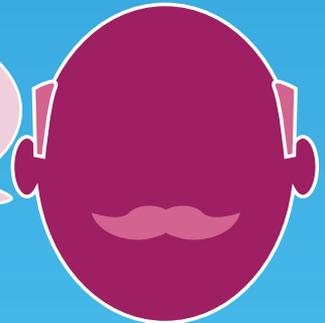
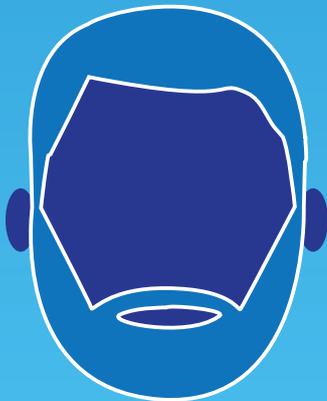
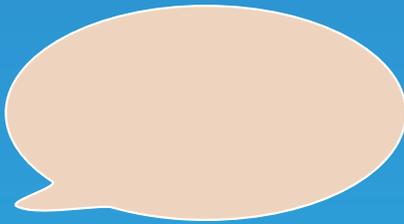


Your Service



Your Voice

East Sussex Fire Authority



**INTEGRATED RISK MANAGEMENT
ACTION PLAN 2017-2020**

www.esfrs.org/irmp

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CHAIRMAN OF THE FIRE AUTHORITY

We are pleased to introduce our latest Integrated Risk Management Plan which covers the three year period 2017/18 to 2019/20.

There is no doubt that all of the UK's public services have been under 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 our resources to deal with the risks from fire and other emergencies.

We must also 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 quality, effective service with the reality of a reduction in our budget.

The Government has made it clear that it wants to see much greater police and fire collaboration and improved interoperability and governance of the emergency services. This includes a new legal duty to collaborate, which will be set out in the Policing and Crime Bill, enabling Police and Crime Commissioners to take accountability for Fire Authorities where a local case is made. East Sussex Fire Authority has been actively exploring options to collaborate with Sussex Police, to generate efficiencies and work better for improved public outcomes, without compromising key responsibilities or changing governance arrangements. As part of this approach we will be relocating into a shared headquarters facility in Lewes commencing in 2017.

The next few years will see a wider interest in how all public services are delivered, including those provided jointly by local and national agencies in the areas of health, well-being and social care.

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



A handwritten signature in black ink, appearing to read 'P. Howson'. The signature is written in a cursive style and is positioned above a horizontal line that extends to the right.

Phil Howson
Chairman of the Fire Authority

WHAT IS INTEGRATED RISK MANAGEMENT (IRMP)?

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.

IRMP is an on-going and iterative process which forms a key component of our strategic and financial planning and significantly contributes towards the achievement of our purpose and commitments.

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 assessment of risk extends into our neighbouring Fire and Rescue Service areas and should consider Regional and National risks.

