

We make our communities safer

East Sussex Fire Authority Our Corporate Plan 2021-2022



East Sussex
Fire & Rescue Service

Alternative formats and translation

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

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Contents

Welcome.....	2
About East Sussex Fire and Rescue Service.....	4
Our Area.....	4
How we serve you.....	4
The Fire Authority.....	6
The Members of the Fire Authority are:.....	7
Service Structure.....	8
Setting the strategic direction.....	9
Our Strategies.....	10
Delivering our purpose and commitments.....	11
Commitment number 1 - Delivering High Performing Services.....	12
Commitment number 2 - Engage with our communities.....	14
Commitment number 3 - Have a safe and valued workforce.....	16
Commitment number 4 - Making effective use of our resources.....	18
Our performance outcomes.....	20
Asking the public.....	22
Our Finances.....	24
How we are funded.....	25
Contact us.....	26



Welcome

Welcome to our Corporate Plan 2021/22 for East Sussex Fire & Rescue Service, which highlights our achievements over the past year and plans for the year ahead. It also provides information on our service priorities for the current year and details our improvement plans for the future, which will enable us to deliver our purpose of 'making our communities safer.'

The last year has been an unprecedented national challenge and has had a profound impact on both the service organisationally and our local community. Along with the rest of the country we had to adapt in order to ensure that we were able to provide an emergency response service under the circumstances. Despite the challenges faced by staff on an individual basis we were able to continue to perform our statutory duties and assist our partners.

We cannot be more proud by what we achieved and the resilience and professionalism shown by staff during the pandemic.

There will continue to be significant change over the forthcoming years, as a result of changes in government policy, arising from the anticipated Fire Reform White Paper and the outcomes of the Grenfell Tower Public Inquiry which will inform the further development of our role and our priorities over the coming years.

Uncertainty around the long-term funding of the Fire and Rescue Service remains, and last year we agreed a number of proposals after an extensive public, staff and stakeholder consultation in order to improve our service provision and balance our resources to address the risk in our communities.

We listened very carefully to your views and we agreed there was scope to modify our proposals. We believe the proposals provide the Service with a firm foundation moving forward and will enable us to use our resources more effectively in terms of allowing them to be deployed where the greatest risk is. Not only did the plan result in us returning to three dedicated aerial appliances, we were also able to introduce an additional fire engine in Hastings.

The year ahead

We have a number of delivery strategies which set out the key areas of work over the medium term to ensure we meet our purpose and commitments. There are a number of key priorities for the coming years and we have set ourselves a challenging programme. For 2021/21 these include:

- The delivery of the year 1 'Planning for a safer future' integrated Risk Management action plan which details the steps we are taking to ensure our resources, including firefighters and fire engines, are deployed effectively, allowing us to ensure we balance our prevention, protection and response plans.
- The delivery of our second year action plan for our People strategy. This year our priorities are whole-time fire fighter recruitment and developing career pathways schemes

including a Direct Entry Scheme, and apprenticeships.

- Our prevention and protection strategy year 1 action plan sets out our how we are responding to the Grenfell Tower Enquiry, reviewing our Risk Based Inspection Programme and revising a more wholistic approach to our prevention and protection activities.

The year ahead will see us build on our achievements by staying focused on continuous improvement that makes the people of East Sussex and the city of Brighton & Hove safer, particularly the most vulnerable members of our communities. Many of our priorities are extensive, long-term initiatives that will transform the way we work and ensure we deliver our purpose of 'making our communities safer'.

We are keen to hear the views of our communities, please send in your comments using the contact information at the back of this document.



Roy Galley
Chairman of East Sussex Fire Authority



Dawn Whittaker
Chief Fire Officer and Chief Executive



About East Sussex Fire and Rescue Service

Last year we prepared a Strategic Assessment of Risk and 24 station profiles in order to identify and document the significant risks that are present in our area. By understanding the nature of these risks and how members of the communities we serve and our staff may be harmed by them, we are better placed to ensure that We design our services in order to mitigate the risk wherever possible.

The main findings from the Strategic Assessment of Risk were considered throughout the development of our integrated risk management plan proposals. We began by identifying the many and varied risks across our service area - past, present and future and used the risk assessment to inform the operational response review. 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.

Our Area

Brighton and Hove is a diverse and dynamic city that attracts a rich mix of people and communities. Its seaside location near London makes it an attractive destination to more than 11 million visitors each year. Many areas of the city are prosperous but some parts are amongst the most deprived ten percent in the country. It has the highest percentage of overcrowded households outside London and there are high numbers of flats across the coast.

