Essex County Fire and Rescue Service – Response Strategy 2021 – 2024

Our Vision

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

Our Mission

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

Our Values

- We are open, honest and trustworthy
- We are courageous in everything we do
- We work as one team
- We are always professional
- We value the contribution of all

Overview

We intend to build on our previous successes to further reduce fires and the need for emergency interventions across Essex, however when we are required to provide an emergency response it will be timely, professional, and appropriate. We will seek to be innovative in our methods to ensure that we are prepared to respond, ensuring that our people and resources are appropriate to the risk. The Prevention and Protection work that we undertake will be targeted to reduce vulnerability and risk, as well as adding social value and delivering improved outcomes for our partners.

Operational personnel may have to work in stressful and often dynamic operational environments, which at times will include exposure to dangerous and potentially unpredictable situations when attempting to resolve incidents. This Response Strategy will detail how the Service will effectively resolve emergency situations whilst adapting to the changing political, environmental, and societal impacts that are facing Essex and therefore Essex Fire and Rescue Service (ECFRS).

The purpose of this Strategy is to inform managers and employees of the strategic aims and objectives of Response in supporting the following Service objectives:

- We will provide a resilient, timely and effective response when risks become incidents
- We will use our resources flexibly, efficiently and effectively in line with the Medium-Term Financial Plan
- We will use our assets (people, property, appliances) to support sustainable communities and promote wellbeing
- Our leaders will demonstrate trust and honesty, listening to others to support an open and inclusive culture

This document does not exist in isolation should be considered along with the following key Strategies:

- Prevention Strategy
- Protection Strategy
- People Strategy

Strategic Priorities

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
- Making the best use of our resources

Legislation

There are a number of legislative documents that sculpt our service and require the Service to respond to emergencies within a broad spectrum of type and size in an effective and safe manner, these documents include but are not limited to:

- The Fire and Rescue Services Act (2004)
- Fire and Rescue Service (Emergencies) (England) Order (2007)
- The FRS National Framework for England (2018)
- Civil Contingencies Act 2004

The Fire and Rescue Services Act (2004) and the Fire and Rescue Service (Emergencies) (England) Order (2007) give Fire and Rescue Authorities (FRA) mandatory functions to respond to emergencies ranging from smaller incidents such as fires and road traffic collisions through to those of a far greater nature such as terrorist incidents which require Chemical, Biological, Radiological or Nuclear (CBRN) response.

The Fire and Rescue National Framework for England 2018 makes the expectations clear with regard to collaboration, intra-operability and interoperability to ensure FRS's are working closer with other Category 1 and 2 responders whilst clear emphasis is also placed on Authorities not to solely focus local risk but also to be cognisant of the impact of more significant incidents that would require a greater level of response and to provide or seek, support through mutual aid agreements with other FRAs. In addition, the framework details the expectations for Services to ensure provision of Safeguarding, Business Continuity arrangements and the planning for foreseeable risk and completion of an Integrate Risk Management Plan (IRMP).

ECFRS are also 'category 1 responders' under the Civil Contingencies Act 2004 meaning ECFRS must assess the risk of emergencies happening (ranging from widespread flooding to terrorist attacks) and using this to inform contingency planning including business continuity management arrangements.

In addition, the Policing and Crime Act (2017) part 1, places a duty on police, fire and rescue and ambulance services to collaborate. This strategy will enable the exploration of opportunities to collaborate with emergency services and other partners to support the effective delivery of this strategy.

Health and Safety at Work Act (HSWA) 1974:
The HSWA sets out the statutory duties of employers and employees in relation to health and safety in the workplace. The nature of the work carried out as part of an operational response is recognised to have an increased amount of risk and this strategy will align to the Service's Health and Safety Policy in the discharge of its responsibilities.

