

# Planning for a Safer Future

Integrated Risk Management  
Plan 2020-25

Consultation Draft



# Alternative formats and translation

<b>Albanian</b>	Me kërkesë, një përmbledhje e këtij dokumenti gjendet edhe në gjuhën shqipe.
<b>Arabic</b>	ملخص لهذه الوثيقة متاحاً أيضاً باللغة العربية عند الطلب.
<b>Bengali</b>	এই ডকুমেন্টের সারাংশও অনুরোধে বাংলায় পাওয়া যায়।
<b>Cantonese</b>	本文件的摘要也可應要求製作成中文(繁體字)版本。
<b>Farsi</b>	خلاصه شده این مدرک هم در صورت درخواست به فارسی موجود است.
<b>Russian</b>	Краткое содержание настоящего документа по отдельному запросу предоставляется также на русском языке.
<b>Gujarati</b>	આ દસ્તાવેજનો ટૂંકસાર વિનંતી કરવાથી ગુજરાતીમાં પણ મળી રહેશે.
<b>Kurdish</b>	کورتەیهکی ئەم بەلگەیه هەروەها بە پێی داواکاری بە زمانی کوردی دەس دەکەوێت.
<b>Portuguese</b>	Encontra-se também disponível um sumário deste documento em Português, a pedido.
<b>Polish</b>	Dokument ten jest na życzenie udostępniany w języku polskim.

## 0303 999 1000

The following formats are available on request:

### Large print

(reformatted and increased to 18 point sans serif font)

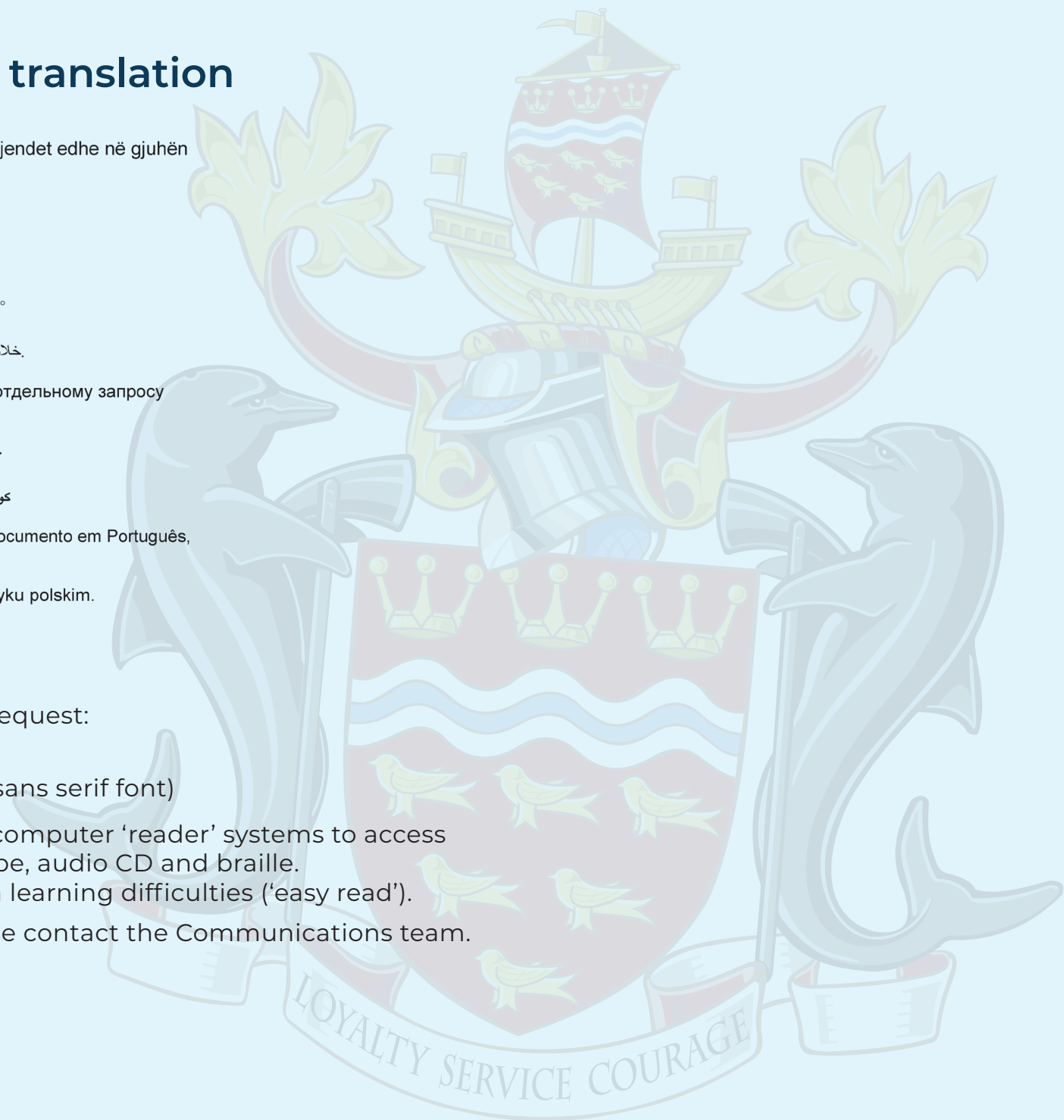
CD ROM in plain text format to enable computer 'reader' systems to access and translate the information. Audio tape, audio CD and braille.

Pictorial format suitable for people with learning difficulties ('easy read').

For translations of this document, please contact the Communications team.

**Tel:** 0303 999 1000

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# Purpose of this document

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Every fire and rescue service is required to produce an Integrated Risk Management Plan (IRMP). It outlines how we will meet the Government's expectations of Fire and Rescue Authorities as described in the Fire and Rescue National Framework 2018.

It is a key planning document and describes how we will keep our residents, and those that work or travel through our area, safe over the coming years. It describes the main risks to our communities and how we are proposing to use our available resources efficiently to reduce those risks.

This plan is our public consultation document which starts on 24 April 2020 until 19 June 2020.

To take part in the consultation, you can do the following things.

- You can respond at: [www.esfrs.org](http://www.esfrs.org)
- You can email us and we will respond accordingly [consult@esfrs.org](mailto:consult@esfrs.org)
- You can telephone and leave us a message on **0303 999 1000**
- You can write to us with a question at

**Planning for a Safer Future**  
**East Sussex Fire and Rescue Service**  
**Headquarters**  
**Church Lane**  
**Lewes**  
**East Sussex**  
**BN7 2DZ**

In line with Public Health England guidelines would encourage you to email rather than post letters and we will not be holding public events. Should you wish to partake in the consultation questionnaire please ring the number above, leaving your contact details and a member of the team will capture your responses.



# Our equality and inclusion commitment

We actively support equality and inclusion as everyone's responsibility and we do this not only in terms of thinking, language, behaviour and values but also through ensuring that our policies and processes are fair, impartial and compliant with legislation. The decisions we make about our Service must consider the needs of everyone. We strive to achieve equality of access, equality of impact and equality of outcome for the services we provide. Our staff use 'people impact assessments' to ensure that any decisions consider the needs of all the people we serve.



# Welcome

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We are very pleased to be introducing jointly Planning for a Safer Future 2020-2025, our Integrated Risk Management Plan.

We want to make sure we put our resources in the right place, at the right time to deal with emergencies and help prevent them in the first place through engagement and regulation.

This plan sets out how we will do this.

At the heart of these plans is a robust and detailed Operational Response Review.

Through this process, we have assessed our community risks, using a range of sophisticated analytical tools to identify where incidents such as fires or flooding might happen, when they might occur and how serious they could be.

This allows us to target our resources, including firefighters and fire engines, most effectively, bringing about a better balance of prevention, protection and response.

**Prevention** – This is about reducing the risk to our communities through education and engagement, the delivery of Home Safety Visits and through directing our resources to those identified at highest risk.

**Protection** – This is about reducing the risk to our communities by ensuring that premises covered under fire safety legislation, mainly businesses, are operating safely and within the law.

**Response** – This is about responding to fires, road traffic collisions, rescues, flooding and other emergencies efficiently and effectively.



Fire Authority Chairman  
Cllr Roy Galley



Chief Fire Officer  
Dawn Whittaker

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We have set out several proposals that will change the way in which we keep our communities in East Sussex and the City of Brighton and Hove safe. The proposals are centred on public and firefighter safety and look at delivering our service in a more flexible and efficient way.

To ensure our 2020-25 plan is relevant in our ever-changing world, we have refined our strategic commitments. Our commitments are the promises we make to our communities.

