Consultation Document for Essex Fire Authority
Options for change 2016–2020

Leading the way to a safer Essex
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Introduction

Essex Fire Authority faces a challenging future because the world in which its Fire and Rescue Service operates is changing rapidly. The population of Essex is increasing and aging. Threats from international terrorism are rising. The devastating effects of climate change are being felt worldwide, with the UK being hit this winter by widespread flooding in large parts of Cumbria, Lancashire, Yorkshire and Scotland.

Against this changing risk picture, firefighters are consistently attending fewer fires and other emergencies, whereas the demands on other emergency responders such as the Police and Ambulance Service remain very high. There is clear potential to provide more effective and cost-efficient services through co-operation. Central Government has recently recognised this by holding a public consultation on “Enabling closer working between the Emergency Services”.

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

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

Despite the reduction in the number of fires, fires in the home in Essex have not reduced at the same rate as other areas of the country and the number of road-traffic collisions in Essex has in fact increased. We want to do something about this, so that we become one of the best-performing Services in preventing fires and other emergencies and keeping people safe. To do this we need to invest more in our prevention and protection services.

One of the biggest reasons we face change is the significant cut in money coming from Central Government to fund the Service. So from 2016 to 2020 we will simply have to manage with less money.

This is the second part of a 2-stage consultation process, and we are asking for your views on some specific options for change. You can find our first consultation document here: first consultation document and EFA paper 7 October 2015.

The public gave a good level of support to the proposals we outlined in our first consultation to maintain and develop our prevention, protection and response activities. So we plan to build on this by:

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

The proposals we’ve included in this document will help us re-design our service to meet the evolving needs of our communities. This document sets out our plans to make the people who live, work and visit our area as safe as possible, while operating with a significantly lower budget.

In June 2016 the Fire Authority will have to make decisions to ensure that what the Service provides remains fit for purpose and reflects the risks that the communities of Essex face. We are keen to hear your views on our proposals, so please complete the questionnaire at the end of this document or online. Throughout this document we have set up hyperlinks to other documents and information to give you important background before you comment.

Thank you for your time and consideration.

Acting Chief Fire Officer Adam Eckley
& Chairman of the Essex Fire Authority Anthony Hedley
Part One – About Us

Essex County Fire and Rescue Service ("the Service") has a proud history of providing high-quality services to the communities of Essex, Southend and Thurrock, through our prevention, protection and response work. All our fire-station-based personnel deliver our safety messages and activities, supported by central teams. But there is more to do if we are to reduce further the number of fires and other emergencies we have to attend. Even more importantly, we want to reduce the number, frequency and severity of fires and road-traffic collisions on the county's roads.

Prevention
We want to stop fires and other emergencies by working with people in the community, particularly those who are vulnerable. We also want to work with our partners to better understand the risks that the communities of Essex face and how we can minimise them. We do all this by a programme of education and community engagement that is at the forefront of the services we deliver.

Protection
We work with businesses and partners across Essex to protect people from fire in their homes, at work, at leisure and on the county's roads. Our protection work also supports businesses, helping to ensure that all their premises are safe, comply with legal requirements, and have strong fire-safety measures to protect their assets, employees and the public who may visit. When necessary we will take enforcement action against building owners or occupiers (or both) when fire safety is below standard.

Response
Despite our best efforts, fires and other emergencies do happen. Their effect is minimised by the skill, bravery and expertise of our firefighters, using new modern fire engines and equipment.

Our people

Wholetime firefighters
Wholetime firefighters are employed on a full-time contract and attend shifts at their respective fire station. When our Control Room Operators activate the fire station turn-out system, the crew will be on their way to the incident in around 2 minutes. Wholetime fire stations are located in areas with a greater density of population and therefore a greater likelihood of incidents.

On-call firefighters
On-call firefighters are members of the local community who respond to incidents when alerted by a pager. They then have around 5 minutes to get to their local fire station. As these firefighters respond from their homes or workplaces, they don’t provide the same immediate response as wholetime firefighters. On-call fire stations are located in less densely populated and rural areas where incidents are less likely.

Day-crewed firefighters
Day-crewed firefighters provide a wholetime firefighter response during the day and an on-call firefighter response at night. Historically, day-crewed fire stations are located where incidents are more likely during the day than at night.

Support staff
Our fire prevention and fire protection teams and operational firefighters are supported by professional staff who are vital in delivering all our frontline services. These include training, fleet and equipment, ICT (information communications technology), property, human resources and finance. Without these services, our organisation would not work.

