km of roads,** including **129 km** of motorway
- **343 km of railway,** including **7**

Emerging and future risks

Estimated increase in housing by up to **130,000** from 2016 to 2030

Increase in population by approximately **200,000** between 2016 and 2030

Ageing population

Over 65s
to go from 354,000 [19.59% of population] in 2016 to **460,000 [22.95%] in 2030**

Over 85s
to go from 48,300 [2.67% of population] in 2016 to **70,500 [3.52%] in 2030**

Expansion at both major airports

Development of:
- **Tilbury's second port**
- **Lower Thames crossing**
- **Bradwell B power station**

Our priorities

The Fire and Rescue Plan sets out the priorities for fire and rescue services in Essex on how we will keep our communities safe.

Working with the public and alongside our partners, we created the plan to make sure we provide efficient and effective prevention, protection and response activities.

The priorities set out in the Fire and Rescue Plan are:
• prevention, protection and response;
• improving safety on our roads;
• helping vulnerable people to stay safe;
• promoting a positive culture in the workplace;
• developing and broadening the roles and range of activities we carry out;
• being honest, open and accessible;
• working together with our partners; and
• making the best use of our resources.

This IRMP sets out the way that we will put the Fire and Rescue Plan into practice.

People

Our people are at the heart of making sure that involving the community is one of our main priorities, helping relationships and trust to build and strengthen over time.

To deliver our People Strategy we will:

- continue to invest significantly in training so that all our staff have the skills to remain safe in their work;
- identify and target any gaps in skills for every employee, making sure that training is suitable for all learners and all shift systems;
- retain specialist and technical expertise, and encourage people to add to their skills;
- make sure our planning for the future is effective, to allow us to continue to provide our service;
- develop our managers' leadership skills so that we have strong, effective leaders both now and in the future;
- continue to improve the diversity of our workforce by promoting a career in the fire service as an opportunity for everyone; and
- provide people with the skills to promote a positive culture and behaviour.

Doing this will support the Fire and Rescue Plan priorities of:

- developing and broadening our role and range of activities;
- promoting a positive culture in the workplace;
- working together with our partners;
- helping vulnerable people to stay safe; and
- prevention, protection and response.

It will also support us in managing the following risks identified in the SoAR.

- A changing population in the short to medium term, leading to an increase in the number of older and more vulnerable people
- Failure to take advantage of advances in technology that would deliver improvements
- Failure to understand the changing risks relating to buildings and how buildings can behave in an unexpected way in a fire

People Strategy

- Well-being, Health and Safety
- Culture Engaged and Valued
- Fair, Kind and Inclusive Workplace
- Leadership and Development
- Resourcing and Talent Management
- Training

Prevention

Prevention is closely linked to other organisations and plans within the community – we are not alone in our mission to make people safer.

We work together with Public Health, community safety partnerships, the Safer Essex Roads Partnership (SERP) and Essex Police. We recognise that these partnerships support us to understand our communities, and that working with them allows us to deal with local needs effectively.

Prevention activities support a positive culture, both within our service and our communities. Working as one team effectively alongside one another, all our staff groups have a role to play in delivering prevention activities to our most vulnerable communities.

Home Safety and Safe and Well visits

We are committed to keeping people as safe as possible in their homes.

The main aims of our Home Safety and Safe and Well visits are:
- to reduce the number of accidental house fires in Essex; and
- to reduce the number of people killed and seriously injured as a result of house fires.

We offer two types of visit.
1. A Home Safety visit by firefighters, volunteers and other community safety staff. This visit focuses on giving people advice on fire safety around the home.
2. A Safe and Well visit by highly trained Safe and Well Officers. This more in-depth visit aims to improve the health and wellbeing of the more vulnerable people in our communities, by advising them on where they can get appropriate support.

Road traffic collisions

As a key partner of the Safer Essex Roads Partnership (SERP) we are working to reduce the number of people killed or seriously injured on the roads in Essex. We have a range of initiatives designed to help all road users, including:
- FireBikes;
- Community Wheels;
- FireCars;
- a Ford driving simulator; and
- virtual-reality road safety.