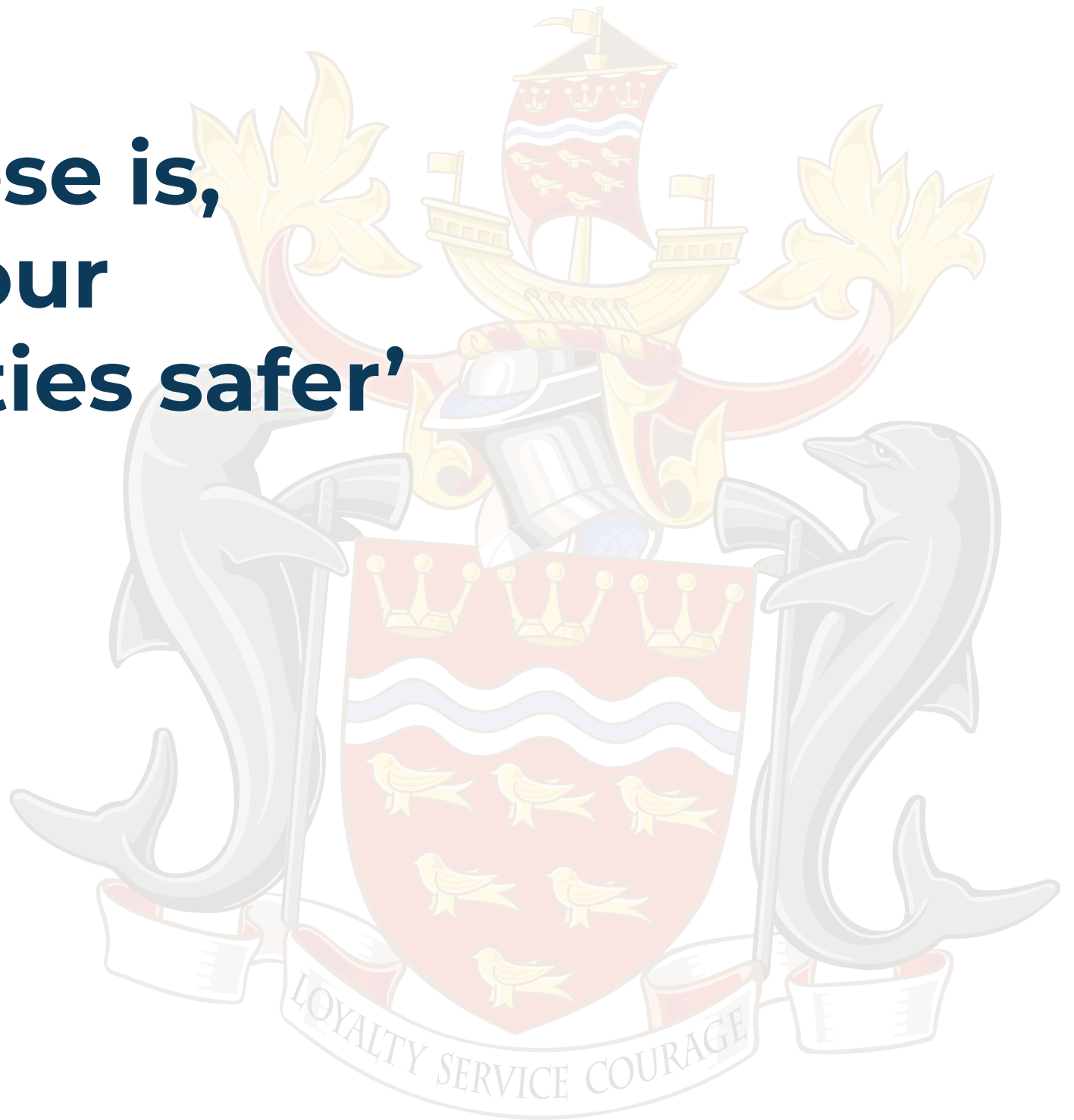
We are keen to hear your views on the proposals and are also consulting with our staff and other stakeholders.

We believe our proposals provide the best options for our communities with the funding that is likely to be available to us in the future.

We welcome your comments and questions and hope you will take part in our consultation.



**Our purpose is,  
'to make our  
communities safer'**



# OUR COMMITMENTS

## **Deliver high performing services**

We will use our resources to achieve the best level of safety for people and businesses, by:

- Responding quickly to emergencies
- Ensuring plans and resources are in place to provide a flexible, efficient and resilient response to emergency incidents
- Using intelligence and data to match resources to risk and demand.

## **Engage with our communities**

We will use our trusted reputation to deliver educational initiatives and campaigns, ensuring:

- We collaborate with partners to promote home and fire safety, business safety, road safety, water safety, and health and wellbeing initiatives linked to core functions
- More people and businesses will be better prepared in an emergency situation.

## **Have a safe and valued workforce**

We will ensure our people are safe and are provided with the right equipment, training and skills:

- Our workforce will be competent and able to deliver our purpose and commitments
- Our culture embraces change, reflects our values, promotes leadership and is inclusive.

## **Make effective use of our resources**

We will become a more efficient service by:

- Ensuring all our resources are managed effectively and focused on delivering our purpose and commitments
- Improving our productivity
- Seeking new sources of income and funding.

# OUR VALUES

We are **PROUD**  
of the service  
we provide

**Proud**

**Accountable**

We are  
**ACCOUNTABLE**  
for our actions

We show  
**INTEGRITY** in  
our work

**Integrity**

**Respect**

We **RESPECT**  
our colleagues  
and members  
of the  
community

## How we plan

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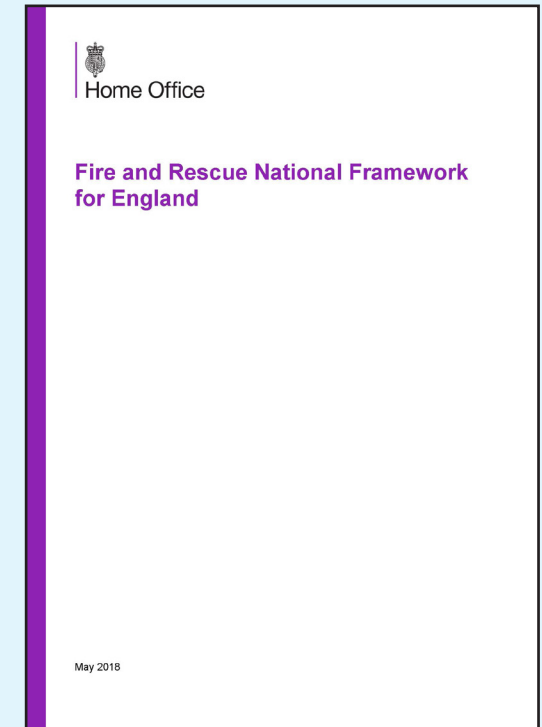
Integrated risk management planning is about improving public safety, reducing the number of incidents and saving lives.

### National Framework

The Fire and Rescue National Framework requires that we produce a plan which considers all the fire and rescue related risks that could affect communities. In doing this, we strive to make sure East Sussex and the City of Brighton and Hove are safer places for people to live, work and visit.

You can read the Framework here:

[www.gov.uk/government/collections/fire-and-rescue-national-framework-for-england](http://www.gov.uk/government/collections/fire-and-rescue-national-framework-for-england)



# What do we mean by risk?

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Risk is the assessment of the likelihood of an event occurring coupled with the potential severity if that event occurs. The impact of incidents is often wider than just those directly involved. For example, a fire in a business will have a knock-on effect to staff, customers, suppliers and the wider community.

We want to reduce the risk, the likelihood and the consequence, for all those who may be affected by an incident.

We have developed a methodology that considers a wide range of data to inform our risk analysis. Further information can be found on Page 9 of the Operational Response Review (ORR) mentioned below.

We bring together data and intelligence to look for patterns and trends. We also use our professional judgement and experience of the Service, of partners and Government, alongside both national and local risk registers.

Our Annual Strategic Assessment of Risk in 2019/20 became the foundation for an Operational Response Review (ORR) and the production of Risk Profiles for each of our fire station areas. It is the analysis within these documents which provide the evidence base upon which we have built our proposals for delivery across prevention, protection and response. We have summarised some of the information in this plan.

The individual Station Risk Profiles form part of this Integrated Risk Management Plan.

They are published at [www.esfrs.org/saferfuture](http://www.esfrs.org/saferfuture)

You can read more detail at  
[www.esfrs.org/saferfuture](http://www.esfrs.org/saferfuture)



## Our risks – past, present and future

One of the most important things this plan must do is to set out how we intend to reduce or mitigate the risks to our local communities and contribute to national, cross-border, and multi-agency incidents.

If a risk is identified, it doesn't mean it will definitely happen. Identifying emerging issues and changing risks helps highlight any actions we need to take.

The breadth and depth of risks which we have considered are fully detailed in the Annual Strategic Assessment of Risk and the ORR documents.

Figure 1 illustrates the types of risk we assess.



Figure 1

# Building a picture of the types of risk

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Our Operational Response Review, Annual Strategic Assessment of Risk and Station Profiles take risks into account to help us plan our prevention, protection and response activities.

The preservation of life is always the highest priority.

We are able to deal with the incidents that occur regularly with efficiency and effectiveness. We also prepare, by planning and exercising, for those incidents that do not occur regularly but that may have a significant impact when they do.

It is important to remember that no single piece of risk data is looked at in isolation. In order to build a comprehensive risk profile, we aggregate and overlay risk information from a variety of sources and this layered approach creates a rich picture of understanding risk. Our process is fully explained in the ORR Risk Assessment methodology document. We have given the following as examples to illustrate how these different sources of information help us build a picture of risk.

## Residential

We look at population and household demographics as well as projections for the future.

In order for us to identify a risk for a certain household, we look at a number of factors and use a number of tools to assist us.

Mosaic is a data source which segments the population into “lifestyles” using information collated from a number of government and commercial sources.

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Combining Mosaic with data about fires in homes and dwellings means we can identify:

- which types of people have had fires and what types of fires they have
- which types are more or less likely to have a fire in the home
- where these people live
- what sort of property they live in and whether they own or rent
- how we can communicate fire safety messages to them effectively.

Significantly, the Mosaic lifestyle group 'J – Rental Hubs' accounts for approximately 22% of all dwelling fires – 1 in 5 dwelling fires. These household types are predominantly located along the coastal conurbations, particularly within the City of Brighton and Hove.

We have developed a scoring mechanism for each Mosaic lifestyle type in order to create an 'initial fire risk rating' for each household across the service area.

Across our area, 18% of households are designated as very high risk, with a further 22% high risk households. Around 17% of households are low or very low. Naturally, these proportions change on a station-by-station basis, with some station areas having no very high-risk households, while other areas have almost 30%.

More detail about Mosaic can be found on Page 31 of the ORR.

We also use the Fire Service Emergency Cover Toolkit (FSEC) to assess the risk of death from house fires in each area, based on the socio-demographic profile of the population, historic incidents and our response times to these areas.

Page 66 of the ORR provides further detail. Of note around 3% of output areas have been designated as an above average or well above average risk compared with the national average, the majority of these being within our attendance standards boundaries, i.e. those areas we can reach within ten and fifteen minutes depending on the location of the incident. Knowing this helps deliver our equality and inclusion commitment.

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## Commercial

In a similar way, we look at a number of factors and use a number of tools to assist us in identifying our community risks relating to commercial activity.

Commercial risks can relate to hospitals, care homes, hotels and houses of multiple occupancy as well as licensed premises, shops and offices.

More information can be found from Page 82 of the ORR.

For any specific high risk premises, we hold Site Specific Risk Information which provides firefighters with information which can be used when they are called to an emergency.