Fire stations across Essex
The Service currently has 50 fire stations, from which 74 fire engines operate. The location of fire stations is based on an historic property-based standard that resulted in more fire stations in areas of greater property density. The Service also has a range of specialist response vehicles and capabilities, such as high-reach vehicles, water rescue, foam, animal rescue and hazardous materials vehicles.

Map showing existing fire stations, fire engines and crewing arrangements

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The number and type of incidents the Service attends has changed, as has how we prevent them. Changing demands mean we need to adapt the size and shape of our services. We aim to analyse existing, new and emerging risks, then communicate the results effectively. By ensuring we have the right resources in the right place at the right time, we are confident we can keep our communities safe. For more about this, please read our Strategic Assessment of Risk document. It explains in detail the risks that communities in Essex face and how we seek to manage them.
Part Two – Our challenge and opportunities

Challenges

The Service has already made savings, but the financial challenges ahead remain significant. In future we need to reflect both the type of risk we may need to respond to and the continuing fall in the number of emergencies we are called to. We also need to increase and improve the work we do with communities, and to understand how we can provide the best advice, support and response to ensure everyone has a safer life.

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

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

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

Chart 1. Reduction in demand for emergency response.

Incident data from the Service’s records of incidents attended. Population data from Office of National Statistics and traffic count data from the Department for Transport.

Table 1 shows the breakdown of incidents attended in the past 5 years. 44% of the incidents we attend are false alarms. Fires account for 30% and special services for 26%. Over the last 5 years incidents of most types have fallen. However, road-traffic collisions have risen by 14%.

Table 1. Breakdown of incidents the Service has attended over a 5-year period.

<table>
<thead>
<tr>
<th>2010/11</th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14</th>
<th>2014/15</th>
<th>Reduction in 5 years</th>
<th>Percentage of incidents in 2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>All false alarms</td>
<td>8885</td>
<td>6593</td>
<td>6082</td>
<td>5826</td>
<td>5802</td>
<td>35% decrease</td>
</tr>
<tr>
<td>False alarms due to apparatus</td>
<td>4693</td>
<td>2778</td>
<td>2605</td>
<td>2388</td>
<td>2474</td>
<td>47% decrease</td>
</tr>
<tr>
<td>False alarms: good intent</td>
<td>3727</td>
<td>3509</td>
<td>3235</td>
<td>3255</td>
<td>3161</td>
<td>15% decrease</td>
</tr>
<tr>
<td>Hoax calls</td>
<td>465</td>
<td>306</td>
<td>242</td>
<td>183</td>
<td>167</td>
<td>64% decrease</td>
</tr>
<tr>
<td>All special service</td>
<td>3789</td>
<td>3635</td>
<td>3714</td>
<td>3738</td>
<td>3421</td>
<td>20% decrease</td>
</tr>
<tr>
<td>Road-traffic collisions</td>
<td>1134</td>
<td>1151</td>
<td>1219</td>
<td>1212</td>
<td>1290</td>
<td>14% increase</td>
</tr>
<tr>
<td>Other emergency special services</td>
<td>2655</td>
<td>2484</td>
<td>2495</td>
<td>2528</td>
<td>2131</td>
<td>25% decrease</td>
</tr>
<tr>
<td>All fires</td>
<td>5798</td>
<td>5873</td>
<td>4213</td>
<td>4264</td>
<td>3918</td>
<td>32% decrease</td>
</tr>
<tr>
<td>Outdoor fires</td>
<td>3055</td>
<td>3253</td>
<td>1879</td>
<td>1984</td>
<td>1729</td>
<td>43% decrease</td>
</tr>
<tr>
<td>Dwelling fires</td>
<td>1196</td>
<td>1154</td>
<td>1099</td>
<td>1013</td>
<td>1014</td>
<td>15% decrease</td>
</tr>
<tr>
<td>Road vehicle fires</td>
<td>923</td>
<td>805</td>
<td>742</td>
<td>739</td>
<td>689</td>
<td>25% decrease</td>
</tr>
<tr>
<td>Other fires</td>
<td>624</td>
<td>661</td>
<td>493</td>
<td>528</td>
<td>486</td>
<td>22% decrease</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>2010/11</th>
<th>2011/12</th>
<th>2012/13</th>
<th>2013/14</th>
<th>2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire fatalities</td>
<td>13</td>
<td>9</td>
<td>12</td>
<td>9</td>
</tr>
<tr>
<td>Fire injuries</td>
<td>92</td>
<td>103</td>
<td>93</td>
<td>109</td>
</tr>
<tr>
<td>RTC fatalities</td>
<td>24</td>
<td>18</td>
<td>18</td>
<td>16</td>
</tr>
<tr>
<td>RTC injuries</td>
<td>671</td>
<td>735</td>
<td>742</td>
<td>856</td>
</tr>
<tr>
<td>Other special service fatalities</td>
<td>21</td>
<td>30</td>
<td>25</td>
<td>22</td>
</tr>
<tr>
<td>Other special service injuries</td>
<td>156</td>
<td>182</td>
<td>196</td>
<td>171</td>
</tr>
</tbody>
</table>
Opportunities

