

# East Sussex Fire Authority INTEGRATED RISK MANAGEMENT ACTION PLAN 2014/15 – 2016/17



**East Sussex**  
Fire & Rescue Service

# Alternative formats and translation

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



**0303 999 1000**

The following formats are available on request:

## Large print (reformatted and increased to 18 point sans serif font)

CD ROM in plain text format to enable computer 'reader' systems to access and translate the information. Audio tape, audio CD and braille. Pictorial format suitable for people with learning difficulties ('easy read').

For translations of this document, please contact the Publicity and Media Officer.

**Tel:** 0303 999 1000

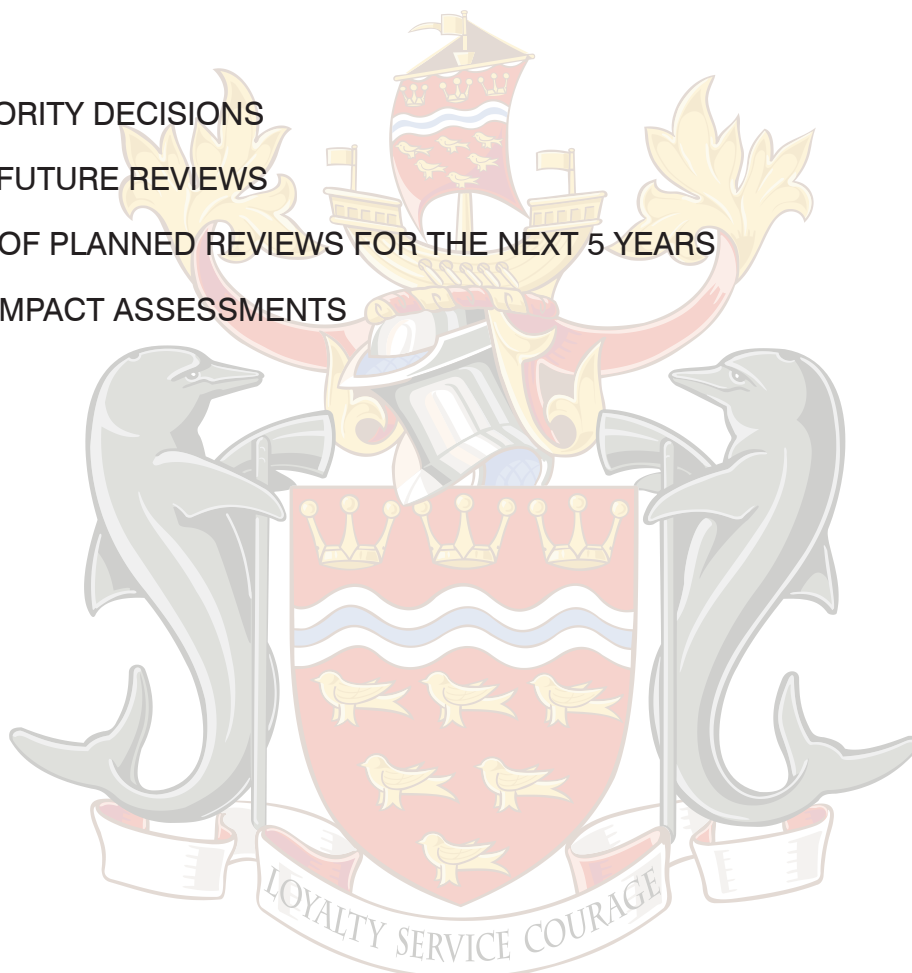
**Fax:** 01323 725574

**Minicom:** 01323 462003

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. The Authority is satisfied that the information included in the plan is, in all material aspects, accurate and complete and that the Plan is realistic and achievable.

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# CHAIRMAN OF THE FIRE AUTHORITY, COUNCILLOR PHIL HOWSON, SAYS:



We are pleased to introduce our latest Integrated Risk Management Action Plan which covers the period 2014/15 to 2016/17.

There is no doubt that all of the UK's public services are under growing pressure as a result of austerity measures and we have been working hard to make East Sussex Fire & Rescue Service as efficient and effective as possible. To be financially sustainable in the future, we must better match resources to risks from fire and other emergencies - staying the same is simply not an option.

We must take into account the changes in the needs of the communities we serve and the Fire Authority has to balance its determination to provide a high performing service with the reality of a shrinking budget.

In February 2014, we consulted on several proposals for change and at our AGM in June 2014 a number of decisions were made that are reflected in this Action Plan.

On behalf of the Fire Authority, I would like to reassure you that public safety is uppermost in our minds and we are committed to providing a secure future for the Service and for the community it protects.

A handwritten signature in black ink, appearing to read 'P. Howson', written over a horizontal line.

Phil Howson  
Chairman of the Fire Authority

# WHAT IS INTEGRATED RISK MANAGEMENT?

The current economic challenges place huge pressure on us to deliver a safe and effective Service, while facing a reduction in funding.

Integrated Risk Management Planning (IRMP) plays a key role in this process through identifying, assessing and mitigating fire and rescue related risks.