Planning

This strategy aligns to and enable the following plans:

- The Fire and Rescue Plan
- The Integrated Risk Management Plan
- The Annual Plan
- The Strategic Assessment of Risk

The ECFRS Annual Plan establishes the activities that will be undertaken to deliver against the IRMP, this strategy will compliment and work alongside other departmental strategies to ensure a holistic and co-ordinated completion of the Annual Plan. As a directorate we will utilise the resources available to us effectively, review our risks and plan for future changes, utilise data and intelligence to target our activities and record our activities as part of an evidence and review process.

Amalgamating the commitments and activities within these plans has enabled the creation of objectives that encompass the activities and workstreams that the Service Delivery Directorate will seek to achieve and therefore create a golden thread to provide a solid foundation for the strategy moving forward.

Operational Response Objectives

The following objectives have been set out to interpret how the Strategic Priorities will be achieved in consideration of legislative requirements, national guidance and the strategic direction of the Service. This strategy establishes how the Service Delivery Directorate will deliver a resilient, timely, safe, and effective response through achievement of the following objectives:

Objective 1: We will assess the operational risk within Essex to ensure that we have the right people, in the right places, with the right equipment and training. Response standards are met, response readiness is assured, and we learn as an organisation.

Objective 2: We will improve the management and use of data to ensure optimum availability and enable our people to undertake their roles. We will become better at measuring, recording and sharing our achievements.

Objective 3: Develop Group delivery plans that target operational and community risk, working with our partners to reduce this risk to make Essex a safe place to work, live and travel.

1. What is the Risk to our community?

Our Assessment and Use of Risk Information

Essex covers an area of more than 1,420 square miles. It contains a network of major motorways, two international airports, large scale businesses and COMAH sites, buildings of historical importance and protected Sites of Specific Scientific Interest. Essex comprises urban, semi-rural and rural areas, the population is growing and ageing, and at present stands at just over 1.8 million people residing in approximately 450,000 domestic properties. Our society is diverse and multicultural with varying degrees of affluence and social deprivation. The Index of Multiple Deprivation identifies some of the most deprived areas in the country, and there are enormous differences in the economic and social make-up of Essex.

The full range of operational risks that the Service responds to are detailed within the ECFRS Strategic Assessment of Risk.

Our mission statement is 'to make Essex safer,' therefore, if risk is understood as being the likelihood of occurrence (probability) multiplied by the consequences of the event (severity), it can be defined as follows:

PROBABILITY x SEVERITY = EXTENT OF RISK

In terms of 'Probability', we now receive over 15,000 requests for emergency assistance every year, and our successful prevention and partnership work over the last decade has significantly reduced the number of emergencies. The reductions in numbers of incidents is good news but we must recognise that 'probability' is only half of the picture and cannot be regarded as the only driver for the distribution of future resources. The Service is not just a demand-led service, it is also led by risk.

Our Group and Station Managers, in conjunction with the Operational Policy team, are responsible for the collation of local foreseeable risk information. There is then provision for the accurate, timely and relevant risk information to be made available to our incident commanders, via the Mobile Data Terminals (MDT's) and tablets whilst on the incident ground. This is to support their risk critical decision making and the implementation of safe systems of work and is provided through the Provision of Risk Information System (PORIS), which is a national process that grades foreseeable risks and ensures that information is recorded and made available to crews at a functional level of detail. Our management of operational risk information must also consider the existing and future needs for intra-operability, interoperability, collaboration and mutual aid between neighbouring FRSs and other Category 1 responders. Further details can be located within the appendix of this Strategy.

Foreseeable risk is identified as an emerging risk, emerging opportunity and presents as a likely risk that ECFRS may have to respond to. It is defined, for the purposes of ECFRS operational planning as:

- A risk identified within the Service's Strategic Assessment of Risk (SAOR)
- A risk identified within the Service's Provision of Risk Information System (PORIS)
- A risk identified on a national response scale under the National Coordination and Advisory Framework
- A risk identified while delivering prevention and protection activities
- A risk identified through the Service's partnership engagement or attendance at the Community Safety Partnerships and HUBS

The risk within Essex strongly influences the number and location of personnel and resources, the locations of our property, and the training that we undertake. The Service Delivery Directorate aims to deliver an auditable and resilient plan of objectives which will remove or reduce the likelihood of harm or loss suffered by individuals and businesses within Essex and enable the safe, timely and cost-effective resolution of all foreseeable operational incidents.