The chart below shows the demand for our services (fires, road-traffic collisions, false alarms, and all other emergency calls) over the last 5 years (April 2010 to December 2014). It shows the maximum demand of fire engines per hour of the day, as well as the average demand of fire engines by hour of the day. The availability of our fire engines is also included. This varies for each one as they may not be available all the time due to mechanical faults, training and shortages of firefighters at certain times.

Chart 2. Demand for and availability of fire engines.

Data from April 2009 to December 2014 from the Service’s records of fire engine usage and availability.
The highest level of demand was 36 fire engines at the same time.

We believe we have more fire engines than we need to meet our response standards. We have taken this into account in the options for change described later in this document. Changing the type of crewing and number of fire engines will help us make the savings we need. We have published on our website all the detailed and professional analysis about our operational response model, and specifically for the proposals set out in this consultation document. ‘Operational response model’ broadly means how we deal with call-outs to incidents. The work was carried out for us by a specialist company called ORH. Their reports can be found here.

We don’t utilise our response resources at the same rate as 10 years ago but our resources have not significantly changed. So in some areas we can reduce resources without significantly reducing our ability to respond to emergencies. In the proposals we outline later in the document, we offer a range of reductions in response resources that would still allow us to meet our response standards.

Our success in reducing the need for emergency response has been recognised by other services (Police, Health and Local Authorities). We can reduce many of the risks to the most vulnerable people in the community more effectively if we work with our partners. For example, when we fit smoke alarms we can give advice on crime prevention, slips, trips and falls, bogus callers etc. Working with other services could also mean an opportunity to use our fire engines to respond to other emergency incidents, such as first responding alongside the ambulance service, which could increase the number of incidents we attend.

Part Three – Financial sustainability

The Fire Authority is currently funded by council tax (59%), national non-domestic rates (21%) and government grant (20%). A recent funding announcement means the level of annual government grant will be cut by £9M – about half – by 2019/20.

We can offset £2M of this annual grant loss by savings in the Service’s support functions by 2019/20 without affecting our frontline services. But we cannot achieve all the savings we need in this way. So we have to change the size and shape of our operational response model.

The Fire Authority’s costs are mainly staffing. Around 70% of the budget for 2016/17 is accounted for in this way. The chart below gives a breakdown of the main spending areas for 2016/17, about £71.5M.

Some costs, such as those for premises and equipment, are set by the number of fire engines and fire stations we need. Other costs reflect the funding of past capital spending that cannot be altered in the short term. Support staff include employees on different terms and conditions from firefighters.

They include staff who maintain fire engines, train and develop staff, and do community safety work, in addition to such support work as finance, information communications and technology, procurement (buying etc.), risk and performance management, and human resources. We plan to make savings of at least £2M a year in these areas. A management review is underway to see if we can make further savings.

The choices in this consultation are about the balance between reducing the scale of our operational response and the level of council tax funding over the next few years.

At one end of the spectrum the largest operational saving we’ve identified is £10M a year (option 3). This option would mean no increase in council tax.

At the other end of the spectrum, option 2, would mean a maximum council tax rise of 2% a year, or £135 on a Band D property. (Note - a rise in council tax above 2% would require a local referendum.)

Although the lowest saving option for operational changes, option 2 would still allow us to deliver planned investment in community safety.

The middle level of operational savings is option 1. This would mean a lower rate of council tax increase of 0.8% a year, or 55p on a Band D property.

The purpose of Essex County Fire and Rescue Service is simply to:

‘Protect and save life, property and the environment’

This document has already described the challenges the Essex Fire Authority faces as it makes significant changes. We want to ensure this task is properly co-ordinated and considered. We also want to ensure we engage with our staff, the public and other stakeholders. So we have set up ‘Programme 2020’. This will enable us to complete the work, and suggest options and proposals for the future.

