

West Sussex Fire & Rescue Service Annual Report 2011-12



**Making
West Sussex
Safer**

www.westsussex.gov.uk/fire

The year in incidents

What residents say about their experience of our emergency response service:

Date: January 2012

From: Mrs Stewart Subject: RTC

I was involved in a car accident on the morning of 16 January at the junction of Hickmans Lane and The Welkin. I feel compelled to write to thank crews who were involved in getting me out of my car. I feel not sure how many crews were involved but despite being in acute pain and feeling extremely frightened and anxious about possible injuries, all the crew members were excellent, especially as the ambulance had to come from Brighton. The level of communication and teamwork was exemplary. One of the crew, I think he was called Paul, climbed into the car behind me, held me steady explaining everything that

was going to happen beforehand and even what noises to expect. Everyone put themselves into my limited view to introduce themselves (I am afraid that I don't remember their names) and explain what they were going to do and someone even held something up to shield the sun from my eyes. What attention to detail. What was a most traumatic experience for me was made

less so by all the Fire & Rescue members involved. I was also very impressed by how the Police, Ambulance and Fire & Rescue services worked together delivering seamless care. Please pass on my sincere thanks to everyone involved.



Cylinders cause an explosion at Littlehampton Boat Yard in May



Ambulance Patient Transporter is destroyed by fire in January



Crews battle to contain a thatch fire in Middleton-on-sea in August



The aerial ladder platform was needed to extinguish a factory fire in Lancing in July



Our Technical Rescue Unit rescuing a whippet stranded after falling 30ft down Amberley Cliffs in February



Firefighters from both East and West Sussex Fire & Rescue Service spent over 5 hours tackling a fire at Shoreham power station in March



West Sussex Fire & Rescue Annual Report 2011–12

2 | The year in incidents
4 | Foreword
5 | How we work
6 | Our vision

7–12 | Strategic aim 1
13–20 | Strategic aim 2
21–24 | Strategic aim 3
25–28 | Strategic aim 4

29–31 | Strategic aim 5
32 | Your views

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Foreword

Welcome to the West Sussex Fire & Rescue Service Annual Report. This report takes a look back at how we performed between 1 April 2011 and 31 March 2012 highlighting some of our key successes during the year as well as the areas where we feel we could do better.

In common with every other public sector organisation there is no doubt that this year has been primarily defined by the challenge of continuing to deliver a first class service to the public in the face of increasing pressure on funding – in essence finding ways to achieve as much with less.

We began the year with the implementation of our Fire Redesign programme, which saw the biggest restructure of our fire and rescue service for more than 60 years. While the full impact of the restructure is still being evaluated, 12 months on the results reveal an improvement in the overall balance of emergency cover across the county, an increase in our community safety output and a saving of £1.5m for the taxpayer.

Throughout the year our other headline project has been closer collaboration with our neighbours East Sussex Fire & Rescue Service. While the proposals outlined in central government's Local Government Resource Review have meant that a proposed merger between the two Services could not go ahead, we are proceeding with a joint single Fire Control for Sussex and have continued to look for additional ways in which closer working with East Sussex can safeguard essential services and save the public money.

This year we also focused on ensuring operational effectiveness and improving the safety of our firefighters – we launched a brand new core firefighting skills training programme for all operational staff which concentrated on the most safety critical aspects of their role, and invested in new fire kit and personal protective equipment for all our crews.

We are pleased to report that our performance in a number of key areas this year has improved. Most importantly, we have achieved a reduction in both the number of fires in people's homes, as well as a reduction in the number of people being injured in house fires. Our

response times across the county have also improved and we increased the number of Home Fire Safety Checks we carried out with our most vulnerable residents too. All these things mean that people in West Sussex are safer, but we know there is still room for improvement and more work to be done.

Looking ahead, we are already a lean organisation, so in planning for a cost saving target of £2.5m in 2013/14 we know the challenges are only going to get tougher, but as a team we are fully prepared for them.

The safety of the public will continue to lie at the heart of all our planning and decision-making and we are currently in the process of consulting with residents and all our stakeholders on a new set of cost saving proposals. We will do all we can to ensure that the impact of the funding reductions is as minimal as we can make it while continuing to seek improvements wherever we can.

Amidst all these challenges and the inevitable uncertainty that organisational change and an austere economic climate bring with them, our staff have continued to show passion, innovation and commitment in carrying out their roles and providing the best possible service to the public that they can.

You'll see from some of the projects and case studies outlined in this report, just how much great work is going on around the Service and how much has been achieved this year. We would like to take this opportunity to thank them and our partners for their continued efforts in making West Sussex safer.

**By County Fire Officer Max Hood
and Cabinet Member for Public
Protection Christine Field**



How we work

West Sussex Fire & Rescue Service (WSFRS) is funded and governed by West Sussex County Council (WSCC) for the residents and businesses within West Sussex.

The County Fire Officer reports to the County Council Cabinet Member for Public Protection, currently Councillor Christine Field, who has responsibility for ensuring that the services provided by WSFRS meet the needs of the community and are delivered in the most effective and efficient way. WSFRS fulfils a number of roles; including responding to a wide range of incidents and emergencies, promoting fire safety and protecting people and property from fire.

WSFRS covers an area of approximately 768 square miles, which includes a mixture of urban and rural areas and a coastal strip. Serving a population of around 800,000 people WSFRS is divided into 5 districts – Arun, Adur & Worthing, Chichester, Crawley & Mid Sussex and Horsham – each one aligned to the geographical boundaries of the West Sussex District and Borough Councils.

WSFRS employs 371 wholetime and 334 retained firefighters, 35 fire control staff and 125 support staff and operates a combination of different crewing arrangements from 25 fire stations across the county.

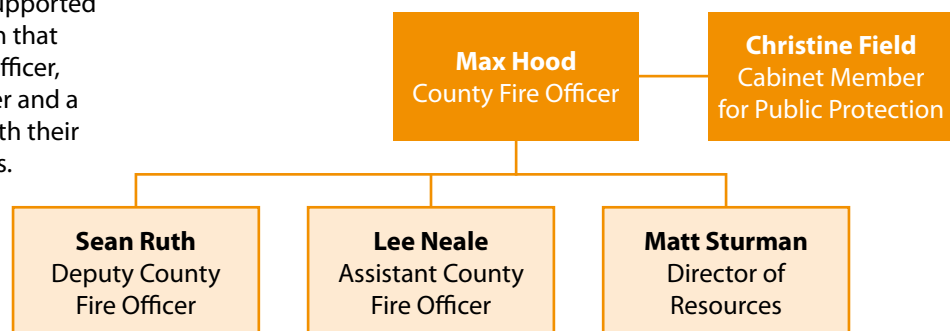
Our headquarters is in Chichester and we have training centres in Worthing and Crawley as well as a number of other specialist support locations.

