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WEST SUSSEX FIRE AND RESCUE AUTHORITY INTEGRATED RISK MANAGEMENT PLAN



PREVENTION | PROTECTION | RESPONSE

2018 · 2022

Foreword

Debbie Kennard, Cabinet Member for Safer, Stronger Communities

Welcome to West Sussex County Council's Fire & Rescue Authority's Integrated Risk Management Plan covering the 2018-22 period.

I am honoured to be the county council cabinet member with responsibility for West Sussex Fire & Rescue Service and am determined to ensure that the service continues to deliver the high quality service that you have come to expect. As the Fire & Rescue Authority (FRA) and governing body for the county, West Sussex County Council has a legal duty to ensure that we provide a highly effective and efficient fire and rescue service that is also value for money.

This Integrated Risk Management Plan (IRMP) sets out how we will ensure the continuous improvement of your fire and rescue service, so that it is able to grasp every opportunity to improve the lives and safety of those who live, work, visit and travel in West Sussex. The service continues to face challenges including a continually evolving risk picture, new legislation and a national reform agenda.

I remain confident that as an integral part of the county council, the service will continue to deliver a high class prevention, protection and response service to the communities of West Sussex, in addition to adding true 'social value' through close working with other key county council services. In fact it is only by working in partnership with others that the service has been able to use the wide range of skills and capabilities to support not only the county council, but also other partners and organisations. I recognise that effective partnership and collaboration is the best way of providing effective services to our communities and I am fully behind the service as it works with others to deliver the objectives that the FRA has set.

The FRA has set strategic priorities for the next four to five years based on the risk analysis throughout this document.

Fire & Rescue Authority priorities to the Chief Fire Officer

- *Reduce the number of emergency incidents and their consequences through the continuous improvement of prevention, protection and response activities.*
- *As part of West Sussex County Council, work with local communities, districts and boroughs to keep West Sussex safe.*
- *Collaborate with emergency services and other local and national partners to improve the service to the public.*
- *Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.*
- *Provide customer- focused value for money services.*

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It is my responsibility to ensure that the service is delivering the standards set through effective scrutiny of the Environmental, Communities, and Fire Services Select Committee and I will be working closely with the service to make the plans that are described become a reality. These plans must be shaped by those who we serve and I would encourage you to engage with the consultation, gives us your views and make sure that you have your say on the future for your fire and rescue service. I am proud of our service and am committed to working with you to ensure its continued success.

DRAFT

Chief Fire Officer

Vision statement: 'A fire and rescue service focused on the delivery of a value for money response, prevention and protection service operating to the highest performance standards to ensure the safety of residents and visitors to West Sussex. Continuous improvement is at the heart of everything we do.'

West Sussex Fire & Rescue Service has seen a number of significant changes over the last few years as we have sought to continue to improve the service we provide whilst also managing our resources effectively. The ever changing world we live in has meant that it is necessary to rewrite our IRMP far sooner than we had originally planned. I believe that this is necessary to ensure that the service recognises the requirements of new legislation, reacts appropriately to the developments within the fire sector and continues to innovate and pursue the best possible outcomes for those that we serve.

The requirement for continuous improvement, coupled with the new demands placed upon us means that transforming the way we provide our services will continue. This will mean changing how we do things and will certainly mean further improvements to how we work with our partners as we fulfil the new duty to collaborate. As an integral part of the county council, the fire and rescue service has much to offer in terms of supporting the delivery of the West Sussex Plan, working with other departments and teams such as adult social care and family operations to make West Sussex a great place to live, work and visit.

But whilst there will continue to be changes for all of us, the one constant is the commitment of the women and men who dedicate themselves to serving their communities. Our organisation is built upon well-trained, resourceful and compassionate individuals and we are committed to providing our team with the best training, equipment and support possible.

This plan sets out the opportunities that we wish to further explore to ensure that West Sussex Fire & Rescue Service continues to work with communities and individuals to prevent incidents happening, to support businesses and other organisations to comply with fire safety law and to respond to emergency incidents when they do occur. It will also consider a broader range of activity that will support those most vulnerable and also the work of the police and ambulance services. We need your feedback on these plans and we are committed to working with you to shape the services we provide.

Welcome to our Integrated Risk Management Plan

This plan explains how West Sussex County Council, as the Fire & Rescue Authority, manages the provision of the fire and rescue service for West Sussex. Here, we aim to explain the things we do, how we are structured, the resources we have available to us to make West Sussex safer and how you can be sure that we provide the best value for your money. It explains how we are held accountable for this.

Producing an Integrated Risk Management Plan (IRMP) is a statutory requirement for all fire and rescue services. This strategic document identifies the risks present in our communities; for those who live, work, visit and travel in West Sussex. The plan sets out how we address those risks, setting out how we make provision for response, prevention and protection activities; and how we work in partnership with our communities and a wide range of partners locally and nationally. The document also provides an overview of what shapes our service in terms of our obligations, both nationally and locally.

It looks at West Sussex from a risk perspective, identifying new and emerging trends, foreseeable threats and opportunities. We collect and assess risk information about people, places, businesses and our environment and use this knowledge to develop, shape and target our services.

Planning how best to use our resources has never been so important. We must concentrate on areas of greatest need, always seeking to improve, always seeking more efficient and effective ways of working in order to achieve good value for the local community. This means working collaboratively with neighbouring fire services, maximising our position within WSCC, actively participating in partnership opportunities including tackling the social causes of fire and other emergencies.

Our plan provides detail on what the key issues are within our communities and details what we plan to do to tackle them over the next four to five years and to support and protect the health, safety and wellbeing of our communities and our staff.

We will use this plan to direct our work across all areas of the service; being outlined in team plans and forming the basis of individual objectives and performance measures.

We know, however, that our world is always changing and therefore we review our plan each year to make sure we are still tackling the right issues with the right resources.

Supporting documents provide a wide range of information about West Sussex Fire & Rescue Service, annually profiling the county and stations in much more detail, together with performance data that tells us how we are doing and holds us to account.

If you'd like to know more about the data that we used in the development of our plan, please visit our website www.westsussex.gov.uk

IRMP draft consultation

We have developed our plan through a review of our influences and applying professional knowledge but we want this to be your community plan – this draft is therefore our consultation draft.

We will be engaging with staff, members, representative bodies, partners and the public through a variety of methods including the county council’s website, press releases, letters to stakeholders and through internal communications with staff to ensure that this plan is the best and most relevant for West Sussex.

We want to understand if this is the direction that you want the service to go in and whether there was anything else we needed to consider.

The public consultation will run from Thursday 5 April to Monday 21 May 2018.

You can access the consultation online here: <https://www.westsussex.gov.uk/about-the-council/have-your-say/>

Placeholder for comment on Impact Assessment [results](#)

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Our fire and rescue service – who we are and what we do

West Sussex Fire & Rescue Service (WSFRS) is one of 14 fire services managed as part of a county council.

West Sussex County Council is the Fire & Rescue Authority (FRA) for West Sussex. It is responsible for a wide range of services that help to make West Sussex safer.

The majority of our work is directed by legislation and established practice, including the Fire and Rescue Services Act 2004 which broadly requires the provision, training and equipping of a fire service to undertake the following core functions:

- firefighting
- fire prevention
- fire protection activities
- rescuing people from road traffic accidents
- other emergency activities.

We are also responsible for enforcing fire safety law in public and commercial buildings and domestic flats with common areas through the Regulatory Reform (Fire Safety) Order 2005. As part of a broader emergency role, we are a designated Category 1 responder under the Civil Contingencies Act 2004.

The government sets out more specific expectations and requirements in the fire and rescue national framework for England. For example, fire authorities have a statutory duty to produce an Integrated Risk Management Plan (IRMP), setting out how they identify and assess all foreseeable fire and rescue related risks that could affect its community, including cross-border, multi-authority or national. It requires us to have regard to Community Risk Registers and other analysis. Each year we must also produce a Statement of Assurance, setting out how we have met our requirements in the year, and progress we have made. You can find out more about this and other legislation with links through our website at www.westsussex.gov.uk



WSFRS as part of WSCC

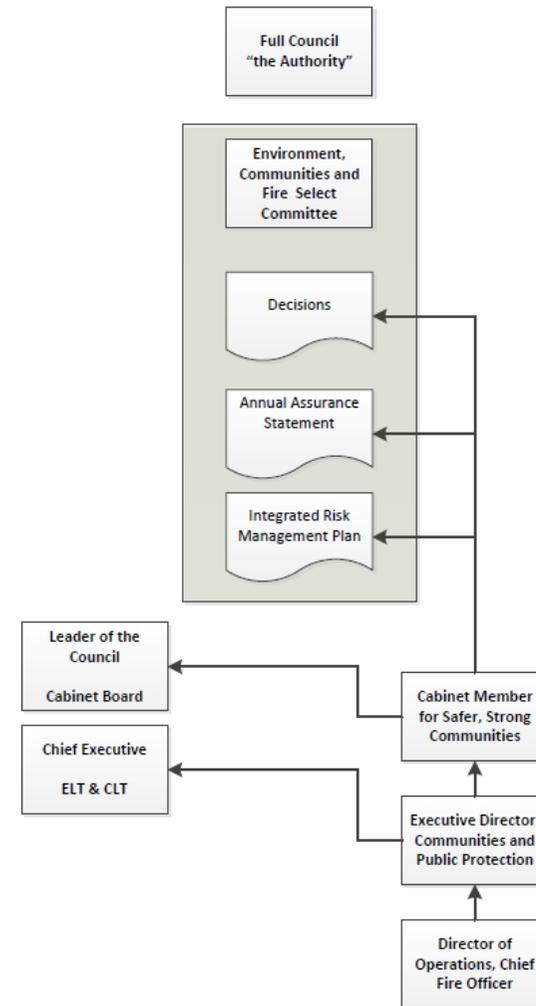
WSFRS plays a leading role in the WSCC Communities and Public Protection directorate, working alongside trading standards, community professionals and resilience and emergencies colleagues. Together, we jointly support communities to become safer, stronger and more resilient.

The Cabinet Member for Safer, Stronger Communities is responsible for making decisions on the work of the fire and rescue service. The activities and performance of the service are available to be scrutinised by the county council's Environment, Communities and Fire Select Committee, which meets five times a year. This committee scrutinises the IRMP and the annual Statement of Assurance.

As a service we make sure that our objectives and activities support the key ambitions of the county council which are:



- Best start in life
- A prosperous place
- A strong, safe and sustainable place
- Independence for later life
- A council that works for the community



To achieve our aims and contribute to the county council’s ambitions, we work with many of our county council colleagues both in the communities and public protection teams and across the county council as a whole. Working together, means that we are able to support our residents across a wide range of needs and ensures that our work supports those who need our help the most. Working together is also about ensuring the efficient use of resources, avoiding duplication and sharing best practice. We know that there are many areas where fire and rescue are able to support, either through our staff getting involved in campaigns or delivering service or where our capabilities and assets can be put to use.

We will always seek to maximise the benefits of being within the county council but we accept some specialist services may be best provided from outside the county council.



How WSFRS is financed

Funding for WSFRS currently comes from two main sources:

- grant funding from government to WSCC
- council tax

The way we receive funding from government is changing. The county council will no longer receive money from the revenue support grant, a government grant given to WSCC which can be used to finance revenue expenditure on any service. This grant funding has been gradually declining over the past four years. Instead this element will be determined by the amount of business rates it can collect. Therefore the county needs to be a prosperous place and an attractive place to do business.

The National Audit Office ([ww.nao.org.uk](http://www.nao.org.uk)) produced a report in 2015 on the impact of funding reductions on fire and rescue services. Further information can be found on its website about this.

There is no additional precept for the fire and rescue service on your council tax bill in West Sussex. The fire and rescue budget is considered as part of the wider provision of county council services.

As an integrated part of WSCC, WSFRS receives a range of services provided centrally, either via county council back office functions or corporately procured contracts. Some of these services include:

- payroll, pensions and human resources administration
- human resources and organisational development advice and services
- occupational health services
- information and communications technology
- facilities management and estates maintenance
- rates and utilities
- insurances
- legal advice
- procurement services

From 2018, finance and also communications/media support will also be provided to the fire service by WSCC teams.

Costs relating to these service areas are accounted for as a whole, and are not apportioned at fire and rescue service level.

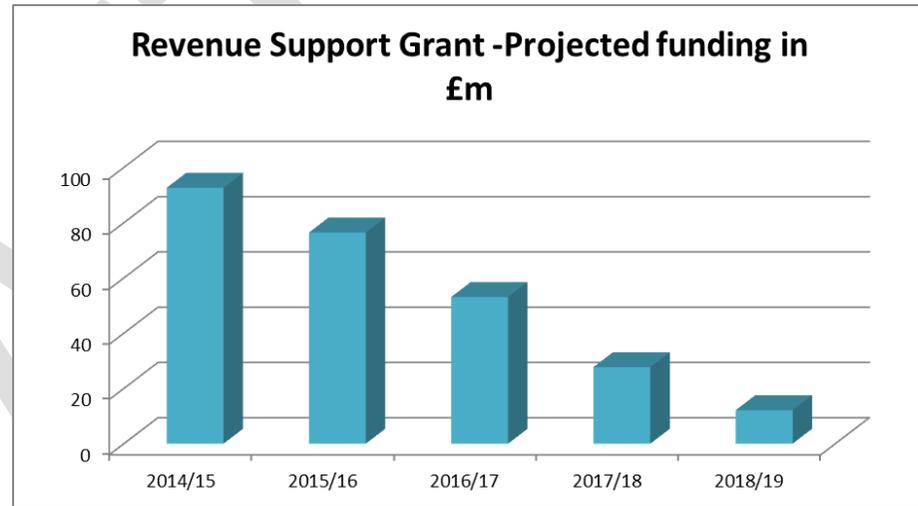
Financial management for the service in areas including assets and estate, revenue provision, debt, and treasury management is also covered under arrangements for the whole of the WSCC and, again, is not reported solely for the service.

Most of our budget is invested in frontline services including firefighting, rescue operations and community safety activity.

In 2016/17 this was broken down to:

- firefighting and rescue operations – £20,654,239
- community safety – £4,837,410
- fire service emergency planning and civil resilience – £404,698

For 2017/18 the base budget is £25.4 million. This does not include any support figures or premises utility costs and maintenance.



Value for money

We manage our resources carefully, working in partnership and constantly monitoring the effectiveness of our work.

We develop plans and allocate resources according to the available budget. Over the past few years we have made changes to the service and put in place a number of programmes that delivered substantial change to the way we work in order to meet pressures on budgets.

These programmes have delivered savings of over £7m between 2011/12 and 2016/17 reducing the base operating budget of WSFRS by approximately 20%.

Due to the continuing financial pressure faced by the public sector, further savings targets are being placed on WSFRS with a further reduction in the current financial year 2017-18 of around £800,000.

It is anticipated ongoing efficiencies and savings from all areas of the county council including the WSFRS over the period of this IRMP.

WSFRS has established a Value for Money Board (VFM) to manage financial risks and consider ways of working into the future to maximise its funding.

Our challenge: We need to ensure the most efficient use of our resources to address the increasing demand for prevention and protection whilst maintaining an effective operational response.

Our commitment to reducing the environmental impact of our operations extends to all our buildings where we have worked for a number of years to deliver the county council's energy and water management plan. Through the plan, we have reduced energy consumption, costs and carbon emissions by:

- upgrading the fluorescent lighting to energy efficient alternative at 20 fire stations
- insulating pipework at 12 fire stations
- installing cavity wall insulation in eight fire stations
- installing loft insulation and more energy efficient radiator valves at a number of sites.

These improvements resulted in total cost savings of £34,500 per year and reduced CO₂ emissions by 188 tonnes per year. Solar thermal systems, which reduce gas consumption by using energy from the sun to provide hot water, are also in operation at 11 fire stations and Haywards Heath Fire Station has solar panels which generate renewable electricity. We have also begun to work with the county council's energy team to explore further opportunities for energy efficiency, including options for more advanced low-energy lighting and solar panels at more stations. The solar panels can generate clean, low-cost electricity for use on site with any surplus being sold to the electricity grid. We intend to take advantage of this where there is a business case to do so.

Risks that affect us an organisation and a county

Risk is unavoidable. It is an important part of life that allows us all to move forward and develop.

As an organisation it can impact in many ways, whether financially, politically, environmental or affect the safety of our staff and the public. Successful organisational risk management is about ensuring that we have the correct level of control in place to provide sufficient protection for our county and those who live, work and travel through it.

As an organisation, with a range of different stakeholders this can be a challenge. We must ensure that the decisions we take reflect a consideration of the potential implications for everyone. We must decide whether the benefits of taking our actions outweigh the risks. This assessment of risk should always use past experience as well as possible future risks.

Our overriding attitude to risk is to operate in a culture of creativity and innovation, in which risks are identified in all areas of the service. Risk should be understood and proactively managed, rather than avoided.

To achieve this, our strategic risk group records information about every incident the service is called to and uses this to analyse locations and causes of fires, road traffic collisions and other emergencies.

We use local and national data sources and software programs to help us assess the characteristics of those most at risk in our community.

Drawing on information in documents such as national and local risk registers, WSCC's West Sussex Life document, Joint Strategic Needs Assessments and many others, we produce annual county and station profiles, to ensure all our teams and partners understand the county we live and work in.