Certain industrial activities involving dangerous substances have the potential to cause serious injuries to people, or far reaching damage to the environment. While these are not frequent, the impact is serious. For example, in March 2009 a large solvent tank collapsed at a site in Rye, causing hazardous materials to leak.

COMAH (Control of Major Accident Hazard Regulations 2015) applies mainly to the chemical industry but also to some storage activities, explosives and nuclear sites, and other industries where threshold quantities of dangerous substances identified in the regulations are kept or used. East Sussex County Council has plans which we assist in reviewing and then testing.



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## Road Risk

We only attend around 25% of all road traffic collisions on the roads in our area and they tend to be the more serious ones where we need to perform a rescue, make the scene safe or make the vehicle safe.

We have analysed all the incidents we have attended alongside data from partners including the Safer Sussex Road Partnership – specifically collisions resulting in injuries. Page 87 of the ORR refers to the analysis carried out to assess our road risk. For example, it shows that road risk is particularly high in Wealden, where 38% of the fatalities in our Service area occur.

The quality of road infrastructure can affect our attendance times and we have taken this into account in the ORR.

## Water Risk

We have historically had high accidental drowning figures. Prevention work over the last three years has contributed to significant reductions in fatalities from accidents. In the period of 2015-2018, there have been an average of 12 water related deaths which were not attributed to suspected, probable or confirmed suicide.

We have a 55 mile coastline which is very popular with tourists and locals. We have considered all inherent risk from our wide variety of water sources including beaches, ports, harbours and marinas, alongside rivers, reservoirs and marshes.

Page 92 of the ORR has further detail.



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## Environment

We need to consider the impact of storms, gales, low temperatures, heavy snow, heatwaves and drought.

Sea levels and temperatures are predicted to increase and extreme weather events are predicted to become more severe and frequent.

The risk of inland and coastal flooding are all linked to excess rainfall, high tides and high-water tables.

2018 was the hottest ever summer for England. Prolonged hot weather has the potential to increase the risk of wild fires occurring. Summer 2018 saw a record-breaking number of wildfires in the UK, such as those experienced in Ashdown Forest. These incidents demand significant resources from fire and rescue services.

Page 99 of the ORR onwards details some of the impacts from the environment.

## Over border risks

In addition to all the risks within our area, there are also risks that sit just outside in neighbouring counties, for example, Gatwick and Shoreham airports in West Sussex and a nuclear power station in Kent. Individual station profiles provide more detail on these when there is a shared boundary with a neighbouring Fire and Rescue Service.



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## National Risk

The Government monitors the most significant emergencies that the UK could face over the next five years through its National Security Risk Assessment. The National Risk Register (NRR) is the public version of this assessment. It provides advice on how people, businesses and the emergency services can better prepare for civil emergencies.

## Community Risk Register

The Sussex Resilience Forum (SRF) produces a Community Risk Register (CRR). This provides information on the most significant emergencies that could happen in Sussex, together with an assessment of how likely they are to happen, and the impacts if they do.

Flooding and terrorism are two examples of national risks which come from the NRR to the Sussex Resilience Forum and on to our own assessments of risk and resulting operational plans: <https://www.sussex.police.uk/SysSiteAssets/media/downloads/sussex/about-us/sussex-resilience-forum/srf-community-information-on-risks-in-sussex.pdf>

# Our communities

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It is vital that we understand how our communities may change in the future so we can plan ahead. This includes demographics and the built environment now and in the future. The following is a snapshot of some of the factors and data we have considered, full details can be found in the ORR and Station Risk Profiles.

Understanding our communities helps deliver our equality and inclusion commitment.

## Population

### East Sussex

- The population of East Sussex is projected to increase by more than 55,000 to 607,000 between 2017 and 2032
- A quarter (26%) is aged 65 or over (fifth highest of all counties and Unitary Authorities in the country), compared to 18% in England and 19% regionally
- All elderly age groups are expected to increase in size with the number of very elderly people aged 85 and over expected to increase by 73%, from around 21,800 in 2017 to 37,800 in 2032
- The number of households is expected to increase by 14.4%.

### Brighton and Hove

- 288,155 people live in Brighton and Hove, making it the largest district with 34% of the service area's population
- Between 2017 and 2030 the population is projected to increase by 8.1%, more than the South East (7.3%) and England (6.6%)
- By 2030 the 'baby boomers' will be in their eighties contributing to an increase in the population of those aged 75 or older of 29%
- The total number of residents aged 90 or older is projected to be 2,800, an increase of 15%.





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## **Exeter Data**

Each year, the NHS supplies address records of GP-registered 65+ year olds to all Fire and Rescue Services in England and is often referred to as the 'Exeter Data'. This helps us to identify households that are at higher risk because the likelihood of being fatally injured in a house fire increases with age.

## **Diversity**

Brighton and Hove is by far the area's most ethnically diverse with 11% of the population belonging to an ethnic minority, i.e. not 'White British'. This is twice as diverse as any of the areas within East Sussex. There is more diversity in the urban areas (Hastings 6.2% and Eastbourne 5.9%) than the rural areas (Rother 2.9% and Wealden 2.5%).

## **Mental Health**

The number of people living with mental health illness continues to increase within the UK. Poor mental health can be associated with poor physical health, high levels of smoking and obesity which can contribute to higher risk of having a fire.

## **Drug and Alcohol Abuse**

Those who live in homes where occupiers misuse drugs or alcohol are known to be at an increased risk from fire and domestic violence.

## **Bariatric or Plus Size Risk**

We have seen an increase in calls to assist people who are seriously overweight (known as bariatric or plus size) often in support of the ambulance service. This is likely to become a greater risk in future years.

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## Smoking

A third of fatal house fires in the UK are caused by cigarettes and e-cigarettes/vapes and have led to a number of electrical related fires where charging units have overheated. 18% of adults in Brighton and Hove are smokers together with 20% in East Sussex.

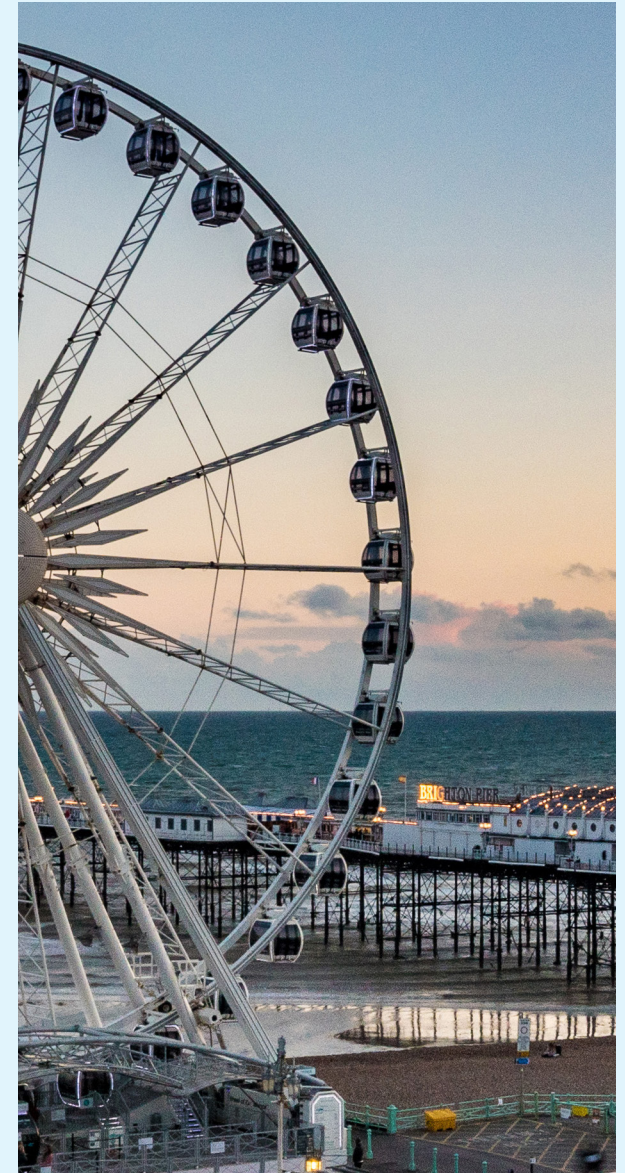
## Tourism

Each year, Brighton and Hove sees 11.45 million visits from tourists and East Sussex attracts 24 million visits. Visitors may not know the risk posed by the roads or by water and may not be told evacuation procedures when staying overnight in unfamiliar properties.

The rise in home owners renting out their properties for holiday lets is a significant emerging issue. These properties pose a potential fire risk, as they are not regulated in the same way as other traditional holiday accommodation and aren't subject to the same legislation.

## Dwellings

Brighton and Hove has one of the largest private rented sectors in the country with two in seven of the city's households now renting privately. However, high rental costs, poorer than average housing quality and pockets of overcrowding (the highest outside London) result in additional housing challenges. There are also high levels of rental households in Hastings with 43% renting, of which 13% rent from 'other social landlords' which is the highest in the county.



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## Residential Developments

Details of residential development sites have been considered through our analysis, as well as the number of households that are to be constructed on a given site. These are illustrated in the individual Station Risk Profiles, along with a description as to whether they are inside or outside of attendance standards. The total long-term proposed additional growth works out to a total growth of 2,729 additional dwellings per year. All of the currently proposed residential development sites sit within our attendance standards.

We have used our 'Housing Development Risk Assessment Toolkit' (HDRAT) to predict the increase in risk as a result of future housing and population growth and to assess whether we need to change how our resources are deployed in the future. The planned growth in the largest development areas are deemed to be well-below average dwelling fire risk.

## Homelessness and rough sleeping

We remain alert to the issue of homelessness and rough sleeping, and the risks faced by those who are affected. Shelter's 2019 "This is England" report highlights that Brighton and Hove has the highest estimated number of homeless people in the south east. [https://england.shelter.org.uk/professional\\_resources/policy\\_and\\_research/policy\\_library/policy\\_library\\_folder/this\\_is\\_england\\_a\\_picture\\_of\\_homelessness\\_in\\_2019](https://england.shelter.org.uk/professional_resources/policy_and_research/policy_library/policy_library_folder/this_is_england_a_picture_of_homelessness_in_2019)

The Government's 2018 Rough Sleeping rate figures show that Hastings in particular has a high rate (11.2 per 10,000 households) followed by Brighton and Hove (5 per 10,000 households).

