



East Sussex
Fire & Rescue Service

**Planning for a Safer Community - Response & Resilience Strategy
2021 - 2025**

Contents

Foreword – Chief and Chairperson	1
Strategic Context	2
Purpose of the Strategy – Building a Picture of the Risk	5
Approach to Efficiency	9
Environmental & Sustainability	10
Collaboration	11
Measuring success, performance measurement, quality assurance and review	12
Themes.....	13
Theme 1: Integrated Risk Management Plan key deliverables.....	13
Theme 2: Operational Preparedness	14
Theme 3: Operational Response	17
Theme 4: Intra-operability & Inter-operability	19
Theme 5: Operational Learning & Assurance.....	21
Theme 6: Professionalism.....	22
Appendix A - Four Year Action Plan.....	23

Foreword – Chief and Chairperson

Roy Galley, Chairman

“I am delighted to present the Response & Resilience Strategy 2021 - 2025. This strategy underpins the Integrated Risk Management Plan that was approved by the Fire Authority in September 2020 and seeks to address the improvements required as identified with our Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services inspection outcome report following our inspection in 2019. The findings concluded that ESFRS was good at responding to fires and other emergencies and good at responding to national risks. This strategy builds on that assessment and ensures that when we are required to respond, we will do so in a timely manner with the right staff, who have the right skills, the right equipment and the right support.

The strategy sets out how we will provide our operational response and resilience services over the next four years. Our Integrated Risk Management Plan, Planning for a Safer Future 2020-25 agreed a range of operational and other change proposals that will ensure that East Sussex Fire and Rescue Service can continue to effectively deliver all of its statutory duties and continue to be an effective fire and rescue service.

Dawn Whittaker, Chief Fire Officer

The role of a fire and rescue service has significantly changed to involve a much broader range of activities than that of simply responding to emergency incidents. We also recognise that it is very rare for us to respond to an emergency on our own and we will continue to carry out joint planning with our partners to ensure we are prepared to deal with all types of emergency on a local, regional and national scale.

We want to help our communities be resilient and prepared for emergencies as best they can, so that they are able to help themselves. We will work closely with other partners, businesses and community groups to support this...for example in areas likely to flood we will seek to ensure people and businesses have grab bags prepared with items such as essential medications and insurers details etc ready in the event of evacuation.

This strategy closely aligns with our Prevention and Protection and People Strategies in showing how we will work closely with our colleagues across the organisation to deliver the purpose and commitments of the Fire Authority. The actions and changes set out in this strategy will be managed and delivered by the Service Delivery Directorate.

Strategic Context

Legislation such as the Fire and Rescue Services Act and the Civil Contingencies Act gives us a clear statutory mandate to respond to fires and other emergencies once alerted and to provide the necessary resources to deliver that response effectively. In complying with this legislation we will ensure that, regardless of the circumstances (e.g. time of day, weather conditions etc.) every member of our communities will receive access to an emergency response service.

The purpose of providing an emergency response is to save life, protect property and also to prevent or mitigate harm to the environment. Response arrangements are one element within our integrated risk management planning process and they have been developed to make best use of our resources. To that end, the Service has the following key functions fully embedded within its business policies, plans and procedures, to ensure that they are both robust and resilient:

- Emergency call handling and lifesaving advice provision.
- Operational appliances and equipment remaining in a high state of operational readiness.
- Operational stations and equipment placed at strategic positions within the Service's main conurbations commensurate with risk and agreed response standards.
- Operationally competent crews with the key skills to deliver a response service.
- Key sources of operational intelligence to ensure risk based information remains current.
- Effective water supplies (hydrants, High Volume pump, water carriers and access to open water).
- Fire Investigation capability at post emergency incident phase capability.

Our view on community resilience is a holistic one. Whether a community is large, small, specific, geographic or transient our role as a Fire & Rescue Service is to support our communities to prepare for worst case scenario so they know how to positively react at the time of crisis, and that they can recover and improve, post crisis.

Community resilience is not agencies doing it for them – it's motivated from within the community but ensuring they have the necessary support from statutory agencies, such as the Fire & Rescue Service to assist with guidance, training, provide logistic support and so on.

As a Fire & Rescue Service we are committed to the building of resilient communities and do this through both the work we undertake through the Local Resilience Forum (Sussex Resilience Forum as detailed in Theme 4) and through the activities outlined in the Prevention & Protection Strategy.

The Civil Contingencies Act 2004 places additional responsibilities on us as a Category One responder. We work in close partnership with the Sussex Resilience Forum to ensure there is a robust community risk register and pre-planning arrangements in place in the event of a major incident occurring, whilst taking close account of our own business continuity arrangements to guarantee our core emergency response services remain effective during such events.

In accordance with the Fire and Rescue National Framework, we will also have regard to the National Risk Register and collaborate with wider Category 1 and 2 responders to ensure interoperability when responding to regional or national events.

Through the National Resilience programme, the Authority will ensure its operational response capability is maintained for the High Volume Pump and Mass Decontamination Unit, stationed and crewed within our local area.

In order that our fire-fighters remain safe whilst providing a first-class service to our community, we will ensure that we meet all of the legislative requirements of the Health and Safety at Work Act. In addition, we will also meet all of the moral requirements for maintaining a fit, safe and healthy workforce thus enabling staff to deal with the often urgent need to carry out rescues or mitigate disaster through our People Strategy.

Over recent years influential national reports such as State of Fire report have increased scrutiny on fire and rescue services, with the change of governmental departments, the move under the Home Office and the subsequent Fire Reform Programme the service recognises that continuous improvement is essential. This Response and Resilience strategy has been created to help balance the impact of and respond effectively to these external drivers while still ensuring the service can meet the demands identified through its community risk management process.

National Framework Document

The Framework document sets out the Government's priorities and objectives for the fire and rescue service. It states:

- The Government's expectations for the fire and rescue service
- What Fire Authorities are expected to do;
- The support the Government will provide in helping them meet these objectives.
- Operational Assurance Statement

HMICFRS Inspection

Fire and Rescue services are assessed annually under Section 28B of the Fire and Rescue Services Act 2004 via HMICFRS inspections and reported to the Secretary of State, results are captured globally in the national State of Fire and Rescue –The Annual Assessment of Fire and Rescue Services in England 2019 and locally as specific organisation reports.