School fire safety programmes

In partnership with Essex Police, our education team delivers a variety of fire-safety awareness programmes to young people across our county. There are currently 101 secondary schools, 521 primary and infant schools, 40 independent schools and 46 special schools in Essex. The current number of pupils (aged four to 17) is approximately 280,000.

8,126
Home Safety visits
were carried out in 2019 by firefighters, volunteers, and other community safety staff

Firebreak

Firebreak is an intervention programme for people aged 10 and over. The programme promotes safety by teaching people a range of vital life skills relating to fire safety . During 2018/2019, we ran 69 courses for different age groups, working with vulnerable people in our communities, as well as offenders and victims.

We use the standard Firebreak course template, but also include other features to produce a scheme that's tailored to deal with specific areas of concern groups may have.

Community Safety Partnerships and Community Safety Hubs

Community Safety Partnerships are statutory bodies, set up to help make communities safer. They also make sure that the voices of local people are heard on policing and community safety issues. Our attendance at these meetings helps identify possible risk and guide local delivery plans.

Our Prevention Strategy makes sure we do the following as part of our IRMP.
- Share our vision of vulnerability
- Develop community safety action plans that set out risks in specific areas which we use to target our resources
- Find out who the most vulnerable people are in our communities and help them through our specialist staff
- Assess our prevention activities to make sure they are effective for our communities
- Use our operational staff to help us provide safety advice to more vulnerable people in our communities
- Tell you how we are working with our partners to reduce the number of vulnerable people killed or seriously injured on our roads

Doing this will support the Fire and Rescue Plan's priorities of prevention, protection and response, which are:
- helping vulnerable people to stay safe;
- developing and broadening our role; and
- improving safety on our roads.

It also supports managing the following risk identified in the SAoR.
- A changing population in the short to medium term, leading to an increase in the number of older people, who are likely to be more vulnerable

Protection

Our priority is to protect businesses, people, the local economy and the environment from fire and wider community-related risks. Our protection work is guided by the duties placed on us by the Fire and Rescue Services Act 2004 and the Regulatory Reform (Fire Safety) Order 2005.

Our protection teams work towards reducing the impact of fire in commercial premises. The teams work closely with local businesses, supporting them to meet their fire safety responsibilities, guiding them on how to keep to regulations, and making sure protecting people from fire is their first priority.

We are committed to making our communities safer through appropriate regulation, while also using our enforcement and regulatory powers where necessary.

We will continually review how we deliver information and education and how we enforce the law. A key part of this is our Risk Based Inspection Programme (RBIP), which targets resources to the right areas.

As with all fire and rescue services around the country, we are now reviewing our policies and procedures in line with the outcomes of the Grenfell Tower Inquiry reports. This will undoubtedly have an effect on fire safety nationally. We will make sure our organisation is in a position to be able to respond quickly and effectively to any recommendation made by the inquiry.

Our teams are involved in a number of activities to make sure our communities are safe. These include the following.

Fire safety audits

Fire safety audits form a major part of the work of our protection teams.

Fire safety inspecting officers can visit any place that is not a single home, to check the requirements of the Regulatory Reform (Fire Safety) 2005 are being met. We carry out audits either in line with the Risk Based Inspection Programme or as a result of a complaint, fire incidents or requests, for example, following Grenfell we carried out inspections of all high-rise premises.