The county of East Sussex has five districts, Eastbourne, Hastings, Lewes, Rother and Wealden. East Sussex attracted 23.7 million tourist visits in 2015, a 28% increase since 2005. There is a general impression of affluence and people in some parts of the county are wealthy and have a good quality of life. But there are big differences. For example, Hastings and parts of central Eastbourne are home to high numbers of benefits claimants and people on low incomes. Parts of Hastings are among the 10 per cent most deprived in the country. The county has a higher proportion of older people than elsewhere in the region and the highest percentage of people over 85 of any county in England.

How we serve you

ESFRS service area is split into three groups, which each contain two of the six districts. These are:

- West Group - Brighton & Hove and Lewes
- Central Group - Wealden and Eastbourne
- East Group - Rother and Hastings

We have a total of 24 fire stations, which cover the risk of the local area and provide

resilience across the County and City. The stations are staffed in three main ways:

- Six whole-time shift fire stations, these are crewed 24 hours a day by fulltime firefighters.
- Six day crewed fire stations, crewed during the day by full time firefighters and crewed out of hours by on-call firefighters
- 12 retained fire stations in our more rural areas, crewed by on-call firefighters who provide cover within their local area.

To assist our operational staff, we have a number of professional support teams that provide vital services including, human resources, finance, property management, fleet management and information technology amongst some. We have a shared headquarters with Sussex Police in Lewes and our own training centre at Maresfield. East Sussex Fire Control provide our mobilising services until we enter a joint control arrangement with Surrey and West Sussex Fire and Rescue Services.

Our stations are staffed in different way due to the level of risk in our area. For example some stations have firefighters on station throughout the day and night, every day of the year, to meet the risk and others have "on call" crews who live or work within 5 minutes of the station and will be called in when there is an emergency. Either way, we will always send the crews which will get to you the quickest.

Our attendance standards are:

- From when a call is received until the first fire appliance arrives at an incident with an 'on-station' response should be within 10 minutes 70% of the time
- From when a call is received until the first fire appliance arrives at an incident with an 'on-call' response should be within 15 minutes 70% of the time



The Fire Authority

East Sussex Fire Authority (the Authority) is a statutory body, made up of locally elected Councillors from East Sussex County Council (ESCC) and Brighton and Hove City Council (B&HCC). There are 18 councillors, of which, 12 are from East Sussex County Council and 6 are from Brighton and Hove City Council. The Authority normally meets five times a year, with an annual general meeting in June.

The dates of the meetings and information about how you can attend meetings and what is discussed can be found here.

<https://www.esfrs.org/about-us/east-sussex-fire-authority/fire-authority-meetings/>





















The role of the Authority is to ensure that the services provided by ESFRS are delivered economically efficiently and effectively and meet the needs of the communities we serve. Under the Fire and Rescue Services Act 2004 the Authority is legally required to enforce fire safety legislation and to reduce the risk of fire causing death, serious injury and property related losses to the community. It must also make provision for rescuing people in the event of road traffic collisions and for protecting people from serious harm arising from road traffic collisions.

The Authority is legally responsible for the enforcement of the Regulatory Reform 2005 (Fire Safety) Order which is applicable across England and Wales. This Order places the responsibility on individuals within an organisation to carry out risk assessments to identify, manage and reduce the risk of fire within public and commercial buildings.

The Authority is also a designated Category 1 responder under the Civil Contingencies Act 2004. This Act requires emergency responders in England and Wales to co-operate in maintaining a public Community Risk Register which is a product of the Sussex Resilience Forum (SRF). The SRF allows responders the opportunity to consult, collaborate and share information with each other to facilitate planning and response to emergencies.