The inspection concentrates on efficiency, effectiveness and people, and supports the driving of improvements in these three main areas both in individual fire and rescue services and the sector nationally. The implementation of both the Response & Resilience Strategy and the Prevention & Protection Strategy will assist ESFRS in successfully achieving the expectations of the public it serves and its Purpose to make communities safer as well as discharging the areas for improvement identified by our own HMICFRS inspection.

Purpose of the Strategy – Building a Picture of the Risk

The Response and Resilience Strategy describes how we will meet our statutory duties in respect of getting to and dealing with emergencies as quickly and effectively as possible. This is achieved through the deployment of our fire-fighters at a number of key locations that are continuously available to respond to all areas.

Plan	Outline direction
Integrated Risk Management Plan (IRMP)	The IRMP sets out the Authority’s assessment of local risk to life and, in line with this assessment, how resources will be deployed to address these risks. The IRMP will be supplemented by annual objectives and associated programmes and projects that deliver the required improvements.
Medium-Term Financial Plan (MTFP), including Revenue & Capital Budgets	The MTFP sets out the Authority’s financial position over the medium-term and ensures resources are managed effectively and revenue and capital budgets are aligned with corporate objectives.
Service Delivery Strategies	Response & Resilience, Prevention & Protection, Fleet & Equipment, People, Health Safety & Wellbeing, IT and Procurement strategies.
Directorate Plan	Service Delivery Support Directorate overview of priorities and objectives
Operational Planning & Policy Thematic Plan	We will maintain an iterative thematic plan to document key ‘in-year’ work activities that contributes to the realisation of the Response & Resilience Strategy and responds to the development and delivery of response and resilience.

This strategy, like the other 7 core strategies drives our business and our approach. All of our strategies are a vital part in our planning framework and each supports our Integrated Risk Management Plan and the associated Strategy action plans form the Corporate Plan. In addition to setting out how we will deliver our aims, they also feed into our planning cycle to inform our future priorities. We expect that we will continue to face a very challenging financial climate going forward which will be impacted by the significant pressure on public spending due to the COVID-19 pandemic. The next four years are therefore likely to require further innovation and changes to the way we operate and deliver our services and this strategy will help us achieve this.

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 fulltime firefighters
- Whole-time 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 a specified parameter of the fire station.

We share our control centre with Surrey Fire & Rescue Service and West Sussex Fire & Rescue Service and it is based at the Joint Fire Control (JFC) in Salfords, Surrey. The JFC 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

In the first instance, our priority is to avoid emergency incidents occurring and we have set out our approach to achieving this goal in our Prevention & Protection Strategy. However, in the event that we do have to respond to emergencies, we will do so in a safe, measured and effective way ensuring that we minimise the impact to our citizens and on our communities. Set out in this section is an overview of the operational risks and challenges that East Sussex Fire and Rescue Service faces on a daily basis. The full explanation of each of the risks can be found within both the Integrated Risk Management Plan (IRMP) and the Operational Response Review (ORR). This Strategy specifically identifies how we intend to respond to these risks.

Fire in the Home risk

Fire represents the 'traditional' risk of the fire and rescue service. In terms of fire patterns and trends, we now understand that fire; especially in the home, is as much a social phenomenon as it is a combustion process. For this reason, the incidence of fire very much follows similar trends to other social factors. Alcohol and drugs use, mental and physical illness and socioeconomic factors all play a part. This lends itself to a level of predictability in terms of trends.

In terms of risk to people, fires develop much faster and at higher temperatures than they have in the past and this is a common factor that applies to fires in the home and in other buildings. As a consequence, far more investment in the provision of home fire safety advice has been made. Our approach to 'prevention activities' is detailed in the Prevention & Protection Strategy and explains the integration of Prevention, Protection and response activity to effectively reduce risk.

Fires in Commercial Settings

In relation to larger/commercial buildings, East Sussex and Brighton & Hove consists of many high, medium and low rise structures. The approach to modern methods of construction, for many of these buildings presents very different risks for the Service. There are buildings with much bigger compartments; often with very high fire loading and despite the fact that the vast majority comply with the relevant legislative requirements, they are not always fitted with fire sprinklers.

In addition, we have modified and invested into a system that ensures holistic system for Firefighter risk info protection and prevention that supports our drive to ensure effective, accurate and timely exchange of information between teams at critical times.

Road Risk

East Sussex and Brighton & Hove has a total length of 5,361km road across the ESFRS area. There are no motorways and fewer than 50 miles of dual carriageway in the service area. Consequently, the road infrastructure is poor. This increases road traffic collision risks, our service response times, and limits the local economy. Due to tourism related traffic, this issue is further exacerbated in the summer months, particularly during school and bank holidays.

Water Risk

Drowning is a leading cause of accidental death in the UK and ESFRS is committed to working with our partner agencies to ensure everyone is equipped with the necessary information they need to protect themselves and their loved ones. East Sussex and the City of Brighton & Hove have one of the highest number of accidental drownings in the UK, hence the commitment in the current Integrated Risk Management Plan (2020-2025) as a key community risk. Due to its seaside proximity to London, Brighton & Hove alone attracts more than 11 million visitors each year. Along with the coastal risk, East Sussex also comprises many rivers, lakes, marshes and reservoirs.

Heritage Risk

There are a wide variety of heritage and cultural risks across the county of East Sussex and the City of Brighton & Hove, including a significant number of graded/listed buildings, thatched properties, sporting venues such as the Amex stadium and the South Downs National Park. These site-specific risks are considered carefully and policies, procedures and processes relating to these risks are defined, refined and aligned through Operational Risk Information process.

Environmental Risk

The south coast is particularly vulnerable due to low atmospheric pressure over the English Channel, high tide levels (spring tides) and storm surges, caused by gales driving storms through the channel. There are significant parts of the ESFRS that represent a flood risk, both from coastal and fluvial flooding. A number of areas benefit from flood defences, but other areas represent a significant risk from flooding.

Wildfire

Climate change is causing hotter and drier summers; this has the potential to increase the risk of wild fires occurring. These incidents demand vast resources from their local fire and rescue services.

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.

Section 13 and 16 of the Fire Services Act 2004 places an obligation on fire and rescue services to group together, where practicable, to provide mutual assistance in the execution of their functions. ESFRS has contractual arrangements in place with its neighbouring services in terms of reinforcement schemes to ensure serious emergencies are attended in an efficient and effective manner

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.

The Community Risk Register (CRR) provides information on the biggest emergencies that could happen in Sussex, together with an assessment of how likely they are to happen and the impacts if they do. This includes the impacts to people, their houses, the environment and local businesses.