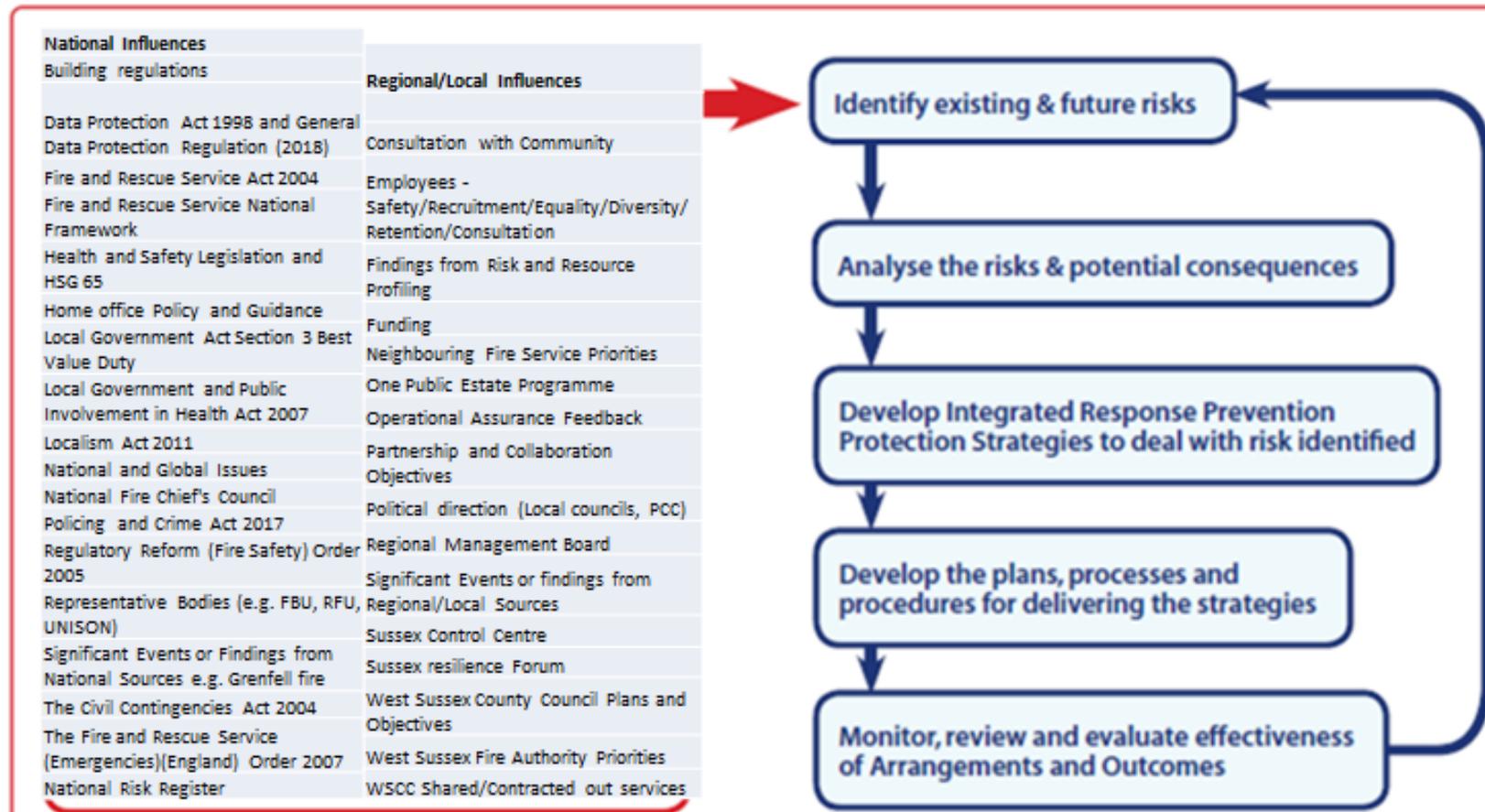
West Sussex is a diverse county with:

- a mixture of urban and rural areas, towns and coastal strip. Much of the county is classed as significantly rural
- a population estimate of 843,765 and an age profile slightly older than the rest of England.
- relatively less deprivation than many counties but still inequalities across the county
- West Sussex is made up of seven districts and boroughs. In addition there is the South Downs National Park Authority and 159 town and parish and neighbourhood councils
- major roads, railways, and airports and airstrips including Gatwick Airport
- a thriving business economy across many sectors
- built and natural heritage of national importance, industry leisure and tourism, businesses and homes.

*Information taken from WSFRS county profile

These documents include a variety of information, such as relevant population demographics, infrastructure, key fire service activity and trends. These are available on WSCC's website at www.westsussex.gov.uk. We are working on how we fully meet the new national General Data Protection Regulations.

Risk Evaluation Cycle



Our risk appetite whilst responding to emergency incidents

We strive to do all we can to ensure the safety of our staff. To achieve this we have a dedicated health and safety team that assesses all risks to staff to make sure they work in accordance with statutory legislation. We also train staff in health and safety, manual handling and other areas to equip them with the skills, knowledge and equipment to keep them safe.

To support this assessment of risk our policies and procedures are written to guide our teams to work effectively through difficult and sometimes inherently dangerous situations. These documents are written by subject matter advisers and pass through a robust challenge and scrutiny committee before being activated.

After every incident we assess the need to complete a performance review of operations, which allows us to draw out best practice and learning points that are identified. These are logged, assessed and acted upon.

Operational response is hazardous and firefighters respond to thousands of incidents each year. Some incidents may need only simple actions and procedures to deal with them effectively and safely, as risks are low. Others are more challenging and may quickly increase in size, complexity and duration. As a result it is important to state how much risk we are willing to accept in the course of responding to emergency incidents. Our operational risk appetite reflects the nationally accepted position as detailed in national operational guidance and our willingness to take appropriate risk when responding to operational incidents:

"At every incident, the greater the potential benefit of fire and rescue actions, the greater the risk that is accepted by commanders and firefighters. Activities that present a high risk to safety are limited to those that have the potential to save life or to prevent rapid and significant escalation of the incident. "

Firefighter safety maxim National Operational Guidance Programme www.ukfrs.com



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There will be times when unforeseen hazards are present and strict adherence to standard operating procedures (SOPs) would not be appropriate. In these circumstances we trust our incident commanders to make informed calculated decisions and will support operational discretion to step outside of Standard Operating Procedures where necessary with the aim saving life or preventing rapid and significant escalation of the incident.

Having accurate, relevant and timely information of identified hazards and known risks specific to a premises/site is crucial to the safety of our firefighters. It also helps firefighters to mitigate the impact of an incident on the community, the environment and/or other risks. As well as familiarisation visits, a key contribution to this knowledge comes from our business fire safety teams. This can ensure that the appropriate training is in place and that personnel are familiar with the specific risks and premises/sites in their area prior to any incident, allowing pre-planning and operational tactical planning where necessary. There is a real need to ensure that all information that is gathered is shared and/ or integrated with other systems within the organisation.

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Key incident and risk data for West Sussex

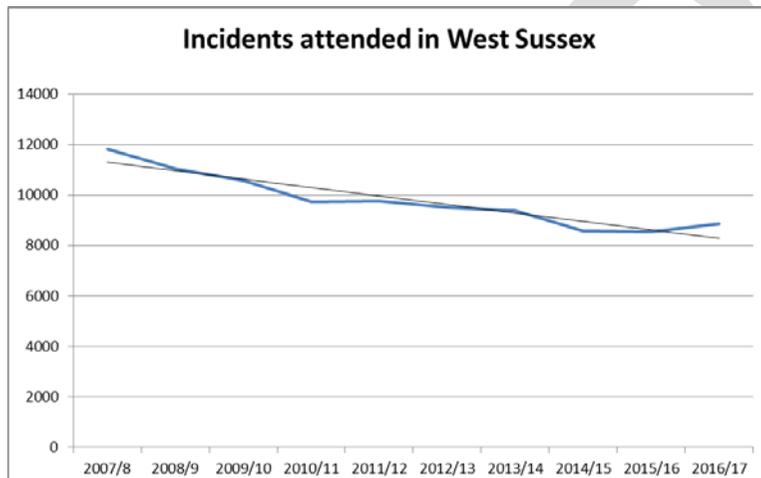
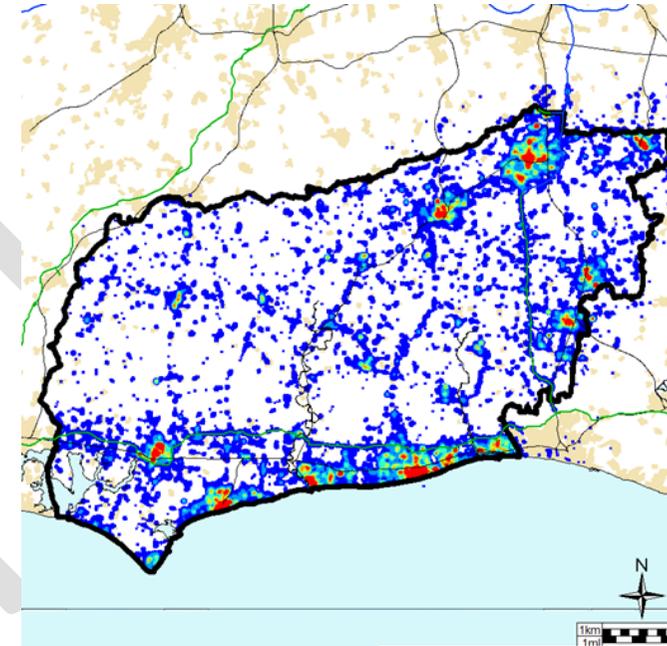
The map on the right shows areas of concentrated activity or 'hotspots' from 01/04/2014 to 31/03/2017.

Predictably hotspots are in centres of population including main towns, along the coastal strip and in the north of the county, following the centres of population.

WSFRS incidents can and do occur anywhere, from a remote farm on the South Downs to a town centre.

In the year 2016/17, we attended 8,842 incidents in West Sussex.

Overall, the volume of incidents attended has certainly declined over the last ten years, but there are indications that this decline is slowing down.



We attend an average of around 24 incidents per day in West Sussex. Bad weather and floods can make this much busier.

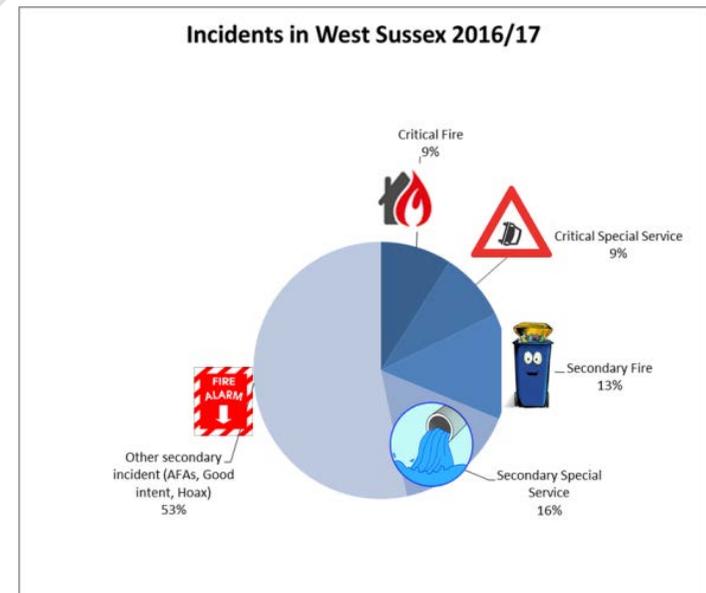
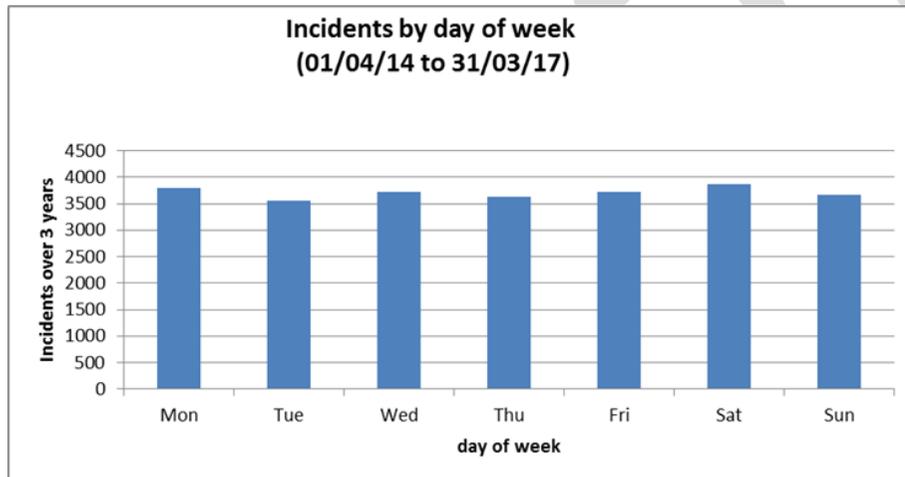
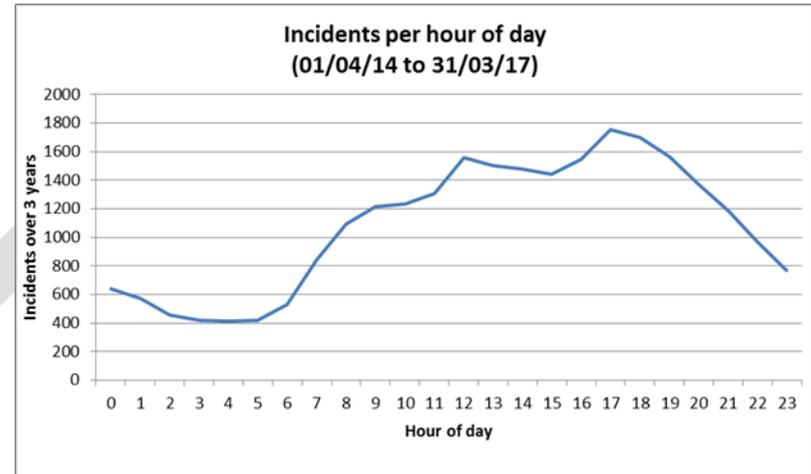
The maximum number of incidents attended over the last three years in any one day was 41. This can be higher in instances of flooding or extreme weather.

Activity across a typical 24 hour day is not constant. Predictably, the service attends fewer emergencies between midnight, and 5am, with activity building up during the day after 6am to a peak at around 6pm.

At the peak evening period of 5-6pm, the average incident rate was around two incidents per hour on any one day.

At the quietest hours (4am to 5am) the average incident rate per hour was 0.4 incidents per hour on any one day.

Incidents that are most likely to involve a serious threat to life, structures or the environment are classed as critical incidents. Together they make up around 18% of incidents in West Sussex.



Community risk

We have identified the following key community challenges:

West Sussex is classified as being ‘significantly rural’ according to the Department for Food, Environment and Rural Affairs, with 42% of the county’s population, and more than half its businesses, located in rural areas. This can provide challenges for equal provision of services and also affects the attendance time in which we can reach emergency incidents.

The main settlements are concentrated along the coast and close to the M23/A23 corridor. Crawley, closely followed by Worthing, have the largest populations, with more than 100,000 residents each.

There are significant housing developments over the next 15 years with around 50,000 additional homes planned to come forward across the county. The largest developments planned are near to our stations in Arun district (Bognor Regis), Mid Sussex district (Burgess Hill), Horsham, Crawley and Chichester.

Population is projected to grow overall by around 9% (2014 to 2024) with Arun and Crawley showing the highest population increase.

Increasingly high summer temperatures and the demand from new development exacerbate pressures on water resources that can be scarce in places.

Although West Sussex is considered to be one of the less deprived areas, and a popular place to live, visit and retire to, there are pockets of significant deprivation and areas with complex needs. Many of these are also areas of concern to partners in other agencies. Parts of Arun and Worthing in particular are noted as having a lower life expectancy, higher health and disability deprivation, and overall higher multiple deprivation. It is no surprise that the wards with the lowest life expectancy consistently



contain some of the higher critical fire risk grades in West Sussex.

Deprivation is clearly linked to higher risk of fires. Being a single parent, never in paid work, single adult and being deprived were the top factors associated with higher rates of fire in the home.

West Sussex now has four small areas falling in the 10% most deprived areas in England – all within Arun district.

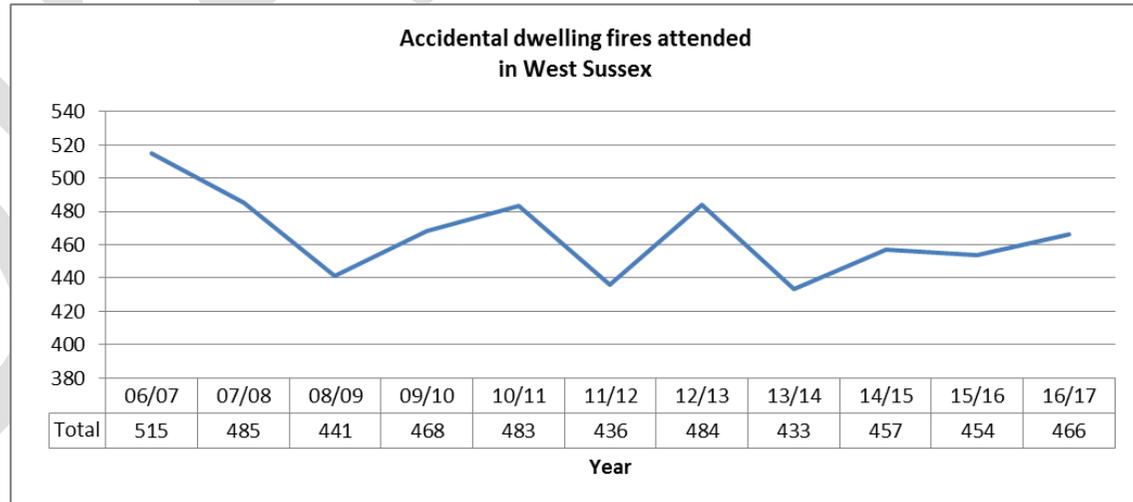
The population is ageing. By age, the majority of the increase is predicted in the 65+ age group. There are also large percentage rises predicted in the 80+ age group. Increasing life expectancy, coupled with limited improvements in healthy life expectancy, is likely to mean an increase in age-related impairment and disability. In 2012, nearly 14,000 people in West Sussex were known to be suffering from some form of dementia.

With an increasing number of older people, the number of people with physical and sensory impairments will continue to grow along with the number of people with dementia. There will be more people living longer with multiple long term conditions. Poor health and disability are dwelling fire risk factors. This is likely to lead to an increase in demand for services both in terms of preventing and attending fires, particularly as we encourage and assist people to live independently at home. WSCC's West Sussex Plan has set a target to increase independence and reduce the number of permanent admissions of older people to residential and nursing care homes.

People with disability or reduced mobility may be much less likely to escape from fire without assistance and may be more vulnerable to falls. We have identified that more specialised fire safety advice will be required.

West Sussex has higher rates of emergency hospital admissions for intentional self-harm per 100,000 in 2015/16 than England. Adur and Worthing had the highest rates. Sadly, several fire deaths in West Sussex have been attributed to suicide. Loneliness and social isolation are health issues.

Worthing has a higher alcohol related hospital admissions rate than West Sussex, the South East or England as a whole. Alcohol is a fire risk factor.



The highest percentage of adult smokers is found in Arun district. Smoking is a fire risk factor, often fatalities have smoking as a factor in the cause of fire that led to death.

Social renting is a dwelling fire risk factor.

Houses of multiple occupation (HMOs) are considered to be at higher risk, particularly for those of three or more storeys. There are more HMOs known to WSFRS in Crawley and Worthing than other areas.

The Care Act 2016 requires a person centred approach, with the person at the centre of the decision making. Where people have capacity we have to respect their wishes, even if they appear to be making unsafe choices such as hoarding. In some cases WSFRS and the other agencies involved are unable to influence the individual's choices, as result the Service is attending incidents at more properties on a multiple basis.