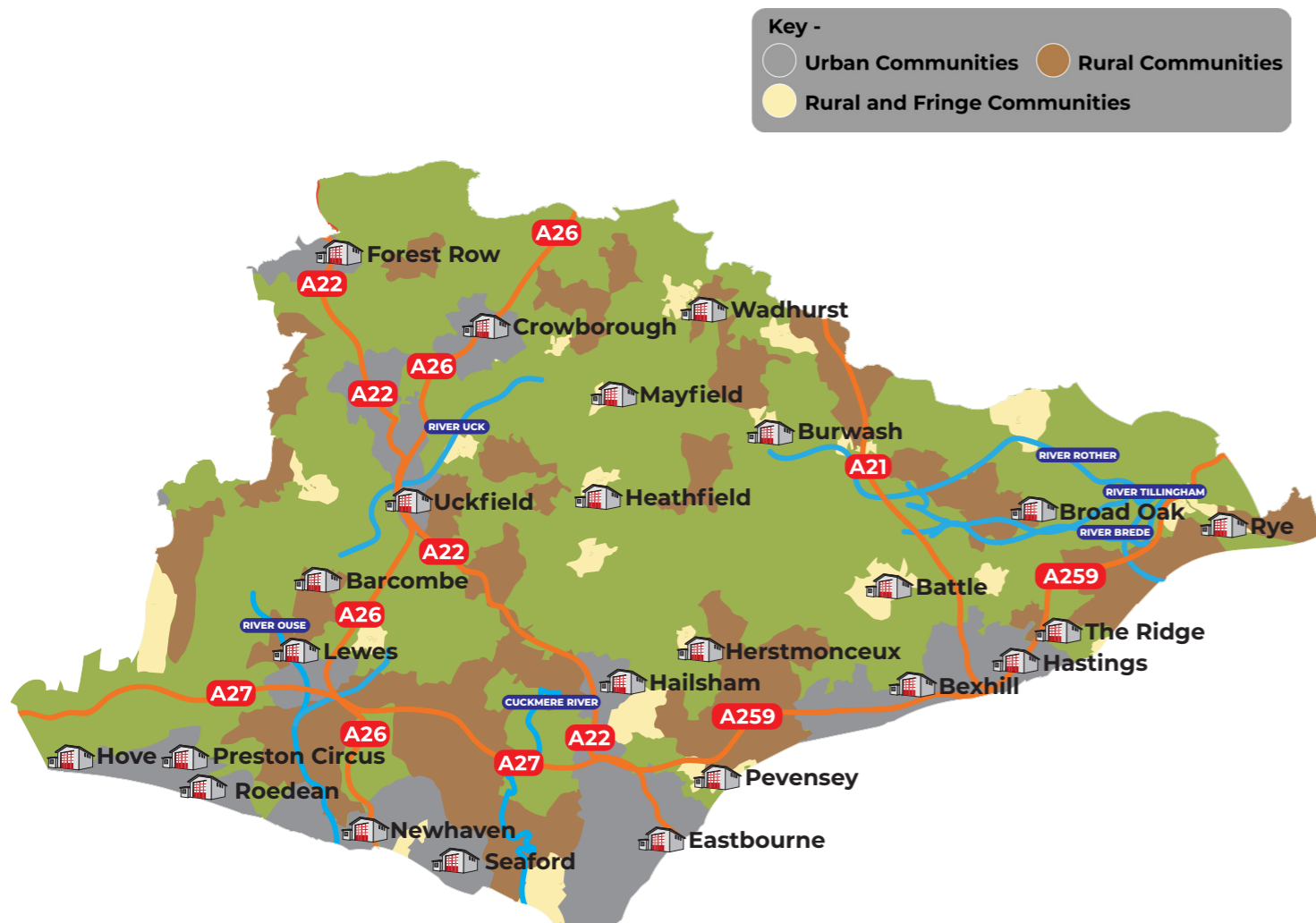
The Members of the Fire Authority are:

	Fire Authority Councillors		Chairman Roy Galley Conservative ESCC		Vice Chair Carolyn Lambert Liberal Democrat ESCC
	Brighton & Hove City Councillors		Amanda Evans Labour BHCC		Les Hamilton Labour BHCC
	Garry Peltzer Dunn Conservative BHCC		Steph Powell Green Party BHCC		Carol Theobald Conservative BHCC
	Pete West Green Party BHCC		East Sussex County Councillors		Abul Azad Conservative ESCC
	Chris Dowling Conservative ESCC		Nuala Geary Conservative ESCC		Wendy Maples Green Party ESCC
	Sorrell Marlow-Eastwood Conservative ESCC		Sarah Osborne Liberal Democrat ESCC		Paul Redstone Conservative ESCC
	Philip Scott Labour ESCC		Barry Taylor Conservative ESCC		David Tutt Liberal Democrat ESCC

Service Structure

The senior management structure of the Service is known as the Senior Leadership Team (SLT) which consists of the Chief Fire Officer and Chief Executive, Deputy Chief Fire Officer, Assistant Chief Fire Officer and Five Assistant Directors covering the following functions.

- People Services
- Safer Communities
- Operational Support and Resilience
- Resources/Treasurer
- Planning and Improvement



Setting the strategic direction

Our purpose states what we are here for as a Fire and Rescue Service. It sets out our destination which guides our strategy development.

Our purpose is, 'to make our communities safer'

We have four commitments which describe what we want to achieve for our communities in order to make them safer we will:

- Deliver high performing services
- Educate our communities
- Develop a multi-skilled, safe and valued workforce
- Make effective use of our resources

Our Values describe how we expect people to behave when carrying out their work.

- **We are PROUD** of the service we provide
- **We are ACCOUNTABLE** for our actions
- **We show INTEGRITY** in our work
- **We RESPECT** our colleagues and members of the community

Our staff are rightly proud of working for East Sussex Fire & Rescue Service and aim to display the values described through their actions, their appearance and their performance. This means always ensuring that we deliver a high quality service and that we do everything possible to achieve this. It also means every member of our team understands the performance expected from them and that they strive to deliver this performance.