Looking at all of the risks together also assists emergency services, local authorities and other organisations plan their joint response. The CRR aims to help these agencies make decisions on emergency planning work, and will help them develop better relationships whilst considering their capabilities and capacity.

Approach to Efficiency

As a publicly-funded organisation, people rightly expect us to use our resources responsibly and efficiently. The public, local politicians and our staff want to see that we are cutting spending where it is no longer required, and protecting frontline services as much as possible. We believe we have been rising to this challenge and have demonstrated that we are doing everything that might be expected of us in trying to share services with others, collaborating to save time and money, and eliminating spend where it is no longer required.

This Strategy will enable improvements in operational productivity and the Service will work with the NFCC Efficiency and Productivity Group to develop consistent approaches to measuring and reporting these improvements.

Our operational response review was the most significant piece of operational risk analysis work we have undertaken in recent years. The results of the analysis have enabled us to focus our attention over the next four years to improve our service delivery and reduce the risk our communities are facing as articulated within the IRMP.

The financial impact of the final IRMP proposals on the Revenue Budget and Capital Programme is summarised in the table below. From a revenue perspective the proposals deliver a reduction in cost of £0.525m by 2025/26 or a total of £1.125m over the period.

The cost of the Capital Programme reduces by £0.568m over the period. This has the potential to reduce forecast borrowing costs by approximately £0.040m per annum by the end of the period. Additional revenue savings of £0.250m by 2023/24 also result from changes to policy and practice agreed alongside the IRMP proposals. This brings the total revenue saving to £0.775m pa by 2025/26 or £2.050m over the six year period

	2020/2 1	2021/2 2	2022/2 3	2023/2 4	2024/2 5	2025/2 6	Total
Revenue Impact							
IRMP Proposals	25	44	-74	-171	-424	-525	-1,125
Changes to polices & practices	0	-50	-125	-250	-250	-250	-925
Total Revenue Impact	25	-6	-199	-421	-674	-775	-2,050
Capital Impact	71	-74	-600	35	0	0	-568

Efficiency through Collaboration

Shared control function

Our move to share a joint control room Surrey and West Sussex Fire and Rescue Services using the same tri-service mobilising system will lead to many efficiencies in how we handle emergency calls and mobilise crews to incidents. This includes the ability to mobilise across three county borders, with the ability to automatically call on the nearest fire engine, without the need to request its use if that fire appliance belongs to one of the other two Services.

Ambulance stand-by points

We have plans to modify up to 10 of our fire stations to allow ambulance staff to share space. We are working towards a Memorandum of Understanding with SECamb which sets out the proposed co-location of ambulance service resources at the sites, including office space for ambulance staff, welfare facilities and ambulance parking bays.

Increasing collaboration

Over the period of this Strategy a four fire service collaboration board called 4F has been established with West Sussex, Surrey and Kent Fire and Rescue Services. This collaboration will continue to explore meaningful opportunities for working more closely with our emergency services partners.

Environmental & Sustainability

We have a significant role to play in protecting the environment such as reducing the volume of carbon emissions created by emergency situations, by reducing the risk of fire and other emergencies through our approach to fighting fires and fire prevention. We recognise that the benefits in doing this can also have wider ranging positive effects such as improving the health and wellbeing of people living and working in East Sussex and the City of Brighton & Hove. The Response and Resilience Strategy will aid the Service in meeting its obligations in relation to working towards a reduction in carbon that is found in the environment,

- How we can minimise our impacts on the environment, including those caused by emission of greenhouse gases.
- To better protect the natural environment in the way we fight fires and other incidents
- To reduce the environmental, social and economic impacts of fires by continually reducing the number of fires – every fire we attend has a very real cost to people, places and planet, so prevention wherever possible is our aim

Collaboration

(Please see Efficiencies section for details on Collaborations)

Fire and rescue authorities must collaborate with other fire and rescue authorities to deliver interoperability (between fire and rescue authorities) and interoperability (with other responders such as other emergency services, wider Category 1 and 2 responders and Local Resilience Forums) in line with the Joint Emergency Services Interoperability Principles (JESIP).

Collaborating with others to ensure resources are providing best value and minimising risk to the communities that ESFRS serves must be a key priority. Working with others in collaboration does present challenges and will always be in the public's interest.

ESFRS is part of the South East region of fire services which includes: Kent Fire & Rescue Service, Surrey Fire & Rescue Service & West Sussex Fire & Rescue Service which together have a 4F Board specifically to drive collaboration.

As part of this collaboration the 4F Board approved a 4F Operational Alignment Group providing structured operational engagement with principal stakeholders from West Sussex Fire and Rescue Service (WSFRS), East Sussex Fire and Rescue Service (ESFRS), Surrey Fire and Rescue Service (SFRS) (participants in the Joint Fire Control project (JFC)) and Kent Fire and Rescue Service (KFRS) to enable and drive a programme of work in respect to operational alignment across the 4F within a collaborative and partnership ethos.

The purpose of delivering this programme will be to enable the four Fire and Rescue Services (FRSs) to increase the efficiency and effectiveness of their service provision for the benefit of their communities.

In doing so, the FRAs will also be able to demonstrate that they have met the requirements of the Policing and Crime Act and the expectations of Government contained within the Fire and Rescue National Framework for England (Amended May 2018).

Measuring success, performance measurement, quality assurance and review

Success will be measured through a number of already established organisational audit approaches. This will be led by both the Assistant Director of Operational Support & Resilience and the Assistant Director of Safer Communities on an annual basis.

Audit areas will include:

- Areas of improvement in relation to firefighting, rescues and hazardous materials identified through the Operational Assurance process and incident command reviews.
- Fatal Fire and Serious Incident Reviews
- Fire Investigations.
- Health and Safety including thematic sampling.
- Training planning, delivery and recording.
- Risk information gathering and environmental responsibilities.
- Station security, business continuity and resilience.
- End of month returns.
- Relevant areas from HMICFRS inspections

We will also monitor progress of the strategy in the following ways:

Key Performance Measures (KPMs)

We will utilise appropriate Key Performance Measures that monitor the success and progress of the annual directorate business plan that contains the strategic objectives that translates this strategy into actions that ensure continual improvement. Each of the strategic objectives will also be linked to the four Service Commitments.

Reporting Progress

Scrutiny of progress against the strategy will be undertaken by the Strategy Board who will receive regular exception reports from the Assistant Director – Operational Support and Resilience, the strategic lead for this area-

Measuring Perceptions/ Sense Checking

We will regularly ask for feedback aligned to our Employee Engagement Framework from our operational staff to inform us of our progress with the Response & Resilience strategy. Their opinions and suggestions will be used to measure and influence improvement.