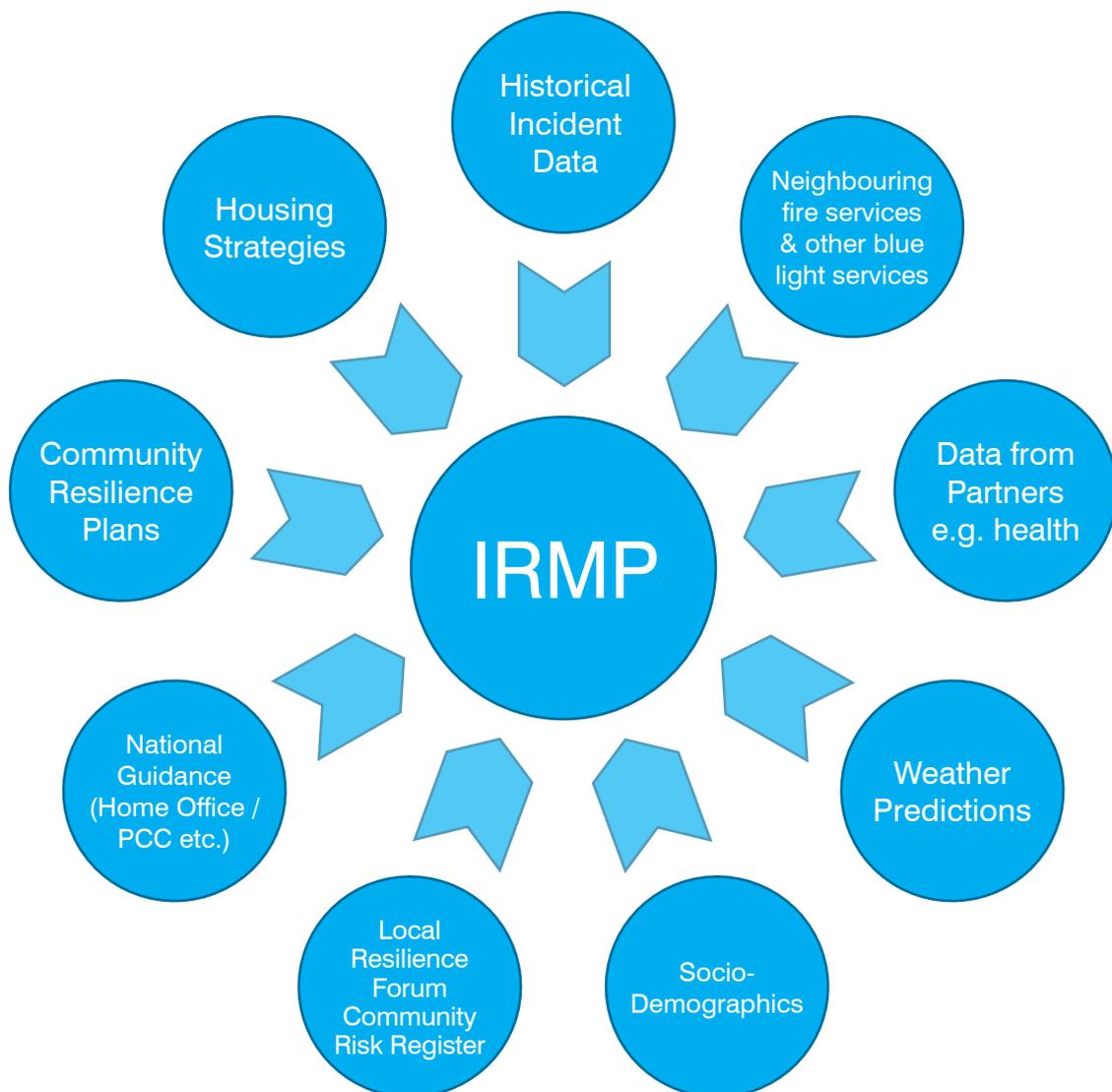
The latest version of the National Fire & Rescue Framework states:

- Fire and rescue authorities must make provision to respond to incidents such as fires, road traffic accidents and emergencies within their area and in other areas in line with their mutual aid agreements and reflect this in their integrated risk management plans.
- Fire and 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:

- Demonstrate how prevention, protection and response activities will best be used to mitigate the impact of risk on communities, through authorities working either individually or collectively, in a cost effective way.
- Set out its management strategy and risk based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat.
- 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.

WHAT INFLUENCES OUR IRMP?



HOW WE ASSESS RISK

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.

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

- Historical incident data.
- Predictive modelling using the base case to demonstrate the effects of altering resource allocation (removing appliances, changing to new duty systems, etc.).
- 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 give rise to vulnerability.
- Distribution of our vulnerable communities across the Service area, including other geographical risk factors such as rurality.
- 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.
- Number of mobilisations, attendances to incidents, availability and resilience of the appliances across our Service.

This enables us to continually assess how we are delivering our services.

A profile of our Service area can be found in Appendix A.