Our Resources and Core Operating Principles

For resource planning purposes ECFRS has adopted six core operational principles, these are used to highlight essential operational resources which then form an integral part of the Response Strategy, these are:

- Response – The location of our response resources will reflect risks identified in the SAoR/IRMP process and maximise the Service's ability to deliver against defined response standards
- Availability – maintain availability of the most utilised appliances and resources
- Resilience – identify and maintain availability of key strategic appliances and locations
- Risk (people) – allocate resources based on risk as identified under the Service's Prevention Strategy
- Risk (Place) – allocate resources to areas identified as higher risk via PORIS
- Efficiency – maintain resources which provide value for money for the Essex communities

Responding to Risk

The nature and range of emergency incidents that we respond to has changed in recent years. During the same period, the number of fires and resulting deaths and injuries have reduced substantially. We will always ensure that when we are required to respond, we will do so in a timely manner with the right staff, who have the right skills, the right equipment, and the right support.

We recognise that it is very rare for us to respond to an emergency on our own and we will continue to carry out joint planning with our partners to ensure we are prepared to deal with all types of emergency on a local, regional and national scale. We want to ensure that when emergencies do happen, we are able to respond in the most effective and safest way in order to protect and limit damage to life, property, and the environment
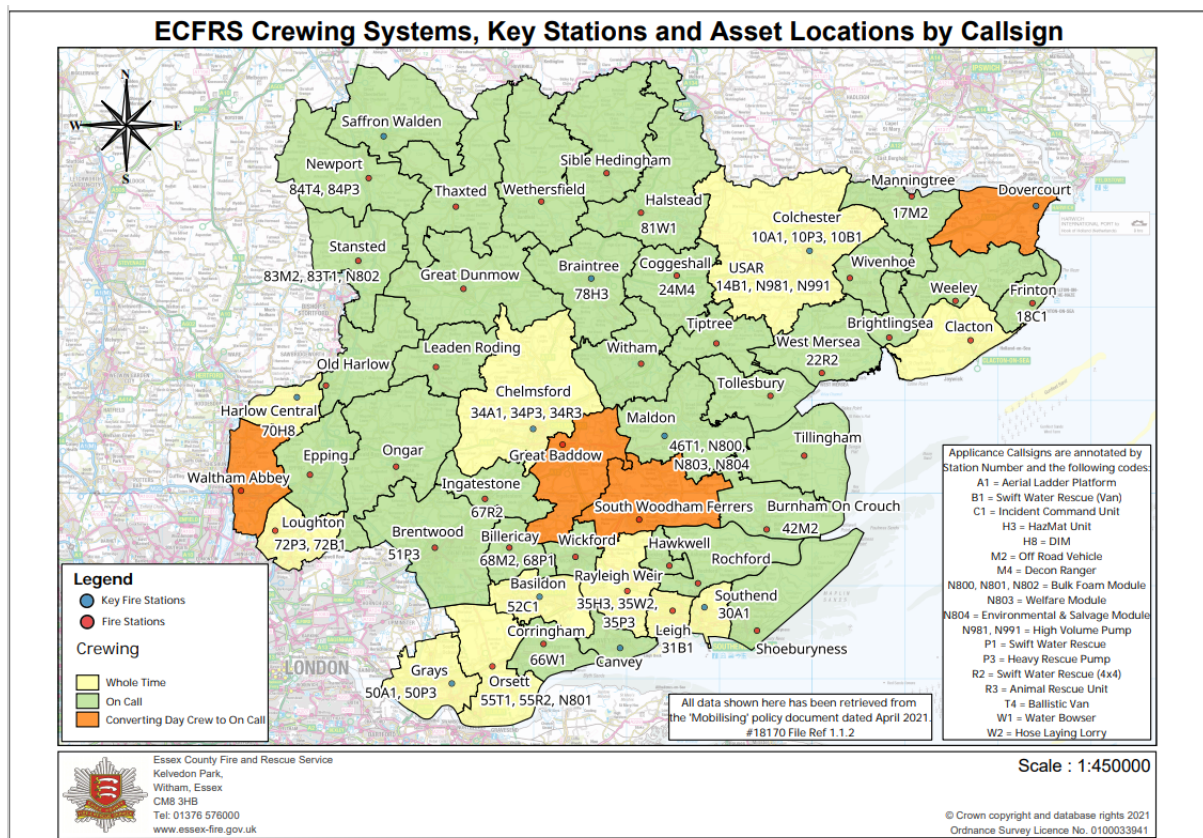
Environmental Change: We are already experiencing changing weather patterns which bring seasonal types of incidents. Hotter, drier summers mean a greater risk of outdoor and wildland fires, with the potential to increase by 34 to 56% by 2050. In addition to this, winters are becoming colder and wetter which places additional strain on ours and partners resources in spate conditions. To prepare we are working with our partners within the Essex Resilience Forum, and especially the Environment Agency to ensure that we maintain an appropriate level of capability to deal with all eventualities and types of flooding (in-land or coastal). Within the life of this Strategy, we will review our Water Rescue capabilities, the necessary training and the procurement of equipment.