Firstly we need to understand the risks faced by our communities and then take appropriate action to reduce those risks.

This action plan sets out a joined up approach to risk management through changes to our prevention, protection and response arrangements; balancing the necessary strategic emergency cover whilst targeting those most vulnerable to risk. Equally important, because of the nature of our work, is the safety of our own people.

The IRMP is an on-going and iterative process which forms a key component of our strategic planning and significantly contributes toward the achievement of our vision and strategic aims.

## **How we approach Integrated Risk Management Planning**

The Fire and Rescue National Framework for England sets out the Government's expectations of the Fire and Rescue Service with particular attention on Integrated Risk Management Planning and the identification and assessment of all foreseeable risks in our community. In addition this requirement

extends to our neighbouring Fire and Rescue Service areas and Regional and National risks should be considered. The latest version of the National Fire & Rescue Framework states:

- Fire & Rescue Services must produce an Integrated Risk Management Plan that identifies and assesses all foreseeable fire and rescue related risks that could affect its community, including those of a cross-border, multi-authority and/or national nature.
- The plan must have regard to the Community Risk Registers produced by Local Resilience Forums and any other local risk analyses as appropriate.

Each Fire and Rescue Authority Integrated Risk Management Plan must:

- be easily accessible and publicly available
- reflect effective consultation, throughout its development and at all review stages, with the community, its workforce and representative bodies and partners
- cover at least a three year time span and be reviewed and revised as often as is necessary to ensure that Fire and Rescue Authorities are able to deliver the requirements set out in this Framework
- reflect up to date risk analyses and the evaluation of service delivery outcomes

## Targeting resources to risk

We look at risk from the perspective of both the public and our fire fighters and our Community Profiling project has delivered a clearer understanding of the population, risk and diversity across East Sussex and the City of Brighton and Hove.

It enables us to ensure that intelligence drives our priorities, engagement and initiatives with the public and the transformation of the Service going forward. We recognise that the risk to public safety predominately stems from fires that occur in the home or business premises and from road traffic collisions and, therefore, there is benefit in looking at historical demand, however this must be balanced with the continued reduction in calls as a result of a more aware community.

We also consider the risk to heritage sites, the environment and the continuing risk from terrorism. The National Risk Assessment is given careful consideration by the Local Resilience Forum and the Service to monitor any new risks identified through these processes.

These risks can affect the economy, cause disruption and impact on the day to day lives of our community and therefore understanding these risks within the County and the City provides a clearly defined baseline for us to develop our provision of service to the community we serve.

We also consider the wider risk assessments included within the Sussex Resilience Forum's Community Risk Register (CRR) to ensure that proposed changes to our service delivery complement, as far as possible, the strategies of other local responders and

Central Government agencies. We make significant contributions to the preparation, pre-planning and response to a wide range of events that are considered as part of the CRR.

In addition we also work closely with neighbouring fire and rescue services to ensure that each understands one another's capability and informs mutual aid arrangements.

For the next few years, pressures on the budget will continue as Government grant funding reduces. To deliver effective services and do this efficiently our reviews will increasingly focus on optimising our resources in different ways in a risk-based manner that continues to reduce incident numbers.

Our Medium Term Plan contains our direction and financial targets for the next few years and our corporate business plans will continue to deliver our aims and objectives. We want to further develop our approach to community profiling alongside other partnership intelligence so that the people most at risk can be targeted.

Social marketing will evolve further so that we can change behaviours in our continued efforts to reduce emergency incidents.

Through a dynamic and holistic approach to risk assessment we will deliver a Fire Service focused on the changing needs of our communities with increased emphasis on prevention and community safety.

In promoting our vision of 'Achieving safer and more sustainable communities' we are committed to making East Sussex and the City of Brighton & Hove a safer place in which to live, work and visit.



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# AIMS AND OBJECTIVES

## **Our Vision - Achieving safer and more sustainable communities**

- We say 'safer' because safety is our primary driver, within our organisation and within our wider communities.
- We say 'sustainable', because we are working towards safeguarding future generations and their communities, both in our prevention work and in how we deliver our services.
- We say 'communities' to represent everyone we serve, including those who live in East Sussex and the City of Brighton & Hove, and those who visit our local area.

## **Our Aims**

Aim 1 - To deliver quality services within available resources

- Prevent loss of life and injuries in our communities.
- Protect our communities against economic, property or heritage loss.
- Respond effectively and safely to incidents with appropriate planned resources.
- Deliver cost effective services, which focus on community risk and customer needs at a price the local community can afford and within available resources.

Aim 2 - To ensure a competent, diverse, safe and valued workforce

- Embed and embrace equality and diversity principles in all that we do.
- Attract and retain high calibre and committed staff, and help them develop professional skills and competence to meet our business needs.
- Maintain and improve the standards of health, safety and welfare of our staff and provide a safe and secure workplace.