West Sussex Fire & Rescue Service Districts and Fire Stations



Our structure

WSFRS is headed by County Fire Officer (CFO) Max Hood. The CFO is supported by a Principal Leadership Team that includes a Deputy Chief Fire Officer, an Assistant County Fire Officer and a Director of Resources, each with their own functional responsibilities.



Our vision

Our vision is to work together as a team with passion, pride and commitment to "Make West Sussex Safer" for all those people who live in, work in, or visit the county.

That vision is defined through a series of 5 inter-connected strategic aims, which set out how we intend to deliver our service. It is these 5 aims that underpin all our planning and activity.

Strategic aim 1 Reducing the number of emergency incidents and their consequences

Strategic aim 2 Working with our partners to build a safer, stronger, healthier and more sustainable community

Strategic aim 3 Safe, healthy and competent employees

Strategic aim 4 Value for money services

Strategic aim 5 Reducing our impact on the environment



Strategic aim 1

Reducing the number of emergency incidents and their consequences

We continually strive to improve all areas of our Service and annually set ourselves challenging performance targets based on results from the previous financial year. This section of the report summarizes how well we have performed against those targets.

Accidental dwelling fires

Experiencing a fire in your home can often be devastating, but the reality is that the majority are preventable. Through a combination of our Home Fire Safety Checks, community fire safety initiatives and timely public safety messages we have achieved a consistent reduction in the number of **accidental dwelling fires** each year.

This year we aimed to reduce the number of accidental dwelling fires from 483 to 477.

We exceeded our target and achieved a 10% reduction on the previous year.

Target 477

Actual 436

Dwelling fire casualties

Should a fire break out in someone's home, the early warning from a correctly placed working smoke alarm and an immediate 999 call to the Fire Service is the best defence there is against sustaining injury in a house fire. That's why we place increasing emphasis on residents not just having smoke alarms, but encouraging them to test them weekly.

This year we aimed to reduce the number of **dwelling fire casualties** to 48.

We exceeded our target by 15% reducing casualties to 41.

Target 48

Actual 41

“Experiencing a fire in your home can often be devastating, but the reality is that the majority are preventable. Through a combination of our Home Fire Safety Checks, community fire safety initiatives and timely public safety messages we have achieved a consistent reduction in the number of accidental dwelling fires each year.”





Deliberate fires

Societal, economic and climate related factors can all influence the incidence of deliberate fires. We have a specialist Fire Investigation team who work closely with the Police and often provide crucial evidence in catching and prosecuting those responsible. We know many deliberate fires are linked to anti-social behaviour and we work hard with our partners to educate young people about the dangers and consequences of arson and to intervene early when anti-social behaviour begins.

This year we aimed to reduce the number of **deliberate fires** to 1,225.

We achieved this target by reducing deliberate fires to 1,221.

Target 1,225	Actual 1,221
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What our partners say about our assistance with arson investigation:

From: DC Michael McKee Sussex Police

To: Chichester District

Subject: Detail in fire report provided to Police

I am writing to express my thanks to your team based at Midhurst Fire Station.

On 21 February there was an Arson at <<address>>, Midhurst and several crews across West Sussex attended the fire. I have been nominated as the Officer in the Case (OIC) for this investigation and it is my responsibility to collate all the evidence from all the witness and other agencies so that successful prosecution can be achieved.

I have been in contact with the Watch manager at Midhurst, Nigel Gamblin. Without his assistance my investigation so far would have been severely hampered. I wish to bring to your attention his professionalism and diligence in dealing with all my correspondence. He has patiently answered all my questions and taken the time to explain the events of the evening and how they unfolded.

I would also like to take this opportunity to mention another fire fighter, Matthew Gamblin. Matthew provided a statement to the police in which he outlined what he did on the night in question. This statement is very detailed and this has helped me as the OIC understand what went on and more importantly why. I would also place it on record that this is the most detailed account I have ever received from a firefighter in my 17 years experience as a police officer.

“I wish to bring to your attention his professionalism and diligence in dealing with all my correspondence. He has patiently answered all my questions and taken the time to explain the events of the evening and how they unfolded.”

False alarms from Automatic Fire Alarms (AFAs)

False alarms in non-domestic properties from automatic fire alarms negatively impact on both the building owners and the fire service. For the owners there is the disruption to business and possible complacency following repeated false alarms. For us, while our fire engines are responding to these false alarms, they are not available for other potentially life-threatening calls which might come in.

This year we aimed to reduce the number of **false alarms** from automatic fire alarms by 20%.

We didn't reach our target but still achieved a 5% reduction on the previous year.

Target 1,650	Actual 1,851
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Critical fires

The most serious fires are, of course, those that pose a serious threat to people's lives, their property or the environment. Preventing these **critical fires** from happening in the first place is a priority for us. The majority of these fires occur in people's homes, which is why the Home Fire Safety Checks we carry out are the cornerstone of our community safety work.

This year we aimed to reduce the number of critical fires to 860.

We **exceeded our target by 11%** and reduced the number of critical fires to 765.

Target 860	Actual 765
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Our response times

A combination of targeted community fire safety initiatives, developments in building and furniture safety regulations and better awareness of health and safety mean that communities in West Sussex are safer than they ever have been. However, we know how important a rapid response to emergency incidents is when things do go wrong. The quicker our crews can get to a fire in someone's home, the better chance they have of saving both lives and property.

This year we aimed to get our **first firefighting appliance to incidents in the highest risk areas within 8 minutes and our second within 11 minutes** of receiving a 999 call on at least 80% of occasions.

We exceeded our target and met our emergency response standard 82.8% of the time.*

Target 80%	Actual 82.8%
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Retained appliance availability

Our retained firefighters fully crew 14 of the 25 fire stations in West Sussex and are vital to the delivery of our fire and rescue service.

Retained firefighters are 'on call' for emergencies, meaning they are usually employed outside of the fire service or are at home but live or work within 4 minutes travel of their local fire station and carry a pager that will alert them when they are needed to respond to a 999 incident.

As rural towns and villages become more dormitory it is becoming increasingly challenging to recruit new retained firefighters. While cover can always be provided by fire engines from nearby stations, this does have an impact on how often our retained fire engines are available to respond to emergencies.

This year we aimed to **increase the availability of our retained fire engines to 88%**.

We didn't reach our target but still achieved a 1.4% increase in availability on the previous year.

Target 88%	Actual 86.4%
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**For more information on our emergency response attendance standards see our Service Plan 2010-2015 at www.westsussex.gov.uk/fire*



How we measure 'risk' across the county

To deliver our services effectively and efficiently we need to identify which areas of the county are most at risk and where to focus our resources. But how do we do this?