Keeping it current

We will provide a progress report and update the plan annually to keep it fresh and line with emerging national issues.

Themes

To ensure ESFRS deal with the risks in a safe, measured and effective way ensuring that we minimise the impact to our citizens and on our communities 7 strategic themes have been identified all of which have the Safe Person concept running through them.

Theme 1: Integrated Risk Management Plan key deliverables

The actions in this strategy will ensure that the service has sufficient and proportionate emergency response arrangements to always respond to and effectively manage a wide range of risks and threats, delivered through a range of local, regional and national delivery models.

The operational response review was the most significant piece of operational risk analysis work undertaken in recent years and was the backbone of the Integrated Risk Management Plan (IRMP). We began by identifying the many and varied risks across our service area - past, present and future. This enabled us to consider how best to deploy our resources in terms of firefighters, appliances and equipment to provide the most effective response to emergencies across East Sussex and Brighton and Hove. This has allowed us to plan how we will deliver a fire & rescue service that reduces or mitigates those risks in the most effective way.

We have a number of areas where we want to focus our attention over the next five years in order to improve our service delivery and reduce the risk our communities are facing.

The main areas of work for the next five years are:

- Introduction of an Operational Resilience Plan as a Policy document repealing Core Stations Policy and amending Combined Crewing Policy
- Introduction of a Flexible Resourcing Pool (FRP)
- Enhancements to On-call – Introduction of Combined Salary Contracts
- Enhancements to On-call – Introduction of Flexible on-call contracts to support operations, prevention, protection and specialist capabilities
- Introduce a Flexible Mobilisation Policy
- Introduce a Logistics management function within taking into consideration the management of the FRP, Officers rota, duty systems overview and necessary support to ES Fire Control
- Introduce a one-Watch duty system at Battle Fire Station to work over 5 days with an establishment of 7
- Introduce a one-Watch duty system at six Stations including the reclassified fire station at The Ridge to work over 7 days with an establishment of 9
- Replacement and re-categorisation of seven PAPA4 appliances with specialist vehicles and operational spares.
- Introduction of a PAPA2 at Bohemia Road in cognisance of interdependent

- workstreams/packages
- Reclassification of The Ridge Fire Station from 24/7 Shift to DCDS 7-day in cognisance of interdependent workstreams/packages.

Theme 2: Operational Preparedness

As part of the Response & Resilience Strategy the Service will maintain personnel with appropriate skill sets and resources to allow an effective response to a range of incident types as informed by the Integrated Risk Management Plan.

There is also a range of potential incidents that due to their location or complexity, require additional equipment for their resolution. These include fires where there is poor road access, accidents involving heavy goods vehicles or trains, or fires away from the water network. These incidents require the provision of specialist vehicles such as off-road vehicles, water carriers, aerial ladder platforms and high-volume pumps. While these incidents require additional equipment, the training for the use of this equipment can be achieved -with careful planning and location of vehicles - within the training time available for firefighters. As such we ensure we can meet this full range of standard incidents through the provision of a specialist vehicle fleet crewed, when required, by personnel who also crew fire engines.

Through the People Strategy the Service will maintain personnel with appropriate skill sets and resources to allow an effective response to a range of incident types as informed by the Integrated Risk Management Plan.

This includes operational training, whether it be basic training or maintenance of competence against the types of incidents we attend and the equipment we use, incident command training, emergency fire appliance driving, specialist fire appliance provision, water rescue and rescue from height capability as well as supporting national emergency response. The latest IRMP identifies further evolution of our delivery models to meet the identified community. Through the People Strategy we will also ensure staff learn new skills to ensure the delivery of new innovative initiatives devised as a consequence of the annual assessment of risk. Workforce planning will be a key element of operational readiness ensuring that there are sufficient personnel of the right skills to maintain emergency response and that succession planning and training are early considerations.

Focusing on key FRS risks the Operational Planning & Policy department will work closely with other teams and departments to ensure that responders have the correct appliances, equipment, PPE, information, instruction and training to deal with the wide range of foreseeable incidents.

This will be achieved by ensuring that we are aligned to other key service strategies and the supporting departments where cross over exists, for example this strategy sits hand in glove with the People strategy in terms of workforce planning, ensuring our staff have the right skills and maintain competence through a framework of training; the Fleet &

Equipment strategy in terms of how the development and advancement of new technology can enhance performance and safety at an incident, the Health, Safety & Wellbeing Strategy ensures we follow the safe person concept whilst the Prevention & Protection Strategy outlines a new holistic risk reduction methodology ensuring we reduce risks both in our communities and to our operational workforce.

The current provision of personnel trained to provide resilience cover in times of a significant loss of personnel, will be continued to ensure that the service can maintain its statutory duty to respond to emergencies. To provide assurance that current business disruption plans are valid and appropriate the service will ensure that each plan is reviewed annually and live tested at intervals of not more than 2 years.

In accordance with our IRMP 2020 – 2025, ESFRS is developing an operational resilience plan to ensure the most effective and efficient–emergency response cover can be maintained during high periods of operational activity or business disruption events. This plan ensures 18 appliances are available at the start of the day, with an additional 6 to be drawn upon through flexible mobilisation as required.

Joint Fire Control (JFC) will apply the operational resilience plan and wherever necessary make use of mutual aid or national resilience arrangements. The Operational Planning & Policy team will look to optimise appliance availability using flexible crewing groups, combining station personnel to form whole crews, positioning these appliances at strategic locations to enhance cover. They will also consider officer cover within this.

This team will also monitor and flag the performance of the Joint Fire Control against the agreed performance measures and key performance indicators within the Section 16 agreement.

Work is ongoing to align further operational procedures as a tri service, and one of these is around the Grenfell Tower report that identifies improvements that could be made across the Sector and the need for a Fire Survival Guidance policy which is being aligned and exercised in the tri service Joint Fire Control.

East Sussex FRS continue to work in partnership with local Water Authorities to ensure water is available for use as firefighting media when required. We ensure we deliver the requirements of part 5 of the Fire and Rescue Services Act 2004, by ensuring we have entered into an agreement with local Water Authorities to ensure the availability and potential charging of water supplies in an emergency. We have also entered into an agreement to ensure all relevant hydrants are clearly marked and maintained.