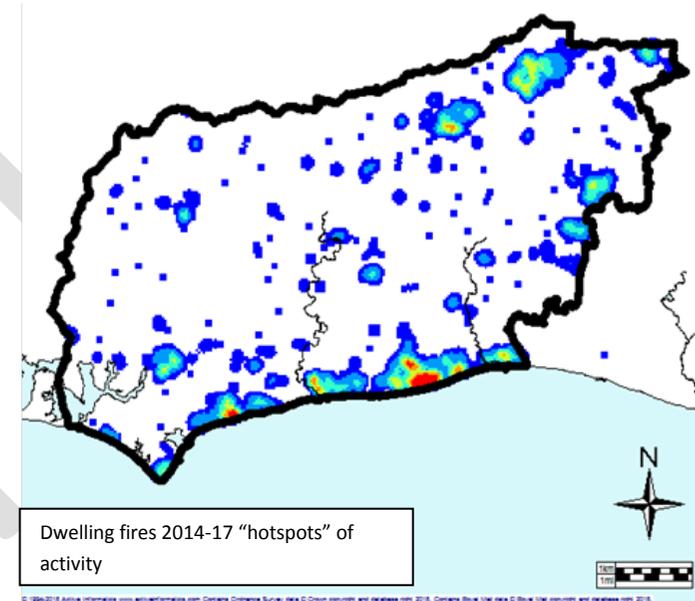
West Sussex is a vibrant mix of nationalities and ethnicities. 13% of people in Crawley are of Asian ethnicity. This is higher than the percentages of the population of both West Sussex (3.5%) and England and Wales as a whole (7.5%) Asian households are less likely to own a smoke alarm.

By district, the main non-English language is Polish in all districts except Adur where slightly more people gave Bengali as their main language. Crawley and Arun have the highest numbers of people who do not consider English their main language.

Nearly 1,000 people in West Sussex say they do not speak English at all.

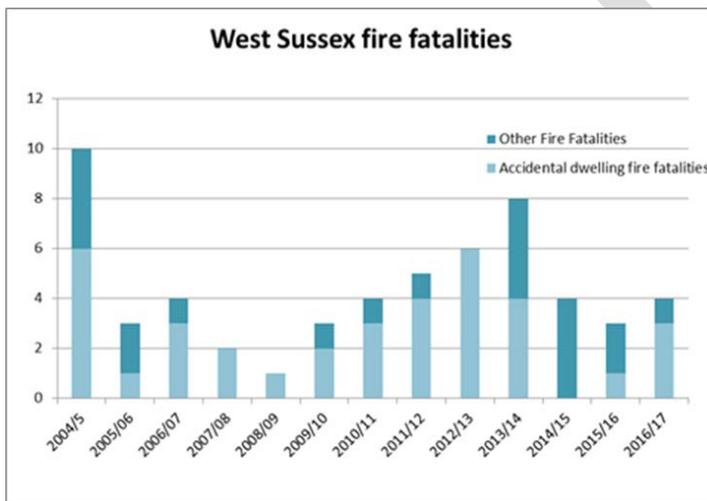
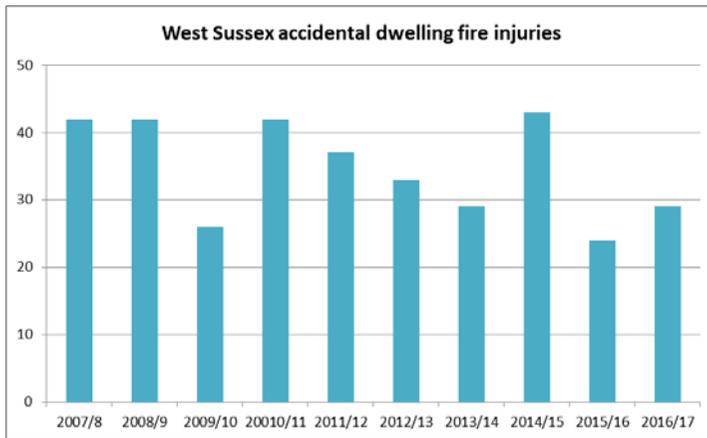
There are around 84,500 unpaid carers in West Sussex. Carers, both paid and unpaid, are a key group to consider for targeting home fire safety advice and information.

Most fire casualties arise from fires in dwellings and by far the most frequent cause of accidental dwelling fires in West Sussex is cooking and cooking-related activities.



National studies show that alongside the immediate cause of a fire (e.g. carelessly discarded cigarettes), alcohol, mobility and mental illness were the biggest single influences of whether a fire starts and/or whether it has fatal consequences. Mental health related factors have been identified in many of the recent dwelling fire fatalities in West Sussex, including dementia, hoarding, and undefined mental health issues.

The location of dwelling fires and dwelling fire casualties (as appropriate per dwelling and per population rates) is a key component of the West Sussex Critical Fire Risk Map.



Our Approach

WSFRS uses data sources from our own, other agencies and socio-demographic profiling to identify those at most of risk from dwelling fires. However, a personal contact or referral - be that from a neighbour or other service - will always be the very best method of accurately identifying those at risk.

Targeted prevention work at a local level is delivered by fire stations with direction and support from our specialist Prevention Team. The data is used to direct crews to specific areas, 'hot spots' and focus on the cause of greatest number of incidents in a particular locality. The activity takes the form of community events and initiatives to engage with residents and provide information and advice to help keep them and their families safer.

Commerce and community

West Sussex is largely a prosperous county, attracting cutting edge technologies as well as more established commerce.

A key economic driver of the county is Gatwick Airport, the busiest single-runway airport in the world with some 30,000 staff employed directly or indirectly. A dedicated airport fire service is based at Gatwick responding to all aircraft emergencies within the airport boundaries , and on occasion 'off airport', with WSFRS attending specific incidents involving fire and special service calls within the boundary, working in conjunction with Sussex Police, the airport fire service, and the relevant airport staff. Additionally, there are private airports at Shoreham and Goodwood each with their own fire service when their runways are operational.

An economic partnership known as the 'Gatwick Diamond' includes Horsham, East Grinstead, Burgess Hill, Haywards Heath, Crawley with good transport connections and a range of employment, with significant commuting in both directions.

Manor Royal business district in the north of the county is the biggest business park of the Gatwick Diamond area – home to approximately 500 businesses including aviation, aerospace and defence, advanced manufacturing and engineering, financial and professional services, life sciences, health technologies, food and drink. Many are drawn to or stay in the area because of their proximity to Gatwick Airport.

Many other varied and significant sites across the county including Shoreham Port and harbour, Littlehampton harbour, business parks, and significant public sector administration centres. We now have a significant wind farm (Rampion Wind Farm) offshore with an associated electricity substation at Bolney.

With complex commuting patterns and summer tourist traffic to some significant events such as motor racing and equestrian events, congestion can be an issue at peak travel times year-round , and also in the summer on roads leading to popular destinations. This can impact on how quickly we can reach emergency incidents.

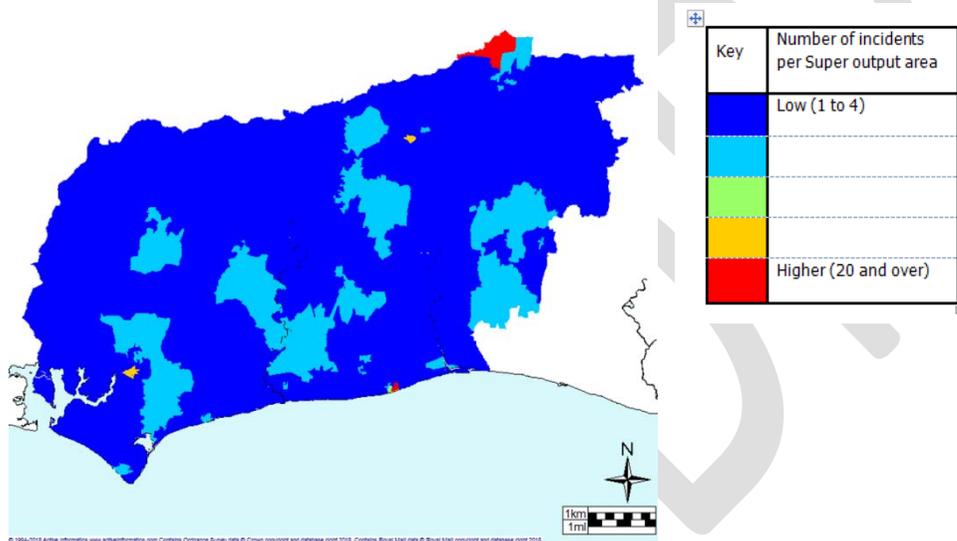
The nature of commuting patterns can mean that in some villages, many people work outside of the area during the weekday days. Several West Sussex towns and villages feature as favoured living for London commuters. This can impact on the recruitment and retention of retained firefighters in these areas.

Significant roads include the A27, A23, A24, and a short stretch of the M23.

Several major roads in West Sussex are under consideration for major development and route changes which will inevitably mean delays and route changes for the short to medium term while these works are in progress. Some of these are likely to have impacts on emergency travel around the county, and some route decisions may even impact on the location of future service provision.

The West Sussex rail network has three distinct parts including the busy Brighton to London route, coastway and Arun valley. Level crossings are a common feature, stopping access for several minutes at a time, and can have an impact on assigning appliances to incidents. We also have a number of tunnels which provide their own firefighting challenges.

Critical non-dwelling fires attended 01/04/2014 to 31/03/2017



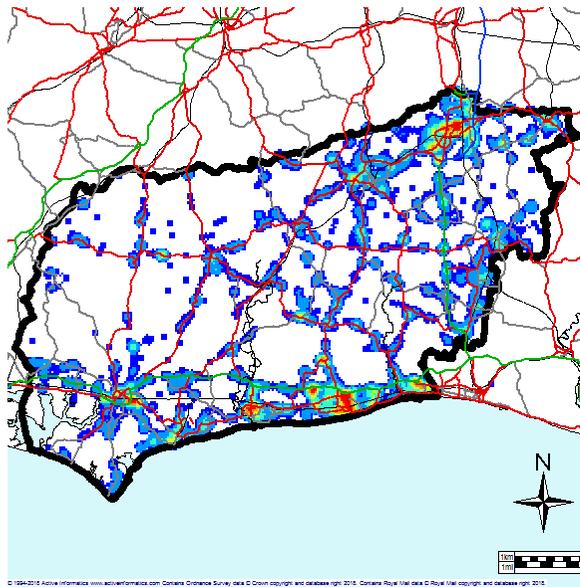
Our Approach

Some sites are identified as a risk to fire service operations.

WSFRS is particularly concerned with premises that:

- pose a significant risk to firefighter safety, and safety of the public and/or,
- have a high potential for significant damage to property, or the environment if an incident occurs, and/or,
- have the potential to cause significant damage/disruption to the community in terms of social and economic impacts, should an incident occur.

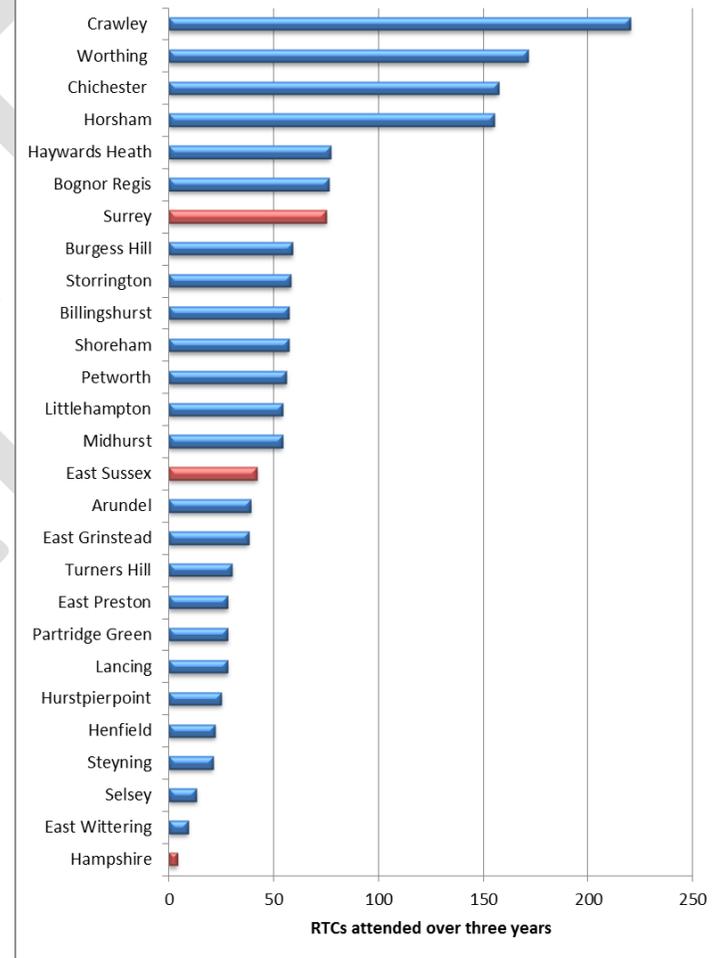
Our risk based inspection programme is detailed later in the document in the 'Protection' section.



In 2016, 483 people were killed or seriously injured on West Sussex roads.

WSFRS does not attend all road traffic collisions (RTCs) in West Sussex. However, we do attend many incidents on the roads. The map on the left shows locations and particular concentrations of RTCs attended in by WSFRS between 01/04/14 and 31/03/2017 where some action by the FRS was required.

RTCs attended per West Sussex station ground and Neighbouring county 01/04/14 to 31/03/17



Our Approach

Attending RTCs is a frequent activity for some stations in particular. As for other incident types, WSFRS also attends incidents in neighbouring counties –see the chart above.

Heavy rescue tenders are located in Crawley, Worthing and Chichester and all appliances carry hydraulic rescue equipment capable of dealing with RTCs.

Tackling RTCs including road engineering and driver behaviour requires a multi-agency approach. Sussex Safer Roads is the key partnership which brings together teams from Sussex Police, East and West Sussex county councils, East and West Sussex fire and rescue services, Brighton and Hove City Council and Highways England. We believe that, together, we can create a safer environment for all road users, significantly reduce life-changing injuries and fatalities

Nationally, road collisions are the largest single cause of accidental death for people aged between five and 35 years. Based on robust evaluation and feedback from those that we engage with, WSFRS believes that early intervention and engagement with young people works. One of the most powerful ways we are doing this is through our hard-hitting stage show 'Safe Drive Stay Alive' roadshow.

The production has been designed to deliver hard-hitting messages to young drivers by making them aware of their responsibilities on the road and the potentially fatal results of failing to do so. The show targets 16-18 year old students who are either driving or learning to drive, highlighting all of the dangers that young drivers may encounter such as peer pressure, excessive speed, inexperience, mobile phones and drink or drug driving.

It has been extremely successful and has been delivered to around 100,000 students throughout West Sussex. Partners in the campaign include Sussex Police, South East Coast Ambulance Service, Sussex Safety Roads Partnership, WSCC's road safety team, health colleagues and individuals who have been directly affected.

What's next in vehicle technology?

The types of vehicles likely to be encountered by crews at RTCs are changing. At the end of 2013, the most common car in the UK was the Ford Focus (1.5 million), followed by the Ford Fiesta (1.3 million).

New innovations to keep occupants safer in a crash, e.g. complex safety systems and new high strength alloys and steels used in construction of some vehicles, create new challenges for rescuers.

Nationally, alternative fuel vehicles, those able to use a range of alternatives to petrol or diesel fuel including gas, electricity, or a combination such as gas bi-fuel and hybrid electric, are rapidly growing in popularity. In 2016 they took a record 3.6% market share. Ford Motor Company has recently stated that by 2022 they will have 40 hybrid and fully electric vehicles in their line-up.

We need to make sure that our crews have the equipment and training to safely respond.



Heritage – built and natural

Around 8,000 heritage buildings in West Sussex are listed by Historic England. Of these, 480 fall into Grades 1 and II*, which are considered the most important.

Amongst those considered ‘national treasures’ are:

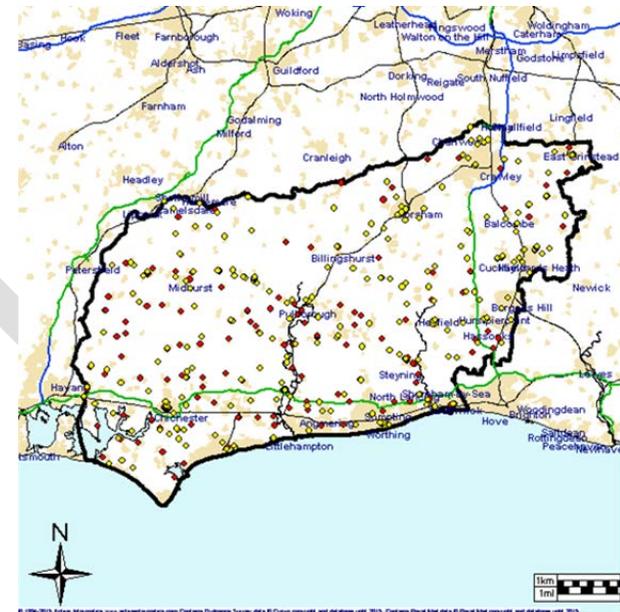
- Arundel Castle
- Arundel Cathedral
- Chichester Cathedral
- Uppark House
- Petworth House
- Stansted House
- Parham House

Locations of Grade I and II* Listed buildings in and around West Sussex 2017 are shown on the accompanying map.

Particular concentrations of heritage buildings in these grades are found around Chichester, Petworth, Haywards Heath, Steyning, and East Grinstead.

Many listed buildings contain irreplaceable art and archives. Some remain family homes and estate business centres

There are practical issues with heritage buildings that we need to consider such as remote location, difficulties with access or water supply, or a structure that is particularly hazardous to firefighter safety.



Our Approach

Such properties are not only considered national treasures but also present significant fire risk challenges, often due to their inherent design, size and complexity. We therefore provide specific risk information and operational plans for our crews, via mobile data terminals within each fire engine. Operational crews also carry out regular familiarisation inspections and test our plans through training and exercises.

Environment

The state of the environment in West Sussex is a key responsibility of WSCC and WSFRS. The county includes parts of the South Downs National Park, and a large number of environmentally sensitive and protected areas such as local nature reserves, Chichester Harbour, Medmerry and Pagham harbours.

Even these beautiful areas are not immune from fly-tipping incidents which are not only expensive and unsightly, but can be hazardous and vulnerable to deliberate fire setting. We work with other agencies including district councils and the police to respond quickly to instances of fly-tipping and to assist in the identification of those carrying out this criminal and anti-social activity.

Minimising environmental impacts is a key part of managing operational incidents, e.g. preventing water run-off contaminating sensitive water courses, or being aware of the direction and extent of a smoke plume from a fire. WSFRS has attended several waste and recycling site fires in recent years, each offering complex challenges to resolve incidents effectively.

Increasingly high summer temperatures and the demand from new development exacerbate pressures on water resources that are scarce in places.

West Sussex is the second most wooded county in the country. Broadleaved trees make up the largest part of our trees, and are relatively fire tolerant, but there are still heaths and conifers which are sensitive to wildfires. There are several woodland, forest and heath areas in West Sussex that are particularly vulnerable to wildfire risk including around Graffham Common, Iping and Stedham Commons and Tilgate forest near Crawley. Wildfire risk is anticipated to increase with temperature increases linked to climate change.



Vehicles that can operate in difficult off-road terrain are an important part of our fleet.

With climate change, there are a number of different scenarios for the South East – including warmer and drier summers, warmer and wetter winters with greater potential of flash flooding at any time of year.