## **Our Values**

- Respect and dignity for all - by treating members of our community and each other in a way that values their individuality and by challenging discrimination and unsuitable behaviour.
- Trust, integrity, initiative and innovation - by being open, honest and encouraging creativity.
- Serving our whole community - by providing a good, cost effective service.
- We are proud of our Service and enjoy working in a positive environment - by continually improving our services and our organisation.



# 2020 VISION

## THE PAST

Over the last decade there has been a significant reduction in the number of incidents attended. This is to be applauded and is a real success which we are extremely proud of, due largely to our proactive prevention work. Even with the unprecedented financial challenges faced by us so far, there has been only minimal change to 'service delivery' and the operational establishment. In fact investment in prevention activity has continued. The downward trend in incidents demonstrates that the risks in the community are reducing as a result of our investment in prevention and protection activities. Even though there has been an increase in the population, number of cars on the road and the number of dwelling and commercial premises, the number of incidents we attend has not increased to reflect this, indicating that the public are more safety conscious. It is our intention that our prevention work will continue to have a positive effect on the reduction of incidents.

Since 2010, the Service has operated within unprecedented financial challenges and has had to make savings accordingly. To date, significant savings that have been achieved have resulted in minimal impact to service delivery.

Given the scale of the savings required within the period 2014/15 to 2018/19, the Service has to meet financial savings targets to ensure that we can continue to deliver sustainability across all aspects of our business and functions, particularly within service delivery functions.

In order to contribute to the achievement of the financial savings there has been a review of our Prevention, Protection and Response services. This provided a range of options for consideration that will deliver savings across the whole of service delivery, whilst seeking, as far as is practicable, to maintain performance to current service standards, to the public of East Sussex and the City of Brighton & Hove, with no detriment to firefighter safety.

With the scale of current and future funding reductions, we will not be able to continue delivering all of the same services in the same way as we do at the moment. We also expect there to be potentially more vulnerable people living in our communities because of their age, health or other personal circumstances, or because of where they happen to live.

## THE FUTURE

By 2020, the Service you see will not be the same as the one you see now. We'll be doing some things differently and we may need to consider whether it is appropriate to continue providing others. We are likely to be doing more prevention work within communities through our partner agencies. We may also find it more effective to combine some of our services with other fire and rescue services, or other organisations may be more involved in delivering some of what we currently deliver.

The reviews detailed in this action plan may result in us making further changes to the way in which we provide our services, so that we are able to balance our resources against risks and other demands within the context of available finances.

By 2020, we aim to be able to show that:

- we have a transformed service providing effective and efficient prevention, protection and response services which are sustainable
- our fire stations are equipped and staffed in the most appropriate ways to tackle risks in their local areas
- our Service is taking advantage of the significant advances in safety and firefighting technology
- our work with other fire and rescue services, other emergency services, local organisations and local communities is giving us more capacity to deliver our services
- there is stronger community engagement and local involvement, with elected members of the FRA leading and setting priorities and decision making, ensuring that there is more public scrutiny of our services and how we deliver them
- greater use is being made of the rapid changes in communications technology, particularly the rise in the use of social media websites, which can provide important safety information quickly and effectively

# LOCAL RISK PROFILE

East Sussex Fire & Rescue Service provides prevention, protection and response services to 812,514 people within the area of East Sussex and the City of Brighton & Hove as shown in Figure 1 below. It can be seen that approximately a third of the population that we serve is within the heavily urbanised City of Brighton & Hove.

We work within a large and diverse area on the south coast of England, covering rural locations as well as a busy city centre and urban seaside towns.

The County of East Sussex conjures a general impression of affluence, masking the fact that it experiences the highest levels of deprivation of all the counties in the South of England. There are many picturesque villages and some more remote households, each with their own risks. Addressing rurality and isolation is an important consideration for us in the delivery of our response services and helping increase community and business safety in these more rural areas through a programme of prevention and protection activity. Our larger towns and the City of Brighton & Hove are popular tourist destinations and the summer population is enhanced significantly, with approximately 8 million visitors, which can present an increased risk of fire and road traffic collisions. Population increases in the South East over the next 20 years are estimated at over 10% and predicted to be heavily concentrated among people in the older age groups. The number of people living alone is also likely to increase, more so than any other category of household. Conversely, the numbers of married couples and single parent households are likely to reduce. The total population in East Sussex and the City of Brighton and Hove is expected to rise to 816, 000 by 2020 and 887, 000 by 2035.

