



Essex County  
Fire & Rescue Service

# Service Delivery Plan 2025-2026

**Making Essex safer together**



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# Our Service Delivery Plan 2025-2026

**Our Service Delivery Plan has been designed and developed to bring our Community Risk Management Plan (CRMP) to life. It outlines how we will work towards delivering the activities that will be undertaken to achieve the five strategic goals set out in our CRMP.**

**Our Service Delivery Plan provides the next steps and key activities on how we will reduce harm and deaths from fires, on our roads and from other hazards across the county.**

Our ambition is to be one of the best fire and rescue services in the country. Delivering excellence to increase and build community confidence and trust. This means we are providing our residents, businesses, and visitors with a service they deserve.

Each year of the CRMP we will publish a new Service Delivery Plan, detailing the next stage of our annual activity delivery. To support this, we will have a planning cycle that will continually monitor, assess and evaluate the delivery of the activities set out in our Service Delivery Plan.

We proactively monitor performance and make sure we are well governed. This helps us meet our legislative and statutory requirements. Our Annual Statement of Assurance will provide a full report on our performance and progress against the Service Delivery Plan.

## Our mission

Making Essex safer together

## Our values

Our values are a set of guiding principles which set the tone for how we will work with each other, our partners, and most importantly our communities. They align with the national Core Code of Ethics and set the expected standards of behaviour from all our people.

## We value:

- Professionalism
- Inclusion
- Teamwork
- Courage
- High performance



Image: National Core Code of Ethics



# **Delivering our Strategic Goals**

**We have developed five strategic goals that have been shaped by insights, risk analysis and data.**

**These goals reflect our mission and values, and will focus on reducing risk in our communities and providing a service our public deserves.**

The following pages outline the key areas of focus for 2025-2026 against each of our strategic goals:

- Preventing fires and other emergencies
- Reducing the impact of fire in the built environment
- Responding effectively to emergencies
- Inclusive and high performing culture
- A resilient and sustainable future

## **HMICFRS**

To support the focus of our activities, we have considered the feedback in the report following our most recent Inspection by His Majesty's Inspectorate of Constabulary, Fire and Rescue Services which found that:

- The Service knows the risks it faces and makes good use of data to inform its analysis of risk
- The Service needs to make sure its response strategy allows the most appropriate response for the public in line with its Risk Management Plan
- The Service's culture continues to improve, but there is more work to do

We will use the National Fire Chiefs Council Fire Standards as our guidance for demonstrating our achievements against the HMICFRS key pillars:

- Efficiency
- Effectiveness
- People

# Preventing fires and other emergencies

## Aim

We will work together to help people stay safe from fires and other emergencies.

We will work with our partners and communities to target our prevention, protection, resilience and preparedness activities to reduce community risk and enhance community resilience.



## Key activities 2025-2026

**Increase** the number of home fire safety visits by 50%, with 80% to those most at risk of fire and harm.

**Enable** operational crews to proactively spend more of their time in or with their communities, making every contact count.

Through partnerships **improve** access to vulnerable communities, relevant funding and research opportunities.

**Expand** our intervention programmes to reach those at risk, prioritising inclusion, innovation and positive outcomes within our communities.

**Introduce** new road safety prevention content to address changes in road safety strategies, transport technology, and impact on at-risk groups (including users of e-scooters, e-bikes, e-vehicles etc).

**Deliver** specific intervention campaigns and activities targeted to those using emerging technologies (including lithium-ion batteries, micro journeying etc).

Seek ways to **build** community resilience so that individuals and groups are better able to deal with emergencies (notably climate change) when they occur.

## Outcomes

- Fires in the home are reduced.
- The likelihood of severe injury or fatality from fires in the home, incidents on the roads, or on water is reduced.
- Fires and other incidents among people in protected groups and deprived areas are reduced.
- Greater visibility of our Service in our local communities, increasing engagement and trust.
- Increased awareness of the wide number of roles within our Service.