HOW WE PLAN

Our planning documents are interlinked and contain specific actions as to how we will achieve our purpose and commitments. We have a Medium Term Financial Plan and Capital Asset Strategy that identify the ongoing and one-off financial requirements needed to resource the strategic direction of the organisation. We publish two main plans:

- Integrated Risk Management Plan (IRMP) which sets out our strategic direction, financial position and proposals for change over the medium term;

and our

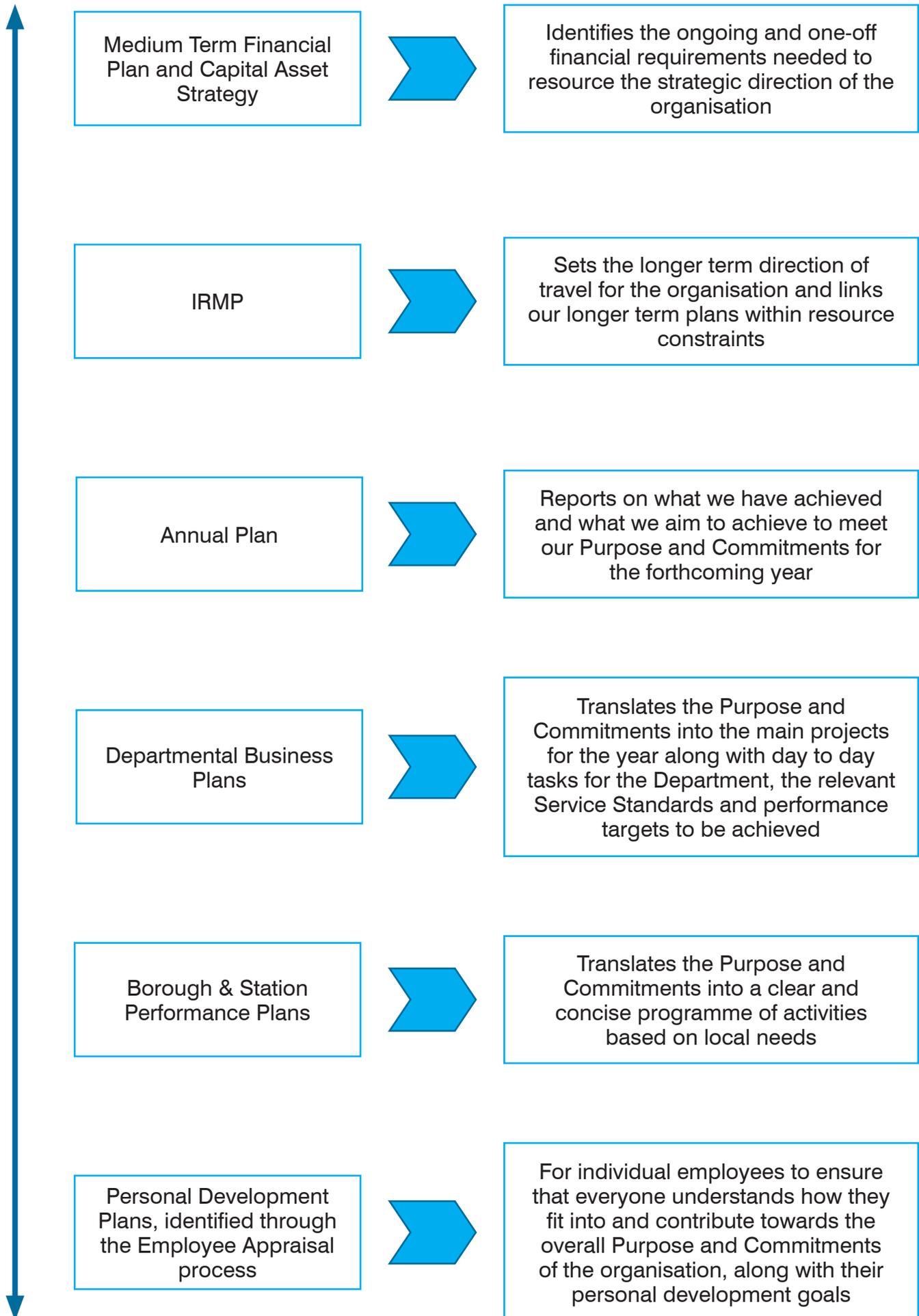
- Annual Plan which sets out our priorities each year to deliver our purpose and commitments as stated in the IRMP.