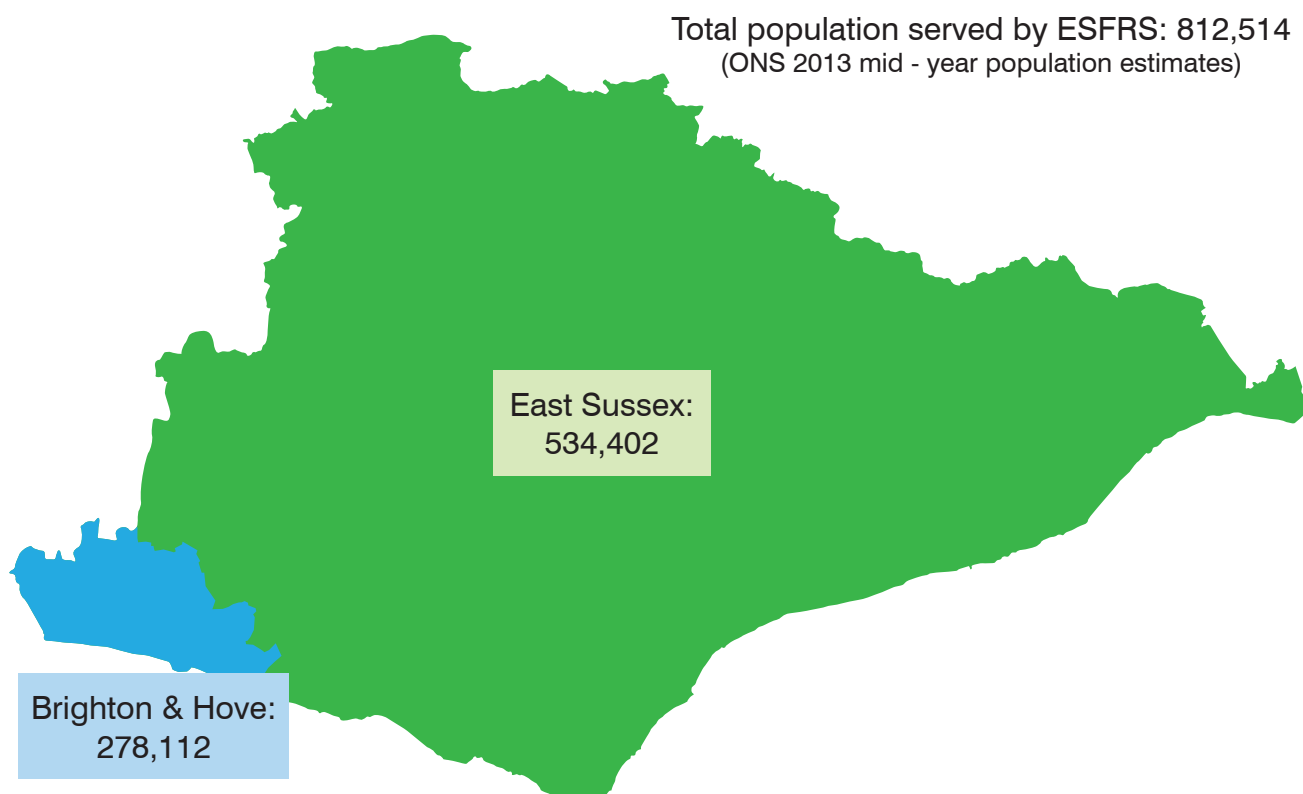


Figure 1 Population of East Sussex and Brighton & Hove

# HOW WE WILL MEET OUR OBJECTIVES

East Sussex Fire & Rescue Service uses the Mosaic Public Sector classification which is the UK's only classification designed specifically for use by the public sector, focussing on the needs of citizens. It has given us considerable insight into the communities that we serve and has provided a detailed and accurate understanding of each citizen's location, their demographics, lifestyles and behaviours. Mosaic Public Sector is linked to a number of specific public sector data sources from criminal justice, education, the environment and health, as well as central and local government.

By using Mosaic we can identify the types of people that are living across our Service area based on the 15 groups defined by Mosaic.

Table 1 shows the proportion of each household Mosaic group within the 6 Local Authorities, including the City of Brighton & Hove:

Mosaic Public Sector Group	Number of Households						Grand Total
	B'ton & Hove	Eastbourne	Hastings	Lewes	Rother	Wealden	
<b>A:</b> Residents of isolated rural communities	79	66	73	2,196	7,206	11,624	21,244
<b>B:</b> Residents of small and mid-sized towns with strong local roots	5,665	4,138	5,133	11,348	8,195	11,662	46,141
<b>C:</b> Wealthy people living in the most sought after neighbourhoods	4,565	890	116	1,421	489	2,028	9,509
<b>D:</b> Successful professionals living in suburban or semi-rural homes	2,842	2,633	1,895	5,540	4,765	12,359	30,034
<b>E:</b> Middle income families living in moderate suburban semis	9,164	3,402	2,752	2,684	873	3,458	22,333
<b>F:</b> Couples with young children in comfortable modern housing	1,922	1,117	911	1,948	737	4,257	10,892
<b>G:</b> Young, well-educated city dwellers	43,681	4,619	4,574	851	1,066	117	54,908
<b>H:</b> Couples and young singles in small modern starter homes	5,313	2,475	2,368	1,626	713	2,341	14,836
<b>I:</b> Lower income workers in urban terraces in often diverse areas	7,129	1,879	3,396	333	349	102	13,188
<b>J:</b> Owner occupiers in older-style housing in ex-industrial areas	3,682	5,130	4,026	3,168	1,317	2,745	20,068
<b>K:</b> Residents with sufficient incomes in right-to-buy social housing	4,320	3,576	3,282	2,537	2,177	1,917	17,809
<b>L:</b> Active elderly people living in pleasant retirement locations	4,790	7,059	2,448	5,054	8,951	6,853	35,155
<b>M:</b> Elderly people reliant on state support	4,731	4,681	3,129	2,447	3,383	2,729	21,100
<b>N:</b> Young people renting flats in high density social housing	10,590	1,216	2,115	453	338	191	14,903
<b>O:</b> Families in low-rise social housing with high levels of benefit need	3,546	1,688	2,500	352	562	547	9,195
<b>U:</b> Unclassified	68	28	6	21	827	38	988
<b>Grand Total</b>	<b>112,087</b>	<b>44,597</b>	<b>38,724</b>	<b>41,979</b>	<b>41,948</b>	<b>62,968</b>	<b>342,303</b>