The Essex Fire Authority and the Service’s Strategic Management Board have said that future proposals must be:

Service led
- provide more capacity to prevent incidents
- provide more capacity to help reduce the effect of incidents
- ensure a response to an incident in line with our response standards
- ensure we can implement safe systems of work

Community focused
- increase our positive effect on communities
- provide a service focused on the community’s needs

Values driven
- directly tackle or create an opportunity to tackle the cultural challenges facing the Service
- offer our people meaningful and rewarding roles they can be proud of
- ensure the safety of all our staff

Financially sustainable
- ensure that the overall cost of the Service is managed to accommodate future cuts in Government funding
- reduce the overall cost of responding to incidents

Our internal stakeholders have been able to influence the Service’s future direction and the options we’ll consult on. We ran an options development process between 20 October 2015 and 20 November 2015. We encouraged all stakeholders to tell us their preferred options, and held workshops with our staff. In addition, we received 106 suggestions during the first consultation. The process brought a total of 291 options, many of which are part of our final proposals.

As the future funding was unclear we developed a range of options to cover likely circumstances. The Government announced our funding arrangement on 17 December. The Fire Authority decided at its meeting on 13 January 2016 (Link to EFA Paper) to go out to consultation with the 3 options set out below. (Note – the ORH reports refer to options 1 – 10, options 3, 6 and 8 became the options 1, 2 and 3 referred to later).
Options for change

We have done detailed analysis to identify options for change that maintain the effective set-up of fire stations and fire engines. So a number of the changes are common to all the options we are asking you to consider.

We have 10 fire stations with 2 fire engines crewed by wholetime firefighters. Our analysis shows that 7 of these second fire engines could be removed and the Service would still meet its response standards. The 3 options in this consultation all propose changes to these fire engines. And they all propose removing the second appliances at:

- Rayleigh Weir
- Orsett
- Loughton

The 5 day-crewed fire stations attend an average of between 177 and 303 incidents a year. The Service has 12 on-call fire stations currently operating at this level of demand and higher. In all 3 options the following fire engines would be converted from the day-crewing duty system to the on-call crewing system:

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

The Service has 4 Pinzgauer vehicles, which are fire engines that also provide a specialist off-road capability. The vehicles are reaching the end of their life and will need replacing with new off-road vehicles. These could be located at the current Pinzgauer locations or at other suitable fire stations. In all 3 options the Pinzgauer vehicles would be removed from the following fire stations:

- Billericay fire station
- Manningtree fire station
- Burnham fire station
- Dunmow fire station (note: a second fire engine is to be maintained at Dunmow)

Managing organisational change

The 3 options would mean fewer fire service personnel. The Service is committed to minimising potential redundancies and will try to ensure that our employees’ well-being is taken into account at all stages of the change process. Our approach to any changes agreed by the Fire Authority after public consultation will depend on the circumstances at the time. However, as appropriate, the Service will consider taking the following steps to prevent compulsory redundancies:

- Natural wastage (e.g., retirement, people leaving to work elsewhere)
- Redeployment to other fire stations/roles in the Service
- Early retirement
- Voluntary redundancy

Therefore, compulsory redundancies will occur only if unavoidable.

The Service will work closely with our employees and recognised Trade Unions and ensure that change is managed fairly, consistently and transparently; that communications are open and honest; and that full consultation occurs with individuals and representative bodies.
**Option 1**

### Action to prevent fires and other incidents

Under Option 1, we want to increase our work on preventing fires and other incidents, and ensuring that people are protected if an incident occurs.

So these are our main priorities:

- To deliver safety messages to every school child in Essex. We currently visit about 80% of schools. Safety lessons learnt early in life affect family, friends and can lead to a whole life of safer living.
- To ensure there is a working smoke alarm in every household. There are about 90,000 homes in Essex without them – you are 3 times more likely to die in a fire if you don’t have one.
- To work with partner agencies in meeting the social needs of vulnerable people. Alcohol, illegal drugs, smoking, disability, dementia and mental illness have all contributed to fire and road deaths and injuries in Essex.
- To support the installation of systems such as sprinklers to protect buildings and occupants. We have supported the installation of sprinklers in about 500 homes of the most at-risk people. Many more could benefit from them.
- To work with drivers and riders to reduce the number of people killed or injured on the roads.

Experience is no substitute for knowledge and skill: every driver and rider could benefit from learning to share the road and drive or ride defensively and safely.

The above work means an extra annual investment of £3M.

This option maintains all 50 fire stations but changes the number of fire engines and the crewing system at some of them. The number of fire engines falls by 10 to 64. The highest simultaneous demand for fire engines in the past 5 years has been 36. The number of wholetime firefighters falls by 210 from 570 to 360 but the number of on-call firefighters rises by 29 from 437 to 466. Option 1 still leaves the Service with sufficient resources to deal with major incidents.