LIVING OUR VALUES



Our Strategies

There are a number of reasons why our key strategies are so important and drive our business and our approach. They are a vital part in our planning framework and each supports our Integrated Risk Management Plan - Planning for a Safer Future 2020- 25 and the resulting actions plans form this annual corporate plan. Strategies contain strategic themes which are the key work areas designed to be delivered by that strategy in the longer term.

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 three years are therefore likely to require further innovation and changes to the way we operate and deliver our services

Commitment	Strategy	Strategy themes
1 Delivering high performing services	Prevention and Protection	Reduce risk in the home and wider community Preventing deaths and injuries Reduction of False Alarms Enforce the Fire Safety Order Reduce risk to our staff and the public fire safety consultation and Fire Investigation services
	Response and Resilience	Risk Management Plan key deliverables Operational Response Operational Learning & Assurance Operational Preparedness Intra-operability & Inter-operability
2 Engage with our communities	Prevention and Protection	Ensuring equality of access
	Communications, Engagement and Consultation	Quality engagement with the community Inclusion and Diversity in communications and engagement
	People	Motivate our people to live our values
3 Have a safe and valued workforce	People	Developing leaders Attracting and developing talent Diversifying our staff, promoting inclusion, Training & Education
	Health, Safety and Well-being	Continuing to Build a Positive Health and Safety Culture Reducing Work-related Injury and ill-health. Fire Fighter Safety

4 Making effective use of our resources	Prevention and Protection	Collaboration and Partnership Working
	Fleet and Equipment	Efficiency, effectiveness and collaboration and Innovation in our fleet Reducing environmental impact of our fleet
	Estates	Provide facilities that are fit for purpose Promoting energy efficiency and ensuring minimal environmental impact
	Information technology	Investment in new technology and capabilities to meet the business needs of the Service
	People	Provide quality process, policy, procedures with a clear assurance framework
Procurement	An efficient and effective corporate and commercial service delivered centrally and collaboratively	

Delivering our purpose and commitments

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. Our Service plays a vital role in the community and our purpose and commitments tell our communities what we will strive to deliver against challenging targets within an ever changing societal, political and financial environment.



Introduction

Delivering high performing services is our first commitment to the public. Saving lives, reducing injuries and other losses through fire and other emergencies through our prevention, protection and response services is the reason we are here. In a modern fire and rescue service, fighting fires is only part of the role and firefighters are spending more time out in the community raising awareness, conducting home fire safety checks and communicating fire prevention and other safety messages. However, when you need us in an emergency situation we will be there with the right resources at the right time to provide an effective emergency response.