We record information about all the 999 calls we attend which gives us an initial picture of the location and cause of fires and other emergency incidents. We also use computer modelling software Fire Service Emergency Cover (FSEC) toolkit to predict risks, census data and demographic profiling software which helps us identify common characteristics of those most at risk, and of course the knowledge and experience of local fire officers.

From all this information we create a 'risk map' of the county with areas given a risk rating and a locally agreed response standard based on a low, medium or high risk classification. This map is then constantly evaluated and risk ratings are revised annually to ensure we are continuing to match our resources to risk effectively.

Understanding our communities better

Knowing where the greatest risks across the county are is just one part of the story. We also need to understand how to best engage with the people living in those areas.



One of the ways in which we are improving how we do this is by using demographic profiling software specially designed for the public sector. MOSAIC uses information and data on economic status, health, lifestyle, interests and other themes of households in designated areas. In addition to giving us a deeper understanding of which types of households are more susceptible to a fire or other emergency incident, MOSAIC also provides information on a household's preferred ways and means of accessing information, helping us target the channels of communication we are using as well as develop more personalised messages.

Communicating more widely

The way many people get news, find out information and interact has revolutionised over the past few years. Social networking is now a part of the everyday fabric of millions of people's lives.

We realize that we need to be prepared to communicate with people in the places they are gravitating towards.

The Service's official Facebook page was launched in April and has made talking and listening to people in West Sussex simpler and faster and has allowed us to engage with some groups, like the under 25s, that we have traditionally found it hard to reach.

We are using social media to promote timely safety messages and keep people informed and reassured during emergencies. Our Facebook page already has over one thousand followers with people enquiring about home fire safety checks, where to place smoke alarms, how to become a retained firefighter as well as a range of other questions and queries. If we weren't on Facebook, many of these people would simply not have got in touch.





Case study

Test It Tuesday – protecting through social media

One of the ways social media has been helping us protect people in West Sussex this year is through the Test It Tuesday campaign.

The most recent Fire Kills survey revealed that while 9 out of 10 households now have a smoke alarm, only a third of those tested them regularly, so finding effective ways to get people testing them is a challenge for all fire services.

Originated by Norfolk Fire and Rescue Service as a Twitter campaign, we are now sending this simple and memorable smoke alarm reminder out through our Facebook and WSCC’s Twitter page each Tuesday – reaching thousands of local residents every week. On more than one occasion residents have sent us back messages saying that Test It Tuesday had prompted them to check their smoke alarms and they had found they weren’t working.

Of course, we know that a ‘one size fits all’ approach will only have limited success so we used a variety of methods in addition to social media to spread the Test It Tuesday message, including running a county wide competition for all the Primary and Junior Schools to design a safety poster which we could use on our

website and fire engines to help promote the campaign.

The competition was supported by IKEA in Southampton who offered a prize of £250 voucher for a bedroom makeover for the winning pupil and a £1000 for their school for new equipment. The competition attracted over one thousand entries from schools all across the county and helped raise awareness of the importance of testing smoke alarms in thousands of homes in West Sussex.



Operational performance highlights

This year we...

- Attended 9,760 emergency incidents
- Rescued 49 people from fires
- Provided assistance at 434 Road Traffic Collisions
- Safely extricated 155 people from their vehicles
- Introduced a dynamic mobilising system allowing us to track the location of our appliances and mobilise the nearest available to an incident
- Carried out 2,577 fire safety audits on commercial premises during the year
- Issued 36 fire safety enforcement notices on business including licensed premises, care homes, hotels, shops and offices



Strategic aim 2

Working with our partners to build a safer, stronger, healthier and more sustainable community

Reducing fire deaths and injuries is, of course, about much more than providing an efficient emergency response service. It is about educating people to prevent fires starting in the first place and working with our partners to ensure we are focusing our resources where they are most needed.

Protecting our most vulnerable

In West Sussex, over 20% of the population are over the normal retirement age which is significantly more than the national average of 15.9%. All 4 of the people who sadly lost their lives in accidental house fires last year were over 65. It is that statistic that provides the focus for much of the preventative work we do across the county and the driving force behind many of the partnerships we forge with other support agencies.



We have a new approach to Home Fire Safety Checks

We have been carrying out Home Fire Safety Checks since 2004 and this has undoubtedly had a significant impact on the downward trend in the number of house fires recorded across the county over the last few years.

A Home Fire Safety Check is a prearranged visit to someone's home where we look for potential fire hazards and suggest ways of making their home safer and, where appropriate, we install smoke alarms or other specialist detection equipment, free of charge.

One of the things we are doing to protect the most vulnerable members of the community is to adopt new criteria for these visits. We now prioritise those who are most at risk of injury from fire including the elderly, those living alone or those with a disability and tailor our advice to the particular fire risks that they are most likely to experience.

"All 4 of the people who sadly lost their lives in accidental house fires during the year were over 65. It is that statistic that provides the focus for much of the preventative work we do"



We are fitting radio-linked smoke alarms

While standard smoke alarms give most people adequate time to react and leave their homes safely, we know that for a rising number that is not always possible. For those who are perhaps living alone with a disability, or who have a mobility or mental health issue more specialist assistance is often needed.

We work in partnership with the county's Telecare providers to install radio-linked smoke alarms. Telecare is a community alarm service, which helps elderly or vulnerable residents to continue living independently in their homes. Using special equipment users can get help from operators based in a call centre 24 hours a day, 365 days a year.

Known as Community Fire Link – a smoke alarm is programmed to a base unit, so if it goes off a call will automatically be made to the alarm centre. This means that nobody has to dial a number, lift a receiver or even push a button to summon emergency assistance in the event of a fire. There have been numerous occasions where we've seen first hand the difference the early warning the Community Fire Link alarms can make. On some occasions the alarms have come to the rescue just weeks after we have fitted them.

Case study: 11th January 2012

Specialist alarm gives vital early warning in bungalow fire

An elderly lady from Crawley was led to safety by firefighters yesterday after a wheat bag caught fire filling her home with acrid smoke.

West Sussex Fire & Rescue Service was called to the mid terrace bungalow on Ifield Drive just before 4pm yesterday afternoon after the lady, in her nineties, accidentally overheated her wheat bag causing it to ignite inside the microwave.

Fortunately, West Sussex Fire & Rescue Service had carried out a Home Fire Safety Check at the property and the lady was protected by a Careline System with a specialist 'Firelink' smoke alarm. This meant that an operator at a 24-hr monitoring centre was automatically alerted to the fire and could place an immediate 999 call to the Fire Service.

A crew from Crawley arrived within 4 minutes and firefighters were able to bring the lady out to fresh air and safety and ventilate her home

using a positive pressure ventilation fan. The lady was treated for smoke inhalation by paramedics and subsequently taken to hospital.