We expect to meet our 2 response-time standards, attending 90.4% of all incidents in 15 minutes and responding to potentially life-threatening calls in an average of 9 minutes 38 seconds (see table below).

### How Option 1 saves money

The number of wholetime firefighters we’d normally expect to leave the Service by 2019/20 is fewer than the 210 this option requires. The Service is committed to minimising potential redundancies. We will always try to ensure we take account of our employees’ well-being. Our approach to any changes agreed by the Fire Authority after public consultation will depend on the circumstances at the time. However, the Service will consider taking the following steps to prevent compulsory redundancies: natural wastage (age-based retirement etc.), redeployment to other fire stations or roles in the Service, early retirement and voluntary redundancy. We will use compulsory redundancy only if it is unavoidable.

Option 1 means an increase in the number and use of on-call firefighters.

This option saves £8.6M from our operational response budget. To invest an extra £3M in prevention and protection, council tax has to rise. The portion of council tax we get needs to rise by 0.8% a year, about 55p on a Band D property.
Action to prevent fires and other incidents

Under Option 2, we want to increase our work on preventing fires and other incidents, and ensuring that people are protected if an incident occurs.

So these are our main priorities:

- To deliver safety messages to every school child in Essex. We currently visit about 80% of schools. Safety lessons learnt early in life affect family, friends and can lead to a whole life of safer living.
- To ensure there is a working smoke alarm in every household. There are about 90,000 homes in Essex without them – you are 3 times more likely to die in a fire if you don’t have one.
- To work with partner agencies in meeting the social needs of vulnerable people. Alcohol, illegal drugs, smoking, disability, dementia and mental illness have all contributed to fire and road deaths and injuries in Essex.
- To support the installation of sprinklers to protect buildings and occupants. We have supported the installation of sprinklers in about 500 homes of the most at-risk people. Many more could benefit from them.
- To work with drivers and riders to reduce the number of people killed or injured on the roads. Experience is no substitute for knowledge and skill: every driver and rider could benefit from learning to share the road and drive or ride defensively and safely.

The above work means an extra annual investment of £3M.

This option maintains all 50 fire stations but changes the number of fire engines and the crewing system at some of them. The number of fire engines falls by 8 to 66. The highest simultaneous demand for fire engines in the past 5 years has been 36. The number of wholetime firefighters falls by 138 from 570 to 432 but the number of on-call firefighters rises by 19 from 437 to 456. Option 2 still leaves the Service with sufficient resources to deal with major incidents.

We expect to meet our 2 response-time standards, attending 90.9% of all incidents in 15 minutes and responding to potentially life-threatening calls in an average of 9 minutes 33 seconds (see table below).

How Option 2 saves money

The number of wholetime firefighters we’d normally expect to leave the Service by 2019/20 is fewer than the 138 this option requires. The Service is committed to minimising potential redundancies. We will always try to ensure we take account of our employees’ well-being. Our approach to any changes agreed by the Fire Authority after public consultation will depend on the circumstances at the time. However, the Service will consider the following steps to prevent compulsory redundancies: natural wastage (age-based retirement etc.), redeployment to other fire stations/roles in the Service, early retirement and voluntary redundancy. We will use compulsory redundancy only if it is unavoidable. Of our 3 options, option 2 proposes the smallest drop in the number of wholetime firefighters.

Option 2 means a rise in the number and use of on-call firefighters.

This option saves £6.4M from our operational response budget. To invest an extra £3M in prevention and protection, as described above, means an increase in council tax. The portion of council tax we get needs to rise by 2% a year, about £1.35 on a Band D property.

<table>
<thead>
<tr>
<th>Standard 1</th>
<th>Standard 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Predicted performance</td>
<td>Predicted performance</td>
</tr>
<tr>
<td>Current</td>
<td>Proposal</td>
</tr>
<tr>
<td>91.3%</td>
<td>96.9%</td>
</tr>
</tbody>
</table>

Change the crewing system to on-call at Dovercourt, South Woodham Ferrers, Great Baddow, Waltham Abbey and Great Dunmow.
Option 3

Actions to prevent fires and other incidents

Under Option 3, we want to increase our work on preventing fires and other incidents, and ensuring that people are protected if an incident occurs.