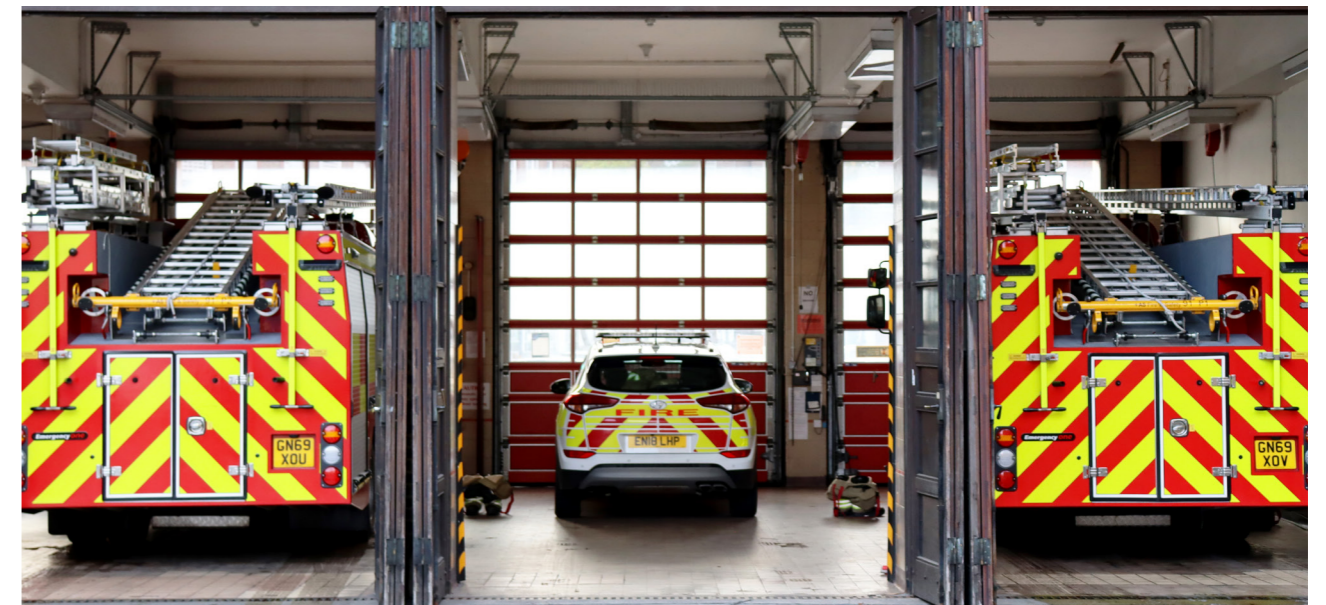
What we've achieved 2020/21

- We published our Integrated Risk Management plan, 'Planning for a safer future, which contains our proposal for the next five years in terms of our operational response provision. The resulting actions have been translated into our Response and Resilience Strategy.
- We undertook a comprehensive consultation programme on the plan which resulted in highest number of responses ever received in a consultation. After listening to our communities a modified set of proposals were drawn up in collaboration with the Fire Brigades Union (FBU) to address some of the concerns expressed by some staff groups and the public.
- We started the implementation of some of the integrated risk management plan work streams including the introduction of an Operational Resilience Plan and a flexible crewing pool.
- We began to the work stream to bring enhancements to On-call by introducing Combined Salary Contracts and flexible on-call contracts
- We continued the Joint Fire Control project which means our mobilising service will be provided jointly with Surrey and West Sussex Fire and Rescue services, This will result in a supported mobilising solution, enabling Operational efficiencies & better utilisation of resources through the tri-service partnership

Our Plans for 2021/22

We will continue with the implementation of the five year integrated risk management action plan including:

- The introduction of an Operational Resilience Plan as a Policy document repealing Core Stations Policy and amending Combined Crewing Policy
- The introduction of a flexible resourcing pool
- Recruitment of a logistics management function taking into consideration the management of the flexible resourcing pool, Officers rota, duty systems overview and necessary support to East Sussex 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
- We will publish our Response and Resilience Strategy
- We will refine how we allocate our resources to prevention and protection activity according to risk.
- We will reduce the impact of unwanted fire signals from Automatic Fire Alarms on ESFRS resources using a risk based approach.
- We will 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.



Introduction

Engaging with our communities is our second commitment. Keeping people safe is what we do and we have a range of services that we deliver in order to do this. It is great to see that deaths from fire are falling as a result of years of prevention work and we have come a long way from being seen as just an emergency response service. Preventing fire and other incidents is an important part of our work. We aim to support and educate communities to take steps to protect themselves.

What we've achieved 2020/21

- The prevention and protection strategy describes how we deliver of educational services to the community. Our target was to deliver a minimum of 10,000 enhanced home safety visits and safe & well visits. COVID19 obviously had an impact on our ability to achieve this target. However, we still achieved 7,178 virtual telephone home safety visits to our most vulnerable.
- We started a befriending service for those people in our community who were isolated during the pandemic.
- We produced 24 station profiles as part of the strategic assessment of risk. Each station risk profile results in a percentage weighting being applied against the five prevention themes for each station. Local teams then deliver initiatives in consultation with local communities and partners using the risk based weighting as a guide to determine allocation of resource. This is known as the local assessment of risk.
- We reviewed capacity and capability on Stations in order to 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.
- The station risk profile for Brighton revealed that drinking and drowning is a real problem. We ran a number of campaigns to raise awareness about the dangers which were supported by a large number of local businesses/night time economy, Universities, Sussex Police, Brighton and Hove City Council
- We have established an accidental dwelling fire group was established to ensure that we brought together key members of staff across the service to improve home fire safety. Using information from the strategic assessment of risk we have undertaken many campaigns to drive down the numbers and the results for 2020/21 were the lowest ever recorded for the Service.

Our Plans for 2021/22

- We will publish our new Prevention and Protection strategy which will set the strategic direction of the service in relation to prevention and protection for the medium term.
- We will improve our targeting of vulnerable communities. Home safety visits will be prioritised and we will follow the National Fire Chief's Council person centred approach.
- We will develop a new quality framework to ensure we evaluate the impact of our prevention work.
- 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.
- We will review and enhance our Risk Based Inspection Programme to ensure it delivers on our Person Centred Risk reduction approach.



Introduction

We believe it is important to attract, develop and retain a workforce that is a fair reflection of our communities and can deliver our services in a professional way now and in the future. We will therefore continue to build on the foundations that we have laid in our People Strategy and Health, Safety and Wellbeing Strategy and we will work hard to continue to provide our staff with a workplace where they can grow and develop. This will allow us to deliver our services in an efficient and professional manner.