Incident Commander Julian Bridgeman said afterwards:

"Fortunately, the early alert received through the Careline system has made all the difference in this incident and highlights the value of the Home Fire Safety Checks we carry out. We are continually working with our partner organisations to make sure that we are prioritising those people who would benefit most from our Home Fire Safety Checks so we can fit these specialist alarms where they are most needed."



Who is having the fires?

Household Type	2009/10	2010/11	2011/12	Total
Lone person over pensionable age	33.8%	30%	34%	32.5%
Lone person under pensionable age	18.5%	18.1%	16.3%	17.7%
Couple with dependant child or children	16.6%	16.3%	17%	16.6%

Where are they starting?

	2009/10	2010/11	2011/12	Total
Accidental dwelling fires	474	483	436	1393
Number in kitchen	308	320	294	922
As a %	65.0%	66.3%	67.4%	66.2%

The vast majority – over two thirds – of accidental house fires in West Sussex start in the kitchen, and it is the over 65 age group who live alone who are at by far the greatest risk of having a fire.

The over 65s, for a variety of reasons, have traditionally been quite difficult to engage with fire safety messages – they may be physically or socially isolated, have more difficulty accessing information or services or they simply do not see themselves as ‘at risk’ (they have got through 60+ years without

worrying about a fire, why should they worry about it now?). One of our key challenges this year has been finding effective ways to deliver fire safety to our older residents.

We have been doing this through a number of countywide initiatives including The Older Persons Information Centre (TOPIC), a mobile information service for older people living in the county’s most remote locations. Teaming up with Age UK, the Pension Service, the Disability and Carers Service and other

local partners we have been touring village and parish community hubs to host ‘drop in’ days where older people and those who care for them can get easy access to information on a whole range of issues that affecting them.

We have also signed a memorandum of understanding with the WRVS so that our Community Fire Safety Advisors can accompany their meals on wheels drivers on lunch rounds. Many of their clients (who may be housebound, frail, have learning difficulties or are socially isolated) are those we have traditionally found it hardest to engage. This also often gives us an introduction to other front line workers – Age UK, the pension service, housing associations and health visitors to name but a few – and further referral opportunities to vulnerable residents who we can then assist.

Hundreds of West Sussex residents slept a little safer in their beds during the winter thanks to another successful week of electric blanket testing around the county in October. Improving safety didn’t come at the cost of people forking out for a new electric blanket either – our testing week was sponsored by Comfy Quilts Ltd, a leading manufacturer for Silentnight, who offered brand-new replacements to all residents whose blanket was either over 10 years old or found to have a potentially dangerous fault.





Case study

The Cooking Roadshow – a recipe for kitchen safety

What began life as a one-off cooking demonstration in sheltered accommodation to try and tackle the number of false alarms caused by burnt cooking has now grown into a holistic countywide partnership aimed at the over 65s combining kitchen safety, healthy eating, waste reduction and managing on a budget.

The Cooking Roadshow is delivered in conjunction with those local partner organisations who work on a daily basis with the over 65s, who provide a suitable venue and an invited audience. The show itself takes the form of an interactive cooking demonstration by WSFRS firefighter working alongside a colleague from West Sussex County Council’s ‘Love Food, Hate Waste’ project.

The cooking follows a simple, healthy and cost-effective recipe and the audience are kept engaged throughout with relevant questions and key fire safety messages weaved into the demonstration including the most common hazards to be aware of in the kitchen, the importance of smoke alarms and planned escape routes and the specialist detection

equipment available from the Fire Service. The finished dish is then shared out and eaten by the audience and recipe cards for the demonstration are given out at the end of the show.

By delivering fire safety messages in this more interactive, fun and socially inclusive way WSFRS can reach an audience who

traditionally do not see themselves as ‘at risk’ and who are historically resistant to fire safety messages.

What our partners say about the Cooking Roadshow

To: Community Fire Safety Team

From: Jude Bitton – Rowans Day Centre, Worthing

What a fab show!!

Our Customers thoroughly enjoyed the whole experience and have been talking about it ever since! The fact that the event covers such important issues but keeps the customers entranced and focused was excellent, as it is often difficult for them to concentrate for any great length of time, so congratulations to your team.



Community fire safety performance highlights

This year we...

- Carried out 5,857 Home Fire Safety Checks across the county – a 15% increase on the previous year
- Installed 1,872 Community Fire Links in the homes of our most vulnerable residents – a 21% increase on the previous year
- Fitted 186 specialist deaf alarms for those with hearing impairments preventing them from hearing standard smoke alarms

- Ran 12 The Older Persons Information Centre (TOPIC) sessions creating a ‘one stop shop’ of support services for hundreds of the most geographically or socially isolated residents
- Tested 450 electric blankets arranging free replacements for 184 blankets that were over 10 years old or found to have a potentially dangerous fault



We continued to work with our partners to reduce the number of road traffic collisions

The most recent figures released by the Department of Transport show that nationally in 2011 road deaths increased for the first time since 2003.

In West Sussex, in 2011, there were 1,893 reported accidents on the county's roads. This illustrates how important it is for us to continue working hard with our road safety partners to help reduce both the human and financial cost of accidents and make a real difference to these figures in the future.

This year we were involved in wide-ranging road safety projects including Operation Airwalk with Sussex Police where we take an educative approach to drivers committing minor offences, sharing our experience of road traffic collisions to encourage safer driving habits.

A powerful anti-drink driving campaign was launched by our Haywards Heath crew in December who joined forces with local bar staff who wore T-shirts, designed by the crew, with the 'Drinking Kills Your Driving Skills' slogan on, helping to raise awareness among their customers of the dangers of drinking and driving. The campaign was given high profile

support by Brighton & Hove Albion whose players all wore the T-shirts in the warm up to their pre-Christmas Championship match with Burnley.



Case study

Saving young lives with Safe Drive Stay Alive

In West Sussex people between 17 and 25 are at the highest risk of a serious road traffic collision. As a fire service we have a unique and influential brand to help address that statistic and Safe Drive Stay Alive packs a powerful punch in the fight to reduce the number of young people who are killed or seriously injured on the county roads each year.

Safe Drive Stay Alive isn't afraid to tackle the difficult area of road death among young people in a hard-hitting way. The stage show combines real-life accounts from emergency service personnel and those individuals and their families whose lives have been changed irrevocably by road traffic collisions, with film footage of a group of teenagers whose journey ends in tragedy.

The show, which tours some of the county's largest theatres, powerfully highlights all the dangers that young drivers may encounter – excessive speed, inexperience, mobile phones, drinking, drugs, and peer pressure.