Hazardous Materials: The role of our hazardous materials and Petro-Chemical tactical advisors is an essential area of our response due to the ever-increasing range of dangerous liquids, gasses and chemicals that we may be exposed to. We maintain statutory duties to deal with hazardous material incidents and have a specific responsibility for the mass decontamination of members of the public. We will continue to effectively deal with emergencies that involve hazardous materials by taking the learning from past incidents and working with subject matter experts to maintain our effectiveness

when required to respond in an emergency. This will include training our incident commanders so that they have the specialist skills, knowledge and understanding so that all incidents are resolved safely and efficiently. There are extensive sites within Essex that require an inter-operability and intra-operability response therefore we will maintain a schedule of exercises to confirm and maintain our capability to respond.

The Terrorist Threat: Essex has key sites where there may be an increased risk of a terrorist attack including two international airports, a huge transport infrastructure, a number of sporting venues and a wealth of vibrant commercial shopping and entertainment centres. In addition, we work with the Police to support their requests to sometimes respond to specialised incidents. The changing face of the terrorism and criminality means that preparation is required to enable the service to ensure that its personnel are safe, and we work effectively to save life and minimise the escalation of an incident. Terrorist attacks and similar complex incidents create significant challenges for the emergency services, the early minutes and hours into an incident are likely to be challenging, confusing with multiple lines of conflicting information, especially since the nature of the attacks have changed from larger events to smaller 'lone wolf' attacks utilising knives and vehicles. Our personnel may be mobilised to an incident that has been incorrectly reported and be confronted by a dangerous and rapidly developing incident. In addition, the use of fire as a weapon within terrorism or criminality has been highlighted as an increased risk by the security services and Police. With this in mind we will ensure that our non-frontline personnel have an awareness of potential risks, our frontline responders are aware of the potential situations that they may face and maintain a high level of preparedness by supplying the specialist equipment to responding teams, offering bespoke training opportunities internally or with our partners and providing specialist tactical advisors to liaise with the Police and other responders.

Response Standards

The Service has set standards in terms of how long it will take for a fire engine to attend an incident. To ensure that:

- We have established benchmarks that we can measure
- Enable the public to hold us to account and give them the confidence in the service they receive
- We respond to incidents in a timely manner to minimise the impact of that incident to the Essex community

ECFRS current response standards are:

- To attend 90% of all operational incidents within 15 minutes
- To attend all potentially life-threatening calls in an average of 10 minutes or less

It is important to state that we will always aim to respond to an incident in the shortest time possible however highlight points to consider are:

- Performance had been on a downward trend since 2010 but has stabilised with a marginal increase in 2019
- Response performance within 15-mins for 2019 was 87.0%
- Performance has remained below the 90% target for all incidents within 15 mins throughout the period of the last IRMP
- There are sizeable differences in response times between different areas of the county, which is consistent with the crewing arrangements that are in place
- Station Grounds in the vicinity of Whole-time Stations tend to see higher performance, whereas areas served predominantly by On Call appliances have lower performance
- Concerning areas are with high propensity for life-risk incidents and the proximity to On Call stations with low availability which may not receive sufficient prevention activity

The Service must also consider the Most Realistic Worse Case Planning Scenario (MRWCPS) and plan for the resources required to respond in an emergency. The Service's current MRWCPS is a level four incident taking place which can be in excess of 9 pumping appliances and the appropriate officer cover within Silver and Gold Command. Alternatively, the Service must plan for the possibility of two Level 2 incidents (up to 8 appliances) occurring simultaneously and the necessary resource to resolve the incidents. Our resources must be located to provide an optimum response whilst acknowledging the numbers of resources that are required to make an effective weight of response.

Working with Process Evolution, ECFRS have identified a number of Key and Strategic locations around the County. These stations are the "Optimal" locations to best meet our response standards and minimise the risk to our communities. This was agreed by the Service Leadership Team (SLT) in January 2021, in an enhancement to the current measures within the IRMP, additional measures have been defined to report the effectiveness of this process. Under the service's performance management framework, the Operations Directorate reports against its response standards through the Performance and Data Management Team every three months.
Further details can be located HERE

In order to use data and intelligence to prevent fires and prepare to respond to emergencies, our teams need to understand the risks posed to them, how they can be mitigated and preferably prevent them from occurring initially. We know that there are rural areas where it will take longer to respond and that there are buildings that due to their design features that may place the occupants

at risk. Our review of risk is a continual workstream undertaken by station-based personnel and Operational and Community Risk Teams and owned by the local Station and Group Managers.

The IRMP sets out the direction, which is underpinned and informed by the SAoR. The Group Risk Delivery plans have now been created and are supported by the SAoR, HARM Matrix and data analysis.

2. Our people, equipment and locations:

Our People

The Service currently utilises four duty systems for operational personnel:

- **On-Call Duty System:** On-call firefighters provide operational cover whilst undertaking their everyday life. Control will alert on-call firefighters to an emergency by activating pagers during the firefighters declared periods of availability
- **Wholetime Duty System:** Wholetime firefighters work a 2-2-4 shift pattern in which they are based at a fire station on standby, ready to respond to emergency calls. Control will notify the crews of an emergency by activating the station alert system or via the mobile data terminals (MDT) on the appliances
- **Day Duty System:** Day Duty firefighters work a shift pattern that entails providing operational cover based at a fire station during office hours, in addition to responding from home or within the vicinity of the station out of hours. Note: The Service is currently undertaking a program of activity to convert the Day Duty stations to the On- Call system
- **Flexi Duty System:** Flexi Duty Officers form part of a rota system which ensures cover 24/7 365 days a year. Each Flexi Officer has a vehicle, in order to respond directly to an incident from any location. Control will notify officers via a pager to be mobilised to or informed of an incident

Appliances and Equipment

The Operations Directorate will provide operational user requirements following the identification of operational needs of equipment and resources. This is a key function of the Directorate's management team working alongside other key stakeholders, who will identify operational needs or review existing arrangements on the following occasions:

- When equipment is due for replacement
- When an operational need is identified via a review of operational risk or a health and safety event
- Proactive identification of new technology to support more effective operational response

Operational Standard Operating Procedures

The National Operational Guidance Programme (NOGP) provides national, operational and technical guidance. This work has identified a number of operational scenarios which have been risk assessed, Standard Operating Procedures (SOP) produced, and training packages provided with a view to delivering a common way of working locally, across borders and on a national level.

As a Service, we have signed up to a regional approach which is projected to take 24 months to complete on all 21 product packs, after which it is anticipated that the service will be fully NOG compliant and able to adopt NOG in its entirety by January 2023.