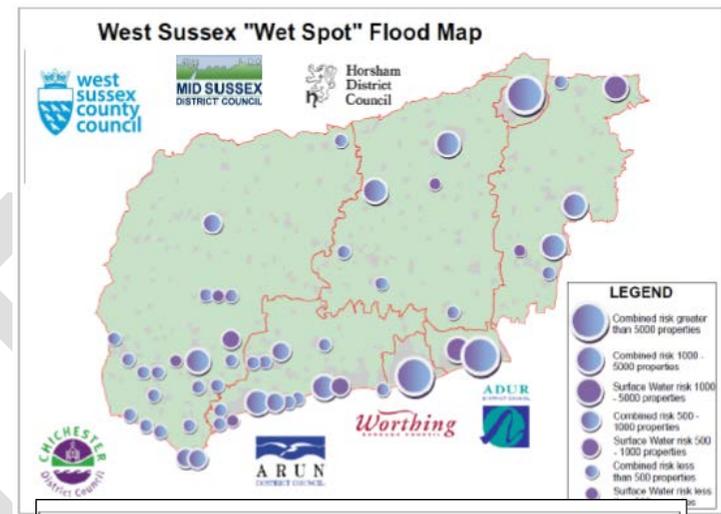
Parts of the coast, and low-lying flood plains, include areas of national and international importance for conservation and recreation and are also one of the most developed coastlines in the UK. They are vulnerable to sea level rise and flooding caused by surface water, river and coastal flooding.

Under the Fire and Rescue Services Act 2004, WSFRS has a power to respond to floods. Although we do not have a statutory duty to do so, we are well prepared to respond and work with partner agencies.

Available mapping in the West Sussex Flood Risk Management Strategy 2013 estimates that over 100,000 properties are susceptible to flood risk in the county. In West Sussex, surface water flood risk affects more properties than sea and river flood risk.

Main areas at risk are:

- Chichester district due to low lying and coastal plain
- large inland towns due to surface water flooding, river flooding and a combination of both
- Coastal strip communities affected by tides and the draining of water from inland.

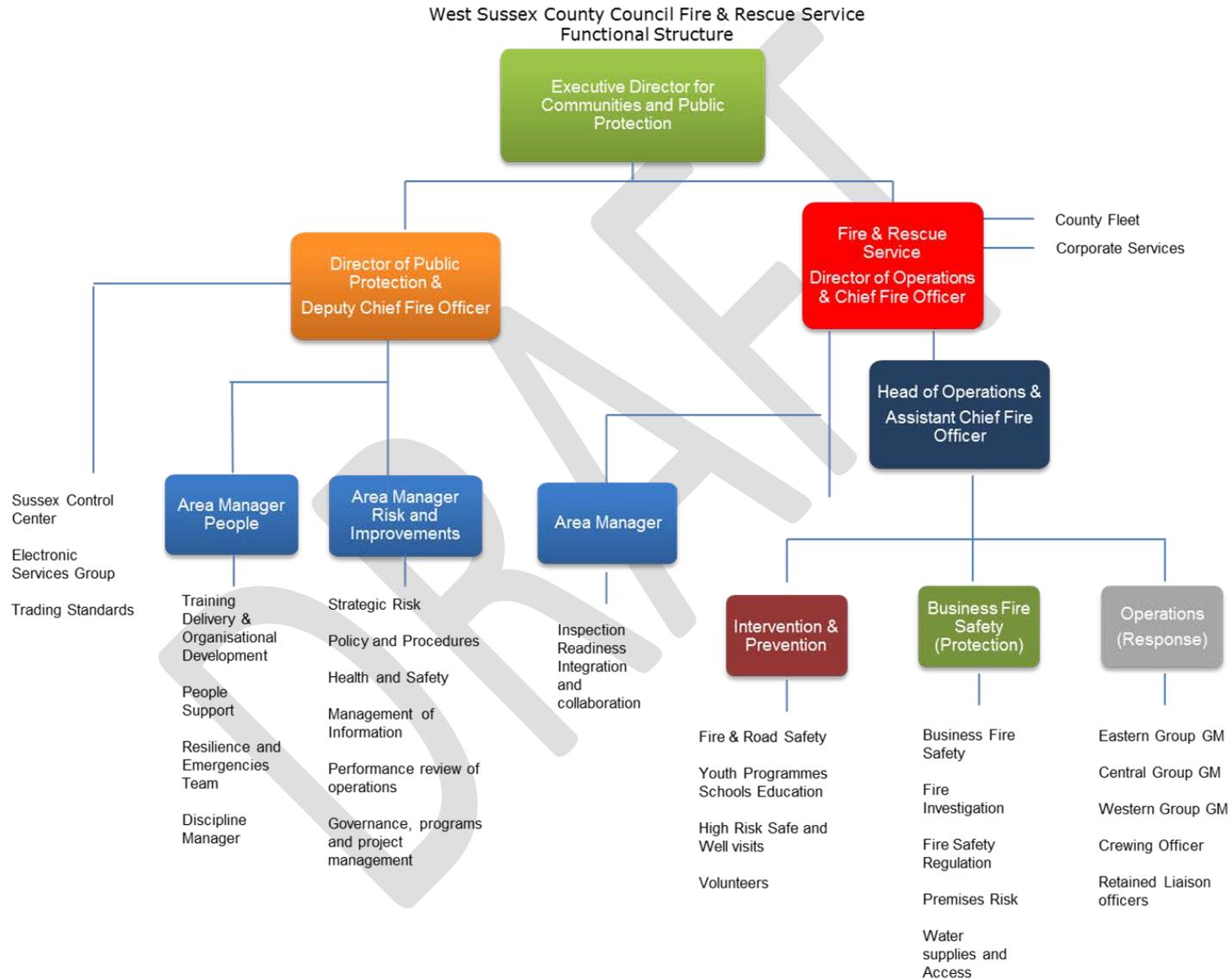


Our Approach

We work with key partners such as the Environment Agency, local councils and alongside WSCC's Resilience & Emergencies Team, to understand what impacts the changing environment has across the county, and to ensure we are appropriately equipped and trained to effectively respond to such risks.

We collectively prepare and respond to these risks, and work with residents and businesses towards ensuring they have proactive and reactive plans in place.

How WSFRS is structured



Our resources

The WSFRS's work is delivered through a range of response, prevention, and protection activities delivered from a range of locations around the county. There is considerable crossover between these activities, but they are grouped for convenience and clarity for this document.

Concentrating our efforts on preventing serious incidents from occurring, rather than having all our resources simply reacting to incidents when they do occur, is the approach that we believe will deliver the best service for the communities we serve.

We offer a variety of services ranging from giving safe and well advice to residents, advising and enforcing legislative fire safety for businesses through to working in potentially hazardous environments when responding to emergencies.

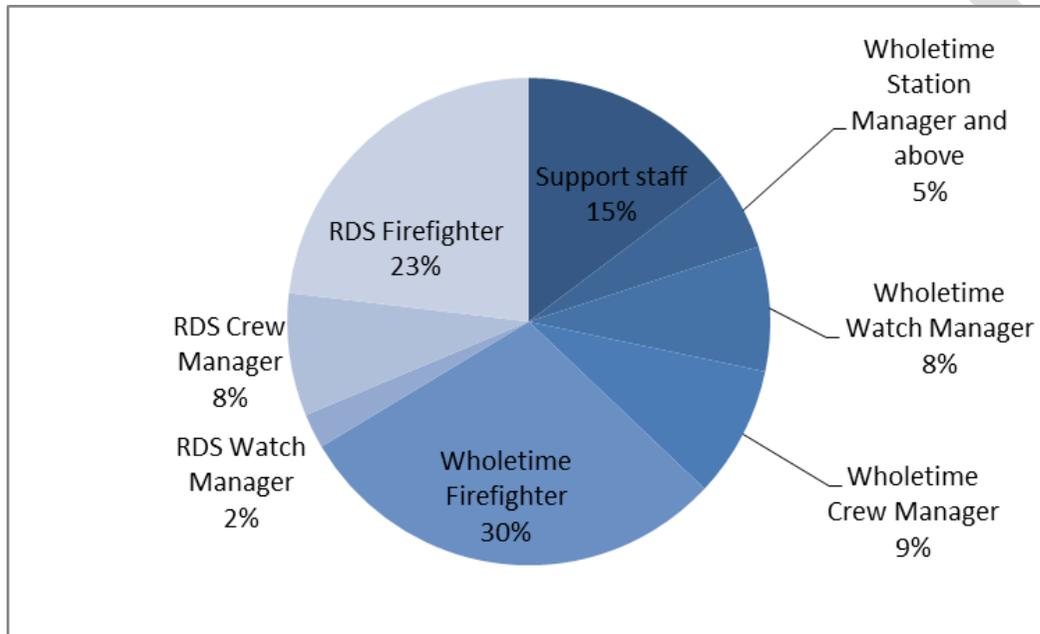
We have 25 fire stations that provide front line emergency response. One of these, our station at Horley, is both a residential training centre for our in-house firefighter training, and also the home of our Technical Rescue Unit, which provides specialist skills that can be deployed locally, but also supports national and international resilience. Our stations are crewed by a mixture of full time firefighters as well as retained, part time fire fighters depending on the risk and demand in that area.

In partnership we share the Sussex Control Room with East Sussex Fire & Rescue Service. A team of highly-trained fire control operators work in the dedicated control centre at Haywards Heath on a shift basis. They take 999 emergency calls, ensuring the nearest fire appliances, specialist teams and incident managers are sent to any incident and provide life-saving fire survival guidance by phone to members of the public.



Our people

In addition to our operational crews we have support and specialist staff in various locations who undertake administrative and specialist functions to provide technical expertise on a wide range of matters e.g. health and safety risk advisors and trainers, community fire, safety, business fire safety teams, training staff, community fire safety advisors, fleet support, service engineers, specialist research and information officers.



Type of Duty System	Current Agreed establishment (Full time equivalent, FTE)
Wholetime staff	317 (FTE)
Retained	235 Retained duty system FTE in 24 hour units of cover
Support	96.48

Our Approach

Our staff are our greatest asset and our aim is to give them a clear framework to help them understand how they can move through the organisation and develop the required skills to do their job. We recognise that our workforce planning needs to be agile and responsive to emerging shifts in work force trends. We are working closely with WSCC HR business partners to ensure our policies and procedures meet the organisational aspirations and statutory obligations for a FRA. We are looking at alternative entry possibilities seeking to increase our workforce diversity as we recognise the benefits this will bring to our service.

Our new four-year People and Culture Strategy has been developed to support the long term strategic workforce outcomes of WSFRS. The strategy will support the leadership and development of a service which is highly effective and trusted whilst also ensuring that modernisation, integration and collaboration are at the forefront of how we work.

We are in the process of setting up a People and Culture Board as one of four key boards to deliver actions in our IRMP action plans and have a four-year plan to identify key priorities and improve and develop how we work. In line with the National Fire Chiefs Council's National Workforce Strategy 2017-2022, the main strategic themes are:

- Workforce Strategy
- Workforce Performance
- Leadership
- Inclusion & Wellbeing

Our People and Culture Strategy will ensure that we will:

- develop a detailed strategic resourcing plan for WSFRS
- maintain positive engagement with representative bodies
- continue to develop a modern, forward thinking workforce who are focused on making a difference to our communities and promote an inclusive environment based on mutual trust and respect
- ensure that any reasonable adjustments are made to ensure that staff can undertake their roles effectively
- have fair and equitable internal and external recruitment and selection processes
- maintain and publish equality data to inform and influence our inclusion and diversity planning
- have policies and practices that support and promote a healthy workplace and workforce
- support the health and wellbeing of all of our staff.

It will also support the National Fire and Rescue People Strategy and the Fire & Rescue Service National Framework.

Culture, Inclusion and Diversity



We aim to be a modern fire and rescue service with a workforce that reflects the communities of West Sussex. We will challenge and eradicate any form of bullying and harassment enabling all staff to reach their full potential in the organisation.



The service actively promotes the health and well-being of all our staff. Specialist support in the form of advice and counselling via the WSCC Employee Assistance Programme is available 24/7, and a new WSCC scheme offers financial support and advice. Mental health risks, such as post-traumatic stress disorder following exposure to critical incidents are actively monitored and supported by the WSRFS Trauma After Care Team (TACT).

Our Approach

We use the feedback from staff surveys to make sure we are developing a genuinely inclusive service reflecting our county.

Workforce monitoring takes place within all levels of the service and is managed by our people support team. Data is regularly updated and analysed and trends are identified. Results are used to inform policies and practices and steps are taken to address any adverse trends.

Values

Our values, developed across WSCC, help shape how we engage with our staff, customers and partners on a day-to-day basis and play a crucial role in our ability to achieve our vision and corporate priorities. We have five core values:

Proud to be customer-centred - we put the customer central to everything we do.

Listen and act upon - we listen to each other and act on what we say.

Honest and realistic - we are honest and realistic about what we can achieve.

Trust and support - we trust and support each other to achieve our goals.

Genuinely valued - we feel our contribution is valued and our achievements are recognised.

The values come to life in our daily work and will be demonstrated throughout the organisation from the Executive Directors, Corporate Leadership Team, elected members and by all levels of staff within the organisation.



Gender as at 2017

Female	74	10%
Male	640	90%

Gender by cohort

Contract	Gender	No.	% of cohort
Wholetime	Female	18	6%
	Male	308	94%
Retained	Female	8	3%
	Male	271	97%
Support	Female	48	44%
	Male	61	56%
	Not declared	6	

Operational staff by gender

Female	26	4%
Male	579	96%

Sexuality of staff Over half of staff choose not to declare their sexuality.

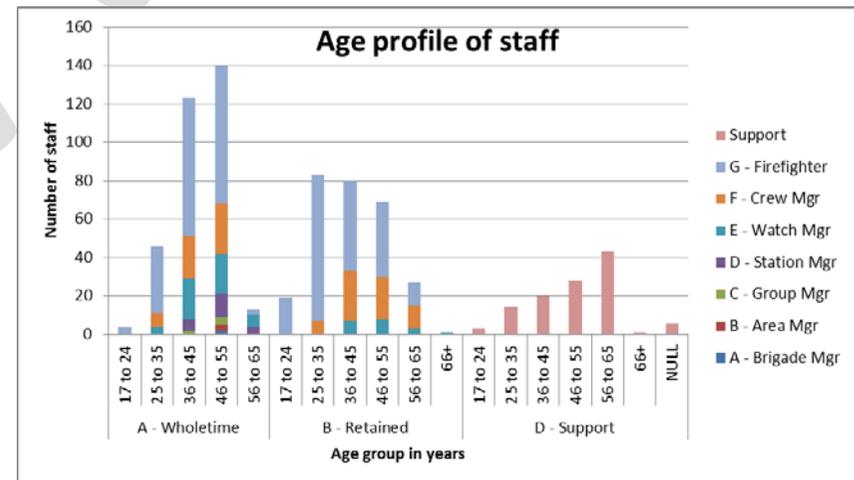
Disability of staff Overall 3% of staff consider themselves to have a disability

Our challenges: Due to planned retirements, we know we are going to lose a generation of expertise over the next four years and we must find ways to transfer and enhance that knowledge through development of coaching, mentoring, e-learning and realistic training activities. WSFRS could potentially lose 36% of our wholetime operational staff by 2022.

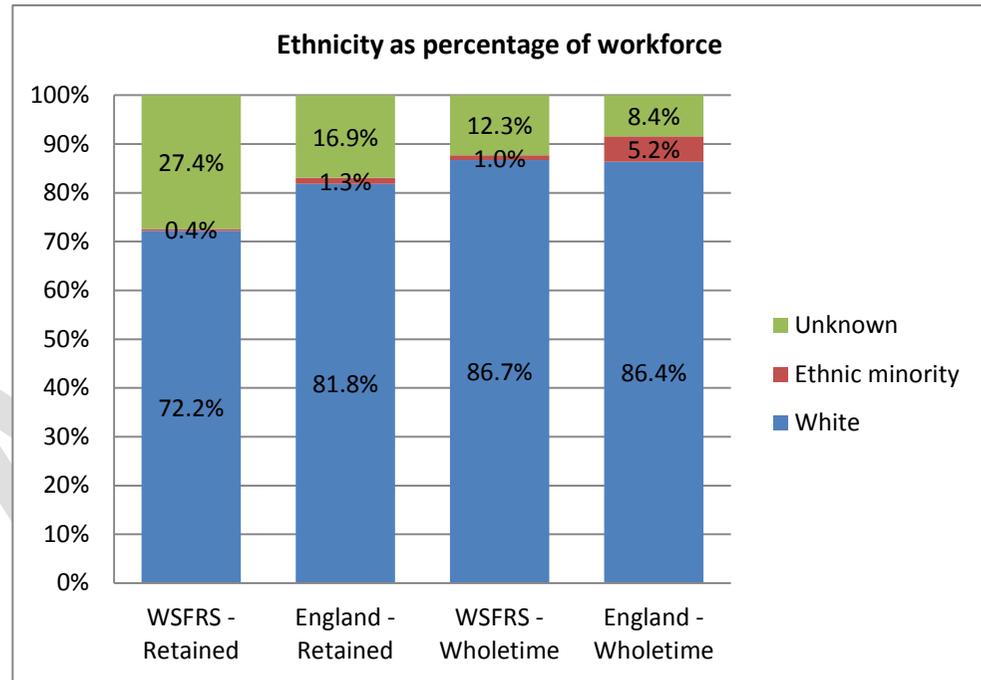
Pension changes have created longer career paths and we may experience a more transient workforce. This unknown quantity will provide a greater challenge when undertaking our strategic workforce planning.

The average age for retained crew is 40 and for wholetime crew it is 43. These are the same as the national averages for England. Changes to firefighters pension schemes and a longer working age will mean additional challenges for maintaining operational fitness.

We are committed to achieving an ‘excellent’ assessment when measured against the Local Government Association’s Fire and Rescue Service Equality Framework.



FRS Equality Framework expects services to have a workforce that reflects the diversity of the area that they serve. Currently within our service women represent only around one tenth of the workforce, compared to a population demographic of 51%. Evaluating the success of our People and Culture Strategy is a challenge due to the long term nature of such an aim.



Training and Development

Our Training, Development and Assurance (TDA) team are responsible for the delivery and/or commissioning of all learning and development requirements within the WSFRS. We make sure this training and development is continual through someone's career so that we have a safe, competent and well trained workforce. WSFRS is an accredited Skills for Justice centre and currently delivers awards in foundation firefighting, breathing apparatus, road traffic collisions and initial incident command.



The training offered supports the needs of our wholetime and retained crews. Changing patterns of employment have meant that recruiting and retaining Retained Duty System crews is an ongoing priority for us. We are committed to making sure that our retained staff receive the best possible training as efficiently and effectively as possible.

Our physical education officer is responsible for supporting and developing staff to maintain high levels of operational fitness and to facilitate the annual fitness assessments. Additional support and rehabilitation is also provided at our rehabilitation centre for staff who have fallen below the agreed fitness standards.