Already, more than 50,000 young people across West Sussex have been given the hard facts about irresponsible driving and its potential consequences.

What young people told us about the show:

To make sure our key messages are being delivered we ask everybody who watches Safe Drive

Stay Alive to fill out an evaluation questionnaire and tell us what they thought about the show. Here are a sample of their comments:

"It was a very emotional experience and I believe it will change many people's attitude to driving. I hope more young people can see this show and that it continues. Thanks."

"A really powerful experience with no softening of what really happens in an accident. Shocking but memorable."

"The show was really effective and made me really think about when I start to drive, the speakers stories were so emotional and had a big impact on me."

"It made me realise that what I do as a passenger could have consequences for the driver."

"I was never a passenger who wore a seat belt. Now I will always wear one."



Educating, motivating and inspiring young people...

We recognize that we can have an important part to play in contributing not just to the safety of children and young people in West Sussex, but to the wider development of their essential life skills and inspiring them to make a positive contribution to their communities.

Focusing on those most at risk

Our aim is to educate as many young people in West Sussex as we can and to encourage them to take vital fire safety messages home to their families. Using our risk mapping we have we are now prioritising those schools in areas of higher risk from accidental fires at home.

By educating young people about the importance of fire safety and the consequences of deliberate fires and hoax calls we can help to prevent the type of behaviour which leads to a fire starting in the first place and help make them and our communities safer for the course of their lives.

In addition to the schools education we deliver, we run a range of projects and early intervention initiatives designed to break a cycle of anti-social behaviour, create a positive learning experience to inspire and educate

young people – these include Fire Cadets, Coaching in the Community, the Princess Trust and our FireBreak course.

What the schools said about our fire safety education

From: Northbrook College

To: Worthing Station

Subject: Fire station tour and Fire Safety Talk

Thank you so much for our recent tour of your fire station and the safety talk that you gave our learners. The

students gained so much from the visit and we really appreciate the time and patience that you gave them.

I would especially like to thank you for pitching at the right level for our learners whilst making it fun and informative for them. They have all really benefited from the experience which has raised their awareness of fire safety whilst helping them to gain their qualification.

Please extend our sincere thanks to all that were involved in our visit and I hope that we will be able to visit again in the future.



Case study

FireBreak broke new ground

In September we held our very first FireBreak course for young people with Downs Syndrome.

FireBreak is designed to offer young people aged primarily between 12 and 14 the opportunity to take part in a learning experience outside of the school environment, empowering them to improve their personal skills, increase their social awareness, embrace teamwork and increase confidence and self-discipline.

The unique week's course was organised in partnership with Worthing Kids and Dapper Snapper (WKDS), a small local charity formed by a parents who have children with Down's syndrome or other special needs in order to provide them with opportunities for group activities and outings.

The group of 8 spent 5 days at the Shoreham Fire Station in a specially adapted version of the course taking part in group problem-solving activities and adapted fire drill, ladder and hose exercises. They also learned basic life-saving skills with all 8 achieving the HeartStart qualification. Youth Team Instructor, Angela Spencer-Smith, who organised the week, said:

"It was a rewarding and humbling experience and brought out the best in both the young people and us. They surprised everyone with how much they achieved and the challenges they took on, getting more involved each day as their confidence grew. It was also a great opportunity for us to imbed key fire safety messages like the importance

of smoke alarms and what to do in the event of a fire. It was such a proud moment to watch them all pass out."

Lucy Keefe, trustee of WKDS, who spent the week at the Station helping the group, added: "FireBreak has been an amazing opportunity and we've seen the big strides forward they have all made during the week. For us as parents to see our children develop and build on the skills we know they have makes us incredibly proud. It's been such a positive experience for all of us and we can't thank the Instructors enough – they have done an incredible job."



Youth initiatives highlights

This year we...

- Presented the Safe Drive Stay Alive show to a total of 10,720 students
- Carried out 471 school education visits at schools around the county
- Delivered fire safety to 78% of the very high risk and 58% of the high risk schools in West Sussex
- Launched RUSAFE a brand new interactive and engaging fire safety educational resource for Primary school children
- Inspired 124 young people to successfully pass out from FireBreak courses
- Introduced a new Fire Cadets course in Haywards Heath
- Hosted team building days with young people from the Princess Trust



Equality and diversity

As a public service we have a responsibility to ensure that all the diverse communities we serve have adequate access to the advice and information they need to keep them safe.

Throughout the year we worked on a range of projects and initiatives to bring us closer to people of all ages, backgrounds, cultures and beliefs. Amongst them were working with WSCC Youth Services to support a group of young Polish students from the Regis school in Bognor produce a thought provoking bilingual film on the devastating consequences of drink-driving.

Fire Crews in Crawley and Horley continued to promote cultural understanding and trust, as well as fire safety, with Hindu community in Crawley through our Inter-faith programme attending many events including the Holi festival. Our staff came out in force showing support for the lesbian, gay, bisexual and transgender (LGBT) community when we attended Brighton Pride for the 5th consecutive year taking the opportunity to promote home fire safety amid all the feel good fun.



Case study

Breaking down barriers with the Gypsy and Traveller community

Firefighters in Mid Sussex have been leading the way on breaking down barriers and building mutual trust with the gypsy and traveller community.

Gypsies and Travellers have been part of our community for hundreds of years and are actually the largest ethnic minority group in West Sussex. Historically, an inherent secrecy, ambivalence towards statutory and uniformed services and a mutual lack of understanding have often made it challenging for us to reach them with fire safety advice.

Because of the huge importance that gypsies and travellers place on trusted personal relationships, advocacy has been crucial to the engagement

process. By working with the charity Friends, Families and Travellers (FFT) and the Sussex Traveller Action Group (STAG) we have been able to set up introductions with community elders and access all 4 council run sites in Mid Sussex spending time developing a mutual understanding.

This patient partnership approach has paid off with overall site safety improved by checking and maintaining site fire extinguishers, increased knowledge of the safe storage and disposal of gas cylinders and advice on how to avoid the spread of fire from one van to another.

Individual vans and homes have been made safer through Home Fire Safety Checks, installing smoke alarms and using DVDs to raise awareness of the different fire risks. We have also taken our community information

bus in and been part of partnership information days by teaming up with Citizens Advice Bureau, Diabetes UK and the Stroke Association. Deputy District Commander for Mid Sussex Phil Maynard, who has overseen much of the work, said:

“Fire is central to gypsy and traveller life, but fire safety is a language that many are still learning. On sites, open campfires and gas cylinders often exist within close proximity of living accommodation, so raising awareness of how to minimise risks is crucial.

“Breaking down preconceptions, on both sides, has been the key to making real progress. There are 11 local authority sites across the county as well as a number of private and unauthorised sites. Our aim now is to start building relationships with all those communities.”