## Key performance measures

- **Increasing the number of home fire safety visits**
- **Increasing our operational time in with our communities**

Fire and Rescue Plan priorities	Performance indicators	HMICFRS inspection area
<p>Protect vulnerable people.</p> <p>Improve road safety and reduce road death in Essex to zero.</p>	<ul style="list-style-type: none"> <li>• Number of home visits with the public.</li> <li>• Effectiveness of Home Fire Safety Visits.</li> <li>• Reduction in injuries and fatalities.</li> <li>• Percentage of people with enough information about what risks there may be in their community.</li> <li>• Number of RTCs attended.</li> <li>• Number of RTC serious injuries.</li> <li>• Number of RTC fatalities.</li> </ul>	<p>Understanding the risk of fire and other emergencies.</p> <p>Preventing fires and other risks.</p>

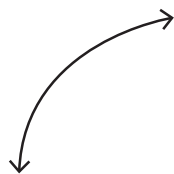
# Reducing the impact of fire in the built environment

## Aim

To protect people, businesses, the local economy and the environment from the impact of fire in the built environment.

**We are committed to working collaboratively with our partners, especially Local Authorities, to ensure remediation of clad buildings across Essex.**

**To do this, we are leading on a remediation acceleration group which targets known buildings of concern.**



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**Develop** and **deliver** fire safety training to all operational staff. This includes:  
3 wholtime squads of 18 (total 54)  
5 training courses (total 60)

**Deliver** Level 2 Fire Safety training:  
144 Level 2 qualifications to be delivered in 2025-2026.

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## Key activities 2025-2026

The high-rise task force will **continue** to work with the building safety regulator to **improve** compliance so people living in high-rise buildings are protected.

**Develop** partnerships with the Care Quality Commission to **improve** fire safety across the care sector.

**Refresh** the Risk Based Inspection Programme to an Intervention Programme (aligned to NFCC).

**Continue** to stay ahead of changing legislation, supporting government agendas and proactively responding to public inquiry recommendations.

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**Develop** and **deliver** fire safety training to all operational staff.

**Deliver** Level 2 Fire Safety training to **all** wholtime personnel within three years.

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**Invest** in technology to streamline processes to improve efficiencies.

**Develop** and **deliver** specific interventions in line with the Risk Based Intervention Programme and using local learning.



## Outcomes

- Safety in all buildings across Essex is equitable, and our communities feel safe in their homes, places of work or buildings they are visiting.
- Communities and individuals understand our role in keeping them safe.
- Reduction in the likelihood of severe injury or fatality from fires in multi-occupancy buildings.
- An established business engagement partnership approach with building owners leading to safer buildings across Essex.
- Reduction in false alarms in commercial buildings, protecting front line fire engine availability.
- Increased interventions carried out by Firefighters.
- Through training and development, protection officers and operational colleagues have improved knowledge and understanding of built environment risks.



## Key performance measures

- **Completion of our Risk Based Intervention Programme**
- **Increase in building compliance levels across Essex**

Fire and Rescue Plan priority	Performance indicators	HMICFRS inspection area
Make buildings across Essex safer.	<ul style="list-style-type: none"> <li>• Number of interactions carried out at commercial premises.</li> <li>• Number of fires in non-residential premises.</li> <li>• Appropriate action is taken when non-compliance is found.</li> </ul>	Protecting the public through fire safety regulation.

# Responding effectively to emergencies

## Aim

To prepare for and respond to emergencies in the most effective and safe way, prioritising the protection of, and limiting damage to, life, property and the environment.



**Exercise** against community and infrastructure risks.

- Wholetime stations – 1 x live and 4 x tabletop.
- Each command – 1 x live and x 1 tabletop on a Level 4 and a Level 5 risk site.
- Each command (On-Call stations) – x 2 live.
- Cross border – minimum of x 1 exercise with neighbouring county.
- Special operations – x 8 live.
- Strategic/ major incident – x 2
- COMAH sites – rotating programme that equates to 2 to 3 live or tabletop.