Learning and development courses are also available to all our support staff. These courses include management development, IT, specialist fire safety, health and safety and human resources.

In 2016 we undertook our first wholetime recruitment campaign for over eight years. Since this period we have delivered a number of wholetime recruits courses at our new residential recruit training centre at Horley.

The TDA team have also introduced a new two yearly Maintenance of Competence (MOC) programme which combines maintenance of knowledge (MOK, 34 modules) and the maintenance of necessary core skills (MOS, 22 modules) to support staff in maintaining their operational competence. Another 20 modules cater for specialist skills.

Centrally delivered training refreshers and assessments are provided in key risk critical subjects such as breathing apparatus, incident command, emergency response driving and water rescue.

|

Our challenge: Sadly there are still firefighter fatalities across the country. We recognise maintaining firefighter competence with a reducing number of fires represents a significant challenge to WSFRS. It is one that we treat with the upmost seriousness. It is imperative that our staff are safe, fit and well trained, with the skills, knowledge and expertise to react to changes to the role of the fire and rescue service.

To make sure training is realistic we undertake a number of scenario-based training events at the Fire Service College. This unique facility enables our staff to train in highly realistic 'live fire' facilities to support their ongoing operational learning and experience.

We are committed to providing high standards of operational safety and training. We carefully consider lessons learnt from within West Sussex via our operational assurance process and national operational learning.

Our challenge: A key challenge we have identified is supporting the rollout of additional training in relation to new evidence based firefighting tactics and a number of significant procurement projects, these include new hydraulic rescue equipment, thermal imaging cameras, breathing apparatus and defibrillators.

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Response

We provide a response to emergencies 24/7, 365 days a year. These include fires, road traffic collisions, specialist rescues, hazardous spillages and flooding.

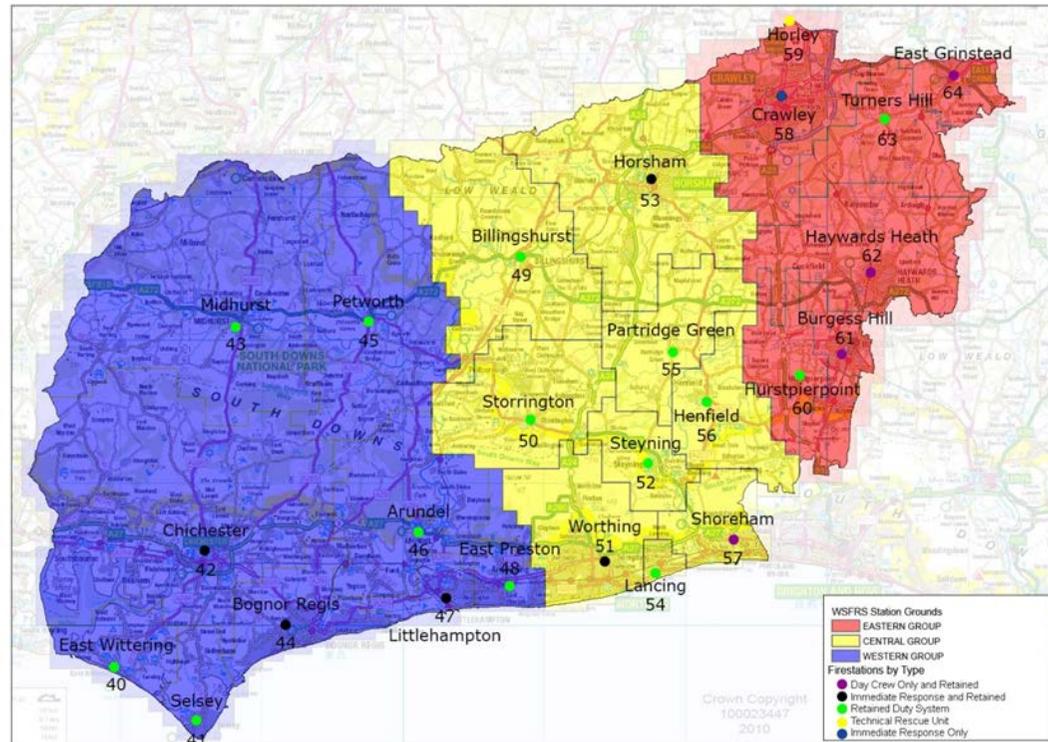
Our control centre is based in Haywards Heath and is shared with East Sussex Fire & Rescue Service. Highly-trained staff deal with the calls and categorise them to a national call type to ensure the correct resource is mobilised.

Automatic Vehicle Location System (AVLS) locates vehicles – even if they are not at their usual station. This means that the nearest, quickest available resource will always be sent to a critical incident, even if it is from a neighbouring county.

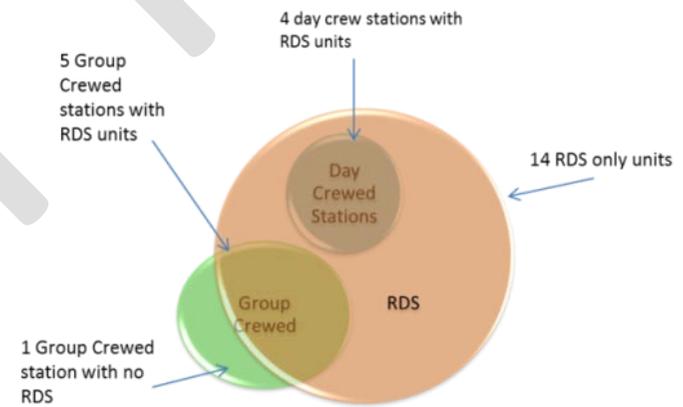
WSFRS is divided into three operational areas and managed by three 'Group Commands' – Eastern, Central and Western. Each group has its own command team tasked with the responsibility for carrying out the service's strategic objectives and day-to-day business in those areas.

To make sure we continually improve our response capabilities, resilience and tactical options, we have set up a Service Delivery Board as one of four key boards designed to deliver the high level outcomes required of our IRMP action plans. A specific focus of this board is our Operational Capability Programme where developments to our appliances, equipment and crewing systems are monitored and delivered.

Our fire stations are crewed using four different crewing systems:



- Immediate response stations - 24 hour immediate response capability. Operational staff work in shifts on different watches on each station, working a mixture of 12-hour day shifts (7am-7pm) and night shifts (7pm-7am).
- Day crew only stations – an immediate response from ability 7am – 7pm, Monday to Friday. The station is also crewed by Retained Duty System (RDS) staff at all times of the day and night, and at weekends.
- Retained duty system (RDS) stations - these are staffed by personnel whose primary employment may be with a non-fire service employer, but who agree to provide a pre-determined level of availability for emergency response. They are paid a retaining fee, based on the hours of commitment, an attendance fee plus an hourly rate for attendance at incidents. Staff also undertake community safety activities in their local area. We have a large proportion of fire stations operated by RDS staff. They also crew a range of specialist appliances and also support crewing the immediate response fire engines.
- 23 RDS units in WSFRS - 14 of the service’s 24 stations are crewed entirely by RDS employees. Five immediate response stations and all four day crewed stations have RDS units. One immediate response station currently has immediate response only.



Fire Station	Crewing System	Appliances	Group
Worthing	Immediate Response and Retained	3 Fire Appliances, Heavy Rescue Tender Aerial Ladder Platform	Central
East Preston	Retained	1 Fire Appliance	Western
Lancing	Retained	1 Fire Appliance	Central
Shoreham by Sea	Day Crew Only and Retained	2 Fire Appliances, Breathing Apparatus Support Unit, 4 wheel drive vehicle	Central
Arundel	Retained	1 Fire Appliance	Western
Littlehampton	Immediate Response and Retained	2 Fire Appliances (a 4 wheel drive vehicle is now also based at Littlehampton as of 2017)	Western
Crawley	Immediate Response	2 Fire Appliances, Heavy Rescue Tender 4 wheel drive vehicle	Eastern
Partridge Green	Retained	1 Fire Appliance	Central
Horley		Technical Rescue Unit and Vehicles	Eastern
Steyning	Retained	1 Fire Appliance	Central
Horsham	Immediate Response and Retained	2 Fire Appliances, Aerial Ladder Platform, Breathing Apparatus Support Unit, 4 wheel drive vehicle	Central
Billingshurst	Retained	1 Fire Appliance	Central
Storrington	Retained	1 Fire Appliance, 4 wheel drive vehicle, Fire Bike	Central
Selsey	Retained	1 Fire Appliance, 4 wheel drive vehicle	Western
East Wittering	Retained	1 Fire Appliance, 4 wheel drive vehicle, Powered Rescue Boat	Western
Chichester	Immediate Response and Retained	2 Fire Appliances, Heavy Rescue Tender, Breathing Apparatus Support Unit, 4 wheel drive vehicle	Western
Midhurst	Retained	1 Fire Appliance, 4 wheel drive vehicle	Western
Bognor Regis	Immediate Response and Retained	2 Fire Appliances, , High Volume Pumping unit (HVP), Incident command Unit, 4 wheel drive vehicle, (information bus)	Western
Petworth	Retained	1 Fire Appliance, 4 wheel drive vehicle, Water Carrier	Western
Turners Hill	Retained	1 Fire Appliance	Eastern
East Grinstead	Day Crew Only and Retained	2 Fire Appliances, 4 wheel drive vehicle	Eastern
Haywards Heath	Day Crew Only and Retained	2 Fire Appliances, Incident Command Unit, 4 wheel drive vehicle	Eastern
Burgess Hill	Day Crew Only and Retained	2 Fire Appliances, Water Carrier	Eastern
Henfield	Retained	1 Fire Appliance	Central
Hurstpierpoint	Retained	1 Fire Appliance	Western

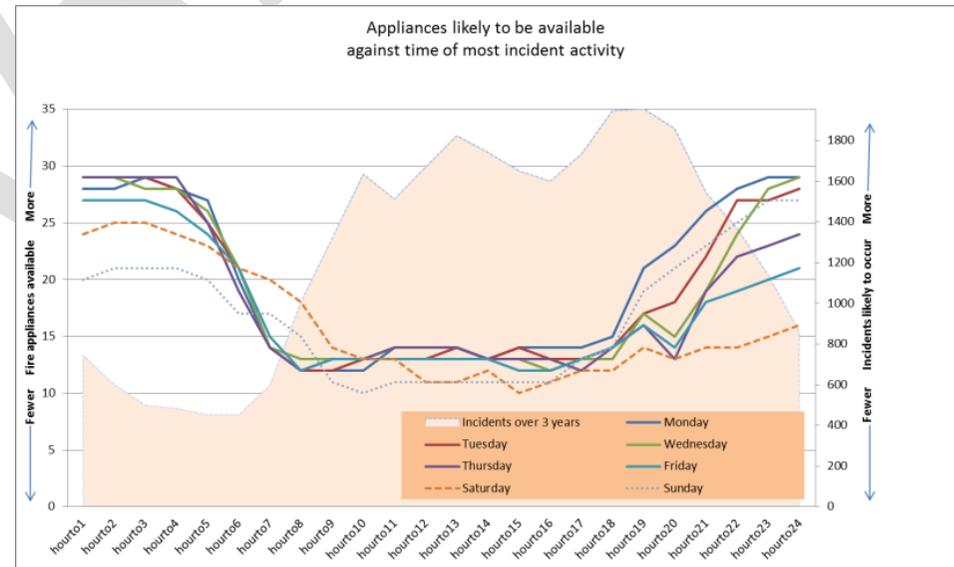
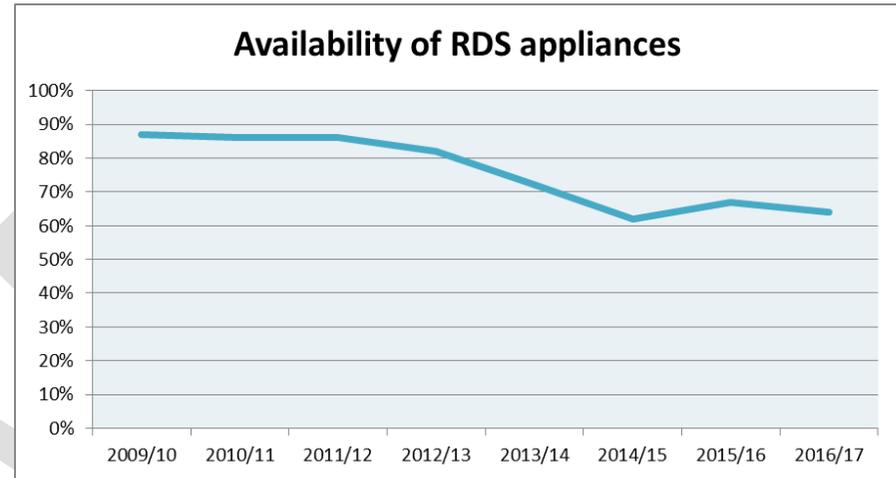
Our challenge: Recruitment, retention and availability of retained staff are key issues for WSFRS, as they are nationally.

Factors affecting our retained fire engine availability include difficulties due to a low number of staff, no driver or no junior officer available.

The role of a wholetime firefighter is still a very attractive career choice for people, however the retained duty system is often less attractive for a number of factors:

- the level of availability we require can be very demanding on people’s work, home and leisure time
- training and maintenance of competency demands have increased significantly over recent years
- the catchment for retained response is limited to people working and or living close to a retained fire station. These locations are often very expensive to live in and there are far fewer local businesses in these often rural communities.
- changes in legislation, national and local public education programmes, as well as our prevention work have all contributed to a decline in fires from previous years. Response activity has therefore also decreased. As part of a retained firefighters wage is related to the number of incidents they attend, this decrease directly impacts upon the amount of money they earn so is not a significant amount of money compared with other jobs requiring less commitment.

Despite the incident decline, critical incidents including fires and road traffic collisions do still occur in rural areas, and we need to provide an efficient and effective fire and rescue response to the whole of the county. We also want to provide more prevention and protection services to our rural communities.



We know that a great deal of social pressure is placed upon our retained staff by their communities, who expect them to be available for every local incident. Although incidents can occur at any time, the reality is that our retained fire engines are not available all the time; therefore our retained staff face significant moral pressure in maintaining the fire engine availability, even when they are exceeding their contracted availability. The Retained Firefighters Union 2017 national survey confirms that this is a national issue with common issues and concerns-

Our Approach

We seek to reduce risk and minimise the occurrence of emergencies for the public through our protection and prevention strategies. We recognise emergency incidents will occur and we develop and review specific action plans to ensure our response meets our community risk based needs.

We aim to respond efficiently and effectively to incidents, to realise the best possible outcomes for our community. We do this by ensuring that our staff are highly professional, well trained and competent to undertake the role of a modern firefighter.

We continuously aim to improve our operational capability by investing in new evidence based training for our staff and by applying the new technologies in our equipment and vehicles. The aim of this continuous improvement is to improve the safety of our crews in dealing with a wide variety of incidents and so there are better outcomes for our community.

We are developing our vehicle fleet to ensure the most effective use of the capital funding available, to take advantage of the latest technologies and to lessen the environmental impact of our activity. We will also make improvements across our fleet to provide all of our crews with access to the most up-to-date equipment.

We are purchasing new equipment that will develop and enhance our tactical options whilst reducing exposure to extreme hazard for our firefighters.

We have broadened the training and skills of our frontline staff in areas of prevention and protection and use every opportunity to reduce risk in the community through activities such as safe & well inspections in homes, school safety education visits and identify potential risks in local businesses, referring these to specialist fire safety officers.

We place great emphasis on attracting, recruiting and holding on to our retained firefighters.

We are actively seeking ways to better support our retained staff, to provide them with new opportunities and provide opportunities to for them to apply for wholetime roles.

We need to ask for more public and political support in understanding how our retained system works, and in assisting us with our recruitment and retention campaigns.

Crewing Optimisation Group (COG) are a team who support crewing at all our fire stations, to optimise the availability of our fire engines, they also deliver local prevention activities and undertake community safety work

Our Technical Rescue Unit (TRU) is based at Horley.

Following the attacks of 9/11 and the resulting expansion of the UK's urban search and rescue capabilities, West Sussex was one of 15 fire services chosen to host an Urban Search and Rescue (USAR) team.

Government partially funds this capability, which forms part of the national provision to certain national incidents types. These incidents include collapsed buildings, major transport incidents and any incident where specialist skills and equipment are required. The TRU also provides a huge variety of other specialist services such as rope rescue, swift water rescue, confined space rescue, animal rescues and RTCs.

International Response

Over the last few years the TRU team members have deployed to Indonesia, Haiti, New Zealand, Japan, Bosnia and Nepal to work in the aftermath of earth quakes and major flooding events. Our TRU have a particular specialist responsibility for managing the logistics for these overseas operations. More recently our team has been key partners in the development of a UK government initiative to respond to overseas humanitarian disasters with a fully functional mobile field hospital including its full complement of medical staff. Within the first few months of being operational WSFRS supported a medical deployment to Bangladesh during a diphtheria outbreak. This capability continues to be developed.

ISAR medics and vets learn vital skills from TRU



A group of ten medical specialists and vets from across the UK came to Horley last week to be trained by the TRU in preparation for any future deployments overseas with UK-ISAR teams.

Medics and vets form part of every UK-ISAR team that is deployed in the event of a natural disaster. They work closely with search and rescue teams so need to be ready for the unique conditions they may face.

The West Sussex TRU team are now the designated national lead for this training and have been involved in the development of National Operational Guidance (NOG), making sure the medics and vets are trained to that standard.

Flexi-duty managers undertake a range of managerial duties and provide an operational response for the more complex emergency incidents. They carry out performance and project management responsibilities to assist the organisation in continuously improving and developing our staff and services.

Flexi duty managers also undertake a range of specialist roles including:

Fire investigation officers (FIO) – We have a team of five FIOs who provide 24/7 support to operational crews at complicated incidents or fires of special interest to accurately identify the cause of a fire as required. FIOs are the authorised officer referred to in section 45 (2) of the Fire and Rescue Services Act 2004. They are mobilised where a fatality has occurred, property fires where seven or more fire appliances have been ordered to attend and confirmed persons reported fires. They work in partnership with police scenes of crime officers at fires where arson has been committed.

Other flexi-duty manager roles are detailed in the later resilience section.

We have a current fleet of 35 fire engines and a range of specialist vehicles located across the county, which include two Aerial Ladder Platforms (ALPs) - for rescues and working from height, three Heavy Rescue Tenders for large and or complicated rescues from vehicles and machinery, fire boats, support bulk water carriers and a High Volume Pump. Our fleet workshops look after a wide range of vehicles, including fire engines, specialist vehicles, and the larger minibuses and other vehicles operated by the county council. Our fleet engineers provide 24-hour response to keep our fleet working throughout day and night. This team also looks after the equipment that we use and ensures that we procure our vehicles and equipment as effectively as possible.



Our new ALP which extends fully to 32m

Flood response

Weather related flooding over the past few years has resulted in challenging incidents across our county. Wetter weather and increased flooding are some of the predicted impacts of climate change. To respond to this, we provide a flood response.