# Management of risk – prevention, protection and response

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Our assessment of all foreseeable fire and rescue-related risks across our area allows us to plan how to reduce or mitigate these risks, respond to emergencies and deliver our prevention and protection activities in the most efficient and effective way. This means we can make sure we have the right people and resources in the right places at the right time to protect our communities, our buildings, our people and the environment.

Experience tells us that incidents such as house fires and road traffic collisions are more likely to occur than more significant major incidents such as train crashes or large industrial chemical releases; although the latter may have a more significant impact on the community, they are much less likely.

The Operational Response Review, Strategic Annual Assessment of Risk and Station Profiles are used as the evidence base to establish how we best manage risks through prevention, protection and response at every level.

This plan sets out the key areas of focus across prevention, protection and response.





# Prevention

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An important part of our job as a fire and rescue service is to prevent incidents before they happen. We know that responding to emergencies is vital but we would much rather help prevent fires and other emergencies from happening in the first place.

To this end, we carry out a number of activities and provide a number of services all aimed at making our communities safer. Whether it is educating children on the dangers of fire or raising awareness of road safety, we know that what we do can have a significant impact on reducing risk and saving lives.

## Targeting risk

We have already set out how we identify those most at risk using, for example, national Exeter data alongside Mosaic information. This data has contributed to our ORR.

This allows us not only to identify who would benefit from a home safety visit because of their lifestyle but to identify those who may live outside our attendance standards and who therefore should be prioritised.

We apply a risk rating to our communities and our high-risk client category has expanded due to our collaborative approach with partners who refer complex clients from a wider number of organisations. For example, we act on data from GPs, direct referrals from the public and the social care sector along with other sources of information.

In line with the National Fire Chiefs Council, we recognise that individuals may have varying and increasing fire and safety risks based upon numerous and changing elements which can be categorised under personal, home and behaviour factors.

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We have one of the highest percentages of over 85's nationally. As a result of our ORR, we will be better able to target this group through intelligence and fire risk awareness training to partners which will have a positive impact on making our communities safer.

By targeting in this manner, we make our risk assessment person specific. This helps the Service deliver our equality and inclusion commitment.

## Local initiatives

The evidence from the Strategic Annual Assessment of Risk, supported by the ORR and Station Profiles, inform the full range of activities we deliver including home safety and safe and well checks, youth engagement programmes, arson reduction and road and water safety initiatives.

Activities are developed at station level via our partnership work and engagement with public, private and voluntary sector organisations. Station Profiles are used by local teams to decide which initiatives to carry out, using a risk-based weighting as a guide to determine allocation of resource.

Where Community Risk is high or our response time is slower, we are more proactive in our community safety. This approach is set out in more detail within our Safer Communities Strategy.

<https://esfrs.moderngov.co.uk/documents/s800/Safer%20Communities%20Strategy%202018-2021.pdf>



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The following are examples of some of our initiatives:

### **Home Fire Safety**

Our Accidental Dwelling Fire Group was established to ensure that we brought together key members of staff across the Service to improve home fire safety. In the light of the ORR, it has reviewed and confirmed its objectives for campaigns to help reduce the number of incidents.

### **Road Safety – Wealden**

The Annual Strategic Assessment of Risk identified road risk as a high priority in Wealden. We work with partners to target this through public engagement and campaigns.

### **Drowning prevention – Brighton**

The Station risk profile for Brighton reveals that drinking and drowning is a real problem.

We ran a campaign to raise awareness about the dangers. This was supported by a large number of local business/night time economy, Universities, Sussex Police, Brighton and Hove City Council, Pride, Royal Life Saving Society and Brighton Beach Patrol.

Brighton Beach Patrol stopped 535 intoxicated people from entering the water and a further 188 people were encouraged to leave the water.

# Operational Response Review outcomes

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The ORR process has allowed us to validate the data and evidence, our prioritisation and approach and our resource allocation is already underway, laid out within the Community Safety Strategy and associated plans.

For example, the evidence in the ORR has been the foundation of a revised definition of vulnerability.

Vulnerability in this context refers specifically to those most likely to be killed or injured if a fire occurs and those most at risk of having a fire. It is fully acknowledged that very often the characteristics, circumstances or social factors that lead to an individual being more at risk than others are interrelated, which places a wider role on public services as a collective. To tackle and address the source issues around vulnerability the Service will be engaging and supporting partners in other areas of prevention such as public health and community support activities.

The evidence in the ORR shows that the highest density of high-risk homes and businesses are along the coast. The proposals to continue to invest in Eastbourne, Hastings and Brighton help provide us with the resources we need to carry out Home Safety Visits and business safety checks now and in the future.

The ORR has also identified homes and properties outside our response time targets and we will carry out a programme of Home Safety Visits and safety campaigns in these areas, targeting those at highest risk.

The evidence in the ORR has also provided us with key information about other risks such as road safety and water risks and during the next five years, we will work to ensure all community risks are better targeted and more effective through a process of continuous improvement.







## Prevention - Our main areas of work for the next five years are.....

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We know the importance of prevention and recognise we have further work to do to develop our targeting and evaluation to be more effective. Based on the outcome of our data analysis from the ORR and Station Risk Profiles, we will:

### **1) Refine how we allocate our resources to prevention activity**

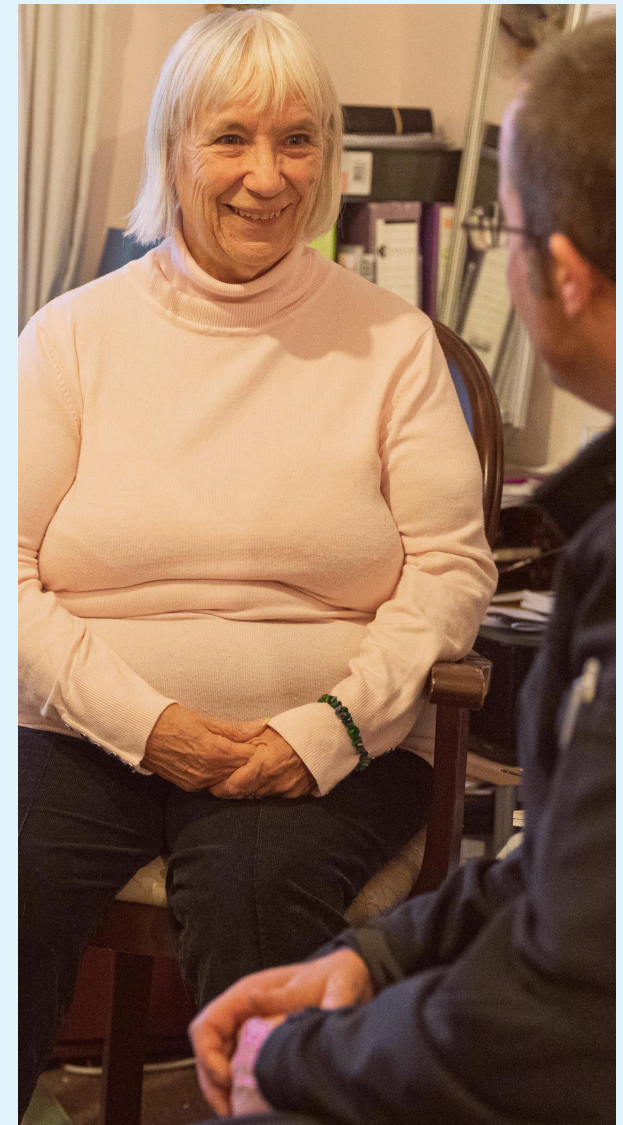
Our review of the station-based capacity and capability will identify the level of resource and specialist prevention skills the Service requires. Assessing the level of high-risk individuals and premises within our communities on an annual basis, we will be able to further refine the best level of resources.

A resourcing calculator will be developed to support this enhanced risk-based approach to delivering key activities such as Home Safety Visits. In this way, we seek to further reduce fire, road and water risk in our communities and provide community reassurance.

### **2) Improve our targeting**

The evidence in the Annual Strategic Assessment of Risk and ORR will help us better target Home Safety Visits. These will be prioritised using the following criteria:

- Post fire incidents and community reassurance following an event
- Public concern and local intelligence through public and partner relationships/networks
- Vulnerability criteria (person centred approach in collaboration with partners and use of our own community profiling tool)
- Households outside the Service attendance standards.



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In the future, this will also include new community profiling information, which has been highlighted in the ORR. It will also allow us to better target emerging risks and trends. For example, we have identified that we have a high percentage of young children with Special Educational Needs and home education. We are planning to be involved in a project looking at how autism impacts on childhood accidents.

### **3) We will look at different ways to secure a sustainable Prevention function**

We will explore alternative funding models, social enterprises and partnership arrangements. Our aim is to ensure a sustainable and effectively resourced Prevention function that is able to respond to changing community risk in keeping with the agreed partnership strategic principle of 'every contact counts'.

### **4) We will develop a new quality framework**

We will undertake meaningful evaluation of our prevention work, including our Home Safety Visits, to ensure value for money and impact.

### **5) Meaningful evaluation that unlocks opportunity for further development**

We will enhance our existing evaluation techniques, with support from partners and by considering techniques being advanced inside and outside the sector, to secure continual improvement and an enhanced impact on risk.

All these actions reflect our commitment to equality and inclusion.

# Protection

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Protection focuses on working with businesses and other non-domestic premises so they comply with the requirements of the Regulatory Reform (Fire Safety Order) 2005. Through delivering advice and support for fire safety standards in these premises and taking regulatory action when needed, we support our Prevention and Response arrangements.

We use intelligence and data to form a risk profile of premises within our area. Our inspection programme and business engagement activities are planned around those premises that are at most risk of having a fire and where a fire is likely to create a risk to life.

We use the National Fire Chief Council's inspection programme to identify higher risk business premises to prioritise audits. We also carry out inspections after fires and where we receive fire safety concerns/complaints or sound intelligence from our partners.