Fire safety checks

As part of our commitment to make the best use of our resources, we plan to train and equip our station-based operational staff to carry out fire safety checks at lower-risk premises identified from the Risk Based Inspection Programme. Crews carrying out these visits will also collect information about operational risk. This will give a complete view of risk within Essex that we will share across our departments.
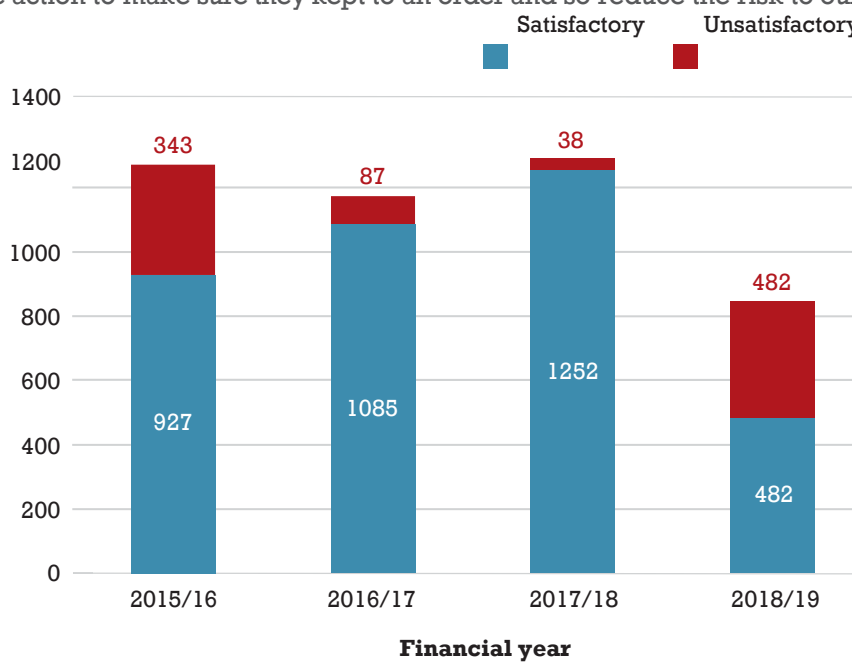
Business safety advice

We work with businesses across Essex to provide advice and to support them to meet legal requirements. This is an area of increasing need, that we need to develop further, so we will add to our team and increase the resources to deal with it.

Sprinklers

Through our Think Sprinkler Strategy, we encourage the use of sprinkler systems. The money we invest in this scheme is used to provide funding for local authorities, housing associations and charities to fit sprinkler systems and protect the most vulnerable people in our county. Since it started, we have invested over £600,000 in this scheme and we are committed to continuing this valuable work.

Audits and inspections

This graph shows how many audits we have carried out at premises identified as high risk in Essex. The 'Unsatisfactory' results highlight the number of premises where we had to take action to make sure they kept to an order and so reduce the risk to our communities.

Satisfactory ▮   **Unsatisfactory** ▮

Financial year	Satisfactory	Unsatisfactory
2015/16	927	343
2016/17	1085	87
2017/18	1252	38
2018/19	482	482

Case study: Parkside Tower in Chelmsford was the first building in Essex that we awarded funding to for a sprinkler system. Two years after the system was installed, a fire started in a flat and the sprinkler system activated. The fire was quickly extinguished, there were no injuries and there was so little damage that the occupant did not need to be rehoused.

To deliver our Protection Strategy, we will:

- train more of our operational staff to do business safety checks to help us reach more businesses and issue more safety advice;
- find opportunities to get involved with more businesses across Essex, leading to an increase in business engagement events;
- make sure we have the right resources to meet our commitments in the Risk Based Inspection Programme; and
- review the inspection programme to make sure it is data-led, helps us to understand which premises pose the greatest risk, and targets our resources appropriately.

Doing this will make sure we support the Fire and Rescue Plan priorities of:

- prevention, protection and response;
- helping vulnerable people to stay safe; and
- working together with our partners.

It will also support us to manage the following risks, identified in the SAoR.

- Changes to our population in the short to medium term, leading to an increase in the number of older people, who are potentially more vulnerable
- Failure to understand and, where appropriate, take advantage of advances in technology that would provide us with improved or new solutions
- Major gas or petrochemical industrial accident or incident
- Incident at a music or sporting event
- Failure to understand the changing risk relating to buildings and how buildings can behave in an unexpected way in a fire

Response

We provide prevention, protection and emergency response services from 50 fire stations staffed by whole-time and on-call firefighters. Our service headquarters is based in Kelvedon, where there is also a mobilising control centre.