Table 1 Mosaic Groups by Borough

By comparing ESFRS fire incident data to Mosaic types we have identified which types of people are more likely to have a fire, which types are having the most fires and what characteristics they may have which place them more at risk. Mosaic information also tells us how people like to be communicated with, which is helpful when considering fire safety prevention strategies.

# RISK IN EAST SUSSEX AND THE CITY OF BRIGHTON AND HOVE

We assess risk from the perspective of both the public and our firefighters, to give a clearer understanding of the customer, risk and diversity across East Sussex and the City of Brighton & Hove. We recognise that the risk to public safety predominately stems from fires that occur in the home or business premises and from road traffic collisions and, therefore, there is benefit in looking at historical demand; however, this must be balanced with the continued reduction in most incidents as a result of a more aware community and the potential small increase in incidents caused by adverse weather conditions e.g. flooding.

The likelihood of needing a fire and rescue service intervention in an emergency situation across East Sussex and the City of Brighton & Hove is decreasing and the trend is that the number of interventions will continue to reduce.

## HOW WE ASSESS RISK

Integrated Risk Management Planning (IRMP) has enabled the establishment of flexible, risk based standards, tailored to mitigate risks in local communities. IRMP is about improving public safety, reducing the number of incidents and saving lives through a dynamic and holistic approach to risk assessment, focused on the changing needs of our communities, with increased emphasis on prevention and community safety.

We use a wide range of assessments including but not limited to:

1. Historical incident data
2. Predictive modelling using the base case to demonstrate the effects of altering resource allocation (removing appliances, changing to new duty systems, etc.)
3. Recognising that any changes do not just have a local impact but also have a Service-wide impact on response and resilience.

Much work is undertaken by ESFRS to accurately understand and profile the community risks including the consideration of:

- Socio-demographic factors and lifestyles in the population that gives rise to vulnerability
- Distribution of our vulnerable communities across the service area, including other geographical risk factors such as rurality risk
- Frequency, severity and type of incidents across our Service area
- Location of our fire stations, the number of fire engines on each station, the cost of the station and the number of personnel on each station and which crewing system they are conditioned to

- Service response times against the agreed standards to life-threatening incidents
- Number of mobilisations, attendances to incidents, availability and resilience of the appliances across our Service
- This enables us to continually assess how we deliver our services via prevention, protection and response strategies.
- Please see Appendix A for details of incidents, current resources and attendance standards.

## HOW MUCH DOES OUR SERVICE COST COUNCIL TAX PAYERS?

The Fire Authority raises funds through the Council Tax it charges each household (called a precept). Our charge during 2013/14 was £81.86 per Band D property or £1.57 a week.

At its meeting on 14 February 2014 the Fire Authority agreed to increase its Council Tax by 1.94%. This is the first time that Council Tax has been increased since 2010/11 and means that the charge for a Band D property has increased by £1.59 to £83.45. This small increase will help us to reduce the impact of savings on our frontline services.

## HOW MUCH HAVE WE SAVED ALREADY?

From 2010/11 to 2013/14, we have made savings of £5.0m, mainly from areas that do not impact on front line service delivery. This includes savings from our 'Facing the Challenge' programme of £2.1m, which consisted of reductions in support staff and other non-operational costs, officer and supervisory posts not on fire stations and reductions in crewing as a result of the purchase of a new aerial rescue platform in Eastbourne to replace two older appliances. Other principal savings between 2011/12 and 2013/14 include reductions in financing and leasing costs, reductions in pensions costs and reductions in crewing at Preston Circus and Eastbourne Fire Stations. Together these saved nearly £1.1m.

## HOW MUCH DO WE NEED TO SAVE TO BALANCE OUR BUDGET?

In July 2013 we identified, via our Medium Term Finance Plan (MTFP), the need to deliver savings of approximately £7.1m or 18.2% of our current revenue budget over the next five years (in addition to £1.3m of savings already agreed for 2014/15), primarily due to the further reductions in grant funding from central government.