The Service's strategic locations and facilities are placed to respond to the localised and regional risks and reviewed through our established risk-based processes. Historic evidence base and pre-

planning will ensure that as our baseline availability at these stations will always be resourced and available by either the flexible use of our personnel or movement of appliances from around the county. We will work with our Service Delivery teams, Crewing and Resourcing Team (CRT) and Control to facilitate this structure as efficiently and effectively as possible.

Our station and service delivery Business Continuity Plans (BCP) provide guidance and direction to take when resources are compromised e.g., Pandemics or loss of access to a fire station for a prolonged period.

Specialist Rescue Capabilities: As a fire and rescue service we have to be equipped to deal with a range of more specialist risks and these require different response strategies and equipment. Therefore, Operations maintain an enhanced capability to manage and deal with specialist rescue scenarios. These scenarios include:

- Rescue from water
- Search and rescue of collapsed structures.
- Confined space operations
- Rescue of large animals

- Rescue from road traffic incidents. involving large or heavy goods vehicles
- High line rope rescue activities
- Canine search procedures and fire investigation

We will continue to maintain a high level of preparedness to respond to emergencies that require the use of specialist equipment and specially trained staff both through the service and as part of the National Resilience arrangements.

The Service's continued development and progression is underpinned by the ability to learn from events. ECFRS has adopted effective processes for capturing information that is promulgated internally and nationally and welcomes learning opportunities from our own incidents or that have occurred within other FRS areas as an opportunity to analyse and compare internal policies and procedures against those lessons identified by others to seek opportunities for improvements. The Operations Directorate has fully embedded the debrief process within all its activities and will support the promulgation and implementation of the new Debrief Policy in 2021.

Technology

The use of technology within the service is changing and being introduced at pace, it is key to developing our service and protecting the community. The technical journey its introduction to the service presents some challenges, however we will support our teams to develop an understanding and use to:

- Provide fast access to up to date and reliable operational risk information on the fire ground to ensure the safety of our operational crews
- Support our 'risk gathering' capabilities using CFRMIS
- Confirm and interrogate how effectively we use data and information to deliver our services
- Communicate with and analyse our population to reduce risk
- Support the efficient and effective mobilisation of personnel and appliances
- Utilise mapping Apps or geolocation Apps like 'What 3 Words', to respond more quickly and more precisely to an emergency call, and so maybe improve the outcome

We are working with specialist leads to implement systems to support our command, control and mobilisation of crews and improve communications from the control room to the incident. The ongoing transition to the Emergency Services Network and the technological benefits associated

with that are progressing as is the CFRMIS data system that will improve how we collate and report data and importantly enable the targeted delivery of prevention and protection activities by operational personnel. We will work with our Prevention colleagues to utilise the HARM model to help us to target resources at those who are most vulnerable within our communities and reduce the risks that they face. The teams within the Directorate acknowledge the benefits of utilising technology to support service delivery and where possible will look to invest resources to enable its progression.

3. Managing deployment:

Mobilising

The effective mobilising of resources is key in the establishment of effective incident command, the implementation safe systems of work and the resolution of an incident. To enable this ECFRS mobilise established 'offers' in line with the National Incident Type List (NITL) to provide appropriate resources and support to operational incidents. An 'offer' is defined as the agreed resources to be sent to a specific incident type, premise or risk.

The effective and efficient mobilising of the Service's operational resources is the responsibility of the Officer of the Watch in Service Control. Fire Control Operators will utilise a range of policies, technology, National Operational Guidance and data systems to manage and deploy resources whilst recording and sharing information.

The processes for call handling are documented within Control Standing Orders, and when responding to emergency calls, all duty systems are responsible for achieving the response standards that have been previously outlined. The allocation and mobilisation of Officers in ECFRS is aligned to the National Operational Guidance for Incident Command.

The Service has a range of specialist roles to offer advice and assistance to incident commanders at operational incidents. Specialist officers are mobilised in accordance with 'offers' and Action Plans programmed into the mobilising system and at the request of an IC or other agencies such as Police and Ambulance.