Each Department, Borough and Station has a more detailed Business Plan that sets out their activities against our purpose and commitments. All operational staff have their own Personal Development Plans, which aid individual career development, whilst at the same time providing a focus as to how their particular role helps deliver the overall purpose of the Service.

Over the coming year we will be reviewing and streamlining our strategic planning framework to continue to ensure that our decision making and actions taken come from a secure evidence based approach. We will better align our financial and planning processes to ensure that the Service is resourced effectively and managed appropriately and that value for money is achieved.

With the move of the responsibility for fire and rescue services from the Department of Communities and Local Government to the Home Office, we are anticipating the introduction of a new inspection regime for fire and rescue services as part of the Fire Reform programme. This will allow the Government to ensure that there is greater transparency of performance information allowing comparisons to be made across all services. The Home Secretary has already clearly expressed the need for improved assurance and part of this will be the re-introduction of an independent inspectorate.

Figure 1 Corporate Plan Hierarchy



FINANCIAL CONTEXT

East Sussex Fire and Rescue Service provides the communities of East Sussex and the City of Brighton and Hove with a round the clock service for £1.67 a week (for the average household). Our revenue budget for 2016/17 is £38.4m and is funded from government grants (16%), business rates (19%) and Council Tax (65%). Over 70% of our spending is on employees, and the vast majority of this is on our firefighters.

In common with many other public bodies we have had significant reductions in the grant we receive from Central Government in recent years and we expect this to continue in the future. Our latest Medium Term Financial Plan (MTFP) predicts that we will lose a further £3.0m in Government grants between 2016/17 and 2019/20. To ensure that we have a balanced budget and are financially sustainable over the medium term we will have delivered £6.7m of savings between 2010/11 and 2016/17 and have identified a further £1.8m to be delivered by 2019/20.

At the same time we have become more dependent on the income we receive from Council Tax. The Authority froze Council Tax between 2010/11 and 2013/14 but has had to increase the amount it charges to Council Tax payers by 1.94% in each of the last 3 years.

Based on our current plans we expect that we will need to raise Council Tax by a further 1.94% each year to 2019/20. If we do not increase Council Tax then we will need to make further savings. Every 1% increase in Council Tax is worth almost £0.25m to the Fire Authority or the equivalent of about 7 firefighters.

Based on our current plans and taking together changes in grant and other funding (including expected increases in Council Tax), planned savings and increases in our costs (including pay and pensions) we expect to be able to balance our budget between 2017/18 and 2019/20 and have some funding available to support the delivery of the proposals set out in the IRMP. Through good financial management we also have money set aside in our reserves that can be used to fund investment in new initiatives that will make our communities safer and also our capital programme to purchase new fire appliances, maintain our fire stations and improve our IT.

Further information on our MTFP can be found at:

www.esfrs.org/about-us/financial-information/



OUR PURPOSE AND COMMITMENTS

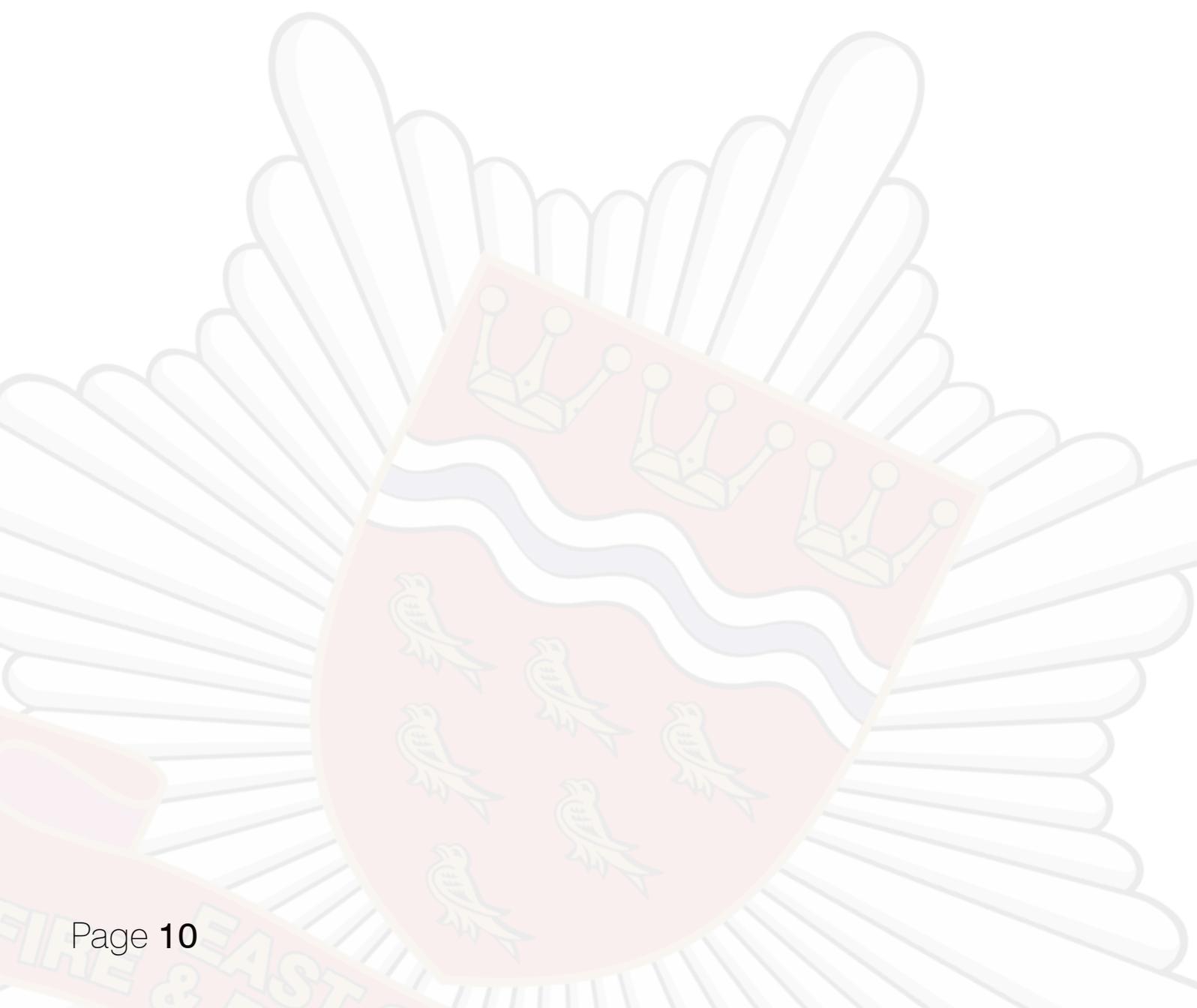
During April 2016 a series of pre-consultation engagement forums were held with staff and stakeholders. There were five sessions in all, one with stakeholders and four with staff. Running alongside the forums was an online survey which was open to staff, stakeholders and the public to offer an alternative method of providing feedback.

The two main purposes of these sessions were to discuss the future strategic direction of our IRMP and obtain feedback on a new 'Purpose' and set of 'Commitments' which are intended to replace our 'Vision' and 'Aims and Objectives'.

Full details of feedback received during this process can be found on our website on the following link;

www.esfrs.org/about-us/east-sussex-fire-authority/policy-resources-panel/

As a result of feedback received, the Corporate Management Team and Fire Authority members have set a new Purpose and Commitments as follows:



OUR PURPOSE AND COMMITMENTS

Our Purpose and Commitments are at the centre of everything we do.

Whether responding to emergencies, working to prevent them happening in the first place or providing support, our firefighters, officers, control room operators, Business and Community safety teams, support staff and volunteers all play their part.

We are proud to serve East Sussex and Brighton and Hove City.

Our purpose

We make our communities safer

We do this by:

Delivering high performing services

Educating our communities

Developing a multi-skilled, safe & valued workforce

Making effective use of our resources



OUR PROPOSALS FOR THE NEXT THREE YEARS

In our last Integrated Risk Management Plan we stated that, 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 Fire and Rescue Authority 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.

Our goals have not changed and this plan shows how we aim to reach them.

Our IRMP must ensure that our strategies, projects and day-to-day business will underpin our Commitments and ensure that we fulfil our Purpose. Our areas of interest for the next 3 years have been identified accordingly.