Due to the scale of the savings, the Authority has agreed to review all of its prevention, protection and response services in 3 phases over the next few years, as well as scrutinising all non-operational services, in order to identify savings opportunities. Through this programme of work, which we have called "Changing the Service, Shaping our Future", we have already agreed proposals which we expect will deliver savings of £4.6m by 2018/19. These include phase 1 and 2 operational reviews (saving £1.2m and £1.6m respectively) and non-operational savings (£1.8m).

Changes in grant from government and other funding, such as business rates and council tax, reduced the funding gap by a further £1.7m. This left £0.8m of savings still to find.

In September 2014 we updated our MTFP to reflect the progress made so far and also to roll it forward to 2019/20 which meant we needed to find a further £0.9m of savings. In total this means we will still need to find £1.7m from our phase 3 operational reviews and from our non-operational services.

Work has commenced on our phase 3 reviews and a series of reviews of non-operational services including:

- Information Management
- Procurement
- Learning & Organisational Development
- Engineering & Fleet
- Estates – accommodation including the future of our Service Headquarters

We continue to explore opportunities with public sector partners for collaboration and sharing of services and we are engaging with the Emergency Services Collaboration Project (part of Surrey County Council's Public Services Transformation Network) and the Surrey and East Sussex Transformation Challenge Award project. These reviews and projects are expected to provide further opportunities to change the way in which our services are delivered, reduce costs and make additional savings.

Full details of the savings we have already identified and our latest MTFP can be found via the following links:

[http://www.esfrs.org/document/pdf/fa/faMeetings/2014/february/14\\_02\\_CFA\\_Agenda\\_pt1.pdf](http://www.esfrs.org/document/pdf/fa/faMeetings/2014/february/14_02_CFA_Agenda_pt1.pdf) (Item 770 part B)

[http://www.esfrs.org/document/pdf/fa/faMeetings/2014/september/14\\_09\\_CFA\\_Agenda.pdf](http://www.esfrs.org/document/pdf/fa/faMeetings/2014/september/14_09_CFA_Agenda.pdf) (Item 802)

# OUR PROPOSALS FOR CHANGE

The following implementation phasing was proposed at the Fire Authority meeting on 12th December 2013 where Phase 1 and Phase 3 proposals were approved for progression.

Phase One	Phase One Proposals where the impact of any changes in terms of service delivery is assessed to be low, can be progressed through normal day to day business without the need for formal external consultation and are expected to deliver the bulk of the required savings in 2014/15 and 2015/16.
Phase Two	Phase Two Proposals which may have a greater impact on individuals and possibly service users as they propose major changes to service provision but have had to be developed in order to allow the Authority to make the bulk of the savings required from 2015/16. A number of these proposals require external consultation.
Phase Three	Phase Three Areas for further review and investigation where formal proposals for change and potential savings will be brought to the Fire Authority for approval during 2014/15, with the expectation that further savings can be realised from 2015/16 onwards.

## PHASE ONE

Proposal 1 - We have endorsed five key prevention activities for the term of the Medium Term Plan, namely:

- Home Safety
- Leading on Road Safety Co-ordination
- Schools Education
- Intervention and Incident Reduction
- The promotion of sprinklers in domestic and commercial properties introducing a scheme in 2014/15 to match-fund, with our partners in local authorities and housing associations, the retrofitting of sprinklers in existing high risk/high rise residential properties.

Proposal 2 - Review the number of Home Safety visits carried out annually, targeting the most vulnerable in our community and, as a result of the reduction in incidents, a greater proportion to be undertaken by operational personnel. This will enable a reduction in the number of CSAs by four through redeployment and/or natural turnover, starting in 2014/15, and the enhancement of their role for specific and discrete community safety work through central management. (This original proposal has been amended following consultation and Fire Authority consideration as detailed on page 18).



Proposal 3 - Remove the Arson & Incident Reduction Manager reducing establishment by one Station Manager.

Proposal 4 – Combine the existing 6 Borough Fire Safety offices to form 2 larger Business Safety offices. These will be the City and Lewes (based at Hove) and Rother, Hastings, Wealden and Eastbourne (based at Eastbourne) and will be centrally co-ordinated and managed through a service level agreement with Borough Commanders. This will reduce establishment by 4 flexible duty officers (Station Manager A).

Proposal 5 - Introduce Locality Managers in Hastings and Brighton. This will reduce the number of Watch Managers by 8 with the remaining Locality Managers increasing their salary as a result by becoming Watch Manager B.

Proposal 6 - Amend the current two-watch duty system on day crewed duty system fire stations to a one-watch system across a seven day week. This will reduce the operational establishment by 13 or 15, dependent upon the outcomes of other reviews.

## PHASE TWO

Phase 2 contains proposals which involve changes to the number, location and crewing of fire appliances and has, therefore, been subject to public consultation.

Proposal 1 - Remove one firefighting appliance from the City, leaving 4 wholetime pumps, crewed 24 hours a day.

Proposal 2A - Convert Battle Fire Station from its current Day Crewed Duty System to the new, one watch, system (Phase 1, Proposal 6), providing additional response to Hastings and remove the Retained Duty System appliance at The Ridge Fire Station.