## Key activities 2025-2026

**Deliver** an operational capacity review for our station-based activities.

**Develop** systems and processes to maximise availability of operational resources.

**Implement** and **embed** a dynamic cover decision tool, replacing the need for the key station policy.

**Implement** Multi Agency Information Transfer and a tri-service agreement.

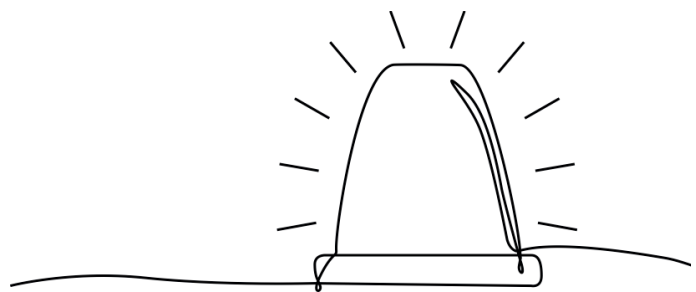
**Exercise** against community and infrastructure risks, providing opportunities for organisational listening and learning to better prepare to respond when needed.

**Deliver** a more flexible approach to the location and crewing of operational assets.

Undertake a **pilot** with The East England Ambulance Service Trust to co-respond from On-call stations.

## Outcomes

- Protecting front line fire engine availability to reach life risk incidents within an average of 10 minutes.
- Reach all incidents in urban areas within an average of 10 minutes.
- Reach all incidents in rural areas within an average of 14 minutes.
- An on-call duty system that is sustainable and supports availability.
- Reduction in stand-by moves.
- Additional shift working is planned and proactive.
- Continued investment in our people and equipment aligned to evolving and emerging risks.
- Visibility of our Service in our local communities increased.



## Key performance measures

- **Response times to life risk incidents**
- **Percentage of time we have 40 appliances or above available**

Fire and Rescue Plan priority	Performance indicators	HMICFRS inspection area
Improve efficiency and effectiveness.	<ul style="list-style-type: none"> <li>• Increased time spent on community engagement activity.</li> <li>• Essex County Fire and Rescue Service learns the lessons from spate conditions and can adapt to emerging risks with technologies.</li> </ul>	<p>Responds to fire and other emergencies.</p> <p>Responds to major and multi-agency incidents.</p>

# Inclusive and high performing culture

## Aim

We will embed a high performing and inclusive culture ensuring our people are supported, engaged and inspired to deliver our Service strategic goals.

Our colleagues are empowered to be professional and ambitious in serving the communities of Essex.



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**Establish and deliver** the first phase of a Professional Standards function.

Activities include:

- Review current policies to identify which require adjustment to include Professional Standards.
  - Evidence-based learning to be shared with stakeholders.
  - Determine operating model with existing internal partners.
  - Increase understanding of Professional Standards across our Service.
  - Determine performance measures and baseline data.
  - Establish the resource required to fulfil the function.
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## Key activities 2025-2026

**Deliver** the first phase of our positive person-centred performance approach.

**Embed** our culture and community panel to listen and learn from the communities we serve.

**Deliver** face to face inclusion based training, including cultural competence and confident community engagement to all colleagues.

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**Establish and deliver** the first phase of a Professional Standards function.