We respond to a variety of emergencies, including fires, road traffic collisions, specialist rescues, maritime incidents, flooding, and incidents relating to hazardous materials. To make sure we can respond effectively we have a modern fleet of fire appliances, including specialist appliances such as aerial ladder platforms, heavy rescue pumps, incident command units and water rescue units. We also have a fleet of national assets, which includes urban search and rescue, high-volume pump, hose layers and tactical advisers.

We will continue to monitor the development of new technologies and make sure we have in place new and effective ways of working.

We have a robust monitoring and debriefing process which allows us to analyse all the operational work our crews carry out. This reassures us that we are continually improving the safety and effectiveness of our crews. Where appropriate, we share learning nationally through the joint operational learning and national operational learning platforms.

The Essex Police, Fire and Crime Commissioner Fire and Rescue Authority ('the Authority') has set response standards for the attendance of fire engines at fires and other emergencies. These standards are used to establish the location of fire stations and fire engines and the duty systems of firefighters crewing each fire appliance. Our current standards are outlined in our performance measures section (see page 25).

The information we collected and the analysis we carried out to produce this IRMP makes us confident that the current location and disposition of our appliances will easily meet the demand within our county.

We will review this each year, and will only make any changes to the numbers of appliances, their location and how and where we crew them once a formal full public consultation has taken place.

To deliver our Response Strategy, we will:
- make sure our response standards are appropriate for each area of the county;
- meet the response standards;
- make sure we have the right appliances, people and equipment in the right places to manage risk across the county, and make sure resources are available when our communities need them;
- improve the availability of our on-call appliances; and
- provide our crews with training on specialist appliances, to make sure they are available when our communities need them.

Doing this will make sure we support the Fire and Rescue Plan priorities of:
- prevention, protection and response; and
- making the best use of our resources.

It will also support us to manage the following risks identified in the SAoR.
- Failure to respond to changes in climate, both in summer and winter
- Failure to provide the appropriate environmental management when responding to call-outs
- Major gas or petrochemical industrial accident or incident
- Incident at a music or sporting event
- The major transport infrastructure within Essex covering land, air, sea or rail

Incident numbers across Essex over the last four years
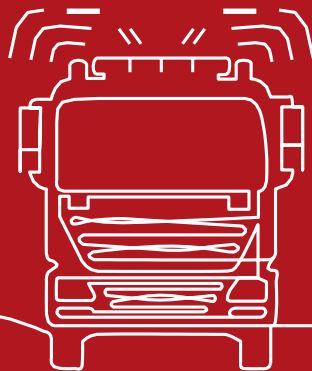
	2018/19	17/18	16/17	15/16
Total	**15,513**	15,570	15,645	13,939
Fires	**4,935**	4,771	4,973	4,473
Special services	**4,283**	4,485	4,626	3,617
False alarms	**6,295**	6,314	6,046	5,849

Technology

New technology is the key to developing our service and the way in which we protect the public. In order to support how we manage risk, it is important that our infrastructure is modern and effective and makes the best use of new technologies.

The opportunities that new technology presents to a fire and rescue service cover everything from firefighting to support operations and logistics. Everything we do depends on how effectively we use data and information, either at the point of providing a service or when checking how well we are delivering our services. This will help us communicate with and analyse our population, make us more resilient, and improve our arrangements for mobilising crews.

An example of how we are using technology is the app 'What 3 Words', which allows our control room to pinpoint a caller's location within an area of 3 square metres. This means we can respond more quickly and more precisely to an emergency call, and so maybe improve the outcome.

We will deliver the following as part of this IRMP.
- A new command and control system that will improve how we mobilise crews and improve communications from the control room to the incident
- A command and control system that will help the transition to the Emergency Services Network and the technological benefits associated with that
- A data system that will improve how we report data and performance (his will guide our prevention and protection activities and help us to target resources at those who are most vulnerable)
- An ICT transformation and optimisation programme that will make sure we make the best use of effective systems

Doing this will make sure we support the Fire and Rescue Plan priorities of:
- being honest, open and accessible;
- working with our partners;
- making the best use of our resources;
- prevention, protection and response; and
- helping the vulnerable to stay safe.