To facilitate this, we have a team of hydrant technicians overseen and supported by the Operational Planning & Policy department. We utilise these members of staff to regularly test the hydrants and report any maintenance or repair requirements to the Water Authority to resolve at our cost. We also respond to Local Authorities Planning Applications to ensure the applicants fully understand what is required by the Fire

Authority with regards to the provision of water supplies and what will be required during the Building Control consultation process with regards to access requirements for firefighting.

The main areas of work for the next five years to optimise our response preparedness are:

- Ensuring we identify the requirement for and maintain specialist capabilities and roles linked to the Service areas foreseeable risks e.g. ship alongside, water, wildfire and animal rescue, working at height, environmental protection.
- Support JFC delivery model through resource management team, effective governance and performance management framework.
- Oversee and coordinate transition from airwave to ESN ensuring operation requirements are achieved and effective coverage is secured locally. Work with blue light partners to ensure efficient and reflective transition.
- Undertake an annual assessment of risk to continue to ensure that we have the correct appliances, equipment, PPE, information, instruction and training to deal with a wide range of foreseeable incidents within our communities
- Fully embed the revised Site Specific Risk Information process for operational crews;
- Develop and embed a clear risk based Exercise Programme for operational crews that clearly aligns to the risks.
- We will explore and research emerging firefighting technology.

Theme 3: Operational Response

When an emergency occurs, to successfully resolve it, there is a need for information to be passed via the 999 system, to a control room. Which can then mobilise and maintain communications with allocated resources and other agencies. Our arrangements to achieve this consist of contracting Surrey Fire and Rescue Service to deliver the majority of the required aspects of this duty through a Joint Fire Control (JFC). This will be actioned via a Section 16 agreement, from the Fire and Rescue Services Act 2004, which relates to the 'arrangements for the discharge of functions.'

The Joint Fire control also continually monitors the position of available resources and relocate those resources when required to ensure that our personnel services and equipment are always in the most efficient location for responding to potential emergencies.

Incidents that require personnel, services and equipment greater than those available on two fire engine creates complexities that require a higher level of command competence for their successful resolution. The resolution of the most complex emergency incidents also requires multi-agency groups of tactical and strategic managers meeting away from the incident to identify and address the wider impact.

ESFRS will ensure that we have the appropriate level of command available for all incidents by providing equipment and training to our middle and senior managers. This is to enable them to respond directly to incidents to take on command or to attend off site meetings to take on the off-site responsibilities. For planning purposes we will ensure we always have enough on duty commanders to effectively resolve an incident. To support our commanders at these incidents we will ensure there are 2 incident command vehicles that can be mobilised to larger incidents.

When attending any of these incidents and bringing them to a successful conclusion will ensure that we meet our requirements towards the health safety and wellbeing of our team members by having well developed policies and procedures drawn from national operational guidance; a competent work force trained in the application of these policies and procedures; robust dynamic and analytical risk assessment processes; and by ensuring that risk is always considered with respect to potential benefits. 'At every incident the greater the potential benefit of fire and rescue actions, the greater the risk that is accepted by commanders and firefighters. Activities that present a high risk to safety are limited to those that have the potential to save life or to prevent rapid and significant escalation of the incident.'¹

¹ the firefighter safety maxim. <https://www.ukfrs.com/promos/17037>

To assist our commanders in their decision-making we will ensure there is a range of specialist advice available - either through the mobilisation of a specifically trained specialist or through telephone advice.

The incidents that create the greatest challenges for maintaining the safety of our own teams are those where there is a fire within a building. To ensure we can deal with these incidents as safely as possible, we will provide equipment and training to support an overall firefighting approach. Identifying the location of the fire, attacking the fire from a position of safety, managing the ventilation profile of the fire before entering, extinguishing the fire and decontamination of firefighters.

While these arrangements will ensure that we will meet all normal requirements we recognise that there is always a potential for novel or unfamiliar emergency incidents. Our organisational culture will support our commanders to be able to produce creative and innovative decisions in these situations - that are focused on the saving of life the prevention of significant escalation or the reduction of harm - through the use of operational discretion.²

Post Operational Response

Once the initial operational response phase of an incident has been dealt with, operational crews will turn their attentions to a number of activities that ensures the successful conclusion of an incident as well as providing additional assurance and support to the community affected. This includes consideration of any form of investigation that may need to be undertaken.

Whenever we can, after a fire has been extinguished, our crews will deliver safety messages to the neighbouring homes in an effort to help prevent a similar occurrence. In this way we hope to raise awareness to the dangers from fire and also gives a start on how best to reduce the likelihood of a fire in the home.

Experiencing something as unexpected as a fire, a collision, or any other form of rescue can be difficult - particularly in instances where suffering or loss of life have been witnessed. That's why it's important to us to offer the appropriate psychological support through our Occupational Health provider and a Trauma Risk Management programme to our members of staff. Looking after the community post incident is just as important as the service's Prevention, Protection and Response duties therefore we will further explore how we can be better aware of mental health risks to members of the public affected by an incident and sign post them to help/support.

² <https://www.ukfrs.com/foundation-knowledge/incident-command-knowledge-skills-and-competence?bundle=section&id=17001&parent=16995>

The main areas of work against this theme for the next five years are:

- To embed the Joint Fire Control operating model and develop, deliver and embed the operational benefits.
- That we will have a suite of policies and procedures drawn from National Operational Guidance and other outcome reports / investigations such as Grenfell Towers and Manchester Arena Bombing.
- Continuing to develop our Tactical Advisor cadre to ensure we can provide robust and specialist advice to our Incident Commanders;
- To explore how we can be better aware of mental health risks of members of the public affected by an incident and provide signposting to support / help.
- Ensure the appropriate systems deliver an automated solution for collecting, interrogating and providing accurate risk information to staff across the service and that exchange of information between departments is effective and complies with GDPR.
- Embed post incident considerations into the available technology.

Theme 4: Intra-operability & Inter-operability

Many of the emergencies to which we are called require expertise and assistance from more than just the Fire and Rescue Service. To this end we will ensure that we work closely with colleagues across all agencies, but in particular other 'blue light' services, to make sure we are aware of each other's capability and limitations with the aim of delivering the best possible service in concluding any emergency we may jointly face.

Our ability to work conterminously with other Fire and Rescue Services is critical to frontline emergency response and supports our drive to deliver high performing services, engaging with our communities and having a safe and valued workforce. As such, we continue to strengthen our networks on receipt of call within the Joint Fire Control centre with SFRS and WSFRS and with 4 key areas of frontline service delivery looking at joint breathing apparatus procedures, joint emergency response policies, joint purchase of Incident Command Units and joint Fire Investigation teams/ protocols.