Proposal 2B - Convert Battle Fire Station from wholetime (Day Crewed) to a one pump retained duty system station reducing the establishment by 9 wholetime posts.

Proposal 3 - Introduce Day Crewed Plus<sup>1</sup> at Roedean and The Ridge Fire Stations reducing the establishment by 20 posts (eight posts taken through the introduction of Locality Managers, Phase 1, Proposal 5).

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Day Crewed Plus explained - The main difference between the current day crewed duty system and the day crewed plus duty system is that with the latter, instead of going home during the evening and night-time hours, firefighters stay in accommodation provided by ESFRS in the form of enhanced living areas on station or a 'travel lodge' style building on site. Firefighters are allowed to have visitors and family members staying with them on site in the accommodation and will receive an on call bonus for being available.

Where stations are already day-crewed, turnout and attendance times improve for out of hours calls as the firefighters are on site rather than at home and a full attendance is guaranteed.

Where stations are currently crewed wholetime, as Roedean and The Ridge are, there is no impact on turnout and attendance times as firefighters are still on site 24 hours a day as they currently are; Service delivery, therefore, is unaffected.

# FIRE AUTHORITY DECISIONS

At its meeting on 5th June 2014, the Fire Authority discussed the findings of the consultation and the following decisions were made:

**Proposal 1:** Proposal to remove a fire engine from the City

**Decision:** Agreed with the amendment that Phase 1 Proposal 2 be deferred. The reduction of CSA posts should be postponed for the purpose of carrying out extra community safety work in The City of Brighton & Hove prior to the removal of a pumping appliance.

**Proposal 2:** Changes in Battle and Hastings

**Decision:** Following feedback from consultation, an amended version of 2a was approved. This was to remove the Retained Duty System appliance at The Ridge Fire Station and utilise some of the savings from this to provide a limited number of competent retained personnel at Battle Fire Station to make up a full crew of firefighters or Junior Officers. Ultimately leaving the current duty system in place at Battle with improved weekend cover.

**Proposal 3:** Introduce Day Crewed Plus at Roedean fire station in Brighton and The Ridge fire station in Hastings, both currently Wholetime stations.

**Decision:** Agreed



# PHASE THREE – FUTURE REVIEWS

Review 1 - Undertake a full review of Retained Establishment and Duty System and payments.

Review 2 - Commence the purchase of two Aerial Rescue Platforms for Hastings and the City following a review of the ARP implementation at Eastbourne in April 2014. The introduction of the two appliances in 2017/18 would reduce firefighter establishment by 8.

Review 3 - Revisit the results of the Rural Review in the light of the Sussex Control Centre and dynamic mobilising to consider the future of the retained fire stations at Herstmonceux, Mayfield and Forest Row.

Review 4 - Investigate the introduction of smaller appliances, where appropriate, with the correct personnel and equipment to manage certain incidents across the Service.

Review 5 - Review the Technical Rescue Unit capability and usage with a view to reducing to one unit at an optimum location with consequential savings on the capital programme and some revenue savings from reduced running costs.

Review 6 - Review the number of Flexible Duty System Management Posts through the introduction of Retained Support Managers at Watch Manager Level.

Review 7 - Demand-led rostering – consider optimum resource levels which provide adequate response capability for the highest average daily demand, whilst considering where and when we are potentially over-resourced, thereby presenting an opportunity for improvement and potential savings.

Review 8 - Carry out a full review of our Schools Education programme.

Review 9 - Review current call challenge policy and attendance to automatic fire detection systems to reduce the number of unwanted calls and mobilisations and, at the same time, consider recovering costs from owners/operators of the premises where the number of false alarm calls is high.

Review 10 - Investigate the impact of providing a new Day Crewed Plus Fire Station in the Uckfield area and making Crowborough Fire Station a Retained Station, reducing the establishment by 14 posts.

Review 11 - Investigate the impact of providing a new one pump Day Crewed Plus Fire Station in Lewes.

Review 12 - Review the provision of offshore Maritime Response.

Review 13 - Review the provision of Large Animal Rescue Capability to Kent Fire and Rescue Service.