We use live data and therefore all premises risk ratings are continually updated. This allows us to be agile and makes sure we target the highest risk premises.

Premises considered to be lower risk will be audited primarily in response to complaints, following fire incidents, information from our operational crews and safe and well advisors or sound intelligence from our partners. These are carried out to confirm the responsible persons are meeting their legal requirements.

Our operational crews support our specialist Business Safety team and undertake operational business safety visits. These target premises looking at local risks and types of premises e.g. shops or takeaways. They deliver added value through increased firefighter knowledge of the built environment and enhanced firefighter safety during incidents.

We delivered a 100% increase in the number of audits in 2019/20 compared to two years ago.



## Business engagement and Primary Authority Scheme

In order to support our protection approach, we deliver business fire safety training free of charge to the local business community and, in addition, have successfully introduced our Primary Authority scheme. This has proved popular with organisations including the Eastbourne Hospitality Association and Veolia signing up for partnerships.

You can read more about this scheme on our website:

[www.esfrs.org/business-safety/primary-authority-scheme/](http://www.esfrs.org/business-safety/primary-authority-scheme/)



# Protection - Our main areas of work for the next five years are.....

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Based on the ORR, Station Risk Profiles and new information we receive, we will:

## **1) Enhance our risk-based Inspection programme**

We will critically evaluate the risk weighting of the different property types, reflecting evolving national standards, securing additional data sets and learning from incidents. This will help us allocate the right level of resource to risk based inspections and business safety engagement.

## **2) Respond to the learnings from incidents of significance including the Grenfell public inquiry**

We are committed to taking on board national and local findings to ensure improvements can be made and risks further reduced.

The public inquiry into the fire at Grenfell Tower chaired by Sir Martin Moore-Bick listed a number of issues that continue to be investigated. The inquiry has identified steps which need to be taken to improve fire safety. This includes the response of fire and rescue services to major disasters, such as fires in high-rise residential buildings. As a result, a number of actions and improvements have been set out in a dedicated plan that is overseen by the Assistant Chief Fire Officer and the Fire Authority.

Phase Two of the inquiry is now underway and our local plan will be reviewed and updated to capture any further actions that will need to be undertaken.

## **3) Develop a new framework to check businesses receive the best service**

We will enhance our Business Safety audit assurance frameworks to ensure the public receives the very best service we are able to offer, helping reduce risk.

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#### **4) Refining how we allocate our resources to protection activity**

Our review of the station-based capacity and capability will identify the level of resource and specialist protection skills the Service requires. The resourcing calculator will also be used within Protection to support this enhanced risk-based approach to delivering key activities.

#### **5) Improve our targeting**

Business Safety inspections will be prioritised using the criteria below:

- Review the risk-based inspection programme toolkit with the evolving national standard
- Complaints and local intelligence through public and partner relationships/networks
- Businesses outside the Service attendance standards
- Post Fire Inspections and community reassurance following an event.

Through the use of this criteria and the annual assessment of risk we will seek to ultimately deliver the optimum amount of activity to address public and firefighter safety using our available resources.

#### **6) Improve our evaluation**

We will enhance our existing evaluation techniques, with support from partners and considering techniques being advanced inside and outside the sector. This will help secure continual improvement and an enhanced impact on risk.

## Response

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We provide an emergency response to save lives, protect property and also to prevent or mitigate harm to the environment.

We have 24 fire stations, covering the risk of the local area and providing resilience across the County and City.

The stations are staffed in three main ways:

- Wholetime shift: these are crewed 24 hours a day, 365 days per year by full-time firefighters
- Day-crewed (DC): operational firefighters are on the fire station during the daytime only. For our Service, this is typically between 08:30 and 18:30. Outside of these times, firefighters are still available to attend incidents through responding to an alert
- On-call (OC) operational firefighters respond to an alert when an emergency call is received and they are contracted to provide a certain amount of availability per week and must live or work within five minutes of the fire station.

Our control centre is based in Haywards Heath, with plans to move to a shared control centre with Surrey and West Sussex Fire and Rescue Services in 2021. The control centre team has a number of duties including answering 999 calls, sending engines to incidents and moving fire engines to provide cover at strategically important locations.

## Our attendance standards

Our attendance standards are measured from when a call is received to the first fire engine arriving at the incident:

- an 'on-station' response should be within 10 minutes 70% of the time
- an 'on-call' response should be within 15 minutes 70% of the time







# Planning for a Safer Future – our proposals

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Our Operational Response Review (ORR) is the most significant piece of operational risk analysis work we have undertaken in recent years. It has built on the work carried out in our Annual Strategic Assessment of Risk.

Using multiple data sets and information, we identified the many and varied risks across our service area - past, present and future.

This has been fundamental to creating this plan and understanding how best to use our resources in terms of firefighters, fire engines and equipment to provide the most effective response to emergencies. It has allowed us to look at where we can realign our resources to deliver improvements to prevention, protection and response.

The following sections explain the proposals that have come from the ORR. These proposals mean we will have a more balanced approach and ensure we are able to do more to prevent incidents from occurring in the first place.

Aimed at enhancing our Service, they will be delivered over a five-year programme to get the right resources in the right place at the right time based on risk and evidence.

## **Key outcomes**

- We want to maintain 24 fire stations
- We want to improve our risk cover and resilience by resourcing, as far as practicable, 24/7 availability of some fire engines that have historically had limited availability
- We will balance our resources across the Service to reinvest in more:
  - ✓ prevention work (e.g. home safety)
  - ✓ protection work (e.g. business safety)
  - ✓ training (e.g. firefighter safety)

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- We want to have the right specialist engines and equipment so we are ready to respond to all types of incidents
  - We want to introduce a second fire engine into Hastings Bohemia Road to improve our risk cover and make residents even safer
  - We want to introduce another dedicated fire engine into Eastbourne and swap the existing aerial rescue vehicle for a dedicated aerial ladder platform

In order to make these improvements, we need to make some changes to the way we run our fire and rescue service, re-allocating our resources more effectively against the risk profile and response standards.

### **Key areas of proposed change**

There are seven key areas of proposed change which are being put before the Fire Authority:

- 1. Operational Resilience Plan (ORP)**
- 2. Changes to day-crewed duty stations**
- 3. Removal of second fire engines at day-crewed and on-call stations and reclassification of three “maxi-cab” stations**
- 4. Changes to the resources in Hastings**
- 5. Special vehicles – including aerials (high-reach vehicles)**
- 6. Review of previous IRMP proposals**
- 7. Changes to full-time staff duty systems.**

We will explain what each of these mean in the following sections

# Proposal 1 - Operational Resilience Plan

We plan to enhance our operational resilience by increasing our core number of fire engines available at the start of the day to 18. Our current approach, arranged between the Services Crewing Policy and Core Stations Policy, plans to provide 15 fire engines before demand. We want to improve this.

Based on the evidence in the ORR, our new Operational Resilience Plan (ORP) will plan for:

**18 immediate-response fire engines** - Our data proves that these have the biggest impact when looking at community risk, population and density index, overall activity, critical incidents etc.

**A further six fire engines for resilience purposes** - These provide added resilience. They are not as busy and they do not cover such high-risk areas, however, they are still required to be available. They will respond to incidents as per our current arrangements with the added expectation that we will be allowed a longer amount of time to respond if needed. This would give the Service a greater opportunity to draw in additional crew members to crew engines, as well as allowing greater flexibility for on-call staff.

## Benefits to the community

The operational resilience plan improves our risk profile in the following ways:

- 99% of high-risk dwellings are covered - improved from the current 93%
- 93% of all incidents are within our attendance standards - improved from the current 81%
- 92% of all households are covered - improved from the current 80%
- 92% of our population is covered - improved from the current 75%
- 92% of our over 80s population are covered - improved from the current 75%.



# Supporting changes

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In order to support the delivery of these new arrangements, we are proposing a number of new approaches.

## **Proposal 1a – We are proposing to enhance flexibility of our workforce availability through the introduction of a flexible crewing pool.**

We will introduce a new “flexible crewing pool” made up of firefighters who will be posted to group 1, 2 or 3 stations as necessary to cover for staff absences due to sickness, training or other matters affecting availability.

This concept is widely used across other UK Fire Services.

## **Proposal 1b – We are proposing to introduce new contractual arrangements for our on-call firefighters in order to enhance their availability**

Our on-call firefighters are currently paid a small retaining fee but the majority of their pay comes from attending emergency calls. There has been a significant reduction in the volume of calls they are asked to attend so on-call firefighters are asked to provide cover for long periods of time but with a much-reduced financial reward for doing so.

Despite efforts to recruit and retain staff, this has led to problems finding enough on-call staff to keep fire engines available to respond.

We will therefore look to introduce:

- new contracts where required which are aligned to periods where cover is needed to maintain fire engine availability
- a phased implementation of on-call “combined payment contracts” at group 1 and 2 stations.



## Proposal 2 – Changes to day crewed duty stations

**We are proposing to change staff contracts at our current Day-Crewed fire stations: Battle, Bexhill, Crowborough, Lewes, Newhaven, and Uckfield.**

On these stations, firefighters work a combination of “positive” and “standby” hours over a 24-hour period. Positive hours are worked on the fire station and standby hours are worked on-call from a location within a five minute ‘turn in’ time of the station (in the same way our on-call firefighters do).

Day-crewing duty systems are traditionally used by fire and rescue services where risk levels are lower e.g. less urban. Two workgroups or “watches” of six staff cover an average of 42 daytime hours per week and remain on-call during evening periods helping to guarantee fire engine availability.

We propose to introduce a ‘Day Only’ crewing model, maintaining a 24/7 response from these stations through a different crewing pattern. In this arrangement, full time firefighters would be on-station during the daytime Monday to Friday, with on-call firefighters providing cover in the evening and at weekends. The differences between the existing system and day-only is that day-only does not require the fulltime staff to provide additional on-call cover during the evening and weekends. This cover is provided by existing and newly recruited on-call staff (see Proposal 1).