The service maintains Core Stations based upon previous Key and Strategic Station policies. These stations are located within the county to provide fire cover at stations based upon location, risk, availability and community resilience. These stations are those that will be maintained and provided with fire cover as described below. The Core Station locations provide the basis to ensure that when operational resources are mobilised to incident that Control will reactively back fill at times of demand.

By Control backfilling the station resource this maintains the Service's ability to still meet its response standards, maintaining the availability of resources whilst also maintaining cover at stations that are more remote.

Service Control will mobilise an appliance to standby at a Core station under the following criteria:

- When an appliance(s) from a core station will be detained at incident more than of 30 minutes or are off the run
- When an appliance(s) from a core station is unavailable due to mechanical defect or lack of staff
- When an appliance(s) from a core station are mobilised to an incident as part of a 'make up'
- When appliances from a core station have been ordered out of the Service area

- When the Fire Control Officer believes operational cover will be enhanced, taking into account global availability.

Availability

As levels of demand for our attendance at incidents change and fluctuate, we need to constantly assess and test our planning assumptions. This enables us to get the right level of resource available across the county and be able to respond where necessary. Our On-Call availability is key to maintaining a countywide response and we acknowledge that we must continue to work with colleagues and business partners to facilitate this availability. We will maintain our On-Call Liaison Team to build upon their successes whilst exploring all opportunities and products that will enable accessibility to the role, oversight for the service and consideration to the end user. We intend to create further opportunities for 'On Call' firefighters to develop through specialist roles, access to risk based learning experiences as well as having the skills and opportunities to deliver Prevention and Protection activities within their local communities.

Personnel availability and movement will be reviewed and managed and consider the skills and attributes of service personnel. The Operations Directorate strives to use its resources to best effect and we have the policies to enable the flexible use of personnel when pre-planning appliance availability and service delivery. The availability of appliances is supported using the elements below which are detailed within the proposed crewing document:

- On-call to On-call
- Pre-arranged and dynamic out-duties
- Additional shift working
- Mixed crewing policies

When not attending operational calls, the day-to-day activities of station-based personnel will be centred around the delivery of other strategies, including the Prevention and Protection strategies.

Incident Command

As identified earlier ECFRS is required to plan and prepare for all incidents from a small waste fire to incidents that can impact upon the Service's response for a number of weeks. To resolve these incidents there are risk critical elements that the Service must deliver which include, but are not limited to, appropriate operational training, breathing apparatus or road traffic incident training and equipment. But no matter what the size or complexity of an incident an effective incident command structure from the outset of every operational incident is an operational requirement.

As a member of the Essex Resilience Forum (ERF), we work with other agencies to prepare for major risks in the area. Multi-agency plans are developed and maintained to help all partners to be better prepared and to reduce the effects of major emergencies should any of the risks materialise. We take part in all multi-agency ERF exercises and also carry out our own regular exercises, often with other agencies.

On the rare occasions where significant events occur, the scale and complexity of the emergency may require a greater level of operational resources. Therefore, through the National Coordination and Advisory Framework (NCAF) further assistance can be sourced. NCAF is the mechanism that provides the coordination of nationally available assets, capabilities and resources whether it be an incident developing, or with the potential to develop, from local to national in scale and the provision of advice between the affected Fire and Rescue Service and government emergency structures.

ECFRS supports the NCAF and maintains a number of National Resilience resources and officers trained and assessed to National Standards. These include:

- CBRN(E) Gold, Silver commanders and tactical advisors
- National Interagency Liaison Officers (NILO)
- Urban Search and Rescue (USAR) (modules 1-5)
- UK International Search and Rescue (ISAR) members
- Detection, Identification and Monitoring vehicle and trained Officer's
- High Volume Pump (HVP) Flood Response Teams
- Tactical Advisors

4. Measuring, Recording and Sharing our achievements

The Service's Debrief Policy is aligned to National Operational Guidance and is overseen by the Operational Assurance department. Following the resolution of an incident, the Service has a debrief process in place which allows a practical analysis of the effectiveness of the Service policies and procedures, and operational performance against the Service objectives.