Strategic aim 3

Safe, healthy and competent employees

Firefighting is undoubtedly a hazardous profession and the safety and effectiveness of our staff is always a priority for us.

Ensuring that all of our firefighters receive the right training to maintain a consistent level of competence across the Service is vital in keeping them, as well the public, safe. This makes the need for robust training absolutely imperative.

New core skills training programme

In April 2011, following a review of how training could be improved in core firefighting skills, a new compulsory 2-year programme was introduced across the Service for all whole-time and retained firefighters right up to Watch Manager level.

The 4-day course combined both theory and practical training and focused on assessing competence in the most high-risk areas of operation including high-rise firefighting and incident command procedures. It also gave staff the opportunity to refresh core skills like using breathing apparatus in demanding environments and carrying out rescues at Gatwick's challenging live fire training facility. Supplementary

training and reassessment have been built into individual's personal development plans where appropriate.

With 705 operational staff in WSFRS this has been an enormous undertaking as well as a significant financial commitment. That commitment has been shared by our staff, at all levels of Service, who have embraced the training and who continue to be dedicated to maintaining the highest levels of skill and competence when serving the public.

New fire kit for our crews

Firefighter safety was given a boost in November when new Fire Kit was rolled out across the Service.

The new personal protective equipment (PPE) included helmet, gloves, boots, tunic and trousers and was all part of a larger regional procurement process which, over the previous 18-months, has also seen the introduction of a new uniform and new breathing apparatus sets across the Service.

By teaming up with 9 other Fire Services in our region our resource and development team have been able to ensure our firefighters have the best possible protection at operational incidents while still delivering considerable financial savings for the Service.

The new high spec kit retains the familiar gold and yellow colour but offers a number of enhanced safety and comfort features including increased flame and heat resistant fabric, a more lightweight flexible design as well as knee-pads, trouser zip and pockets. The helmet now has a fully integrated lamp and also offers improved visibility and hearing for the wearer.

In addition to the normal fire gloves, the kit also comes with a pair of reinforced safety gloves, specially designed to provide better dexterity for operating hydraulic rescue equipment at road traffic collisions. Alongside the Fire Kit we also invested in a new set of life jackets, which are fireproof and fully compatible with the new kit.



Our health & safety performance

Accidents and injuries to staff

This year we aimed to reduce the number of accidents and injuries to staff to 88. We exceeded our target by reducing the number of accidents and injuries to 60 achieving a 22% improvement on the previous year.

Target 88	Actual 60
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Absence Management

The number of days and shifts lost to sickness is one indicator of the health, well-being and happiness of our staff.

This year we aimed for a lost time rate of 3.3%. We achieved our target with a result of 2.04%.

Target 3.3%	Actual 2.04%
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Operational training exercises

As our community safety campaigns and preventative efforts become more effective in driving down the number of emergency incidents our crews are attending it becomes more important than ever that their operational training and exercising becomes as robust and realistic as possible.

Over the past 12 months WSFRS has hosted a number high profile multi-agency exercises designed to test our crews and incident command procedures and strategy at all levels to the max.

Exercise scenarios ranged from a major multi-agency Olympic resilience exercise involving over 200 participants from across emergency services and partner organizations, to fires in hospitals, student accommodation, hotels and high rise flats, to complicated multiple RTC simulations, light aircraft crashes,

decontamination scenarios and search and rescue in collapsed buildings.

Scene pictures from just some of the training exercises that took place throughout the year.



Case study

Gatwick exercise is a Triumph

With thousands of athletes, spectators and media expected through Gatwick Airport during the 2012 Olympic Games 'Exercise Triumph' was a timely test of our readiness and response to an emergency incident at the UK's second busiest airport.

This multi-agency training exercise, one of the largest ever organised by WSFRS, tested Gatwick's site-specific plan and the emergency services response to a major CBRN (Chemical, Biological, Radiological, Nuclear) incident.

'Triumph' brought together nearly 300 emergency service personnel from West Sussex, East Sussex and Surrey Fire Services, Sussex Police, South East Coast Ambulance Service, as well as 120 members of the public who all volunteered to play a role in an ambitious exercise that was a year in the planning.

The scenario was a challenging one – a large passenger airplane flies in from the United States and declares an emergency when the release of an unknown chemical onboard sparks a terrorist alert and forces the plane to divert from Heathrow to Gatwick.

With over a 100 passengers on-board needing urgent medical attention, a mass decontamination operation was speedily underway with the volunteers braving the mid winter temperatures to strip down to swimming costumes to go through the decontamination showers. It is testament to the crew's skill and professionalism that all 120 were through the process within an hour.

There were plenty of lessons to be learned from the exercise with extensive debriefs ensuring all agencies gained a huge amount from the experience and Gatwick's site plan was amended accordingly.



Case study

Honing our RTC rescue skills

Sometimes it can be a forgotten part of a firefighters role, but the reality is that we attend more road traffic collisions (RTCs) than we do house fires so being able to quickly and safely rescue people trapped in their cars is a core part of a firefighter's role and undoubtedly saves many lives each year.

While our firefighters regularly practice their rescue skills on scrap cars at their stations, the opportunity to take part in a large-scale and complex live RTC scenario with a range of hazards and challenging conditions to work in is essential training.

The training scenario was one that no emergency service would want to be faced with – a dark, wet autumn evening and a road traffic collision leads to a multi-car pile up with an unknown number of seriously injured casualties – but unfortunately, as we know from the tragic incident on the M5 near Taunton last year, it's something that every Fire Service needs to be prepared for.

The live reconstruction involved 4 cars, a minibus in a variety of complex crash positions, a tar boiler on fire and 20 casualties either trapped, thrown from their cars or walking wounded. To add an extra level of realism live casualties were used, played enthusiastically by young volunteers from the local air cadets, complete with stage make-up wounds.

Fire Crews from Arundel, Bognor, East Preston, Littlehampton and the Heavy Rescue Tender from Chichester were all fully tested at the scene well supported by emergency service partners from

Sussex Police, South East Coast Ambulance Service, the Red Cross and St John's Ambulance Service. Deputy District Commander, Dean Dewey, who organised the exercise said:

"It's vital that our crews receive quality training like this to ensure they can deal with any situation that they might have to face. There are a multitude of factors for crews to think about when they attend RTCs including scene safety, vehicle stabilization, glass management, casualty care, cutting and extrication techniques. With multiple crash scenes and so many people trapped it was a really tough test of their skills and an invaluable learning experience for all the agencies involved."



Training performance highlights

This year we...