The evidence in our ORR demonstrates that this is an effective way to provide emergency cover on these stations based on community risk. The community would still have a 24/7 response from these stations but it would mean we may take slightly longer to attend during the daytime at the weekend in these station areas. However, our analysis shows this represents a very small number of incidents and that this proposal will therefore have a negligible impact on:

- community risk
- attendance standards
- incident demand



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A number of our day-crewed stations have a very low level of activity when compared nationally with other fire and rescue services stations covering similar sized population areas. Looking more locally, some of our current day-crewed stations have less demand than some of our “On-Call” stations, demonstrating that resources could be used more effectively. Two alternative options to resource this duty system have been identified.

### **Option 2A**

This option involves one team of six staff guaranteeing the immediate availability of the fire engine Monday to Friday, with each individual firefighter on the station working five days per week.

This option results in a net reduction of 33 posts providing the opportunity to reinvest highly trained and skilled staff into the service-wide flexible crewing pool (see Proposal 1), training, prevention and protection teams (subject to being able to meet future financial challenges).

### **Option 2B**

This option involves one team of seven staff, guaranteeing the immediate availability of the fire engine for 10.5 hours every weekday on a self-rostering shift pattern. This means that the staff have the flexibility to agree their workdays a minimum of six weeks in advance to guarantee the fire engine is available.

This alternative option would mean that staff on these stations would work four longer days (4 X 10.5 hours days rather 5 x 8.5 days under option A) and the proposed station establishment would need to increase by one on each station (from six to seven) to ensure that all five days of the week would be covered.

The impact of this option would reduce the overall number of staff posts released from 33 to 27. The Fire Authority will need to consider whether such a change would still allow the Service the flexibility to reinvest into the flexible crewing pool prevention, protection and / or to take sufficient savings should the need arise.

## Proposal 3 - We are proposing to change the number of fire stations that have two fire engines based on them

This proposal will move our resources to where they are most needed.

Every one of our 24 stations has at least one fire engine and nine have second fire engines. A further three stations have a hybrid system where a “maxi-cab” fire engine is provided; this has a larger cab to carry more firefighters and is currently considered a two-fire engine station.

We have reviewed the usage and availability of these fire engines against the risk profile and concluded that the second fire engines at day-crewed and on-call stations are under-utilised. We also want to reclassify our “maxi-cab” stations as single fire engine stations.

This affects: **Battle, Bexhill, Crowborough, Lewes, Newhaven, Rye and Uckfield; along with the three “maxi-cab” stations of Seaford, Heathfield and Wadhurst.**

### Benefits to the community

The public would still have a 24/7 response from these stations but it would mean that, if a second fire engine was required at an incident, it would come from a different fire station. However, this is often what happens already, particularly during the daytime when low on-call firefighter availability means that these fire engines are only available between 10-50% of the time.

The Operational Response Review data suggests the risk impact from these changes is low.

We have analysed historical data including demand, levels of activity, on-call availability and what each incident was and what we did there. 74% of all calls in these fire station areas are dealt with by one fire engine. The following chart shows the average number and type of incidents attended by the second engines in 2017/18. This includes calls into other fire station areas which can be as high as 50% of their total calls.



This proposal will therefore ensure a more efficient use of our resources and will also lessen the demand on our future capital programme, reducing the need to take loans in the future.

There are also considerable Service-wide benefits, across areas such as recruitment and training, by lowering the staffing requirements at these stations to a level that can be maintained efficiently and that is sustainable.

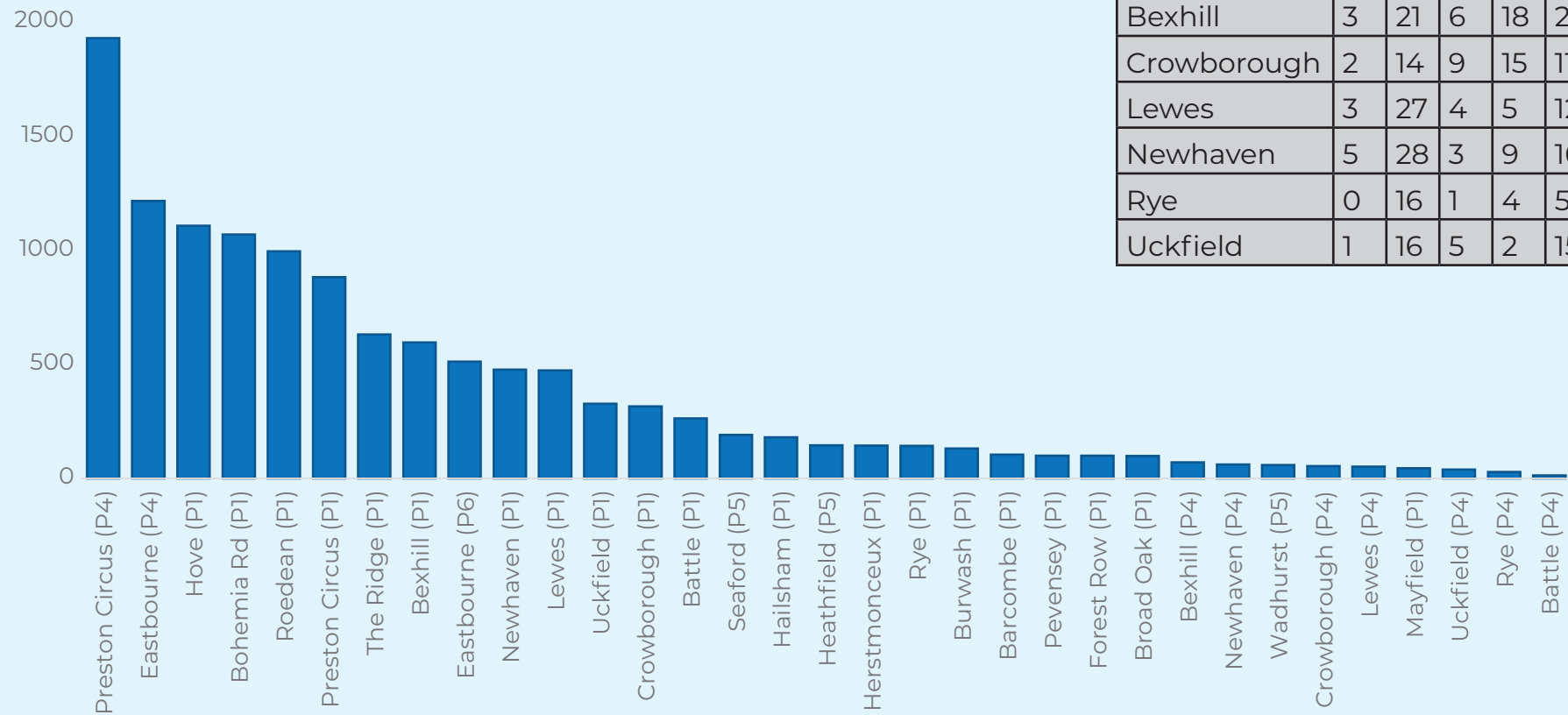


Figure 2

2nd fire engine location	Fire		Special Service		False Alarm	Other	Total
	Critical	Non-critical	Critical	Non-critical			
Battle	0	9	1	1	2	0	13
Bexhill	3	21	6	18	22	0	70
Crowborough	2	14	9	15	11	3	54
Lewes	3	27	4	5	12	0	51
Newhaven	5	28	3	9	16	0	61
Rye	0	16	1	4	5	2	28
Uckfield	1	16	5	2	15	0	39

## Proposal 4 - We are proposing to change the way we crew stations in Hastings and introduce an additional fire engine

Both Bohemia Road and The Ridge Community Fire Stations currently each have one fire engine on an immediate 24-hour response.

Based on the ORR risk information we have analysed, we want to:

- Introduce a day-crewed system at The Ridge in Hastings, which would maintain a 24/7 response through a different crewing arrangement
- Introduce a second (additional) fire engine at Bohemia Road which will also provide an immediate 24/7 response
- Change the crewing of the “aerial ladder platform” (high-reach vehicle) at Bohemia Road to a shared crewing model.

### **Benefits to the community**

The ORR and Station Profiles identified that Bohemia Road has a significantly higher risk profile than The Ridge and we need to realign our resources accordingly.

Bohemia Road responds to some of our most deprived areas and our analysis shows there is a strong correlation with deprivation and the number of fires that occur.

For example, Bohemia Road station area ranks second across our area for the highest number of critical incidents and has had the most life-risk fire incidents over the last nine years, surpassing Preston Circus in Brighton.

By introducing a second fire engine (crewed by 24-hour wholetime firefighters) at Bohemia Road, we are improving the risk cover for both Hastings station grounds and building more resilience in Hastings. It will also improve firefighter safety.





Currently, The Ridge fire engine attends more incidents in Bohemia Road than it does on its own ground (Figure 3)