Review Service-Wide Attendance Standards

Since late 2015, we have been reporting against the Department for Communities and Local Government's average response times, which allows the public to benchmark performance against national data.

The next step will be to undertake a comprehensive review of our attendance to life threatening incidents taking into account the success of the Service's reduction of false alarms.

Feedback received during pre-consultation engagement with our staff and stakeholders showed support for developing new variable standards based on either risk by area or by local fire station duty type.

We will now carry out some sample analysis to determine how each of those approaches will look and any proposals for the way forward will be brought to the Fire Authority for approval. Consultation will be undertaken when new attendance standards and associated targets have been identified.

Demand Management Strategy

Whilst overall demand on fire and rescue service resources has reduced over recent years, we will undertake more targeted work to ensure that we continually review and improve efficiencies across the Service.

We will be reviewing our attendance to all incident types but specifically targeting all non life-threatening incidents. By reducing the demand on our Service for calls that are not deemed appropriate to attend, we will free up our resources to undertake meaningful community safety work that will make people safer in our communities.

Using a blend of incident and enforcement data, we propose to deliver locally devised plans which focus on protection and prevention initiatives to reduce risk, which in turn will further reduce demand on our services.

When assessing demand, we must also take into account the impact placed on our partners and other blue light services, and consider where joint initiatives may help alleviate the pressures of providing emergency response across blue light services. Areas for investigation will include for example water safety, false alarms and immediate emergency care responding, and will be key focal points for future shared working practises between services.



Immediate Emergency Care Responding (IECR)

IECR involves fire and rescue staff supporting the local ambulance service by co-responding to certain pre-agreed medical calls where fire and rescue resources are closer than ambulance resources, in order to improve patient outcomes during time-critical medical emergencies. Paramedics will also be dispatched by the ambulance service. These call types will only include Red 1 calls where the patient requires an urgent response, for example where heart function has stopped, breathing has stopped or if there is major bleeding.



Our firefighters are already trained in first aid and frequently respond to emergencies where people are suffering life threatening injuries. IECR will provide our firefighters with enhanced immediate emergency care skills and additional lifesaving equipment in order to fulfil this role and support the ambulance service where it needs it most. There are a number of options available to deliver IECR which range from sending front line appliances, dedicated response vehicles or mobilising the nearest senior officer.

Each of the options for delivering IECR has a financial impact on the Service, for example the purchase of equipment and delivery of training. The cost to provide IECR through a variety of methods across duty systems would be £61,100 start up and £97,927 for the first year including project management. There are many benefits to the various options, all of which are being considered by officers who are reviewing the impact of national IECR trials being undertaken under the auspices of the NJC National Employers.

We propose to conduct a 2 year pilot of IECR using a combination of full time firefighters, retained duty firefighters and other operational officers, all on a volunteer basis. The one off and ongoing costs of this pilot will be funded from a combination of existing budgets and our Improvement and Efficiency Reserve.

Planning for Growth

Over the next few years, East Sussex is required by Government to deliver around 20,000 more homes as part of the national housing strategy and to meet the demands of a growing population in the UK.

Initial plans are being drawn up by the individual planning authorities across the County detailing the type, number and location of dwellings to be built. Additional homes and residents will place demand on existing infrastructure and public services and therefore all local authorities will need to consider these impacts as part of future plans.

We will be submitting considerations to the planning authorities during 2016/2017 to ensure the sustainability of our services in the future. As the planning authorities' plans become further developed we will provide an operational assessment of the impact on the Service across its prevention, protection and response services to ensure that the Fire Authority can continue to deliver its statutory duties.



Water Safety

Each year the Service is involved in a number of rescues and body recoveries from water. Some of these incidents are as a result of flooding but most are as a result of accidents. Not only do we have a significant length of coast but also numerous inland rivers, lakes and reservoirs such as Arlington; as well as these bodies of water, domestic pools and even baths can present a risk for the very young and elderly.

Drowning in the UK accounts for more accidental fatalities every year than fires in the home or cycling on the road and many more people suffer life changing injuries in water related incidents. In recognition of this, in February the UK published its first national Drowning Prevention Strategy. During 2015 at least 10 people lost their lives in East Sussex as a result of drowning and this number may increase as some inquests have yet to determine cause of death.