From an interoperability, externally facing perspective, we are working with our Category 1 responder colleagues as defined by the Civil Contingencies Act by taking a lead role in the Sussex Resilience Forum delivery, response and training groups to ensure we remain influential and at the forefront of joint working activities. The OP&P team will head-up the revision of the formal Memorandums of Understanding with our blue-light colleagues in SECamb and Sussex and Surrey Police that help improve community safety, the health agenda and ultimately driving down risk.

To ensure that the service can respond efficiently and effectively to major and significant incidents, there will be a range of tactical exercises and joint training, where possible with other fire and rescue services and key partners, planned throughout the period of this

strategy. Key areas of training will be determined by due consideration of the national risk register, local community risks and both national and local operational learning.

The Sussex Resilience Forum (SRF) is a partnership, made up of all the organisations needed to prepare for and respond to any major emergency within East and West Sussex and Brighton & Hove.

The Forum covers the Sussex Police area and includes the emergency services, local authorities, Environment Agency and health agencies along with voluntary and private agencies. Under the Civil Contingencies Act (2004) every part of the United Kingdom is required to establish a resilience forum.

During emergencies we work together to focus on the needs of the victims, vulnerable people and responders. The partnership has developed a range of capabilities, which we regularly test and exercise, necessary to help us manage most emergencies.

ESFRS has statutory duties as outlined in the Fire and Rescue Services Act 2004 and The Fire and Rescue Services (Emergencies) (England) Order 2007, in relation to National Resilience assets, to ensure they are being satisfactorily discharged.

The National Resilience Assurance Team (NRAT) visit ESFRS to undertake an assurance process to ensure we, as hosts for National Resilience assets (High Volume Pump (HVP) and the Mass Decontamination Unit (MD)), achieve and maintain an effective operational capability to respond to national and major emergencies.

Work for the next five years includes:

- Ensuring that the necessary skills and attributes are being maintained in order to deploy National Resilience assets effectively.
- To identify and confirm that the National Resilience capability equipment is being maintained and that defects are managed in accordance within the terms and conditions of use.
- Continuing to play a leading role in the LRF, working with key partners at all levels to help identify, plan, train against and respond to risks both locally, regionally and nationally.
- Ensuring we have effective multi agency response plans for our high risk sites by working with partners to further embed the JESIP approach to managing incidents.

Theme 5: Operational Learning & Assurance

We are committed to learning from incidents and exercises with a view to making future improvements based on the learning outcomes identified. The Operational Planning & Policy team will, so far as it reasonably practicable, align policies and procedures to national programmes e.g. National Operational Guidance Programme (NOGP) and Joint Emergency Services Interoperability Principles (JESIP). The benefits of these are recognised and will continue to provide feedback, where appropriate, that will influence national procedures through the use of the National Operational Learning (NOL) and the Joint Organisational Learning (JOL) portals as a vehicle to facilitate this.

The Service has a defined and managed Operational Assurance (OA) process. Within this process monitoring the outcomes from Fire Investigations (FI), outcomes identified within the National Operational Learning or Joint Operational Learning databases, as well as recommendations from external enquiries including Coroner reports all takes place. Our current incident monitoring process is under review which forms a key aspect of our improvement journey, taking into consideration both NOGP advocated processes and the NFCC Standard for Operational Learning.

Proactive monitoring during emergency incidents is a planned area of development for ESFRS that will enable us to provide much needed evidence that helps to triangulate our annual statement of assurance.

The Incident debriefing process has a distinct identity and both historical and new learning is communicated through various platforms including 'Assurance in Action' and 'core brief' publications, which are vital in embedding the learning process. All new Level 2 Response Officers and above shall be trained to carry out debriefs to add resilience and authenticity to the process. The Operational Planning & Policy team will lead on any multi agency debriefs delivered via the Local Resilience Forum, with any multi agency learning progressed via the Joint Operational Learning (JOL) on line platform.

The Operational Assurance process is linked to various ESFRS departments to track and ensure end to end learning.

The Station audit programme is designed to support the continual improvement of our front line delivery services in terms of effectiveness, compliance with service operational and administrative procedures but above all, to ensure that the operational preparedness and safety of crews remains a priority. The purpose of the audits is to ensure that the current levels of knowledge and skills of crews on stations is benchmarked against current policies and procedures and assess the embedding of an changes to ensure that operational preparedness and firefighter safety is maintained to a high level.

The Service undertakes fatal fire reviews to identify and analyse trends and patterns of accidental dwelling fatal fires, including those fires which result in injury. The learning from

these reviews has helped to set the agenda of future community safety and prevention work as set out in the Prevention and Protection Strategy.

In summary, over the next 5 years through this strategy and against this theme we will:

- Further embed the end to end operational assurance process;
- Continually review and refine the annual station audit programme to continue to test operational preparedness and Firefighter safety.
- Deliver the Grenfell Tower 1 plan capitalising on the national learning to the benefit of the public and staff.

Theme 6: Professionalism

The national Fire Standards Board are now releasing the first of a suite of standards which will cover activities carried out by fire and rescue services. The aim of these organisational standards is to drive improvement and enhance professionalism, helping to identify what good practice looks like for the benefit of both fire and rescue service personnel and the communities we serve.

The first Fire Standards released relate to the services' public facing duties. Each identifies the desired outcome for the community, what services must have in place to achieve that outcome and the expected benefits of achieving it.

The Safer Communities Directorate has an embedded Support & Delivery Framework which is the framework through which, it is intended the supportive, processes and systems will be provided.

Work for the next five years will be:

- to ensure the relevant professional standards as released by the NFCC are implemented.