The Operational Assurance Team will also focus on the delivery of an annual station audit plan and by undertaking thematic reviews for specific areas of the organisation due to an emergent risk.

ECFRS has adopted a process for capturing information that is promulgated nationally. Identification and learning opportunities from incidents that have occurred in Essex or within other Fire and Rescue Service (FRS) areas provides an opportunity for ECFRS to analyse and compare internal policies and procedures against those lessons identified by other FRS and our partners to seek opportunities where improvements could be made.

The Strategy will demonstrate that our intention is to progress and not just maintain the status quo, but the collection and use of our data is an area where improvement is required along with the appropriate investment. We are ambitious in what we want to achieve throughout the life of this strategy and to deliver on these objectives we must reflect on this area and look to how we can improve:

- We will monitor the effectiveness of this strategy after one year, this data will then inform the assigned measures going forward
- As an enhancement to the IRMP measures we will look towards expanding the depth of our scrutiny to establish the attendance times for all appliances and appliance types from our strategic locations
- We will all be accountable for the success of these measures, and the outcomes will be reported to the Service Leadership Team and published within the Annual Report
- We will be performance and data led, formative reviews and evaluations will help our management team to monitor the pace, direction and outcomes of our work
- We will demonstrate leadership and communicate openly with our teams to ensure that they are empowered and have ownership of their plans
- We will work alongside internal teams with inter-dependencies to ensure that the plans and activities are aligned across the service
- Our delivery plan will acknowledge the benchmarks and critical success factors that are in place for our directorate and others

- We will ensure that the Operations Directorate is in a position to capture the relevant information and that managers are aware of what we are striving to achieve
- We will manage all data and information in compliance with General Data Protection Regulations

Governance

Owner	Responsibility
Director of Operations	Will be the Strategy owner, accountable to the PFCC and SLT for implementation of the Response Strategy.
Area Manager Response	Will be responsible for the delivery of this Strategy.
Command Group Managers	Will be responsible for developing plans for day-to-day delivery of this Strategy.
Performance	Will be reported monthly.
Quarterly performance reports	Will be provided to ECFRS continuous improvement board, SLT and the performance and resources board of the OPFCC
All ECFRS employees	Will have a role in supporting the delivery of this Strategy.

Review

A full review of this strategy will be carried out every four years or upon the production of a new Integrated Risk Management Plan. As part of our continuous improvement the strategy will be revisited annually to ensure it is fit for purpose and is meeting the organisational outcome.

Appendices

1. Prevention Strategy: Prevention-Strategy-2020-2024.pdf (essex-fire.gov.uk)
2. Protection Strategy: http://news.essex-fire.gov.uk/wp-content/uploads/2021/05/Protection-Strategy-2020-24.pdf
3. People Strategy: https://www.essex-fire.gov.uk/_img/pics/pdf_1603533834.pdf
4. The Fire and Rescue Services Act (2004): Fire and Rescue Services Act 2004 (legislation.gov.uk)
5. Fire and Rescue Service (Emergencies) (England) Order (2007): The Fire and Rescue Services (Emergencies) (England) Order 2007 (legislation.gov.uk)
6. The FRS National Framework for England (2018): Fire and rescue national framework for England - GOV.UK (www.gov.uk)
7. Civil Contingencies Act 2004: Civil Contingencies Act 2004 (legislation.gov.uk)
8. The Fire and Rescue Plan: https://www.essex-fire.gov.uk/_img/pics/pdf_1552658754.pdf
9. The Integrated Risk Management Plan: pdf_1596627142.pdf (essex-fire.gov.uk)
10. The Annual Plan / Annual Report: pdf_1607426504.pdf (essex-fire.gov.uk)
11. The Strategic Assessment of Risk: Strategic Assessment of Risk (essex-fire.gov.uk)
12. The Delivery of Risk Critical Information to the Incident Ground Policy: http://servicenet/_img/docs/pdf_1596556031.pdf
13. The National Operational Guidance Programme (NOGP) National Operational Guidance Homepage | NFCC CPO (ukfrs.com)