The Service has a proven record of raising safety awareness, demonstrated by the outcomes from both fire prevention and road safety work and we are committed to working with other agencies to ensure the risks associated with water are better understood and that the number of drownings are reduced.

We will therefore be considering both our prevention activities and support to other agencies to address this risk to the public and publishing a Water Safety Strategy in the near future.

Protection

We will continue to reduce risk to the public, businesses and firefighters through improving how we protect buildings and their occupants. We will re-evaluate how we deliver firefighter safety and business fire safety and look to ensure a balance between the numbers of targeted premises we inspect and the advice and support we give to premises owners.

We will consider how we can make better use of operational firefighters to undertake fire safety inspections of buildings where appropriate, and where it can make a real difference.

Duty to collaborate

We regularly work with other agencies; during incidents, to deliver prevention programmes and community safety work and also during protection of business and we will continue to do so where there are clear benefits for public safety and efficiency. There are also a number of other specific collaborative initiatives that the Authority has committed to support:

ESCP - this is the Emergency Service Collaboration Programme and the three main emergency services across Sussex and Surrey (fire, police and ambulance) are involved in identifying opportunities to work together to deliver more effective and efficient solutions for delivery of the services. This programme secured Government funding as part of the innovation programme. During 2016/17 a specific project for a shared Integrated Transport and Fleet is being progressed which will see more efficiency in bulk fuel purchasing and a new solution for maintaining our fleet of vehicles.

3SC - Local authorities and public agencies in East and West Sussex and Surrey are involved in developing a bid to Government for infrastructure funding to support the devolution of a range of powers which, if successful, would see more funding provided from Central Government to the local authorities for improvements in our infrastructure and an increase in the building of homes across the 3SC area. We are supporting this bid.

Duty to Collaborate - the Policing and Crime Bill that is currently going through the Parliamentary process prior to becoming law, proposes the creation of a legal duty for emergency services to collaborate to ensure improved efficiency and effectiveness in delivery of public safety. This Bill also places a duty on the Police and Crime Commissioner (PCC) to consider if the best way of delivering this duty is for the governance of the two fire and rescue services in Sussex to come under the PCC.

The PCC for Sussex has asked East Sussex Fire Authority and West Sussex County Council to support an independent examination of the proposal. If the outcome of this initial study shows that there is a case, then a new proposal will be made for the way the fire and rescue services are governed and their decision making processes; this will be followed by a public consultation. East Sussex Fire Authority has agreed to support the development of the business case about how the fire and rescue services are governed and their decision making processes; this will be followed by a public consultation.

Human Resource Planning

We will continue to resource the Service to its operational staffing establishment providing prevention, protection and response services to the people within the communities of East Sussex and the City of Brighton and Hove.