So these are our main priorities:

- To deliver safety messages to every school child in Essex. We currently visit about 80% of schools. Safety lessons learnt early in life affect family, friends and can lead to a whole life of safer living.
- To ensure there is a working smoke alarm in every household. There are about 90,000 homes in Essex without them – you are 2.5 times more likely to die in a fire if you don’t have one.
- To work with partner agencies in meeting the social needs of vulnerable people. Alcohol, illegal drugs, smoking, disability, dementia and mental illness have all contributed to fire and road deaths and injuries in Essex.
- To support the installation of systems such as sprinklers to protect buildings and occupants. We have supported the installation of sprinklers in about 500 homes of the most at-risk people. Many more could benefit from them.
- To work with drivers and riders to reduce the number of people killed or injured on the roads. Experience is no substitute for knowledge and skill; every driver and rider could benefit from learning to share the road and drive or ride defensively and safely.

The above work means an extra annual investment of £3M.

This option maintains all 50 fire stations but changes the number of fire engines and the crewing system at some of them. The number of fire engines falls by 10 to 64. The highest simultaneous demand for fire engines in the past 5 years has been 36. The number of wholetime firefighters falls by 234 from 570 to 336 but the number of on-call firefighters rises by 30 from 437 to 467. Option 3 still leaves the Service with sufficient resources to deal with major incidents.

Based on our current level of on-call availability, this option does not meet response standard 1 but it does meet standard 2. So it means attending 89.8% of incidents within 15 minutes, compared to a target of 90%. We believe we can bridge this small gap by improving the availability of our 11 least available on-call fire engines to 70%.

How Option 3 saves money

The fall of 234 in the number of wholetime firefighters by 2019/20 is more than the number expected to leave the Service by then. The Service is committed to minimising potential redundancies. We will always try to ensure we take account of our employees’ well-being. Our approach to any changes agreed by the Fire Authority after public consultation will depend on the circumstances at the time. However, the Service will consider the following steps to prevent compulsory redundancies: natural wastage (age-based retirement etc.), redeployment to other fire stations/roles in the Service, early retirement and voluntary redundancy. We will use compulsory redundancy only if it is unavoidable.

Option 3 means a rise in the number and use of on-call firefighters.

This option makes savings of £10M from our operational response budget. It means we can invest an extra £3M in prevention and protection, as described above, without an increase in council tax.

Changes in appliances and crewing

- Change from 2 fire engines to one fire engine at Orsett, Rayleigh Weir, Loughton, Southend, Grays, Harlow Central and Clacton.
- Change the crewing of the second fire engine from wholetime fire engine to on-call at Brentwood.
- Remove the Pinzgauer appliances from Manningtree, Billerica, Burnham on Crouch.
- Replace the Pinzgauer at Great Dunmow with a fire engine.
- Change the crewing system to on-call at Dovercourt, South Woodham Ferrers, Great Baddow, Waltham Abbey and Great Dunmow.
Table 4. Summary of the changes to fire stations and fire engines in all 3 options.

<table>
<thead>
<tr>
<th>Station</th>
<th>Current</th>
<th>Option 1</th>
<th>Option 2</th>
<th>Option 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basildon</td>
<td>WT-WT</td>
<td>WT-WT</td>
<td>WT-WT</td>
<td>WT-WT</td>
</tr>
<tr>
<td>Colchester</td>
<td>WT-WT</td>
<td>WT-WT</td>
<td>WT-WT</td>
<td>WT-WT</td>
</tr>
<tr>
<td>Chelmsford</td>
<td>WT-WT</td>
<td>WT-WT</td>
<td>WT-WT</td>
<td>WT-WT</td>
</tr>
<tr>
<td>Harlow Central</td>
<td>WT-WT</td>
<td>WT-OC</td>
<td>WT-WT</td>
<td>WT-WT</td>
</tr>
<tr>
<td>Grays</td>
<td>WT-WT</td>
<td>WT-WT</td>
<td>WT-WT</td>
<td>WT-WT</td>
</tr>
<tr>
<td>Southend</td>
<td>WT-WT</td>
<td>WT</td>
<td>WT-WT</td>
<td>WT-WT</td>
</tr>
<tr>
<td>Rayleigh Weir</td>
<td>WT-WT</td>
<td>WT</td>
<td>WT-WT</td>
<td>WT-WT</td>
</tr>
<tr>
<td>Loughton</td>
<td>WT-WT</td>
<td>WT</td>
<td>WT-WT</td>
<td>WT-WT</td>
</tr>
<tr>
<td>Brentwood</td>
<td>WT-WT</td>
<td>WT-WT</td>
<td>WT-WT</td>
<td>WT-WT</td>
</tr>
</tbody>
</table>