# SUMMARY OF PLANNED REVIEWS FOR THE NEXT 5 YEARS

Phase 1	Proposal/Review	Progress so far
Proposal 1	<p>We have endorsed five key prevention activities for the term of the MTP, namely: Home Safety, leading on Road Safety Co-ordination, Schools Education, Intervention and Incident Reduction and the promotion of sprinklers in domestic and commercial properties introducing a scheme in 2014/15 to match-fund, with our partners in local authorities and housing associations, the retrofitting of sprinklers in existing high risk/high rise residential properties.</p>	<p>The Service has confirmed its commitment to these activities and work is ongoing</p>
Proposal 2	<p>Review the number of Home Safety visits carried out annually, targeting the most vulnerable in our community and, as a result of the reduction in incidents, a greater proportion to be undertaken by operational personnel. This will enable a reduction in the number of CSAs by four through redeployment and/or natural turnover, starting in 2016/17 and the enhancement of their role for specific and discrete community safety work through central management.</p>	<p>The Fire Authority on 5 June requested additional community safety activity is undertaken in the City up to the removal of the pump in the City in 2016/17. Therefore Proposal 2 is deferred whilst Officers consider the Authority's decision and draw up alternative plans to address their directions. Members also confirmed that any provision should be funded through the use of reserves.</p>
Proposal 3	<p>Remove the Arson &amp; Incident Reduction Manager reducing establishment by one Station Manager A (42).</p>	<p>This post has been removed with the work to reduce incidents continuing within the Service.</p>
Proposal 4	<p>Combine the existing 6 Borough Fire Safety offices to form 2 larger Business Safety offices. These will be the City and Lewes (based at Hove) and Rother, Hastings, Wealden and Eastbourne (based at Eastbourne) and will be centrally co-ordinated and managed through a service level agreement with Borough Commanders. This will reduce establishment by 4 flexible duty officers (Station Manager A).</p>	<p>Consultation with representative bodies and individuals is now taking place and Officers are working up proposals to implement changes in late 2014.</p>

Phase 1	Proposal/Review	Progress so far
Proposal 5	Introduce Locality Managers in Hastings and Brighton. This will reduce the number of Watch Managers by 8 with the remaining Locality Managers increasing their salary as a result by becoming Watch Manager B.	Additional impact assessments are being progressed for this proposal.
Proposal 6	Amend the current two-watch duty system on day crewed duty system fire stations to a one-watch system across a seven day week. This will reduce the operational establishment by 13 or 15, dependent upon decisions on other proposals being considered.	Following consultation with staff from five of the day crewed fire stations, we have worked up a proposal based on a two watch duty system with reduced numbers of personnel on each station and staff will be consulted directly in the near future.

Phase 2	Proposal/Review	Commencing				
		2014/15	2015/16	2016/17	2017/18	2018/19
Proposal 1	Remove one firefighting appliance from the City, leaving 4 wholetime pumps.			✓		
Proposal 2	Remove the Retained Duty System appliance at The Ridge Fire Station and utilise some of the savings from this to provide a limited number of competent retained personnel at Battle Fire Station to make up a full crew of firefighters or Junior Officers. Ultimately leaving the current duty system in place at Battle with improved weekend cover.		✓			
Proposal 3	Introduce Day Crewed Plus at Roedean and The Ridge Fire Stations.		✓			

Phase 2	Proposal/Review	Commencing				
		2014/15	2015/16	2016/17	2017/18	2018/19
Review 1	Undertake a full review of Retained Establishment and Duty System and payments.		✓			
Review 2	Commence the purchase of two Aerial Rescue Platforms for Hastings and the City following a review of the ARP implementation at Eastbourne in April 2014. The introduction of the two appliances in 2017/18 would reduce firefighter establishment by 8.				✓	
Review 3	Revisit the results of the Rural Review in the light of the Sussex Control Centre and dynamic mobilising to consider the future of the retained fire stations at Herstmonceux, Mayfield and Forest Row.		✓			
Review 4	Investigate the introduction of smaller appliances, where appropriate, with the correct personnel and equipment to manage certain incidents across the Service.		✓			
Review 5	Review the Technical Rescue Unit capability and usage with a view to reducing to one unit at an optimum location with consequential savings on the capital programme and some revenue savings from reduced running costs		✓			
Review 6	Review the number of Flexible Duty System Management Posts through the introduction of Retained Support Managers at Watch Manager Level.		✓			
Review 7	Demand-led rostering – consider optimum resource levels which provide adequate response capability for the highest average daily demand, whilst considering where and when we are potentially over-resourced, thereby presenting an opportunity for improvement and potential savings.		✓			

Phase 2	Proposal/Review	Commencing					
		2014/15	2015/16	2016/17	2017/18	2018/19	
Review 8	Carry out a full review of our Schools Education programme.		✓				
Review 9	Review current call challenge policy and attendance to automatic fire detection systems to reduce the number of unwanted calls and mobilisations and, at the same time, consider recovering costs from owners/operators of the premises where the number of false alarm calls is high.		✓				
Review 10	Investigate the impact of providing a new Day Crewed Plus Fire Station in the Uckfield area and making Crowborough Fire Station a Retained Station, reducing the establishment by 14 posts.		✓				
Review 11	Investigate the impact of providing a new one pump Day Crewed Plus Fire Station in Lewes.		✓				
Review 12	Review the provision of offshore Maritime Response.		✓				
Review 13	Review the provision of Large Animal Rescue Capability to Kent Fire and Rescue Service.		✓				

## EQUALITY IMPACT ASSESSMENTS

Equality Impact Assessments have been written for the proposals in each phase of the plan and can be found on our website via the link below. These will be developed further once specific requirements are identified during the reviews.

[http://www.esfrs.org/document/pdf/changingtheservice/equalities\\_irmp\\_appendix\\_eias\\_post\\_consultation.pdf](http://www.esfrs.org/document/pdf/changingtheservice/equalities_irmp_appendix_eias_post_consultation.pdf)



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