Appendix A - Four Year Action Plan

1. Priorities for year 1

Theme	What we will do	Performance targets/success measures
Theme 1	Introduction of an Operational Resilience Plan as a Policy document repealing Core Stations Policy and amending Combined Crewing Policy	Work towards the ORP with full implementation by April 2024
	Introduction of a Flexible Resourcing Pool (FRP)	Full implementation by December 2022
	Enhancements to On-call – Introduction of Combined Salary Contracts	Commence research ready for full implementation by April 2024
	Enhancements to On-call – Introduction of Flexible on-call contracts	To support operations, prevention, protection and specialist capabilities for full implementation by December 2022
	Introduce a Flexible Mobilisation Policy	Work towards full implementation by Dec 2022
	Replacement and re-categorisation of seven PAPA4 appliances with specialist vehicles and operational spares.	Working towards with full implementation by April 2023
	Introduction of a PAPA2 at Bohemia Road	Working towards April 2025 implementation
Theme 2	Ensuring we identify the requirement for and maintain specialist capabilities and roles linked to the Service areas foreseeable risks e.g. ship alongside, water, wildfire and animal rescue, working at height, environmental protection.	A comprehensive and structured programme of training for operational staff Maintenance of competence performance measures
	Support JFC delivery model through developing a resource management team, effective governance and performance management framework.	A fully integrated RMT that is the conduit between JFC and ESFRS Measurement of the agreed SLA's between JFC
	Oversee and coordinate transition from airwave to ESN ensuring operation requirements are achieved and effective coverage is secured locally. Work with blue light partners to ensure efficient and reflective transition.	Working towards successful implementation of the ESN across the Service
	Undertake an annual assessment of risk to continue to ensure that we have the correct appliances, equipment, PPE, information, instruction and training to deal with a wide range of foreseeable incidents. within our communities	An up to date overview of risk within our community and a response plan fit for purpose
	Fully embed the revised Site Specific Risk Information process for operational crews;	A detailed database of risk information that crews can access through the MODAS terminal

Theme 3	To embed the Joint Fire Control operating model and develop, deliver and embed the operational benefits.	A resilient JFC that is fully embedded
	That we will have a suite of policies and procedures drawn from National Operational Guidance and other outcome reports / investigations such as Grenfell Towers and Manchester Arena Bombing.	Up to date policies and procedures that reflect national guidance and other key investigations
	To explore how we can be better aware of mental health risks of members of the public affected by an incident and provide signposting to support / help.	To ensure we provide a holistic service to our community
Theme 4	To identify and confirm that the National Resilience capability equipment is being maintained and that defects are managed in accordance within the terms and conditions of use.	A robust process that ensures that regional and national deployments are done quickly, effectively, efficiently and safely.
	Ensuring we have effective multi agency response plans for our high risk sites by working with partners to further embed the JESIP approach to managing incidents.	To ensure a joint situational awareness and lexicon in our operational responders further enhancing an efficient, effective and safe response to our communities
	To ensure effective working practices and training is established with SECAMB when assisting them (such as Assistance to Ambulance calls)	A robust Memorandum of Understanding that provides clinical governance and a training plan ensuring operational crews are able to provide the best possible level of care whilst ensuring the health, safety and wellbeing of themselves
	Further embed the end to end operational assurance process;	That learning is embedded into our operational response to ensure an efficient, effective, and safe response of our operational staff
Theme 5	Deliver the Purple and Red risks identified in the Grenfell Tower 1 Plan capitalising on the national learning to the benefit of the public and staff.	to ensure an efficient, effective, and safe response to our communities
	Continually review and refine the annual station audit programme to continue to test operational preparedness and Firefighter safety.	That learning is embedded into our operational response to ensure an efficient, effective, and safe response of our operational staff
Theme 6	To ensure the relevant professional standards as released by the NFCC are implemented	To ensure compliance against the professional standards

Year 2 priorities

Theme	What we will do	Performance targets/success measures
Theme 1	Introduction of an Operational Resilience Plan as a Policy document repealing Core Stations Policy and amending Combined Crewing Policy	Work towards the ORP with full implementation by April 2024
	Introduction of a Flexible Resourcing Pool (FRP)	Full implementation by December 2022
	Enhancements to On-call – Introduction of Combined Salary Contracts	Commence research ready for full implementation by April 2024
	Enhancements to On-call – Introduction of Flexible on-call contracts	support operations, prevention, protection and specialist capabilities for full implementation by December 2022
	Introduce a Flexible Mobilisation Policy	Work towards full implementation by Dec 2022
	Replacement and re-categorisation of seven PAPA4 appliances with specialist vehicles and operational spares.	Working towards with full implementation by April 2023
	Introduction of a PAPA2 at Bohemia Road	Working towards April 2025 implementation
	Introduce a one-Watch duty system at Battle Fire Station to work over 5 days with an establishment of 7	Working towards full implementation by April 2024
	Reclassification of The Ridge Fire Station from 24/7 Shift to DCDS 7-day in in cognisance of interdependent workstreams/packages	Working towards full implementation by April 2024
	Theme 2	Ensuring we continue to identify the requirement for and maintain specialist capabilities and roles linked to the Service areas foreseeable risks e.g. ship alongside, water, wildfire and animal rescue, working at height, environmental protection.
Oversee and coordinate transition from airwave to ESN ensuring operation requirements are achieved and effective coverage is secured locally. Work with blue light partners to ensure efficient and reflective transition.		Working towards successful implementation of the ESN across the Service
Review the Site Specific Risk Information process for operational crews;		Ensure the detailed database of risk information that crews can access through the MODAS terminal is fully implemented and embedded
Develop and embed a clear risk based Exercise Programme for operational crews that clearly aligns to the risks.		A refined and shared Exercise timetable
Theme 3	To embed the Joint Fire Control operating model and develop, deliver and embed the operational benefits.	A resilient JFC that is fully embedded
	Continually review our policies and procedures drawn from National Operational Guidance and other	Up to date policies and procedures that reflect

	outcome reports / investigations such as Grenfell Towers and Manchester Arena Bombing.	national guidance and other key investigations
	We will review our Tactical Advisor cadre to ensure we can provide robust and specialist advice to our Incident Commanders with a report to Ops Committee with the proposals	To ensure our incident Commanders have the right information and right support at the incident ground
	Deliver a signposting service to members of the public affected by an incident that provides signposting to support / help.	To ensure we provide a holistic service to our community
	To develop an Outline Business Case for an in-cab solution for post incident considerations	To use the available technology to ensure an efficient service is maintained
Theme 4	Ensuring that the necessary skills and attributes are being maintained in order to deploy National Resilience assets effectively.	Our staff are highly trained and maintained competent to ensure the effective, efficient and safe deployment of national resilience assets.
	• To identify and confirm that the National Resilience capability equipment is being maintained and that defects are managed in accordance within the terms and conditions of use.	A robust process that ensures that regional and national deployments are done quickly, effectively, efficiently and safely.
	Ensuring we have effective multi agency response plans for our high risk sites by working with partners to further embed the JESIP approach to managing incidents.	To ensure a joint situational awareness and lexicon in our operational responders further enhancing an efficient, effective and safe response to our communities
Theme 5	Further embed the end to end operational assurance process;	That learning is embedded into our operational response to ensure an efficient, effective, and safe response of our operational staff
	Deliver the outstanding Red risks and amber risks identified in the Grenfell Tower 1 Plan capitalising on the national learning to the benefit of the public and staff.	to ensure an efficient, effective, and safe response to our communities
Theme 6	To ensure the relevant professional standards as released by the NFCC are implemented	To ensure compliance against the professional standards