Wade and swift water response specialist flood response teams with crews trained in swift water rescue, wading, and boat operation.

This capability is held within the TRU based at Horley and at West Wittering station. This capability also supports the national flood rescue response with one WSFRS power boat team sitting on the national register ready for national deployments.

More recently we have assessed and acted upon the risk to our county from flooding by upgrading this capability at a number of strategic locations across the county. Chichester, Bognor, Littlehampton and Crawley stations have all been trained and equipped to a wade capability. The wade teams are equipped with dry suits personal floatation devices and non powered rescue boats.

WSFRS has one of the UK's specialist High Volume Pump (HVP) units which support our ongoing investment in flood prevention and response capabilities. It enhances our county's business continuity and resilience planning and keeps us at the forefront of the national UK flood response. The HVP also provides water pumping and hose laying capability for conveying 7,000 litres of water a minute over three kilometres, which can greatly reduce the number of frontline fire engines required, particularly at protracted incidents.



We train all of our Level two commanders to be able to undertake the role of water incident manager. This ensures we are able to quickly put a trained officer on scene with the skills to direct water related incidents and localised flooding.

Two officers are part of a nationally trained group of experienced and qualified flood rescue tactical advisors and offer specific guidance and support at flood or water rescue-related events. They can operate in a range of roles and locations from the immediate scene of operations, through all levels of the command structure in an affected area, this assistance can be local, regional, national and at government level. There are currently around 40 fire and rescue service officers across the UK able to operate in this role. Flood rescue tactical advisors are mobilised by the Fire & Rescue Services National Control Centre following a request from the affected fire and rescue service. WSFRS now works in partnership with the Outreach training organisation as an Outreach accredited centre to deliver water rescue training.

Response to terror related incidents

National Interagency Liaison Officers (NILO) – NILOs are a number of officers trained to a nationally recognised standard to advise and liaise with all of our partner agencies. This liaison role has particular emphasis on terrorist and out of the ordinary incidents where a greater degree of information is required to be shared, analysed and acted upon in a joint approach to ensure the safety of the public and emergency responders is maintained. The role requires continual specialist national training. These officers are able to link up to other NILO around the country forming a multi agency network to effectively tackle terrorism.

Operational Recovery Team – A number of our fire station teams and officers are trained to work closely as an Operational Recovery Team in a range of incidents relating to terrorist activity. This includes firefighting activity and supporting other emergency responders in the treatment and evacuation of casualties from hostile environments. To supplement this team we have a number of officers trained as forward commanders. This role works closely with the police and ambulance service commanders on scene to assess the level of risk at specific terrorist related incidents and then develop safe systems of work for the ORT to work within.

WSFRS has supported the national resilience programme since its inception post 9/11 by receiving government grant funding to provide specialist capabilities to attend national incidents including terrorist incidents where mass decontamination of the public may be required or buildings may have collapsed. Following a recent Governmental review the decontamination capability has been reviewed and remodeled nationally. West Sussex no longer holds a national decontamination resource, however we do train and equip for the initial stages of these incidents prior to the full decontamination units arriving.

Prevention

Prevention activity is delivered to reduce death, injury, economic loss and contribute to unlocking the power of the community. Much of this work is concentrated on those who, statistically, are most at risk from fire injuries in the home. This can include the elderly and people with mental or physical health issues. In addition other prevention activity is delivered to support a safe and well community.

We focus on those with the highest risk level. A range of prevention information for the public is available to access through the WSCC website.

Specialist staff in the Prevention Team work on an individual and group basis with the most vulnerable adults and children with the highest risk levels and most complex issues.

Programmes and activities delivered by the Prevention Team include:

- **Firebreak** for 12-14 year olds encouraging them to become positive role models within their communities. Students attend a fire station and work alongside firefighters on teamwork, social awareness, self-discipline and to help reduce negative influences. It is delivered in partnership with county council colleagues from Youth Intervention.
- **Firewise** - works on a one to one basis or in small groups with children and young people to help them understand the potential consequences of experimenting with fires.
- **School's Education** - we teach children about fire prevention and road safety, from primary school age upwards.
- **Cadets** - this course teaches students about the roles and responsibilities of the fire service, first aid and lifesaving skills and they leave with a Heartstart qualification. It is delivered in partnership with MET (Greater Brighton Metropolitan College) and aligned to the Uniformed Service's course curriculum.
- **High risk safe and well visits** - we carry out pre-arranged visits to residents' homes to assess the physical risks of fire in a home, along with taking account of wider health, social and lifestyle factors. This provides us with opportunities to signpost residents for support, and safeguard them where they are in danger.
- **Volunteers** - are an integral part of the fire and rescue service's prevention work including office-based work, making phone calls, home visits, leaflet drops, working with young people and supporting crews at community events.
- **Safe Drive Stay Alive** - One of our most impactful road safety initiatives, delivered in a theatre setting to thousands of young people each year. The team made up of personnel from the Police, NHS, South East Coast Ambulance and speakers who have first-hand experience of the trauma a road traffic collision engage and influence young drivers, those learning to drive and their passengers to behave more safely when on the road.

The Prevention Team centrally supports operational crews through the provision of resources to deliver programmes and campaigns, many of which provide lifesaving knowledge and skills to meet the needs of those who are most at risk from harm or injury in fires, or on the road. Fire crews are enabled to deliver locally led, data driven activity, which is evolving beyond statutory fire prevention, e.g. hoarding.

Operational personnel within the Prevention Team support response colleagues by providing operational cover on a regular basis.

The Prevention Team also manage the service's safeguarding issues, following up and feeding back on referrals, acting as a central contact point and working with health and social care professionals to achieve the best outcomes for vulnerable people.

Our wider public safety role will be more relevant as we contribute to share risk reduction ambitions in a much wider sense e.g. improved road safety.

Our challenges: Crews will need to be given the capacity in order to undertake training that will equip them to deliver a broader prevention role and to be better able to collaborate and deliver joint outcomes with partners.

We need to observe health and related service trends - For e.g, people aged 65+ have the highest risk of falling and the number of people aged 65+ in West Sussex who are obese or morbidly obese is projected to increase by 36% by 2030.

Our communities are growing and becoming increasingly diverse, as such we need to engage with them to understand their needs, and for them to understand the level and scope of service we can provide.

We need to monitor the incidents we attend assisting other emergency services and consider the prevention activity required to reduce that demand.

Our challenge: Working with volunteers to mobilise the community and equipping them with skills and knowledge increases our ability to reduce community risk, both in terms of prevention work and also community resilience. There is a competing demand for volunteers, which we must address to attract and retain their ongoing support.

Our Approach

We are dedicated to protecting everybody in our community, however we focus on the most vulnerable.

We focus on targeted need and prioritise those who require home safety advice and equipment to reduce their personal risk levels.

We risk profile our communities using multiple sources of information so we can tailor our community work to fit need. Our crews are one of our best sources of information about risk and they are trained in safeguarding and dementia. We also hear directly from our community and our partners including council social care staff, telecare providers and the police. Where we can we work with communities themselves to identify and support the most vulnerable.

Our core work with children and young people focuses on targeted need, providing bespoke station based programmes and activity in addition to schools visits.

We work to a programme of activity throughout the calendar year supporting road, fire, personal safety and health and wellbeing. We have robust safeguarding policies and procedures to identify, support and signpost those in the most need. We work with a range of teams across the county council and will develop further links as part of our commitment to collaborate more widely.

Protection

The BFS team supports businesses to comply with the Regulatory Reform (Fire Safety) Order 2005 and other legislation, so that building owners or managers minimise the risk of fire, have sufficient managed fire safety facilities and equipment, training and planning so that the occupiers have a safe means of escape in the event of fire starting.

We have previously mentioned our Flexi Duty Managers undertake the specialist role of Fire Investigation Officers (FIOs) when required. They operate on a 24/7 basis. These officers:

- manage and resolve operational incidents
- carry out health and safety accident investigations
- give fire safety advice and carry out enforcement action in compliance with fire safety legislation, which may result in enforcement action, prohibition of use and / or prosecutions
- support crews with fire investigations as well as carrying out investigations themselves on more complex incidents.

FIOs identify risks and causes of fire. We plan to further develop this by collaborative working with neighbouring services. Learning from incidents provides our prevention and protection teams with important information that helps to prioritise inspection programmes.

Inspection and enforcement

Where serious breaches are found by the BFS team they may take enforcement action or prosecute.

Their work is carried out through direct intervention, business engagement and partnership working with other statutory organisations. They also carry out joint inspections, share knowledge, safety and risk information, and interventions at unsafe premises.

Many businesses have instances of false alarms from their fire alarm system. Our team work to reduce this burden by providing advice and guidance to businesses. This has the positive impact of reducing the need for a fire service attendance.

Risk information

Risk information, information and provision of water supplies and details of access to buildings is managed within the BFS team. The aim is to provide operational crews with the information and tools to be able to intervene fast and effectively to enter buildings to limit fire damage extinguish fires and/or carry out rescues.

It is not always easy to keep up-to-date risk information on individual sites and the service encourages and supports business owners to provide their own information by means of premises information boxes.

Business Fire Safety priorities are based on the National Fire Chief's Council and South East Business Safety Group Strategy:

1. Promote firefighter safety and sound operational decision-making by incident commanders through the provision of information about the built environment.
2. Adopt a national framework of qualifications and competence for business safety inspectors, managers and fire engineers.
3. Promote consistency and common application of the legislation by delivering clear processes, effective development of staff and guidance to business safety officers and managers.
4. Share exemplary projects and promote good regulatory practice which provides information to businesses through collaborative working with the aim of supporting business growth.
5. Consider how new technologies and modern methods of construction can influence building stability and integrity in fire situations.
6. Promote an intelligence-led approach ensuring the fire and rescue service can make effective business decisions to resource an effective business safety function with professional staff.
7. Lobby central government and other national and influential bodies for the purpose of progressing this strategy.

With over 26,000 non-domestic properties in West Sussex, keeping the county safe is complex. We provide support and advice to premises, such as hospitals, care homes, hotels and other businesses so they have effective fire safety plans.

The BFS Team manages data gathered on over 2,500 premises, including individual premises representing a particular risk to firefighters, the public, property or to the environment. The level of information held is proportionate to the risk to fire service operations. 'Computers in Cabs' mobile data terminals allow firefighters to have access to safety critical property-based hazard information at the scene of an incident – including specific plans for fire service operations, and relevant WSFRS policies and procedures.

Our challenges: We aim to routinely inspect premises identified as a particular risk every three years. However, staff pressures, including staff moving to the private sector and other agencies, and new staff needing the correct training means meeting this three year target is a challenge. This impacts on inspection frequency and makes the three year target unachievable. Our plan is to use operational crews to further support our inspection programme.

We are looking to implement a new database system as our current one does not fully support risk profiling. This will allow us to better identify premises and help us prioritise our inspection resource.

Our Approach

We are required to set out how we deal with risk under the Regulatory Reform (Fire Safety) Order 2005, in accordance with the principles of better regulation set out in the statutory Regulators Code and the Enforcement Concordat.

The BFS has both a reactive and a proactive approach:

Reactive - we respond where there are fire safety breaches that require an intervention by a fire safety inspection. This can be by a referral or enquiry from members of the public, businesses, partners and our own teams. This work is risk assessed and responded to focusing on those in highest danger.

Proactive - we deliver an inspection programme to target high risk and vulnerable premises that include residential care homes, high rise living, residential schools, hotels, large population public spaces and complex premises, these include hospitals and shopping centres. Some proactive work is carried out in response to an incident, such as the Grenfell Tower fire tragedy.

At all times life risk is prioritised in our protection work. All inspections share best practice.

We hold seminars, send out messages through social media and on WSCC's website to promote a wider public understanding and share information about fire safety and people's responsibilities.

Where we can we maximise partnership working to promote our messages.

We help businesses help themselves, but where fire management is not improved or where there are significant safety concerns, then we will act on our duty to enforce fire safety law.

WSFRS are members of the British Automatic Fire Sprinkler Association. We support the provision of sprinklers in commercial and domestic settings.

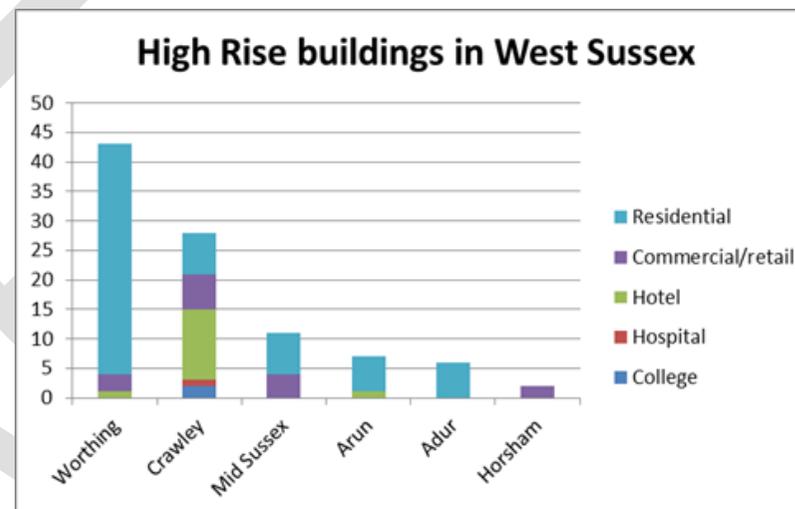
Following the tragic Grenfell Tower fire in which 71 people died, our BFS teams carried out fire safety audits at each of the 56 residential high rise buildings in the county. For fire service purposes a building may be considered as high rise where it contains more than five floors.

We worked with our prevention teams and operational crews to ensure every resident in a high rise building was offered a 'safe and well' check, with 60 of these checks being delivered by operational crews. No aluminium composite cladding has been found on any of the residential buildings. Many inspections were carried out with housing officers from local authorities.

Dame Judith Hackitt's independent review of building regulations and fire safety, commissioned following the tragedy is examining the building and fire safety regulatory system, with a focus on high-rise residential buildings.

An interim report was published in December 2017 and a final report is expected to be submitted this Spring. The interim recommendations highlight significant fire safety matters including:

- clarity of guidance
- competence of those working on the design, construction, inspection and maintenance of complex and high-risk buildings
- timing of consultation with fire and rescue services during the build process
- procedures for the handover of safety information before buildings are occupied
- fire risk assessments and the lack of formal qualification for fire risk assessors who may be employed by companies but as yet do not require any formal qualifications by law.



The report examines many other areas fire and rescue services have expressed concerns about, including confusion over common parts of buildings, the overlap of the Fire Safety Order and Housing Act enforcement regimes in residential blocks, the independence of approved inspectors, and the ability for advice from fire and rescue services to be ignored. A huge amount of work has been carried out to ensure West Sussex residents are safe but clearly more demands can be anticipated when the final review is published.

Our challenge: Following the Grenfell fire, our responsibilities under the Regulatory Reform Order may change and we need to be ready for this. Whilst the results of that investigation are not yet known, it is likely that we may be more involved in all stages of the buildings regulation process, requiring more in-depth inspections and increased statutory obligations. We may have to look at how we would resource this. Any increases in demand on resources needs to be balanced against the priorities identified in our risk based inspection programme.

Our response standards - linking response, prevention and protection

Our emergency response standards were approved by County Council Members in October 2008 and came into effect on 1 April 2009.

We measure our attendance time to incidents that are likely to involve a significant threat to life, structures or the environment. We define these as 'critical incidents'.

We measure our attendance time to these critical incidents to identify if there are any ways in which we can improve. This includes considering factors such as the location of fire engines, fire stations, risk in the county and travel distance around the county.

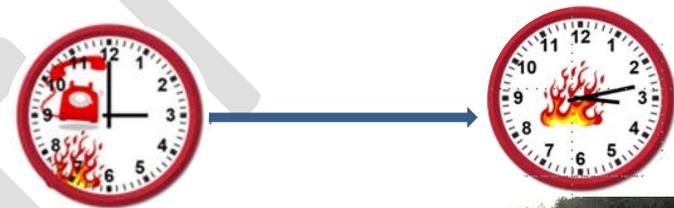
We measure attendance time to these incidents from the moment a 999 call is connected to Sussex Control Room, to the time we arrive at the incident.

We further subdivide our critical incidents into:

- 'critical special service' which is a serious incidents that does not involve a fire, for e.g. an RTC, an emergency involving a hazardous substance or if someone is trapped
- critical fires for e.g. a in a structure such as a home, school or business premises.

We recognise that different levels of risk of fire and injuries exist across the county. While we cannot have a fire engine on every street corner, our approach is to ensure that we keep our focus on where the greatest risk to life exists. Special service incidents can happen anywhere, especially with our extensive road network.

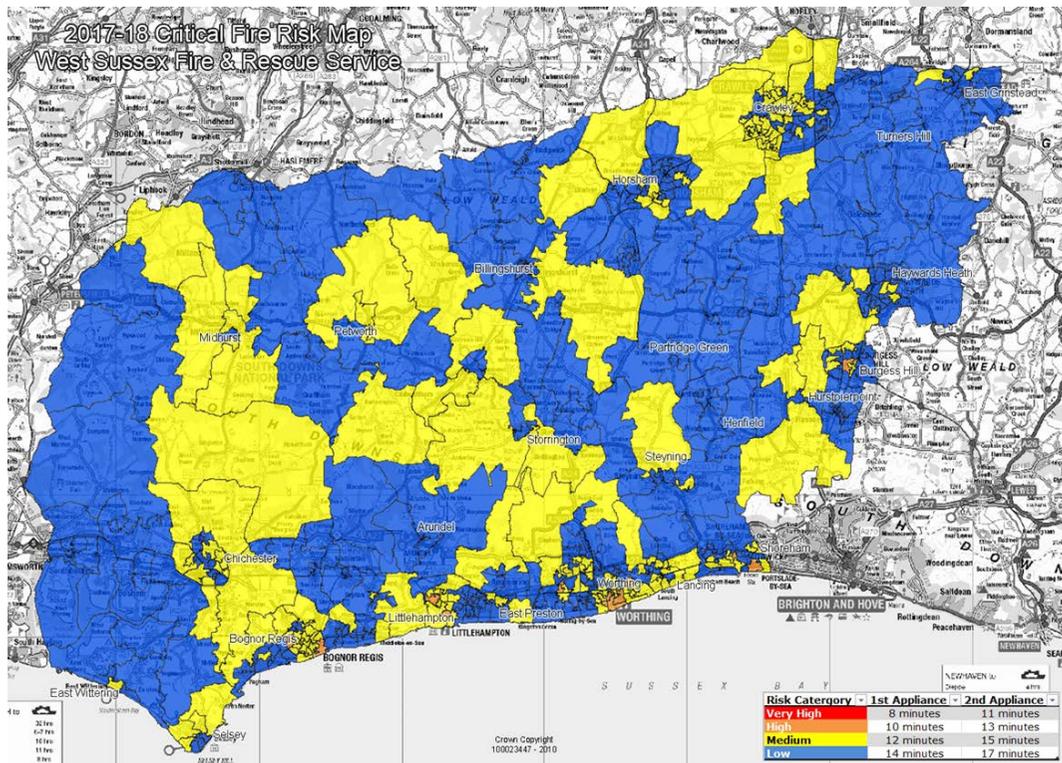
However, some areas of the county are more at risk from fires, or have a higher number of fires. For this reason, our emergency response standards for critical fires are linked to the West Sussex critical fire risk map, which is updated and published annually.