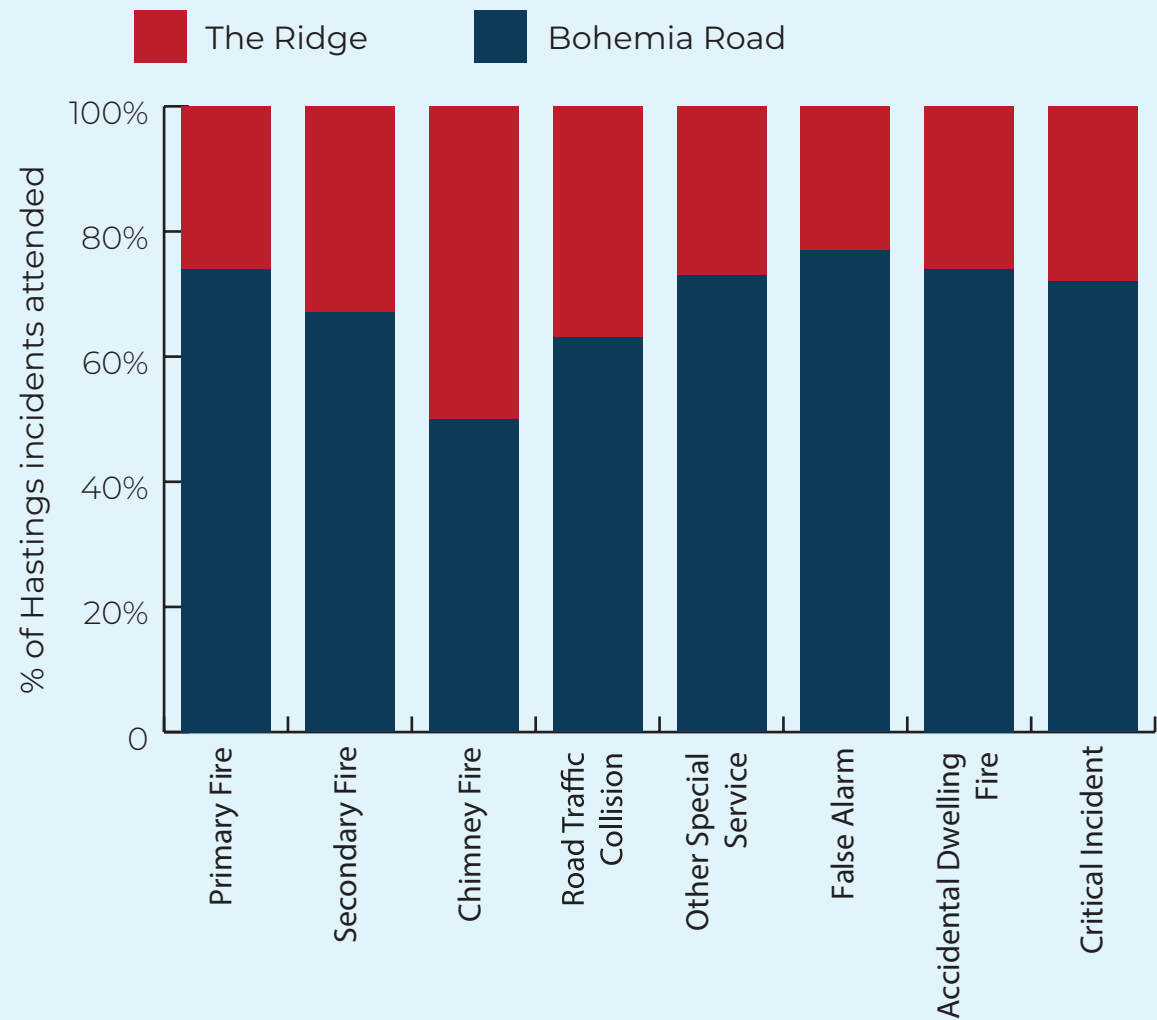


Figure 3

	Bohemia Rd	The Ridge	All Hastings
Primary Fire	129	46	175
Secondary Fire	89	45	133
Chimney Fire	7	7	14
Road Traffic Collision	33	20	53
Other Special Service	234	85	319
False Alarm	482	146	627
Accidental Dwelling Fire	65	23	88
Critical Incident	46	18	65
All Incidents	974	347	1321

## Proposal 5 – We want to make changes to how we provide and crew specialist vehicles including aerial appliances

### Aerials

An Aerial Ladder Platform (ALP) differs from a conventional fire engine and is designed for operations where working from height is advantageous or a necessity. They typically reach up to 32 metres in height (9-10 storeys) and are able to supply water or foam jets as well as a stable rescue platform.

We propose to keep three aerial appliances; Brighton, Eastbourne and Hastings to ensure response is matched to risk, considering the different local risk profiles in the ORR.

We do however propose to change how these are crewed:

- ✓ The City of Brighton and Hove will have a dedicated crew
- ✓ Hastings will have a shared crewing model
- ✓ Eastbourne will have a shared crewing model.

### Benefit to the community

The ORR reviewed the use of these vehicles, how many we need and where they should be stationed, all based upon the analysis of risk.

We used incident information from the past, the present and what we could reasonably anticipate for the future using local planning information and knowledge of the current built environment.

Although located at particular fire stations, these vehicles provide a county-wide resource i.e. they can be expected to be called anywhere in the County or City.



## Specialist capabilities

We currently have a range of different vehicles, equipment and capability and we will look to continually review our options available to us so that we can tailor our approach to best suit each emergency. Specifically, there is further work being carried out in relation to our technical rescue capability. We will use our risk profile within this five-year period to identify the most appropriate equipment and vehicle(s) we need to address the risk.



Figure 4

<b>Battle</b>	Rapid Response Vehicle
<b>Bexhill</b>	Incident Command Unit Rope Rescue Unit
<b>Bohemia Road Hastings</b>	Aerial Ladder Platform
<b>Crowborough</b>	Sprinter 4x4 Animal Rescue Unit
<b>Eastbourne</b>	Aerial Ladder Platform Mass Decontamination Unit
<b>Heathfield</b>	Sprinter 4x4
<b>Lewes</b>	Technical Rescue Unit Rapid Response Vehicle
<b>Newhaven</b>	Incident Command Unit Operational Support Unit
<b>Preston Circus</b>	Aerial Ladder Platform
<b>Seaford</b>	High Volume Pump Sprinter 4x4
<b>The Ridge Hastings</b>	Sprinter 4x4
<b>Uckfield</b>	GP Truck Water Bowser

## Proposal 6 - Previous IRMP Decisions

Our previous Integrated Risk Management Plans committed us to a number of proposals and programmes of work. Most have been completed however, there are some which were “on hold” until we completed the ORR.

### **Smaller fire engines**

A previous plan suggested that a smaller type of fire engine could be provided to Preston Circus and The Ridge fire stations. Our ORR evidence now shows that we do not need to progress with this proposal.

We checked this against nine years worth of incident data and found no evidence that we were unable to access any premises, address or location with the standard sized fire engine, particularly around the Hastings Old Town area. This included our largest vehicles, the Aerial Ladder Platforms. Notably, we had an average attendance time in the Hastings Old Town area of 7.01 minutes (the average across the County and City was 8.12 minutes).

As a further consideration, we have found that having fire engines of differing size will affect the quantity and type of equipment we currently carry. Our new Operational Resilience Plan relies on the availability of a consistently-sized fleet of 18 fire engines.

The ORR outcomes and the Service wide changes now proposed mean that the Service will also not be progressing with the previously recommended introduction of a three tier (small, medium and large) approach to fire engines.



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## **Demand Management**

We are aiming to manage demand for our services in three operational areas to reduce the number of unnecessary mobilisations which impact on our other work, businesses and commerce.

These changes will release capacity into prevention, protection and training.

### **Automatic Fire Alarms (AFAs)**

We average around 9,200 operational responses to incidents each year. Automatic Fire Alarm systems account for 34% of all these calls. 96% of the calls initially categorised as AFAs turn out to be false alarms – these are often described as “unwanted fire signals”.

We are proposing that the Service no longer automatically attend calls to fire alarms operating in low risk commercial premises.

We are also considering whether, at some point in the future, we should charge a fee for attending unwanted fire signals in some premises types in some circumstances. This would be subject to a separate public consultation in due course.

### **Lift releases**

We are regularly called to release people from lifts that have malfunctioned.

We want to engage and communicate with building owners to ensure that they are improving maintenance of their lifts and have in place other arrangements for release.

We will consider a delay in responding to some incidents where people are not vulnerable or in distress to give the building owners time to resolve the issue themselves.

We are also considering whether, at some point in the future, we should charge a fee for attending such calls. This would bring us in line with a



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significant number of other fire and rescue services. This would be subject to further public consultation.

We will continue to attend calls to release members of the public from lifts when appropriate and necessary.

### **Trapped birds**

We already work alongside animal charities to reduce the number of calls we receive about birds trapped in netting.

However, we continue to attend a small number. These calls tie-up our resources for a period of time and restrict our ability to attend incidents involving risk to human lives. It is often necessary to use aerial ladder platforms and other specialist equipment, making this service disproportionately expensive. Therefore, we are proposing that we should no longer attend calls to birds trapped in netting in the future.

## Proposal 7 – We are proposing to make changes to the duty system that is operated at our six fire stations that are crewed 24/7 on the traditional 4 watch system

This proposal is about the contractual arrangements of the firefighters who work on our six wholetime fire stations at Bohemia Road Hastings, Eastbourne, Hove, Preston Circus, Roedean and The Ridge Hastings; and the resulting and crewing arrangements.

The current duty system requires a firefighter to work two day shifts followed by two night shifts, then with four days off duty. Although it has stood the test of time, there are now alternatives which present the opportunity to improve how we deliver our services in a far more efficient manner without detriment to the speed or weight of our response.

With the exception of The Ridge (which we propose will become a day crewed station- see Proposal 4), we have identified two options for change. One option (option A) would impact on the remaining five wholetime stations; the second option (option B) would only impact on the three stations in the City. The Service recognises that this proposal is a significant change for our staff so we are keen to work with them and their representative bodies to discuss options in more detail.

### Option 7A

Option A would be to implement a “Flexible Rostering Duty System” at five wholetime fire stations. In this arrangement, one team of firefighters plan an average of 11 to 12 shifts per month split between day and night shifts, a minimum of six weeks in advance, to ensure the fire engines at that Station are always available.

The alternative Flexible Rostering Duty System will:

- improve the release of firefighters for training without affecting fire engine availability
- reduce overtime and staff employed on fixed-term contracts



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- enable the firefighters to have more flexibility in which shifts they work each month
  - introduce a more family-friendly work pattern

This option (if agreed) would result in a net release of five posts; which could then be used to support enhancement in prevention, protection, training, resourcing of the flexible crewing pool or, subject to future financial modelling, taken as savings.

### **Option 7B**

Option B would be to implement a “group crewing” system at Preston Circus, Hove and Roedean. This system enables the Service to provide the same level of response with fewer posts. The term “group crewing” indicates that resources are reduced in one station and enhanced in another, in order to allow the group of stations to operate on a self-sufficient basis for managing cover.

In this option, crews working on the current four watches continue to use the existing shift pattern (two days shifts, followed by two night shifts, followed by four days off) with an average of 16 shifts per month. Depending on sickness or other absence levels, one station supports the others in the “group”.

This option (if agreed) would only apply to the three City stations and would result in a net release of four posts; which could then be used to support enhancement in prevention, protection, training, resourcing of the crewing pool or, subject to future financial modelling, taken as savings.