- Launched an assessment based 'requalification' core skills training course to ensure all our firefighters maintain the highest levels of skill and competence when serving the public

- Ran 26 operational training courses in addition to all the Requalification core skills refresher courses
- Held 41 live training exercises across the service taking in all firefighters from Districts and Fire Stations
- Delivered swift water, confined space and breathing apparatus training to the new Hazardous Area Response Team based at Gatwick
- Hosted a major multi-agency Olympic resilience exercise in November involving over 200 participants from across emergency services and partner organisations
- Launched a new equality and diversity training package being delivered to all staff

Strategic aim 4

Value for money services

We have always been committed to providing a high quality, value for money service to the public. However, the current financial climate makes delivering our services as effectively and efficiently as possible more important than ever.

Fire redesign

The implementation of the Fire Redesign programme at the beginning of April 2011 was by far the biggest change to our fire service in more than half a century.

The aim of Fire Redesign, as well as reducing costs, was to ensure our Service is as well placed as possible to meet current risks, that we are using our resources as effectively and efficiently as possible and that we continued to place the needs of the community at the centre of everything we do.

Although making cost savings was never the primary motivation for Fire Redesign, we firmly believed we could

deliver a better service and save the public money at the same time. We are pleased to report that overall, the programme of changes delivered both the desired improvements to our Service as well as a £1.5m saving.

The main focus areas of the programme were:

Matching Resource to Risk

We said we would:	What we did:
Enhance our emergency response by targeting cover to higher risk areas	Closed retained fire stations in low risk, low call out areas at Bosham, Findon and Keymer and removed the second fire engines at Horley East Preston and Lancing
Our intended Outcome:	Impact:
To free up resources to be used in the higher call out, higher risk areas of the county and to invest in firefighter training	Overall response times in the 3 station closure areas has improved – the percentage of calls to critical fires where both the first and second fire engine met our standards increased from 78.3% to 83.8%



Achieving a better balance of response

We said we would:	What we did:
Improve our overall response time performance across West Sussex against our standards	Using resources taken from the lower risk areas we upgraded crewing systems in the higher risk, higher call volume station areas at Littlehampton and Burgess Hill providing firefighters on station for immediate response at peak times
Our intended outcome:	Impact:
Increased speed and reliability of our response over a wider area during peak hours of 999 call activity	Countywide we have improved our response times to the most serious incidents – the percentage of calls to critical fires the first appliance and second appliance met our standards increased from 79.7% to 82.8%

Like all the operational changes within Fire Redesign, the decision to close retained fire stations at Bosham, Findon and Keymer was made only after a countywide review of our resources and detailed research and risk analysis, taking into account call profiles, attendance times, risks to the local community, and alternative cover arrangements, as well as a full public consultation. We recognise, however, that closing a fire station is never an easy decision to digest and was it certainly no reflection on the dedication and achievements of the firefighters who served there over many years.

Protecting our most vulnerable residents

We said we would:	What we did:
Increase our community safety role for vulnerable people in higher risk areas	Introduced whole-time firefighters during the day at Littlehampton and Burgess Hill Fire Stations
Our intended outcome:	Impact:
Increase the number Home Fire Safety Checks, Community Fire Safety and road safety initiatives in higher risk wards	This year the number of Home Fire Safety Checks carried out in Littlehampton and Burgess Hill increased from 50 to 308

Improving Firefighter Training

We said we would:	What we did:
Invest in training to ensure our firefighters are safe and more effective in dealing with emergency incidents	We increased the number of our operational trainers by 6 personnel We commenced a service wide compulsory requalification training programme for all operational firefighters up to Station Manager level
Our intended outcome:	Impact:
That our fire crews receive the right training focused on core firefighting skills to maintain a consistently high level of competence across the Service	193 firefighters have fully completed the requalification courses. Overall attendance at training courses has improved significantly and is currently over 90%



Collaboration with East Sussex Fire & Rescue Service

In order to protect essential services to the public and meet the increasingly tough financial challenges that we are presented with we spent a large proportion of 2011 exploring options for closer collaboration with our neighbouring fire service in East Sussex.

Historically, both our Services have always had a strong working relationship and we already work together successfully in a number of different ways – particularly in supporting each other at operational incidents, in joint

training exercises, in procurement, and in prevention projects – so closer collaboration seemed a logical step.

An initial business case, jointly prepared by both Services, concluded that a merger in April 2013 to form a new combined Fire Authority covering the whole of Sussex was the best option and a 12-week public consultation then took place between July and October.

Several months after the merger process began the government announced proposals to change the system of grant funding for all local authorities, linking it directly to the business rates paid in each local area. Since the government proposals weren't finalised they

couldn't provide us with the financial information needed to properly analyse the potential risks to funding for a newly combined Fire Authority, or the impact it might have on local council taxpayers, and so a full business case could not be completed which is the reason why the merger did not proceed.

We know the proposed merger was well supported by those residents, businesses and our staff who took part in the consultation and it remains a possible future option. In the mean time, however, we will continue to explore all the other ways to achieve the financial and operational benefits of closer working whilst minimizing the impact on our services to the public.

Case study

A new Control Centre for Sussex

In December 2011 we announced plans to merge our Command and Mobilising Centre with East Sussex Fire & Rescue to create a single Fire Control Centre for Sussex.

This announcement followed the cancellation of the national FireControl project in December 2010, and with it the planned move to a South East Regional Control Centre. As legacy funding from the project up to £1.8 million was made available to each fire and rescue service from central government to improve call response, crew mobilisation and incident management. A successful joint bid of £3.6 million was made by East and West Sussex Fire and Rescue Services.

Haywards Heath Fire Station, which is geographically central for both Services and creates equal opportunity for staff in both existing control rooms to consider relocating, was chosen as the venue for the new Sussex Control Centre. Work is now progressing between our 2 Services on establishing a single joint control facility that would be ready to take its first 999 calls from September 2013.

A joint Fire Control will mean we have more staff on duty than either of the 2 current control rooms. This gives us opportunities to improve our response times, enhance our working with the Police and other agencies during incidents and allow for better co-ordination of operational resources across the 2 Services. Importantly, it will also deliver an efficiency saving of an estimated £475,000 a year for each Service.

The safety of the public is always the driving force behind all of the decisions we make and we believe the new Sussex Control Centre will enhance our ability to provide a first-class response service to residents right across Sussex.





Counting the cost of fire

While it is difficult to measure the human cost of fire, we can calculate the economic cost of fire from the damage it causes.

Type of fire	Average cost of damage
House	£8,507
Commercial properties	£30,570
Vehicles	£2,458

Average cost of a property fire*

With the effort and resources we invest into protecting property and preventing fires starting in the first place combined with our quick 999 response and highly skilled firefighting, we are continuing to reduce the economic cost of fires each year that we continue to influence the downward trend of dwelling fires.