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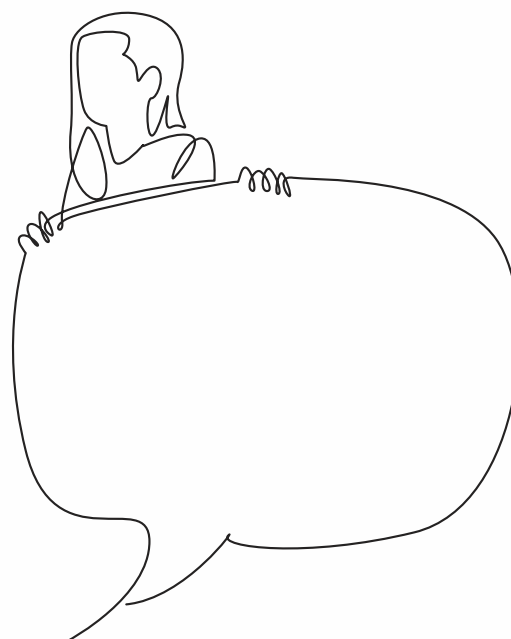
**Increase** our people's ability to be self-sufficient through digital inclusion and digital skills improvement.

**Launch** a programme of work on intentional inclusion of our On-call colleagues.

**Build** on the Inclusive Employers Silver standard and progress accreditations.

## Outcomes

- Our firefighters are trained to national standards and have with the right equipment to undertake their roles.
- All Service processes, policies, and practices are inclusive.
- Our mission, values, and professional standards are embedded, guiding behaviour and decision-making.
- Annual equality reporting shows an increase in diversity in our workforce.
- Strategic workforce planning minimises skills gaps and vacant roles.
- Our training plan is aligned to risk, changes in work practices, new technology and community needs.
- Our people understand community insight, and have increased confidence in community engagement.
- All leaders have participated in our leadership development programme.
- All employees have access to development opportunities.
- Attendance at work and employee engagement indicators improve.



## Key performance measures

- **Employee engagement rate**
- **Diversity data**

Fire and Rescue Plan priority	Performance indicators	HMICFRS inspection area
Promote a positive culture and develop the workforce.	<ul style="list-style-type: none"> <li>• Workforce is representative of the communities they serve.</li> <li>• Sickness rates.</li> <li>• Staff turnover.</li> </ul>	Promoting the right values and culture. Getting the right people with the right skills. Ensuring fairness and promoting diversity.

# A resilient and sustainable future

## Aim

We will manage and invest in our Service to ensure it is fit for the future.

We will manage our finances, use digital, data and technology to drive improvement, and make sure that our estates, equipment and vehicles meet the needs of our people and the risks that we face.

## Outcomes

- Making best use of resources to maximise public safety.
- Deliver a balanced budget each financial year.
- Released capital funds for asset investment.
- Improved response times and optimised fire cover.
- Reduced carbon footprint.

## Key activities 2025-2026

**Develop** a replacement plan for specialist response resources.

**Develop** breathing apparatus specification for procurement.

**Procure** a new workwear contract.

**Procure and deliver** a workforce management system.

**Procure and deliver** a dynamic cover decision support tool.

**Deliver** a design specification for a new live fire training centre.

**Pilot** carbon reduction schemes working towards Net Zero.

**Modernise** station end equipment and tablets for appliances.

**Modernise** the alerting and mobilising solution for officers.

**Embed** Microsoft Fabric for reporting, insights and integrations.

**Strengthen** cybersecurity and compliance measures.

**Invest** in new extrication rescue equipment over two years.

**Implement** vehicle telematics to enhance fleet management.

**Implement** a records management process to guide staff in handling data from creation to retention.

## Key performance measures

- Annual 1.5%-3% increase in productivity and efficiency gains

Fire and Rescue Plan priorities	Performance indicators	HMICFRS inspection area
<p>Improve efficiency and effectiveness.</p> <p>Adapt to our changing environment.</p>	<ul style="list-style-type: none"> <li>• Reduced fleet carbon footprint.</li> <li>• Engagement with future developments.</li> <li>• Working towards Net Zero carbon emissions by 2050.</li> <li>• Annual 1.5%-3% increase in productivity and efficiency gains.</li> </ul>	<p>How well the Service uses resources to manage risk.</p> <p>Making the FRS affordable now and in the future.</p>





# Essex County Fire & Rescue Service