Table 3. Summary of 3 options

<table>
<thead>
<tr>
<th>Option</th>
<th>Fire Stations</th>
<th>Fire Engines</th>
<th>Wholetime Staff</th>
<th>On-Call Staff</th>
<th>Saving (£)</th>
<th>Predicted performance %</th>
<th>Difference from current</th>
<th>Predicted performance mins</th>
<th>Difference from current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td>50</td>
<td>74</td>
<td>570</td>
<td>437</td>
<td>-</td>
<td>91.3%</td>
<td>-</td>
<td>9 mins 28 secs</td>
<td>-</td>
</tr>
<tr>
<td>Option 1</td>
<td>50</td>
<td>66</td>
<td>360</td>
<td>466</td>
<td>8.6</td>
<td>90.4%</td>
<td>-0.9</td>
<td>9 mins 38 secs</td>
<td>10 secs</td>
</tr>
<tr>
<td>Option 2</td>
<td>50</td>
<td>66</td>
<td>432</td>
<td>456</td>
<td>6.4</td>
<td>90.9%</td>
<td>-0.4</td>
<td>9 mins 33 secs</td>
<td>5 secs</td>
</tr>
<tr>
<td>Option 3</td>
<td>50</td>
<td>64</td>
<td>336</td>
<td>467</td>
<td>10</td>
<td>89.8%</td>
<td>-1.5</td>
<td>9 mins 44 secs</td>
<td>16 secs</td>
</tr>
</tbody>
</table>
Options for change to Essex County Fire & Rescue Service 2016–2020

Part Five – Consultation

How can I contribute?

You can tell us what you think by completing a questionnaire or by sending us your questions and comments in several ways:

- Complete the questionnaire at the end of this document
- Complete the online questionnaire at: www.opinionresearch.co.uk/essex
- Email us at: consultation.2020@essex-fire.gov.uk
- Write to us at: ECFRS 2020 Programme
  Freepost
  Kelvedon Park
  London Road
  Kelvedon
  Essex. CM8 3HB

What happens next?

The consultation will run for 12 weeks from Monday 1 February 2016 to Monday 25 April 2016. There are many ways you can find out more and take part. Essex Fire Authority would welcome your views and comments.

Essex Fire Authority members will consider the options after all the feedback has been received from the public, organisations and our staff. The members will then meet on Wednesday 8 June 2016 to consider reports from its officers. The reports will be published on our website a week before the meeting.

Confidentiality

All completed questionnaires will be processed by Opinion Research Services, a specialist social research company we have appointed. Your views are confidential and no one other than Opinion Research Services will see your response. Individuals will not be identified in the report’s findings, but organisations may be.

Other written responses, such as emails, letters and other submissions, will be summarised and may be referred to in the report or on our website. Again, individuals will not be identified but organisations may be.

Find out more

For further information:

- Our website: www.essex-fire.gov.uk
- Email us at: consultation.2020@essex-fire.gov.uk
- Phone us on: Freephone 0300 3030080

If you would like this information in another format including audio or large print, please call 0300 3030080.

Public ‘drop-in’ exhibitions:

We also invite residents of Essex, Southend and Thurrock to come along to local public ‘drop-in’ exhibitions, where you can ask questions about this consultation and the future of the Service. We may arrange more exhibitions if there is enough demand. Details of these exhibitions are below. Please check our website or contact us on the details above to confirm the exact timings.

- Billericay Library
  Monday 15th February 2016, 12pm – 5pm
- Brentwood Library
  Tuesday 16th February 2016, 1pm – 6pm
- Burnham on Crouch Library
  Thursday 18th February 2016, 11am – 4pm
- Rayleigh Library
  Monday 22nd February 2016, 12pm – 5pm
- Colchester Library
  Tuesday 23rd February 2016, 1pm – 6pm
- Chelmsford Library
  Thursday 25th February 2016, 12pm – 5pm
- Harlow Library
  Monday 29th February 2016, 2pm – 7pm
- Harwich Library
  Tuesday 1st March 2016, 1pm – 6pm
- Loughton Library
  Thursday 3rd March 2016, 12pm – 5pm
- Dunmow Library
  Monday 7th March 2016, 1pm – 6pm
- Waltham Abbey Library
  Tuesday 8th March 2016, 12.30pm – 5.30pm
- South Woodham Ferrers Library
  Thursday 10th March 2016, 1pm – 6pm
- Basildon Library
  Monday 14th March 2016, 12pm – 5pm
- Clacton-on-Sea Library
  Tuesday 15th March 2016, 12pm – 5pm
- Braintree Library
  Thursday 17th March 2016, 12pm – 5pm
- Grays Library
  Monday 21st March 2016, 1pm – 6pm
- The Forum, Southend
  Tuesday 22nd March 2016, 2pm – 7pm

Below is a table of information sources referenced in this document: If you cannot access these documents through our website please contact us using the details above.