Year 3 Priorities

Theme	What we will do	Performance targets/success measures
Theme 1	Introduction of an Operational Resilience Plan as a Policy document repealing Core Stations Policy and amending Combined Crewing Policy	Work towards the ORP with full implementation by April 2024
	Enhancements to On-call – Introduction of Combined Salary Contracts	Commence research ready for full implementation by April 2024
	Introduction of a PAPA2 at Bohemia Road	Working towards April 2025 implementation
	Introduce a one-Watch duty system at Battle Fire Station to work over 5 days with an establishment of 7	Working towards full implementation by April 2024
	Reclassification of The Ridge Fire Station from 24/7 Shift to DCDS 7-day in cognisance of interdependent workstreams/packages	Working towards full implementation by April 2024
Theme 2	Review the work we have done to ensure we continue to identify the requirement for and maintain specialist capabilities and roles linked to the Service areas foreseeable risks e.g. ship alongside, water, wildfire and animal rescue, working at height, environmental protection.	A comprehensive and structured programme of training for operational staff that has been reviewed
	Oversee and coordinate transition from airwave to ESN ensuring operation requirements are achieved and effective coverage is secured locally. Work with blue light partners to ensure efficient and reflective transition.	Working towards successful implementation of the ESN across the Service
Theme 3	Continually review our policies and procedures drawn from National Operational Guidance and other outcome reports / investigations such as Grenfell Towers and Manchester Arena Bombing.	Up to date policies and procedures that reflect national guidance and other key investigations
	Implement the findings of the Tactical Advisor cadre to ensure we can provide robust and specialist advice to our Incident Commanders; (yr 1,2 & 3)	To ensure our incident Commanders have the right information and right support at the incident ground
	Review the signposting service to members of the public affected by an incident that provides signposting to support / help.	To ensure we provide a holistic service to our community
	Design and implement an in-cab solution for post incident considerations	To use the available technology to ensure an efficient service is maintained
Theme 4	A programme of JESIP training and exercising events against risks within our communities to be developed and implemented	A joint approach to training and developing to ensure JESIP principles continue to be embedded
Theme 5	Review the changes made and refine the end to end operational assurance process;	That learning is embedded into our operational response to ensure an efficient,

		effective, and safe response of our operational staff
Theme 6	To ensure the relevant professional standards as released by the NFCC are implemented	To ensure compliance against the professional standards

Year 4 priorities

Theme	What we will do	Performance targets/success measures
Theme 1	Introduction of a PAPA2 at Bohemia Road	Working towards April 2025 implementation
Theme 2	Oversee and coordinate transition from airwave to ESN ensuring operation requirements are achieved and effective coverage is secured locally. Work with blue light partners to ensure efficient and reflective transition.	Successful implementation of the ESN across the Service
Theme 3	Continually review our policies and procedures drawn from National Operational Guidance and other outcome reports / investigations such as Grenfell Towers and Manchester Arena Bombing.	Up to date policies and procedures that reflect national guidance and other key investigations
	We will explore and research emerging firefighting technology with a report to Ops Committee and SLT with recommendations;	To ensure the Service uses available firefighting technology to drive down the risks to our Communities and our workforce
	To use the available technology to ensure an efficient service is maintained	To use the available technology to ensure an efficient service is maintained
Theme 4	Review the programme of JESIP training and exercising events against risks within our communities	A joint approach to training and developing to ensure JESIP principles continue to be embedded
Theme 6	To ensure the relevant professional standards as released by the NFCC are implemented	To ensure compliance against the professional standards
	To develop a revised Response & Resilience Strategy for 2026 - 2030	A strategy that aligns to the IRMP and identifies the continual improvement journey for the next 4 year period.

Sustainability and Environmental Checklist for strategies – additional guidance

All strategies require you to consider the environmental and sustainability section included in the strategy template.

There is a standard evaluation method for completing this. Please complete the questions below, considering carefully how the recommendations contained in your strategy may affect each of the criteria covered. This will help you develop these areas of your strategy document.

Aspect	Posi tive	Neg ative	N/A
1. Community Participation			
<i>a) encourage local action and decision making</i>			
<i>b) improve the sense of community</i>			
<i>c) take account of and/or empower underrepresented groups</i>			
2. Economy and Work			
<i>a) assist low income/disadvantaged groups</i>			
<i>b) increase employment/vocational training opportunities</i>			
<i>c) provide opportunities for local businesses</i>			
3. Health			
<i>a) reduce factors that contribute to ill health (diet, poverty, lifestyle, etc.)</i>			
<i>b) improve health facilities</i>			
<i>c) provide healthy and safe working environments for staff</i>			
4. Equality and Opportunity			
<i>a) increase facilities for the young, elderly, or special needs groups</i>			
<i>b) increase life-long learning opportunities</i>			
<i>c) promote citizenship – e.g. racial or religious understanding</i>			
5. Transport			
<i>a) promote or improve access to public transport</i>			
<i>b) encourage walking or cycling</i>			

<i>c) discourage unnecessary use of motor vehicles, thus reducing emission levels</i>			
<i>d) improve the transport network</i>			
6. Pollution			
<i>a) reduce pollution of air, water and/or land</i>			
7. Energy			
<i>a) reduce energy use and/or improve energy efficiency</i>			
<i>b) generate energy from renewable sources</i>			
8. Environment			
<i>a) create quality greenspace for community use</i>			
<i>b) benefit biodiversity</i>			
<i>c) conserve and enhance the built heritage</i>			
<i>d) protect character of landscape and/or townscape</i>			
<i>e) encourages sustainable production (e.g.- in case of procurement)</i>			
<i>f) use sustainable design and construction techniques</i>			
9. Waste and Resources			
<i>a) reduce amount of waste produced or reuse existing products</i>			
<i>b) encourage recycling or the use of recycled products</i>			
10. Asset Management			
<i>a) ensures best value in the use of the Fire Authority's built assets</i>			
<i>b) takes account of and seeks to minimise whole life cycle cost of the Fire Authority's built assets.</i>			
11. Human Resources			
<i>a) ensures efficiency in the use of human resources</i>			