This map defines the critical fire risk for each Super Output Area (SOA) in the county, a nationally-defined geographic area of the county (see appendix for a more detailed explanation).

The risk score for each SOA is derived from three years weighted historical data, drawing on information from:

- dwelling fire rate, taking the number of households into account
- other critical building fires
- dwelling fire casualties rate taking the population into account
- the level of deprivation derived from the national index of multiple deprivation.



detail.

Depending on the score, each SOA is given a critical fire risk grade from very high to low.

The grades are then verified by WSFRS officers using their local knowledge of the areas, population analysis, and any other risks. A rolling three years of data is used as the basis of the critical fire risk. This information is refreshed annually.

It is recognised that there will be 'pockets' of addresses and individuals within an SOA with a different risk profile. More detailed targeting information is made available using a range of factors, modelling and data sources. Specific high risk properties are subject to specific response plans and fall outside of this risk map work. The picture on the left shows the current critical fire risk map which remains in force until 31 March 2018. More detailed maps are available that show the smaller areas in more

Very High Risk	The risk profile warrants a very high level of fire cover & very substantial CFS risk reduction initiatives
High Risk	The risk profile warrants a high level of fire cover & substantial CFS risk reduction initiatives
Medium Risk	The risk profile warrants a medium level of fire cover, CFS initiatives should be targeted at specific issues
Low Risk	The risk profile warrants a minimum level of fire cover, CFS initiatives should be targeted at specific issues

Our Approach

Breaking down the county into smaller geographical areas (SOA) and risk scoring them on a rolling annual basis means that we can keep our focus on the most vulnerable residents and those communities at highest risk, thereby ensuring our resources are used efficiently to achieve the best possible outcomes for our local communities.

Since we started calculating the critical fire risk map, the number of very high and high risk areas has reduced.

*Note: There is a change to SOAs following the 2011 census. Two SOAs have been split into a total of five new SOAs, two SOAs have merged with a subsequent net increase of two SOAs.

Number of SOAs in each category for map:	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18
Very High Critical Fire Risk	6	5	4	2	1	1	2	0
High Critical Fire Risk	31	24	22	26	23	20	20	13
Medium Critical Fire Risk	195	192	202	202	199	189	193	186
Low Critical Fire Risk	271	282	275	273	282	295	290	306
	503	503	503	503	505*	505	505	505

Critical incidents performance standards

When the standards were introduced, a benchmark was given as if these standards had been in place for the last three years.

For critical fires, there are standards set for both the first and second appliance arrival times. These are calculated from incident task analysis that assesses how many firefighters are required to resolve a typical critical incident safely and effectively. There are tasks in tackling an incident that have to be completed first, and other tasks that can be completed a little later. For this reason, we accept that a second fire appliance can arrive three minutes later than the first. Measuring and modelling the arrival time of the second fire appliance is also important in assessing the assistance available for the first crews in attendance.

First Appliance	Standard –time of call (TOC) to time in arrival (TIA) of the first appliance to be less than:	Benchmark TOC to TIA (% Pass)
Critical Fire Risk grade of SOA		
Very High	8 minutes	70%
High	10 minutes	92%
Medium	12 minutes	89%
low	14 minutes	92%
Benchmark		89%

Second Appliance	Standard –time of call (TOC) to time in arrival (TIA) of the second appliance to be less than:	Benchmark TOC to TIA (% Pass)
Critical Fire Risk Grade of SOA		
Very High	Less than 11 minutes	71%
High	Less than 13 minutes	91%
Medium	Less than 15 minutes	83%
low	Less than 17 minutes	84%
Benchmark		83%

In 2016/17 we achieved 84.3% for our first appliance and 79.3% for the second appliance.

The average attendance time to a critical fire for first appliance was under nine minutes, and for the second appliance, the average was approximately 12 minutes.

For critical special services, there is a single appliance standard as effective and safe action can be taken with fewer firefighters, often the actions of other emergency services are just as important in resolving these incidents.

The standard response time for all critical special services incidents is less than 13 minutes with a benchmark of 80%.

For 2016/17, we achieved 75.1% for the first appliance in attendance. The average attendance time to a critical special service incident was ten minutes.

Meeting the standards

Many factors affect how long it can take us to reach an incident.

We live and work in a beautiful county, with some areas far from towns and on narrow or even single track lanes.

Sometimes a caller is not sure of the location, or there is an incomplete address.

Where we have retained crews, we allow them four minutes to stop what they are doing and travel to their station by car or foot or bike – if it is a busy time of day, they may struggle to get through the traffic to their station, as they aren't allowed to use lights or horns in their own car and must abide by all the usual rules of the road for a private driver.

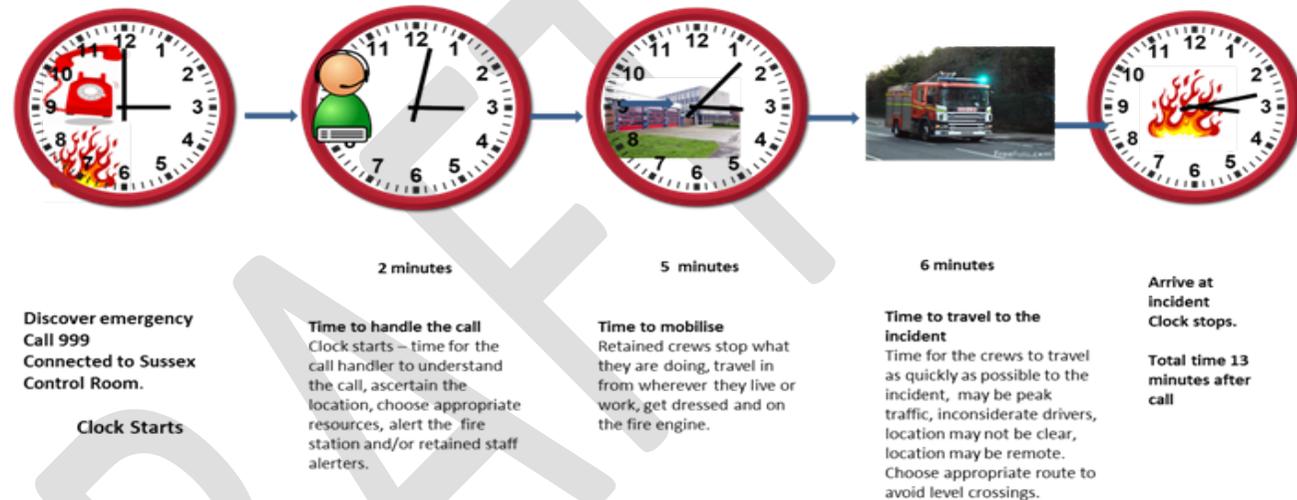
The nearest station may be not available, either due to a lack of crew, or being busy elsewhere. Another crew may have to be sent from a further distance.

Sometimes people don't park with thought and we can't get through the narrow gaps remaining. A level crossing may be down so we need to go a different route.

We have always acknowledged that in some areas, due to the remote location, we simply cannot reach the incident in the performance time.

The overwhelming majority of our emergency incidents are attended within our target times - the average time for a first appliance in attendance at a critical fire was under nine minutes.

We won't always be able to meet the standards we set, but we always respond to every emergency incident as quickly as we can.



Our Approach – improving response times

As we have shown, it can be a challenge getting an appliance to an incident within our target response time and it depends on a combination of factors, not all under our control.

Some factors we can't influence, for example the preciseness of an address given to an operator or traffic conditions. The majority of our incidents happen in and around our centres of population, but of course they can happen in the remotest of places.

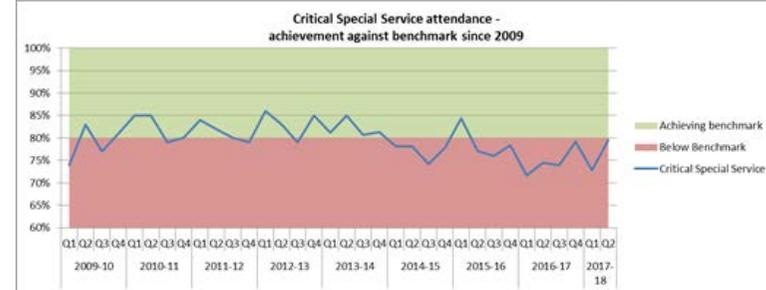
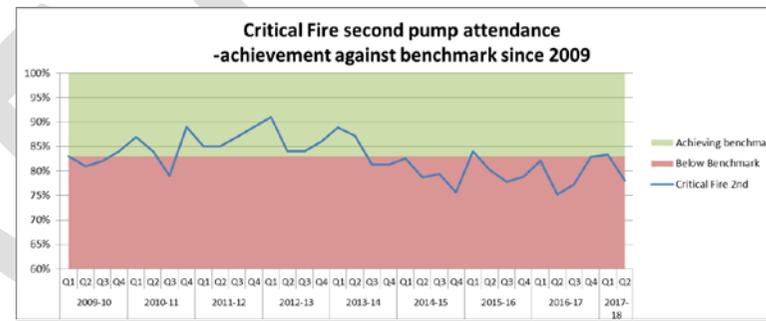
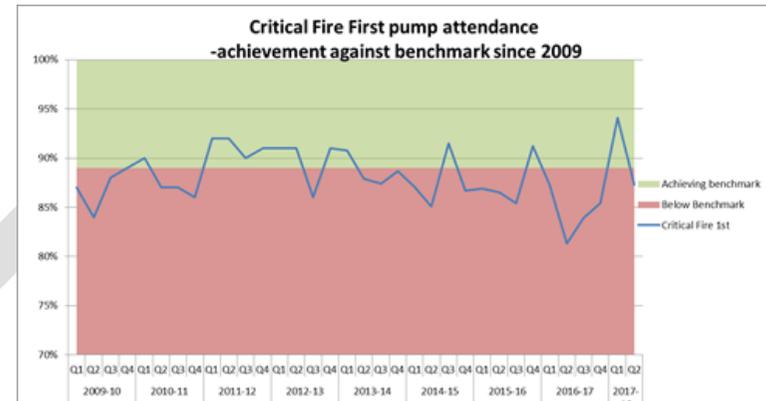
We have financial barriers to doing everything that we would want to. We have to keep ensuring we do the best that we can for the money and resources that we have.

We must make sure our fire appliances are placed in the best possible location and we are currently looking into with WSSC and our partners through the One Public Estate project.

We can strive to make sure that our stations are safely and sufficiently crewed, especially at the times when we know incidents are more likely to occur. We continue to work on recruitment and retention of retained staff to reduce times of crew unavailability, especially at key rural stations.

We are conducting a crewing review into our wholetime and day crew shift patterns. We are working with our neighbouring and regional counties to make sure that we use the most appropriate vehicles and best technology to both get to an incident quickly, but effectively and most importantly so our staff can work safely when we get there.

We work with our staff and partners to reduce the risk of incidents happening in the first place, particularly in higher risk areas in more remote locations to reduce the critical fire risk grade of the area. We work closely with our neighbouring fire services so that you will receive the fastest response possible, even if that is from a different county.



Working with neighbouring fire services

West Sussex Fire & Rescue Service shares the borders with Surrey, East Sussex and Hampshire fire and rescue services.

To ensure the most appropriate and quickest response is always sent to emergencies on or near to county boundaries, there are formal arrangements in place, underpinned by signed agreements, as to how each service will respond to these incidents. These are covered under Sections 13 and 16 of the Fire and Rescue Services Act 2004.

We consult on, or identify, any changes to the way our services are set up, and to assess the impact on our communities when changes are planned and implemented. Particularly significant is the way we work together at incidents. We need to keep abreast of other service's technological and procedural changes, for example, changes to smaller appliances and using fewer crew in Hampshire.



Resilience and emergency planning

We try to make sure that we have plans in place for any foreseeable emergency. We cannot meet all our aims on our own and we work with national and local groups including the Sussex Resilience Forum (SRF).

The SRF is a multi-agency partnership whose members have statutory responsibilities under the Civil Contingencies Act 2004, to work together to prepare, respond to and recover from emergencies and major incidents. Members include the emergency services, NHS, Public Health England, local authorities, Environment Agency, military and other government representatives, and support from the voluntary sector. We come together with the principle aim of 'Making Sussex a Safer Place' considering and planning for events where a multi-agency approach is needed.

We take note of the national risk register of civil emergencies update 2017 which has assessed a selection of risks that could lead to a civil emergency. This document groups risks into two categories:

- the first considers natural hazards, accidents, diseases and societal risks including pandemic influenza as the highest likelihood/highest impact risk disease. Others include cold and snow, river and coastal flooding, widespread power failure, emerging infectious diseases
- the second considers malicious attack risks e.g. terror attacks). The highest plausibility risk with medium impact severity is seen as attacks in crowded places/attacks on transport. Cyber-attacks are becoming more frequent.

The SRF's risk and horizon scanning working group is reviewing and updating the Community Risk Register following the publication of the new national risk assessment in December 2017.

Risks are likely to include:

- pandemic flu
- flooding along the south coast
- inland flooding
- severe weather
- fuel shortages
- loss of critical infrastructure
- animal disease
- coastal pollution
- industrial accidents
- transport accidents
- cyber security.

Coastal flooding is a good example of where we are working together with our partners. Although we have no statutory duty to undertake water-related rescue, we respond to such incidents on request and have made investments in equipment and training to make sure we are well equipped for such incidents.

Business continuity planning allows us to ensure that we provide a joined up approach to the risks for ourselves and with WSCC's Resilience and Emergencies Team (RET), the community as a whole. We have developed and tested business continuity plans covering all aspects of our organisation for all reasonably foreseeable events.

The RET team helps to ensure communities and the council are more resilient and prepared. It does this by:

- emergency preparedness - the team works with all council departments and partner agencies to develop plans and to test, exercise and coordinate an effective response during times of crisis or disruption using the latest technology via an independent incident management system
- regularly assess WSCC's business continuity and resilience plans to ensure the council would be able to continue to deliver its statutory duties in the event of an emergency. RET provides staff training to build confidence and knowledge for their roles within the plans. Plans are tested through realistic exercises and reviewed to seek continual improvements
- Provide 24/7 support, information and incident coordination and link with partner agencies, the voluntary sector and businesses. RET also provides the link between WSCC and government departments as part of any emergency planning, response and recovery operations
- leads a number of SRF's multi-agency resilience planning work streams to help agencies consider and make arrangements for major incidents such as serious flooding, fuel shortages, power cuts or a major transport accident. This work ensures council plans dovetail into the collective response.

In addition to preparing and coordinating WSCC's response to emergencies, the team supports incidents through the recovery stages, working to support the communities involved. This can often be for long periods of time after the incident.

The RET team has led work in developing a programme of community resilience called 'What If?'. This involves working with parish councils, local community groups and charitable organisations to train them in how to keep safe in the event of an emergency, such as flooding, while being able to assist others in need, how to warn and inform those of potential harm. It includes providing equipment to assist communities in being able to protect the community and start work on recovering from an incident.



The RET team will continue to provide ongoing support to enable local communities to prepare, support emergency responders and assist communities to recover more quickly during times of crisis. The 'What If?' programme has been recognised as best practice in supporting community resilience development within the UK.

The work includes the Duke of Cornwall Awards, a youth engagement programme that provides resilience training to groups such as Scouts, Guides and Cadet groups.

Our challenge: The threat of terrorism and cyber crime is evolving. We need to continue to work hard and keep testing business continuity plans in case of an incident.

Collaboration and external partnerships

The Policing and Crime Act 2017 now places a duty on police, fire and ambulance services to work together.

WSFRS has a long history of excellent partnership working to help us achieve our organisational goals. One example of this is the Safer West Sussex Partnership which brings together Community Safety Partnerships and other organisations to provide a co-ordinated approach to reducing crime and anti-social behaviour in West Sussex. We also work with district and borough councils and telecare providers so they know to refer vulnerable people to us for safe and well visits.

To ensure we maximise future opportunity a Collaboration and Integration Board has been established as one of four key boards designed to deliver the higher level outcomes of the IRMP action plans.

Our response to emergencies often involves joint activity with other blue light services. By working collaboratively with a range of partners such as police, ambulance, cross border fire and rescue services and community groups, we can tackle complex problems and increase our capability and capacity more effectively.

Our challenges: We want to work smarter and maximise opportunities for co-delivery, collaboration and co-funding around shared agendas. However, our duty to collaborate can bring its own challenges, for example the cost of initiatives and resources required to train staff and align procedures.

The greater integration of the FRS with WSCC and closer collaboration with partners will result in a broader prevention role and a more joined service to communities. Collaboration and integration must facilitate a better sharing of intelligence and data about levels of risk.

Our Approach

We will seek to maximise integration and collaboration with our blue light colleagues specifically East Sussex and Surrey FRS, Sussex Police and South East Coast Ambulance Service (SECAmb). In doing so we seek to maximise safety to members of the public and our staff whilst reducing cost to the public purse.

We always consider our duty to collaborate in our decisions. Opportunities can be both strategic intentions and also tactical opportunities. For example, we are working across the whole of Sussex through the Sussex Police Demand Management Project to seek ways in which we can alleviate some pressure on Sussex Police and ambulance service on areas such as gaining entry for ambulance and road safety responses for the police.

We are committed to reducing costs and improving the service we provide by working with partners within WSCC and other blue light services. We will continue to take a commissioning approach in which we explore who the best partner for any project or initiative is, in order to deliver the best combination of efficiency and effectiveness for the community of West Sussex.

We operate within the Joint Emergency Service Interoperability Protocols (JESIP) which ensures we are able to operate as a single team to bring the best possible resolution to an incident.

Examples are:

- Fire to fire joint working opportunities - we see the benefit of working with other fire and rescue services to save money. Examples include joint procurements such as uniforms and thermal imaging cameras. We have also set up a more formal fire to fire programme called 3Fire which involves ourselves, Surrey and East Sussex fire services
- 3Fire aims to deliver four projects which will improve the effectiveness and efficiency of our services - fire investigations, learning and development (including driving school and e-learning), talent management and occupational health and safety. This work is connected to our OPE building programme and arrangements for joint training will be reflected in the design and scale of the proposed new Horsham (Broadbridge Heath) site. We are also exploring opportunities with other fire and rescue services including Hampshire and Royal Berkshire.
- Integrated fleet with shared workshops – we are working with our 3F partners and Sussex Police to create joint workshops at Chichester (Drayton) and Crawley Down. We hope Crawley Down will be fully operational by 2019 and the Drayton site to be fully operational after 2021. This could save £20million over ten years. It is supported by a £6million Fire Transformation Grant. We will also look at all functions to see if this can be expanded.
- WSFRS Specialist Search Support - we support to Sussex and Surrey police on activities which involve working at height, in or around water or in confined spaces. This partnership initiative was established following the strategic police decision to disband the Sussex Police Specialist Search Unit (SSU).
- Shoreline rescue – emergency services are called to a considerable number of incidents on the cliffs of Sussex. We have an interagency approach for cliff top working in order to ensure the safety of both emergency service staff and the public.
- ESCP Joint Unmanned aerial vehicles (UAV) Project - we support Sussex and Surrey police using UAVs and have a number of staff trained to use the UAVs.
- Transfer of oxygen therapy cylinders – we carry and use oxygen therapy equipment to provide urgent help if we arrive at an incident before ambulance crews. Once used and the casualty handed over, the ambulance service takes back the used oxygen cylinder and replaces it with a new one.
- RNLI accommodation - we are exploring opportunities for an RNLI Inland Flood Response Team. This could be an opportunity to share skills and training and respond together which will give an improved water rescue capability across West Sussex.