Both options outlined above allow the Service to maintain our 24/7 immediate response and attendance standards from Bohemia Road Hastings, Eastbourne, Hove, Preston Circus and Roedean. In addition, both options will release a number of posts which we can reinvest into other vital areas of service delivery such as prevention and protection work as well as into the training department without adversely affecting the service to our communities.

# Our people

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Our staff are our most important assets.

We have a wide range of professionals working in the Service, not just our firefighters but technical specialists, qualified inspectors, community safety practitioners, control room operators, analysts, IT experts, health and safety and HR advisers, communication specialists, accountants and more.

The ORR presents us with an opportunity to reshape the way we deliver services to best meet the risks in the community, as a number of our proposals mean changes to crewing and duty systems and result in different or further training needs.

## **Leadership and behaviours**

We have considered the findings of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and reviewed our internal HR complaints and cases and have concluded that there is a need to have a clearer focus on behaviours internally to ensure our staff treat each other and others in a way that you would expect to see in any professional workplace.

Critical to this is a need for us to make sure our standards, policies and training support are fit for purpose to support that change. With that in mind, we are launching a Leadership and Behavioural Framework based on the National Fire Chiefs Council's national guidance. This sets out what is expected of staff and we will give our staff the resources, skills and knowledge to enable them to meet these expectations through training, engagement and one-to-one support.

This fits into our wider People and Organisational Development (POD) Strategy which can be found at: <https://esfrs.moderngov.co.uk/documents/s806/People%20and%20Organisational%20Development%20Strategy%202017%20-%202022.pdf>

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## **Workforce planning**

We are anticipating a significant number of operational staff to retire due to changes in pension regulations and due to the fact that the operational workforce average age is 46.

This inevitably puts pressure on recruitment and training as we bring in the next generation of firefighters and upskill our current workforce to take on more senior roles.

Our interim Strategic Workforce Plan will take us through the immediate challenges we face but will need to be reviewed in order to take into account the impact of any of the agreed changes from this IRMP.

This will set out our future requirements in terms of numbers, roles and skills and will focus on identifying and nurturing talent.

We are also developing directorate, station and departmental workforce plans (for identification of required workforce specialist skills to meet community and therefore Service need) and departmental / directorate role profiles and competencies. This will strengthen our approach to workforce planning.

## **Diversity within our workforce**

We want our workforce to be more reflective of society at all levels in the organisation. Having a range of perspectives, cultures and experiences brings a greater understanding to our organisation, which contributes to decision making. We know our workforce does not reflect the communities that we serve in terms of diversity and gender.

We will take positive action to help encourage recruitment from under-represented groups. We want to create an inclusive, welcoming environment for our employees, the communities we serve and our partners as we understand these are mutually beneficial relationships.



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Our recruitment campaigns will continue to seek to increase diversity within the Service, however, this is only part of the picture. We must understand the needs of all our workforce and take appropriate action. For example, we know that we have a higher percentage of the workforce who have dyslexia or similar conditions, as compared to the average population. We have therefore put in place enhanced support and systems to address this.

Our Inclusion and Diversity Strategy gives more detail on this work. <https://esfrs.moderngov.co.uk/documents/s803/Inclusion%20Equality%20Diversity%20Strategy%202017%20-%202021.pdf>

### **Developing a multi-skilled, safe and valued workforce**

The ORR has highlighted where new skills and new contracts are likely to be needed and our training plan will reflect these requirements. We will ensure our staff have the technical and personal skills required to undertake their role.

We put health and wellbeing at the centre of everything we do. As part of our Health, Safety and Wellbeing Strategy 2020-2023 we provide a number of ways in which our people can access further support should they need it.

<https://esfrs.moderngov.co.uk/documents/s805/Health%20Safety%20and%20Wellbeing%20Strategy%202017%20-%202020.pdf>

Of note, our wellbeing team is shared with Surrey Fire and Rescue Service, which brings increased learning and experience into both Services. Initiatives which are being rolled out include creating Mental Health Champions among our staff who are able to signpost colleagues who approach them for guidance, advice and support.

We also provide fast track counselling services that individuals can access through self-referral and we are in the process of adapting the 'Back-up Buddy' app which already provides mental health support to the Police.

# Safe Person Principles

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It is recognised in health and safety management that the workplace can be inherently dangerous. This is a reality for us as firefighters and officers sometimes have to work in very dangerous and dynamic operational environments. This can sometimes include exposure to dangerous and unpredictable situations when attempting to save life and mitigate other emergencies.

We adopt the 'safe person concept' to minimise the risk. As an organisation we have a number of organisational responsibilities including:

- recruiting suitable candidates and training them appropriately and maintaining their competence
- ensuring that detailed guidance is available on how to establish a safer system of work for operational incidents
- ensuring that suitable equipment is available to them including fire appliances and that the necessary personal protective equipment is provided
- providing welfare arrangements for rest recovery and replacement of personnel during operational incidents
- learning from post event debriefs in order to do things differently next time to enable safe systems of work.

The safe person principles detail the organisational responsibilities together with those placed on individuals themselves.

Individuals should:

- work as effective members of a team within safe systems of work
- they should be competent and knowledgeable about hazard and risk
- they should have the personal skills and attributes necessary to remain safe, even in an environment where there may be limited controls over hazards and risks

# Finance and Support Services

## How our budget is spent

The budget for providing the fire and rescue services for East Sussex and the City of Brighton and Hove in 2020/21 is £39.7m.

Over £30.1m, or 76%, of our income is spent employing the people who provide our fire and rescue services to the public. £10.1m, or 25% is spent on supplies and services which includes equipment, protective clothing, training equipment, consumables and ICT licence costs, etc.

We plan to invest £24m over the next five years in our fire stations, training centre and our fire engines and other vehicles. We will also be investing £5m on a new mobilising service with our partners Surrey and West Sussex Fire Services.

The 2020/21 Annual Council Tax charge for an average (Band D) house is £95.53 (this equates to 26p a day). This provides £27.9m of income to the Fire Authority – 70% of our total income.

Other income comes from Business Rates (£8.6m or 22%) and core government grant (£3.2m or 8%). As part of its budget management, the Authority produces a Medium Term Financial Plan (MTFP) covering a five-year period. The MTFP is updated annually to reflect emerging local, regional and national issues and makes informed assumptions about issues such as future pay, inflation, government funding and Council Tax levels and future risks. The MTFP forms the basis for setting the annual budget for the Service.

## What we spend:

	2019/ 2020 £m	2020/ 2021 £m	%
Employees	30.1	30.1	76%
Running Expenses	10.0	10.1	25%
Capital Financing	0.9	0.8	2%
Gross Service Expenditure	41.0	41.0	103%
Income and Specific Grants	-3.7	-2.4	-6%
Net Contribution to Reserves	1.7	1.1	3%
Net Budget Requirement	39.0	39.7	100%

## How we are funded:

	2019/ 2020 £m	2020/ 2021 £m	%
Government Grants	0.0	3.2	8%
Business rates	11.6	8.6	22%
Council tax	27.4	27.9	70%
Total Funding	39.0	39.7	100%

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## **Our finances in the future**

There is significant uncertainty about our funding beyond 2020/21. The Government is planning to review how much it spends on public services, how much of this goes to the Fire Service, how this is divided between each Fire Authority and how much of this funding comes from business rates. This makes it difficult to make firm plans for the future. In our MTFP, we have modelled a range of scenarios and these suggest that we may need to make new savings of between £0.7m and £3.6m by 2024/25.

We will be identifying opportunities for new savings through our Efficiency Strategy. This will focus on a range of areas including:

- improving the way we procure goods and services
- using investment in our IT and estate to reduce our running costs
- reviewing all our support services
- working in collaboration with other emergency services and public sector bodies where that can make our services more effective and efficient
- looking for new sources of funding, including different ways of delivering services, for example through a charity.

As part of its inspection in 2019, HMICFRS judged that our approach to providing services efficiently was good.

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## The financial impact of our IRMP proposals

We have assessed the financial impact of our IRMP proposals and taken together they could release savings of between £1.0m and £1.6m by 2024/25 (the end of our current MTFP) and between £1.7m and £2.4m by 2028/29 (when we think all of the proposals could be implemented). There would also be a reduction in the overall cost of investment in our Capital Programme of £0.6m over the next five years. Depending on the level of funding that the Government decides the Service should have in the future, the Fire Authority may need to use all or part of these savings to balance its budget. Any savings from the IRMP that are not needed to balance the budget could be used to invest in our services or to reduce future increases in the level of Council Tax.

## Capital Assets

### Property

Our stations are ageing and maintenance costs will rise significantly if we do nothing. We will invest in our stations to make sure they offer fit for purpose facilities that are easily maintained. Our Design Guide and Estates Strategy sets out a blueprint of how we will achieve this. <https://esfrs.moderngov.co.uk/documents/s801/Estates%20Strategy%202018-2025.pdf>

We will continue our commitment to working with other blue-light services to identify opportunities for co-location to improve efficiency of running costs. To help deliver this programme of work, we will pursue new, additional sources of income.

In the next five years, we intend to deliver major estates projects at Preston Circus and at Lewes.



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## **Fleet**

We have reviewed the type and number of operational vehicles we use as a result of the ORR and this will be reflected in more detail through a dedicated Fleet Strategy. This will help identify the most cost-effective way of supplying these vehicles and seek to collaborate on these resources where we can to minimise cost.

## **Information and Communications Technology (ICT)**

We will continue to invest in information and communication technology that will help improve efficiency, effectiveness and resilience.

Key projects which will be supported during the 2020-25 Planning for a Safer Future IRMP include the streamlining and digitising of key operational processes for Home Safety Visits, Business Safety Inspections and Site Specific Risk Information (through our Customer Relationship Management system), employee self-service and on-call pay (through FireWatch) and the move of our mobilising function to Surrey Fire and Rescue Service along with further investment in station end equipment, mobile data terminals and pagers and alerters.

We will also continue to improve our Information Security Management Systems to keep our data accurate and secure.

We are developing a new Strategy for 2020-25, which will build on our current approach.

<https://esfrs.moderngov.co.uk/documents/s808/Information%20Technology%20IT%20Strategy%202017%20-%202022.pdf>





***[www.esfrs.org/irmp](http://www.esfrs.org/irmp)***