What we've achieved 2020/21

- We launched the Leadership and Behavioural Framework in April 2020 that sets out the leadership behaviours needed at every level in the service, as well as key measures to support staff development, assessment and career progression. This project was supported by a comprehensive training programme that every member of staff attended. The framework provides a consistent approach to leadership within the service, regardless of role or function, in order to support a workplace culture that encourages individual and service-wide promotion of ESFRS values.
- In order to set the Leadership and Behavioural Framework into action, we have revised our appraisal process. The new process was developed collaboratively with a number of stakeholders from across the service following feedback from the staff survey and our HMICFRS Inspection process. The rolling review process is supported by a comprehensive suite of guidance and training materials to ensure that ongoing regular communication and assessment of performance is being undertaken throughout the service.
- We reviewed the induction process to ensure that it also complements the leadership and behaviour framework to ensure that staff are introduced to the concept as they begin to work for us.
- We prepared for the recruitment process due to take place 2021/22. This included preparing for a number of campaigns aimed at ensuring we reach as many underrepresented groups as possible in order to become a more diverse organisation and be more representative of the communities we serve.
- In terms of our health and safety activities the team were absorbed by the services response to the pandemic. They were part of the Covid 19 working group that support the emergency management team. They were fundamental to the services risk assessment approach in order to ensure business continuity and service provision at this difficult time. Work did continue on the business case for a suitable software system that will improve the management and oversight of the health and safety processes.

Our Plans for 2021/22

- We will be undertaking whole time firefighter recruitment, implementing the approach towards positive actions started the previous year.
- We will be focussing on 'growing our own talent' through the development of the apprenticeship scheme, the development of the career pathways scheme and a Direct Entry Scheme, which will offer a non-traditional route into leadership roles within the Fire & Rescue Service.
- We will improve career development opportunities for our staff and develop succession plans. A process and framework for managers to develop their departmental workforce plans and succession plans will be introduced.
- We will undertake an annual review of the Occupational Health provision and the value added from a collaborative approach.
- We will create a suite of training for all staff to enhance and develop knowledge in equality, diversity and inclusion.
- We will start work on an operational training and competence programme for Firefighter to Watch Manager. This will define, support and assess the competence of our station based and specialist staff.
- We will evaluate and invest in our training facilities to support the competence framework. This will include enhancing facilities at our service training centre specifically improving our provision of realistic structural firefighting training and management of contaminants.



Introduction

The people of East Sussex and the City of Brighton & Hove need to be reassured their money is being used efficiently and effectively, and that our workplace has the equipment, IT, skills, and capacity to effectively prevent and respond to incidents. Our commitment is to ensure we make effective use of our resources and we aim to continue to invest wisely in our supporting infrastructure, estate technology and supporting policies and procedures ensuring value for money is achieved for the public.

What we've achieved 2020/21

- We improved the maturity of the Service's information security by Aligning with ISO27001. We completed the gap analysis and have improved our information security reducing risk to the Service.
- We completed the replacement of Station End equipment resulting in reduced risk to mobilising resources.
- We revised our approach to project management and reporting.
- We completed the rollout of supporting technology and ensured that we have Information and Communication Technology (ICT) systems that are available to make efficiencies and also to support our service delivery. We have invested in the new systems so that we can improve the way we work and will continue to do this. It will also allow us to get the right data and information at the right time from the right people, in order to ensure all we do meets the needs of our communities.

Our Plans for 2021/22

- We will continue to improve the service's efficiency and effectiveness through investment in core line of business systems - Customer Relationship Management, Fire watch and business intelligence ensuring the service has access to the data it needs.
- We will continue the implementation of the business Intelligence Systems which will bring the business planning and performance assurance framework to life.
- Our information management strategy will ensure that we continue to maximise efficiencies in our IT provision.



Our performance outcomes

The Fire Authority set seven priority areas for the Service to concentrate on, our priority areas for 2020/21 were:

- Reducing accidental dwelling fires
- Responding quickly to a fire to stop it spreading from the room it started in
- Reducing false alarm calls, especially in properties with a previous history of this
- Increasing the number of home safety visits that we complete with the more vulnerable members of our community
- Reducing the number of absences of our employees due to sickness
- Increasing inspections in high risk premises and business audits carried out by station crews
- Numbers of home safety visits

The following tables contain our results for the key performance measures and priority areas under each of the commitments. The tables contain the direction of travel results from the previous year's performance. Due to the limitations imposed by the COVID-19 restrictions we had to find other ways of undertaking home safety visits, business safety audits and engagements so the results are not directly comparable.