- Procurement – we led on procurement of thermal imaging cameras with East Sussex and Thames Valley fire and rescue services, achieving a unit price for each camera that was 30% less than the national average (Data Source - Home Office Basket of Goods Aug 2016)
- WSFRS has contributed to the development of a new national Personal Protective Equipment (PPE) Framework Agreement, co-ordinated by Kent and Medway Fire & Rescue Authority.
- Working with SECamb, Sussex Police and Kent and Medway Fire & Rescue Authority, WSFRS purchased semi-automated defibrillators for all front line fire appliances that are inter-operable with the equipment used on ambulances to assist with patient care.

Our challenge: we need to look at what assets we have, including our public estate (all the buildings and land we own), and make sure we are making the most of them including getting value for money.

We work with partners including WSCC and others to consider opportunities for capital investment. We talk to staff to understand pressures and changing needs of facilities through the Fire & Rescue Service Estates Strategy. We look at what impact areas of considerable housing and commercial growth will have on the service. We want to be a service that can respond to potential opportunities as they arise.

WSFRS is a full partner in the One Public Estate West Sussex Partnership, a government programme aimed at supporting public sector partnerships to work together to maximise the use and value of their assets. We are actively working with WSCC, district and borough councils, blue light partners and other public sector organisations across the county, to develop and deliver a programme of capital schemes. We are currently directly involved in six projects. All are jointly with Sussex Police, and, in some cases SECamb, with a view to creating combined blue light facilities wherever practicable.

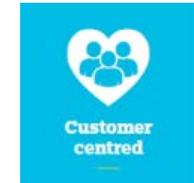
We are currently considering a range of opportunities including:

- creation of a new tri-service blue light centre at Littlehampton
- combined blue light centre at Horsham – a large site west of Horsham offers the opportunity to create a specialist training facility, replacing the current provision at Horley and Worthing, with sufficient space to accommodate the TRU. Initial feasibility has been commissioned to investigate the infrastructure requirements to support the development of this proposal and possible cost
- creation of a new tri-service blue light centre at Burgess Hill involving WSFRS, Sussex Police and SECamb
- creation of collaborative blue light/WSCC fleet maintenance function at Drayton depot

Initiatives such as the One Public Estate West Sussex Programme present once in a generation opportunity to deliver significant renewal of the blue light estate, providing options for relocation and re-provision of existing stations, opportunities for capital investment in fire and rescue facilities, together with the potential for greater blue light collaboration and site-sharing with other services/occupiers. Finding locations for new sites that meet all our needs not easy and suitable sites do not become available often. We need to consider the most appropriate locations for operational response, bearing in mind the need to recruit and retain our staff, and taking into account the predicted population growth in West Sussex. Resources must be located in appropriate places to maximise cover, and minimise response times. We accept that on occasion, a potential site may not be in the perfect location, but that for the county as a whole would still be an opportunity worth taking to secure the available investment and improvement in overall provision.

WSFRS will consider opportunities that:

- deliver changes to locations to meet our long term needs.
- encourage and support joint working arrangements
- deliver maximum value from redevelopment projects and achieve wider WSCC and partner aspirations
- deliver savings through the buildings we have and new collaborations over facilities
- support recruitment and retention of wholetime and retained staff through development of stations and improved working, including building a more diverse workforce
- look at ways to deliver specialist training provision with our partners.



Customer focus - the view of our community and staff

Our customers are potentially anyone who lives, works or travels through West Sussex.

We already know much about the people of West Sussex through our own analysis and using all available sources of risk information. However, we don't know as much about their expectations and experience of our service.

We are committed to developing a customer-focused service. This commitment has been demonstrated in the past through post incident questionnaires and feedback during times of change to our service, our prevention teams seek feedback from the Safe Drive Stay Alive presentations, school's education, Firebreak programme and safe and well visits, and our training and delivery team seek feedback from internal customers on the delivery of their training.

Our challenge: customer focus is one area we strive to improve by delivering a service that is fit for our customer's diverse needs. This work is challenging as the customer group is broad and in some instances difficult to approach, for instance after sensitive incidents.

To make sure we do even better for our communities, we have been working with WSCC to evaluate our customer base and develop a customer strategy. We will do this by looking at ways we can more effectively engage with local people.

A 2016 What Matters To You survey carried out by WSCC found the most commonly chosen priority was 'keeping you safe', with 58% of the 2,588 respondents stating this was the area that they were most concerned with and 50% of respondents stated WSFRS's most important service area was to provide firefighting and fire prevention.

***'After the incident'* questionnaire**

After we attend an incident we send out a questionnaire in order to get feedback on the service we provided. As well as a set of standard questions, free text comments are invited with an opportunity to compliment or complain, giving us an opportunity to learn from our customers.

Feedback has included:

- appreciation about tidying up and minimal water damage
- caring for people's feelings. People may feel silly for the incident happening in the first place
- Appreciation of the reassurance we can provide, for e.g. children in particular may be very frightened by an incident
- appreciation when special needs are considered
- our calm, friendly, professionalism
- that we listen and keep people informed
- that we 'go the extra mile'
- speed of response is important at each stage of an incident
- consideration of mental health is very important.

This feedback is evaluated by our assurance team with information passed on to crews to help with their learning. Annually, results and trends are analysed.

As an organisation we engage with the representative bodies and trade unions and regularly enter into dialogue with them.

You can find more information about WSFRS and our current performance by accessing our website at www.westsussex.gov.uk. In addition, members of the community can get involved with our work and get updates through our Facebook and Twitter pages, through their local county councillor and through WSCC's local County Local Committee meetings.

Business as usual?

Simply doing things the same is not an option for any fire and rescue service. We need to evolve and our expectation is that we will need to work differently in order to make the best use of our resources.

Not least, the Fire and Rescue Services Act 2004 and the subsequent National Framework that interprets the legislation into policy, provides ongoing impetus for reform and improvement.

We are continually learning and receiving new information from sources such as reports and circulars, procedural or health and safety lessons from major incidents, and improvement notices or inspection reports. The challenge for us is to continuously improve and innovate to adapt to changing circumstances.

Looking forward and predicting change is always challenging, but there are also opportunities such as advances in technology, opportunities for efficiencies and greater value for money through collaborations and partnerships, and opportunities to better protect our firefighters. However, they also involve the need for investment, whether in equipment and extra training.

Our plans must take account of a wide range of considerations such as legal obligation, local risk, affordability, value for money.

We need to continue to improve our approach to performance management and data quality in order to support our risk based approach and ensure we can demonstrate the improvements we continue to make. We want to make data more publicly available. This includes our approach to customer engagement, and also making more use of the WSCC website. We can link in more effectively with WSCC community engagement, consider how we ask the right questions to get people engaged, show that feedback is acted upon and decide when we consult.

Here are just some of the things we need to consider as we develop our Integrated Risk Management Plan. Many of the items cross over or reach across all our activity areas



Our plan for the next four years.

Many of the plans will contribute to several, if not all, of our priorities

People We will:	Priority 1 <i>Reduce the number of emergency incidents and their consequences through the continuous improvement of prevention, protection and response activities.</i>	Priority 2 <i>As part of West Sussex County Council, work with local communities, districts and boroughs to keep West Sussex safe</i>	Priority 3 <i>Collaborate with emergency services and other local and national partners to improve the service to the public</i>	Priority 4 <i>Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse</i>	Priority 5 <i>Provide customer-focused value for money services</i>
Establish a People & Culture board to support our overarching People & Culture Strategy. This will include a dedicated staff inclusion and wellbeing group.				✓	
Provide a safe, competent and well trained workforce that can meet the demands placed on a modern fire and rescue service.	✓	✓		✓	✓
Focus our Learning and Development collaborative work through the 3F Programme.			✓	✓	✓
Continue to modernise our workforce by developing job roles, ways of working, recruitment, career pathways and retention strategies that are fit for purpose				✓	✓
Develop a detailed succession plan for WSFRS which will clearly set out any projected resourcing requirements and potential issues as a result of increased or different activity, or leavers through retirement.				✓	
Continue to develop a diverse workforce; lowering the age demographic for a sustainable future workforce and attracting more women and minorities into traditional male roles				✓	
Develop a framework to support, encourage and expand the availability of apprenticeships within the organisation.				✓	
Develop and improve work force performance through focusing on knowledge and skills development, our appraisals framework, focusing on compliance and performance management all of which will be supported by a leadership skills development programme through all levels	✓			✓	

Develop our workplace and environment by improving diversity and inclusion, understanding and developing our culture, increasing staff engagement and excelling at communication.				✓	
Make a firm commitment to the United Nations HeForShe movement and positively promote gender equality.				✓	

Response	Priority 1 <i>Reduce the number of emergency incidents and their consequences through the continuous improvement of prevention, protection and response activities.</i>	Priority 2 <i>As part of West Sussex County Council, work with local communities, districts and boroughs to keep West Sussex safe</i>	Priority 3 <i>Collaborate with emergency services and other local and national partners to improve the service to the public</i>	Priority 4 <i>Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse</i>	Priority 5 <i>Provide customer-focused value for money services</i>
We will:					
Make crewing with four our standard crewing level to effectively utilise our personnel.	✓				✓
Work to develop a safe system of work to enable fire engines to be crewed with fewer than four firefighters when necessary.	✓			✓	
Implement new Emergency Rescue Equipment to enhance our response to transport incidents.	✓		✓	✓	✓
Provide enhanced firefighting equipment, including high pressure and water misting capability across the fire engine fleet.	✓		✓	✓	✓
Review our wholetime crewing systems to ensure that they maximise the availability of fire engines and support the delivery of prevention and protection activity.	✓			✓	✓
Research, procure and implement 'smaller' fire engines powered by modern energy solutions as part of the development of a more efficient and sustainable fleet.	✓		✓		✓
Implement new firefighting tactics to enhance our response to fires in buildings.	✓			✓	
Review our emergency response standard.	✓		✓		✓

Review the fleet of special appliances and rationalise the capability where appropriate.	✓		✓		✓
Implement new personal protective equipment (PPE) for all of our staff as part of a national collaboration.			✓		✓
Revise our response to automatic fire alarms (AFA) to reduce the number of times that we attend buildings where there is no fire and the alarm has actuated either as a result of a fault, through the mistaken belief that there was a fire or through malicious intent.	✓				✓
Implement the immediate emergency care responder (IECR) training across the operational workforce.			✓	✓	✓
Extend the co-responding pilot across the county.			✓	✓	✓

Prevention	Priority 1 <i>Reduce the number of emergency incidents and their consequences through the continuous improvement of prevention, protection and response activities.</i>	Priority 2 <i>As part of West Sussex County Council, work with local communities, districts and boroughs to keep West Sussex safe</i>	Priority 3 <i>Collaborate with emergency services and other local and national partners to improve the service to the public</i>	Priority 4 <i>Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse</i>	Priority 5 <i>Provide customer-focused value for money services</i>
We will:					
Increase the visibility of information available on the WSCC website to enable the public to access information for self-service.	✓	✓			✓
Work with WSCC colleagues to develop and share expertise to deliver joint outcomes specifically focussing on education, communications and health and wellbeing. These initiatives will be commissioned by our WSCC partners to deliver the WSCC Corporate Plan priorities to deliver better outcomes for residents.	✓	✓	✓	✓	✓
Explore opportunities for being commissioned by Family Operations and Adult's Services to contribute to overarching corporate priorities to improve the safety and wellbeing of our		✓			✓

most vulnerable residents.					
Work with partners and stakeholders outside of WSCC to collaborate for better outcomes whilst fulfilling our statutory duty.	✓		✓		✓
Develop our Safe and Well Visits to encompass broader home safety and wellbeing, seeking to further reduce risk for the most vulnerable through partnership and multi-agency working	✓	✓	✓		✓
Work with WSCC Highways and focus on our Safer Sussex Roads Partnership to reduce our road risk and the incidents of death and serious injury on the roads of West Sussex	✓	✓	✓		
Introduce new technologies and information systems to increase efficiency and effectiveness of prevention activities.	✓	✓			✓
Develop data systems with an aspiration to provide a single point of Information for vulnerable individuals with increased risk that we will be able to share across teams and agencies to help “make every contact count.”		✓	✓		✓
Develop a new Prevention Strategy to inform our ways of working over the duration of this IRMP.	✓			✓	✓
Review ways of working in line with the newly developed strategy including restructuring the Prevention Team to maximise our resources to meet our priorities.				✓	✓
Evaluate our prevention activity and use data in order to measure the impact and direct resources where they will be most effective.	✓				✓
Broaden the role of the firefighter to enable the delivery of the new strategy.				✓	
Develop the expertise of our staff to deliver prevention initiatives.				✓	
Develop a suite of tool kits to support and increase the competency levels of our response teams as we broaden the role of a firefighter.	✓			✓	
Increase the number of volunteers and the range of activity that they deliver.	✓			✓	✓

Protection	Priority 1 <i>Reduce the number of emergency incidents and their consequences through the continuous improvement of prevention, protection and response activities.</i>	Priority 2 <i>As part of West Sussex County Council, work with local communities, districts and boroughs to keep West Sussex safe</i>	Priority 3 <i>Collaborate with emergency services and other local and national partners to improve the service to the public</i>	Priority 4 <i>Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse</i>	Priority 5 <i>Provide customer-focused value for money services</i>
We will:					
Continue to build working relationships with other statutory organisations to share community knowledge to reduce risk.	✓	✓	✓		✓
Develop programmes of joint inspections and information sharing to reduce risks in our community. In particular, our work with Housing Officers and Trading Standards with regards to electrical appliances and firework safety.	✓	✓	✓		✓
Develop our premises risk management programme to increase ease of access to risk critical information for our response teams. A specific focus will be to increase the use of a dedicated premises information box outside commercial premises.	✓		✓	✓	
Develop our post incident learning through investigations and analysis to increase the interaction between agencies and internal WSCC teams. Our focus will be to increase transparency and inform future collaborative working to reduce risk and increase wellbeing.	✓	✓	✓	✓	✓
Develop our processes and partnerships seeking to reduce the burden of false alarms to business, to increase productivity, maximise public evacuation response and support the reduction in FRS attendance to unwanted calls.	✓				✓
Explore utilising operational crews to further support our risk based inspection programme	✓			✓	✓
Explore new IT system in conjunction with WSFRS IT strategy	✓	✓			
Explore use of risk management tools from the private sector to provide risk data.	✓		✓		✓

Partnership and collaboration We will:	Priority 1 <i>Reduce the number of emergency incidents and their consequences through the continuous improvement of prevention, protection and response activities.</i>	Priority 2 <i>As part of West Sussex County Council, work with local communities, districts and boroughs to keep West Sussex safe</i>	Priority 3 <i>Collaborate with emergency services and other local and national partners to improve the service to the public</i>	Priority 4 <i>Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse</i>	Priority 5 <i>Provide customer-focused value for money services</i>
Support WSCC's One Council Model, removing duplication of any central services within the FRS that WSCC can provide more effectively and efficiently.		✓			✓
Develop opportunities within WSCC's One Public Estate programme initially focusing on the following locations: Horsham, Littlehampton, Burgess Hill and Drayton.		✓	✓		✓
Collaborate with other blue light partners to deliver a professional, efficient and value for money training provision.	✓	✓	✓	✓	✓
Work with East Sussex and Surrey FRS to contribute towards development of the 3Fire programme.			✓		✓
Work with 3 Fire partners, SECAMB, Sussex and Surrey Police to develop and deliver the integrated transport function.		✓	✓		✓
Work with blue light agencies to explore new opportunities for closer collaborative working eg: RNLI accommodation.	✓		✓	✓	✓
Work with Capita and WSCC to develop an IT strategy in support of this IRMP.		✓	✓		✓

Value for Money We will:	Priority 1 <i>Reduce the number of emergency incidents and their consequences through the continuous improvement of prevention, protection and response activities.</i>	Priority 2 <i>As part of West Sussex County Council, work with local communities, districts and boroughs to keep West Sussex safe</i>	Priority 3 <i>Collaborate with emergency services and other local and national partners to improve the service to the public</i>	Priority 4 <i>Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse</i>	Priority 5 <i>Provide customer-focused value for money services</i>
Establish and maintain a Value for Money (VFM) Board as one of four key boards within our IRMP programme framework.					✓
Develop terms of reference for the VFM board with a principle mandate of establishing a strategic challenge and scrutiny for projects and work streams to ensure that value for money is considered and evidenced by work stream leads.					✓
Establish a framework to manage the delivery of any further savings initiatives required of WSFRS.					✓
Develop our commercial FRS activity exploring opportunities with partner Fire and Rescue Services and other agencies to create income potential			✓		✓
Build relationships and learn from other county council FRAs to support our Value for Money action plans.			✓		✓
Develop business cases to support internal and external bids for funds and resources to enable our IRMP action plans where the need is identified.					✓
Work with WSCC strategic partner PricewaterhouseCoopers to identify opportunity within the WSCC Step Up transformation programme to develop our action plans for Value for Money.					✓

Strategic risk management, planning, governance and performance

To make sure we deliver our key priorities we have set up four key programme boards to report into WSFRS' Senior Leadership team IRMP board. This will be chaired by the Chief Fire Officer. The four boards are:

- Service Delivery
- People & Culture
- Integration & Collaboration
- Value for Money

Each year we will review our findings, refresh the IRMP risk assessment and produce action plans for areas of work as required.

We will develop our customer focused strategy to develop our engagement with our people, local residents, businesses, and other partners to ensure we continually improve.

We will produce the statutory Annual Statement of Assurance each year looking back to the previous financial year so people can see how we have come to decisions and show how we have looked at the value for money of our services.

All our plans will be clearly linked to the IRMP priorities with additional focus on local solutions to local problems.

Our strategic priorities will be measured using performance indicators by developing a fully integrated, public facing performance dashboard these performance indicators the CFO will be held to account by the Environment Communities and Fire Select Committee scrutiny committee.

You can find our latest performance and reports at www.westsussex.gov.uk.

We are committed to monitor our performance on our action plans against our priorities. We will do this by measuring progress in a number of ways including performance indicators and targets. All our targets and statistics can be found on our web site under performance data.