For example, in 2010/11 we attended 483 accidental house fires, this year we achieved a 10% reduction on that number – a comparative saving of just under £400,000.

Looking ahead, we are currently in the process of putting together a £2.5m cost saving plan for next year, the main focus of which is to make reductions in areas of the service that won't impact on our ability to deliver essential services.

For more information on our current proposals please visit www.westsussex.gov.uk/fire

*figures from the government's economic cost of fire calculator <http://www.communities.gov.uk/documents/fire/xls/699534.xls>

Strategic aim 5

Reducing our impact on the environment

We know that a good environmental performance also makes very good business sense so working sustainably is a commitment shared by staff at all levels of our Service and imbedded into all of our business decisions.

Everything we do as a fire and rescue service has an impact on the environment so we are continuing to work hard to reduce our own carbon footprint and make a positive difference wherever we can without, of course, compromising the resilience and delivery of our core functions. Changes in procurement policy, building design, appliance mobilisation, recycling opportunities, along with numerous other practices and policies are all contributing to a consistent reduction in our carbon emissions each year.

Our progress

We have come a long way in a short space of time. As recently as 2006 we had no way of measuring our carbon emissions or energy consumption, no recycling facilities at any of our fire stations and a limited awareness of sustainability issues across the Service.

Since then reducing our negative impact on the environment has become a strategic priority. We undertook a 'baseline' assessment of our carbon dioxide emissions from buildings and fleet and initiated a targeted programme of annual reductions.

We have introduced smart gas and electricity metering enabling us to monitor our energy consumption, making it easier for us to identify where we can save energy, carbon emissions and money. We are now using renewable energy sources with solar panels fitted at 10 of our fire stations.

Recycling facilities are now available at all of our Fire Stations and office locations. Each workplace has an energy warden who encourages their

colleagues to take direct action to reduce their own consumption by switching off services themselves and staff are regularly updated on progress through regular intranet and staff newsletter releases.

These efforts have really paid off – in the 5 years since we first measured the emissions from our buildings and appliances we have reduced our carbon emissions by more than 25%.

Year	Total CO ₂ Emission (tonnes)	Emissions from building and street lights (tonnes)	Emissions from transport (tonnes)
2006	2,455	1,384	1,071
2007	2,181	1,140	1,041
2008	2,395	1,266	1,129
2009	2,333	1,301	1,031
2010	2,100	1,334	767
2011	1,832	1,066	766



It isn't just the investment into our buildings to make them more energy efficient that is having a positive impact on reducing our carbon footprint. It is well known that fires are bad for the environment so it is also through the effectiveness of our operational response and our community safety work to prevent incidents occurring in the first place that can help to reduce carbon emissions and protect the environment.

Most of the emergency incidents we attend have environmental implications – whether it's the carbon dioxide and sulphur oxides produced from fires, the damage caused by flooding or the contaminants contained in run-off water from our firefighting activities. We have a long standing arrangement with the Environment Agency ensuring effective co-operation when dealing with spillages, fire water run-off, radioactive substances and any other disposal of waste.

We are also now encouraging community recycling. In July we teamed up with the Fire Fighters Charity and recycling company LMB to house the charity's bright yellow textile recycling banks at 11 of our Fire Stations.

By encouraging residents to recycle their unwanted clothes, shoes and bags, we are helping to reduce the amount of waste going into landfill each year and raising vital funds for the Fire Fighters Charity, the only official organisation that supports injured firefighters and their families.

Our performance

Co₂ emissions from our buildings

Reducing the carbon dioxide emissions from our fire stations and buildings is the area where we have made the biggest impact during the year.

Year	Tonnes
2010/11	1,334
2011/12	1,066
Target	2.5% reduction
Actual	20% reduction

Co₂ emissions from our vehicles

Year	Tonnes
2010/11	767
2011/12	766
Target	2.5% reduction
Actual	0.1 reduction

Our overall Carbon Footprint

Year	Tonnes
2010/11	2,110
2011/12	1,832
Target	2.5% reduction
Actual	13% reduction

This year we reduced our total carbon emissions from 2,100 tonnes to 1,832, which is a drop of almost **300 tonnes** and a **reduction of 13%**, well ahead of the 2.5% target we had set ourselves.

By developing our current activities, continuing to raise environmental awareness and embedding our Sustainability Strategy within our Service, we will ensure we can fulfil our current needs without compromising the ability of future generations to meet their own.



Case Study

The Sustainable Workplace Tool

The genuine shift in commitment and motivation of our staff to improve our environmental performance and make a difference where they can is exemplified perfectly by our performance using the Sustainable Workplace Tool.

The Sustainable Workplace Tool (SWT) has been developed for use across all WSCC departments as a simple way of understanding and measuring our sustainability in the workplace. The tool focuses on 6 key areas – waste, energy, procurement, water, people and transport and works in a similar way as a carbon footprint calculator and has been designed so that each fire station, or department can measure their own progress on making their workplace more environmentally friendly and identify the areas where they can still make improvements.

Each station and department has their own designated person on the sustainability team who will measure their workplace using the tool so results can be collated centrally, but each individual department is

also encouraged to use the tool so they can see how their own actions can have an impact of the Service's overall ability to be sustainable.

SWT results

2010/11	2011/12
67%	74%

As a Service overall, this year we achieved an average score of 74%, which is rated as very good.

This represents a huge leap of from 42% to 74% in just 3 years.

Three of our stations improved their annual results by significant margins this year – Bognor Fire Station with a 21% improvement, Haywards Heath Fire Station improving by 30% and Worthing Fire Station improving by 37%.



Environmental performance highlights

This year we...

- Fitted window draught proofing in 21 fire stations for warmer more energy efficient workplaces
- Fitted loft area and cavity wall insulation in 8 of our wholetime and day crewed fire stations
- Installed solar energy panels at retained stations in Partridge Green, Steyning and Selsey
- Completed our energy saving lighting upgrade at all stations
- Installed smart gas meters at 9 stations and smart electricity meters at a 8 of our stations
- Insulated hot water pipes at 8 of our wholetime and day crewed fire stations



We would welcome any comments or feedback that you have about this report so that we can continue to improve the way that we report our annual progress and plans to you.

We would be very grateful if you could take a few moments to share your thoughts with us.

- Q. How useful did you find this report?**
- Q. How easy was it to follow?**
- Q. Was there any other information you would like to see included or excluded in the future?**

There is a number of ways you can get in touch, you can write to us at the address below, email us, send something via the 'contact us' section on our website or even post us a message on our Facebook page.

Contact details:

West Sussex Fire & Rescue Service HQ
 Northgate
 Chichester
 PO19 1BD
 Telephone: 01243 786211
 Email: wsfrs@westsussex.gov.uk
 Website: www.westsussex.gov.uk/fire