Commitment 1: Delivering high performing services

No	How will we measure performance?	2019/20 Year end result	End of year result 2020/21	Direction of travel from 2019/20 result
8	Total number of incidents attended	10,138	9,633	Improved
9	Number of deaths in primary fires	3	2	Improved
10	Number of injuries in primary fires	34	31	Improved
1	No of accidental dwelling fires	453	443	Improved
11	Number of primary fires	1,042	996	Improved
12	Number of deliberate fires	743	739	Improved
13	No of Industrial and Commercial fires	137	123	Improved
14	70% of the first arriving appliances at any incident from an 'On-Station response' within 10 minutes	76%	78%	Improved
15	70% of the first arriving appliances at any incident from an 'On-Call response' within 15 minutes	73%	77%	Improved

Commitment 2: Engaging our communities

No	How will we measure performance?	2019/20 Year end result	End of year result 2020/21	Direction of travel from 2019/20 result
2	% of Home Safety Visits to vulnerable people	92.3%	95.7%	Improved Alternative delivery method
6	Undertake 10,000 Home Safety Visits	10,277	N/a	N/a due to COVID-19 pandemic
	Number of telephone HSVs completed (due to COVID-19 Pandemic)	181	7,178	Alternative delivery method
	Number of properties visited for faulty / smoke alarm fitting etc	N/a	2,069*	Alternative delivery method
7	Inspections of high risk premises completed	449	330	N/a due to COVID-19 pandemic
7a	Business safety audits completed by Station crews	388	82	N/a due to COVID-19 pandemic
	Other Business Safety telephone activities and interactions	2,700	2,563	Alternative delivery method
18	Number of business safety engagement events	30	6	N/a due to COVID-19 pandemic
19	Number of attendees at business safety engagement events	557	730	N/a due to COVID-19 pandemic

Commitment 3: Developing a multi-skilled, safe and valued workforce

No	How will we measure performance?	2019/20 Year end result	End of year result 2020/21	Direction of travel from 2019/20 result
3	The number of working days/shifts lost due to sickness not to exceed 7.5 per employee	10	6.6	Improved
20	Number of RIDDOR incidents	12	6	Improved
21	Number of workplace reported accidents / injuries	236	195	Improved

Commitment 4: Making effective use of our resources

No	How will we measure performance?	2019/20 Year end result	End of year result 2020/21	Direction of travel from 2019/20 result
4	The number of working days/shifts lost due to sickness not to exceed 7.5 per employee	-30.4%	-36.3%	Improved
9	% of automatic fire alarms mobilised calls to properties covered by the RRO that were classified as a primary fire	1.4%	2.3%	Declined
10	% of accidental dwelling fires confined to room of origin	92.7%	90.5%	Declined

Asking the public

We consult and seek feedback on our services to ensure that we understand our customers' current and future needs, experiences and expectations, enabling us to identify service developments and improvements and to ensure that we critically assess our services and the information that we provide about them.

During 2020 the Fire Authority agreed to commence an 8-week public consultation on the draft Integrated Risk Management Plan (IRMP) 2020-2025 'Planning for a Safer Future'.

The consultation programme had to be adapted in light of the restrictions that COVID-19 and the associated lockdown brought. Guidance was sought from professional bodies including the Consultation Institute and our consultation services provider, Opinion Research Services. We continued with the consultation and respondents' views were gathered through an open consultation questionnaire, a telephone residents' survey, six online focus groups and seven in-depth interviews with members of the public, and a stakeholder webinar.

Pre consultation

A programme of pre-consultation and engagement activities was held over the 12 months prior to the launch of the formal public consultation process, in order to help shape the strategic direction of the IRMP outlined within the draft plan. In order to carry out pre-engagement on the IRMP, a survey was available on the Service's website and advertised through social media. There were 100 respondents and the headline results are as follows:

- 80% of respondents agreed that we should align our resources to the areas of highest risk
- 72% agreed we should invest in more prevention schemes and campaigns such as our schools' programmes, Safety in Action and Safe Drive Stay Alive
- 86% agreed we should invest more in improving business fire safety of buildings through, for example, inspections and advice for building owners
- 76% answered 'yes' when asked if they thought the cost for a Band D property is £1.84 a week or £95.53 to pay for the fire and rescue service provided good value for money.

Main consultation findings

- In total, 2,047 responses were received:
- 836 questionnaire responses were received
- 620 telephone surveys were completed
- 40 residents attended the focus groups or undertook a depth interview
- 38 stakeholders attended the webinar

- 360 unique submissions, 152 standardised submissions and one petition were received.

Based on the feedback received a set of modified proposals were agreed by the Fire Authority in September 2020. The modified proposals reduce impacts on our workforce and mitigate a number of the concerns presented to the Service through the consultation.

The modified proposals will: -

Facilitate the introduction of a flexible "resourcing" pool of firefighters, which will enable us to ensure improved availability of fire engines in higher risk areas. Change the original proposal through continuing to operate a 7 day a week "day crewed" system, with immediate on-station response during the day at weekends, at the following stations:-

- Bexhill
- Newhaven
- Crowborough
- Lewes
- Uckfield

In line with the current proposal, Battle will change to 5 day day-duty system with an on-call response at weekends.

Bexhill, Crowborough, Uckfield and Newhaven will have a secondary fire engine located at the station. These will be utilised as flexible Service wide assets providing part of the service's spare appliance fleet, as well as being operationally available at the stations for response to incidents.