<table>
<thead>
<tr>
<th>Information Source</th>
<th>URL</th>
</tr>
</thead>
</table>

Note: The ORH reports show the detail of the analysis of the availability, demand and activity that have informed the development of our options.
Question 1.
Which of the following options do you support?
Please cross only one box.

Option 1
A 0.8% increase (about £0.55 on a Band D property per year) in the fire service portion of council tax and a reduction in response resources. (Summarised in Table 3)

Option 2
A 2% increase (about £1.35 on a Band D property per year) in the fire service portion of council tax and a smaller reduction in response resources than option 1. (Summarised in Table 3)

Option 3
No increase in council tax and a larger reduction in response resources than option 1 and 2. (Summarised in Table 3)

Or:
I do not support any of the options. (Please state an alternative view)

Option 1 □ Option 2 □ Option 3 □ None of them □

Comments

Question 2.
Are there any other comments you wish to make?

Consultation Questions
Please complete this questionnaire and return to the FREEPOST address: Opinion Research Services, FREEPOST (SS1018), PO BOX 530, Swansea, SA1 1ZL, by 5pm on 25 April 2016. ORS will collate all the feedback received and pass this back to Essex County Fire and Rescue Service.

Please note you can also fill in this questionnaire online at www.opinionresearch.co.uk/essex

For each question, put a cross in the appropriate box like this X. Cross only one box for each question unless otherwise instructed. If you mark the wrong box, fill in the box ■ and cross X the correct one.
Information about you
What is your full postcode? This will help us understand views in different areas.

If you are providing your own PERSONAL RESPONSE, please answer the questions below and on the next page. If you are responding on behalf of an ORGANISATION, which organisation do you represent?

Please give the name of the organisation and any specific group or department. Please also tell us who the organisation represents, what area the organisation covers and how you gathered the views of members. PLEASE ANSWER IN THE BOX BELOW AND CONTINUE ON A SEPARATE SHEET IF NECESSARY.

If you are providing your own PERSONAL RESPONSE, please answer the questions below and on the next page. Essex County Fire and Rescue Service has a duty to promote equality in relation to age, gender, sexual orientation, disability, race, and religion and belief. We want to make sure that we include all parts of the community in our consultation, but these questions are optional. We will take all consultation responses fully into account when making decisions, regardless of whether you provide your personal details. All information you provide will be treated in strict confidence. PLEASE CROSS ONLY ONE BOX FOR EACH QUESTION UNLESS INSTRUCTED OTHERWISE.

What was your age on your last birthday?
- Under 25
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 to 74
- 75 to 84
- 85 or over
- Prefer not to say

What is your gender?
- Male
- Female
- Prefer not to say

Is this the gender you were assigned at birth?
- Yes
- No
- Prefer not to say

Which of the following options best describes how you think of yourself?
- Heterosexual
- Gay or Lesbian
- Bisexual
- Other
- Prefer not to say

Do you have any physical or mental health conditions lasting or expected to last 12 months or more?
- Yes
- No
- Prefer not to say

Does your condition reduce your ability to carry out day-to-day activities?
- No
- Yes, a lot
- Yes, a little
- Not at all
- Prefer not to say

What is your religion?
- No religion
- Christian (all denominations)
- Buddhist
- Hindu
- Other
- Prefer not to say

What is your ethnic group?

A White
- English, Scottish, Welsh, Northern Irish, British
- Irish, Gypsy or Irish Traveller
- Any other White background

B Mixed/multiple ethnic groups
- White and Black Caribbean
- White and Black African
- White and Asian
- Any other Mixed/multiple ethnic background

C Asian/Asian British
- Indian
- Pakistani
- Bangladeshi
- Chinese
- Any other Asian background

D Black/Black British
- African
- Caribbean
- Any other Black background

E Other ethnic groups
- Arab
- Any other ethnic group
- Prefer not to say

Do you work for Essex County Fire and Rescue Service?
- Yes
- No
- Prefer not to say

If so, which staff group do you belong to?
- Uniformed Staff – whole time
- Uniformed Staff – on-call
- Support Staff
- Control Staff

Prefer not to say

Please answer these questions honestly and to the best of your ability. Your responses will help us understand the diverse range of views and experiences in our community. Thank you for taking the time to complete this questionnaire.