It will also support us to manage the following risks identified in the SAoR.
- Failure to understand and, where appropriate, take advantage of advances in technology that would provide us with improved or new solutions
- The threat level associated with terrorist activity

Performance measures

The most effective way to save lives and to reduce injuries and other losses through fires and other emergencies is to reduce the number of incidents that happen.

We track and report on our prevention activities through a range of measures. We also recognise the importance of considering how these work together to make our communities safer.

These are the measures we will report to the public on, telling them whether we have met our target (our current targets are in brackets).

- Rate of accidental house fires
- Fires in non-residential properties
- First fire-engine attendance to a potentially life-threatening incident (within an average of 10 minutes)
- Percentage of incidents attended within 15 minutes (90%)
- Reduction in the number of people killed or seriously injured on Essex roads (40% reduction over 10 years)
- Percentage of accidental house fires affecting vulnerable groups
- Increase in staff confidence
- Average number of days or shifts lost per person per year (6.9 days)
- Percentage of year-end appraisals completed (100%)
- Percentage of freedom of information enquiries responded to within 21 days (90%)
- Percentage of complaints responded to within 21 days (90%)
- Reduction in the number of false alarms

We regularly review all our performance measures. Some we have targets for, some we monitor and others we report on if they are not what we expected.

Performance monitoring and management framework

To make sure we can monitor our performance against the Fire and Rescue Plan and the IRMP, we have developed a performance framework. This framework includes a continuous improvement board.

The Police Fire and Crime Commissioner receives highlight and exception reports each month, monitoring and analysis reports every three months, and an end-of-year performance report. These are available to the public and are published externally.

As part of the ongoing review of this IRMP, our performance measures will be continually reviewed to make sure that our performance is monitored and managed across all parts of our service, in line with the priorities laid out in the Fire and Rescue Plan.

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) is responsible for carrying out inspections of fire and rescue services in England and Wales.

All 45 fire and rescue services are monitored for efficiency, effectiveness and how they manage their staff. HMICFRS also provides an overview of the performance of fire and rescue services in England and Wales.

We were inspected in July 2019. Our report was published in December 2019 and is available by visiting **www.essex-fire.gov.uk/hmicfrs**

Glossary

Appliance: Another name for a fire engine.

The Authority: The Essex Police, Fire and Crime Commissioner Fire and Rescue Authority.

ECFRS: Essex County Fire and Rescue Service.

FRP: Fire and Rescue Plan.
The Fire and Rescue Plan for Essex was published on 1 March 2019, and sets out the Authority's priorities and objectives. Our IRMP sets out how we plan to put the Fire and Rescue Plan in place.

FRS: Fire and rescue services.

Greater Essex: The county of Essex, including the unitary authorities of Thurrock and Southend.

IRMP: Integrated Risk Management Plan. A document all fire and rescue services have to produce to identify and assess all foreseeable risk related to fire and rescue. It must also include how fire and rescue services plan to reduce these risks with the right resources at the right time, in the right place.

MTFP: Medium Term Financial Plan.

National Framework: The Government's Fire and Rescue National Framework (National Framework) for England.

On-call firefighter: Firefighters who go about their everyday lives and jobs until they are called to respond immediately to an incident.

Police, Fire and Crime Commissioner: The elected Fire and Rescue Authority for Essex.

Response standards: The time standards we set to arrive at an incident after the first 999 call comes in.

SERP: Safer Essex Roads Partnership. An organisation that provides a road safety service across Greater Essex.

SAoR: Strategic Assessment of Risk.

Whole-time firefighter: Firefighters who work full-time as a firefighter and are based at a fire station during their shift.

Helpful links

Essex County Fire and Rescue Service website: **www.essex-fire.gov.uk**

ECFRS and Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS): **www.essex-fire.gov.uk/hmicfrs**

Fire and Rescue National Framework for England:
https://www.gov.uk/government/collections/fire-and-rescue-national-framework-for-england

IRMP – more information from ECFRS: **www.essex-fire.gov.uk/irmp**

Fire and Rescue Plan: **http://www.essex.pfcc.police.uk/what-we-are-doing/**

fire-rescue-strategy