Other stations will have access to specialist operational vehicles so that Lewes, Battle, Rye, Heathfield, Seaford and Wadhurst maintain at least two operational vehicles. In Hastings we will continue with the plan to enhance cover at Bohemia Road whilst maintaining the dedicated cover for the Hastings aerial (high-reach) appliance to provide cover to the eastern part of our county. The Ridge fire station will change to a 7 day a week "day crewed" system. We will continue with the proposed changes to vehicles in Eastbourne to ensure that Eastbourne has the right mix of operational vehicles and capabilities to meet the risk. The modified proposals will no longer propose changes to the staffing arrangements on all our 24/7 shift stations and, instead, will propose a change to "group crewing" in the City only. This will facilitate additional resources being put into business safety inspection work, which is fundamental to public safety in the City.

You can read the full report here:

<https://esfrs.moderngov.co.uk/ieListDocuments.aspx?CId=136&MId=141&Ver=4>

Our Finances

East Sussex Fire Authority has agreed an increase of 1.99% in Council Tax. This means that Band D Council Tax will increase from £95.53 to £97.43 in 2021/22, providing a 24/7 emergency response for just £1.87 per week.

This funding, alongside a better than anticipated grant settlement from central government and savings of £0.5m means East Sussex Fire and Rescue Service can balance its budget for the coming year and can continue its work to provide emergency response, fire safety regulation and community safety programmes. It carries out a wide range of preventive work with vulnerable people, care homes and other businesses.

Investing for the future (our capital budget)

As well as our day to day spending, in 2021/22 we will be investing £6.1m in total, including: £3.1m in new fire appliances and other vehicles and £3.0m in improving our buildings. This includes the refurbishment of Preston Circus Community Fire Station at a total project cost of £3.1m.

This is part of a wider improvement plan for our estate over the next five years which sees a total investment of £12.2m which will improve its efficiency and effectiveness and the health, safety and wellbeing of our staff.

We expect this investment and other measures will reduce the day to day running costs of our Estate by 15-25%. Income from the sales of our old HQ and other buildings, the community infrastructure levy fund(CIL) along with other money we have and are planning to put aside will provide funding of £13.1m to support the delivery of the Capital Asset Strategy, nevertheless the Authority is expected to require new borrowing from 2022/23, the first since January 2008.

Our plans for the future (our revenue budget)

The additional income from Council Tax along with the better than expected Local Government Finance Settlement and savings of £0.5m mainly from reductions in the cost of non-pay spend e.g. better procurement, and the implementation of our new Integrated Risk Management Plan will help us balance the Authority's budget and will enable us to continue to invest in the Service's life-saving work. Our revenue budget (for day to-day spending) will increase by £1m. This includes an additional £0.5m to operate our mobilising centre whilst we work towards a new partnership with Surrey and West Sussex Fire Services, £0.8m revenue costs from our investment in Fleet, IT and People Strategies and setting aside £0.3m to invest in initiatives that will make us more efficient. There is significant uncertainty about our funding beyond 2021/22. 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 make firm plans for the future. In our Medium Term Finance Plan we have modelled two scenarios and these suggest that we may need to make new savings of between £0.3m and £2.5m by 2025/26.

What we spend

	Actual 2020-21 £m	Planned 2021-22 £m	2021-22 %
Employees	30.1	30.4	75
Running expenses	10.1	11.1	27
Capital Financing	0.9	0.9	2
Gross Service Expenditure	41.1	42.4	104
Income and Specific Grants	(1.7)	(3.7)	(6)
Contribution to / from Reserves	1.1	1.7	2
Net Budget Requirement	39.7	40.7	100

How we are funded

	2020-21 £m	2021-22 £m	Proportion %
Government Grants	3.2	3.7	9
Business Rates	8.6	8.7	21
Council Tax	27.9	28.3	70
Total Funding	39.7	40.7	100



What you pay - Council Tax Bands								
Annual Cost	£64.95	£75.78	£86.60	£97.43	£119.08	£140.73	£162.38	£194.86
Weekly Cost	£1.25	£1.45	£1.66	£1.87	£2.28	£2.70	£3.11	£3.74

To find out more about our finances visit our website at <http://www.esfrs.org/fa/financialInformation.shtml>

Contact us

We listen to our communities and want you to help us improve the services we provide. If you want to get involved, or would like more information about our services, please get in touch and have your say.

Phone: 0303 999 1000

E-mail: enquiries@esfrs.org

Write to: Liz Ridley

Assistant Director Planning and Improvement

East Sussex Fire and Rescue Service

Service Headquarters

Church Lane

Lewes

BN7 2DZ

East Sussex Fire Authority is responsible for the preparation of this performance plan and for the information and assessments set out within it, and the assumptions and estimates on which they are based. The Authority is also responsible for setting in place appropriate performance management and data quality control systems for which the information and assessments in the performance plan have been derived.



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