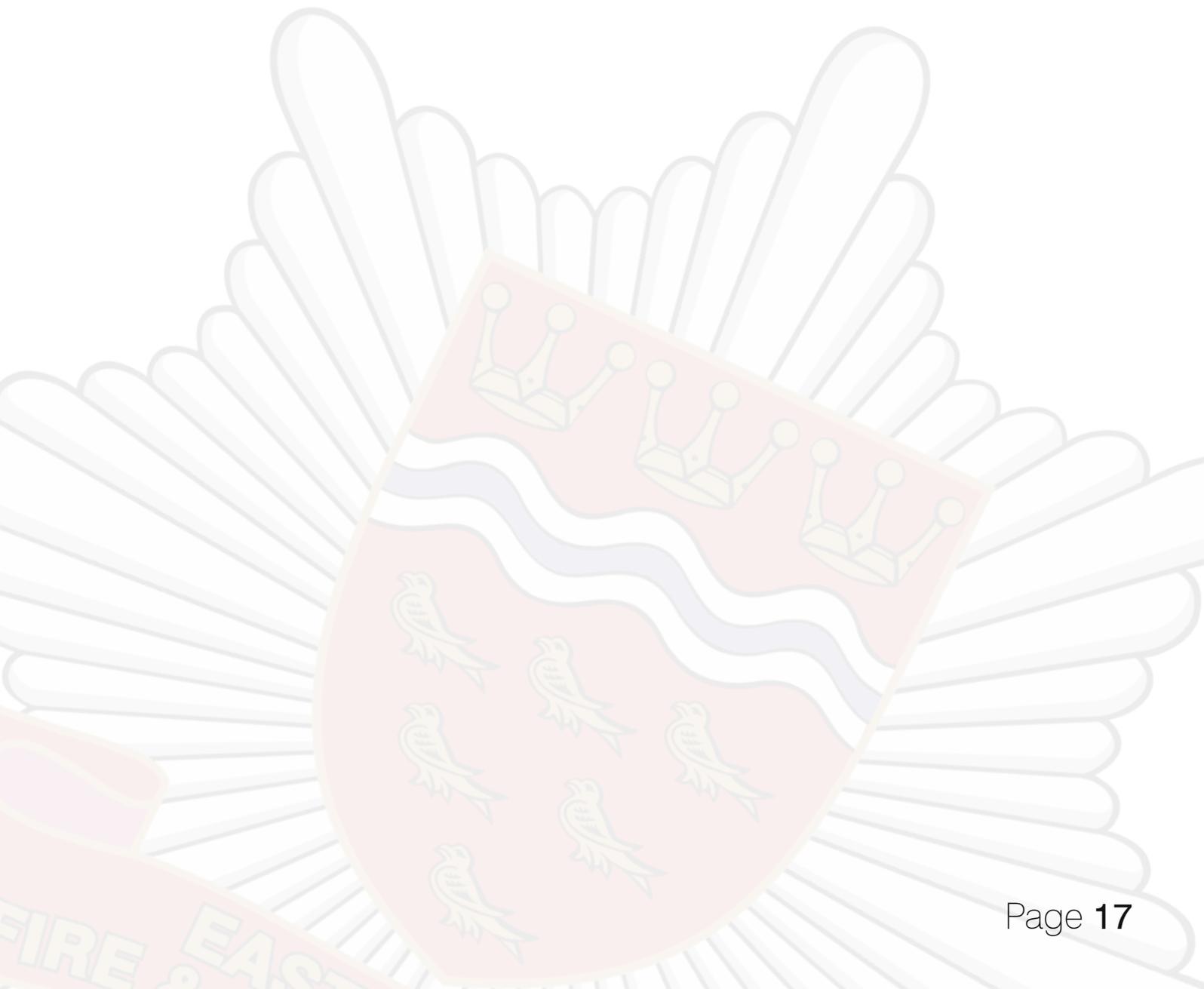
We will continue to expand our volunteer service, supporting areas such as Safe and Well visits, joint Fire and Rescue/Police community volunteering, public health and road safety.

We will target and attract talented people into the Service, promoting a positive image of the Service amongst potential applicants, particularly from under-represented groups.

This will focus on ensuring we adopt effective clear, consistent and transparent policies, practices and processes for recruiting, selecting and developing staff.

We will continue to develop workforce and succession planning models making the best use of talent across the Service, together with the delivery of schemes such as apprenticeships and improved firefighter recruitment.

Further to this we will continue to ensure our firefighters are equipped with the necessary skills and training enabling them to respond to emergency situations both safely and effectively.



Health, Safety and Well Being

We take the health, safety and well-being of all our staff seriously. We will continue to ensure that it is considered as a priority and as part of the way we do things, rather than being viewed merely as an add-on, legal obligation.

We have a new provision for Occupational Health in the Service and will be developing further mechanisms to support the well-being of our staff.

The scrutiny and audit role of the corporate Health, Safety and Welfare Committee (HSWC) chaired by the Deputy Chief Fire Officer has been reviewed with revised terms of reference, aims, objectives and priorities, as well as redesigning the structure that sits underneath the HSWC to ensure delivery.

We will keep these new arrangements under review to ensure they are effective.

Inclusion and Diversity

We will continue to promote Inclusion and Diversity in all that we do, whilst having due regard for our statutory obligations in line with the Public Sector Equality Duty. We will refresh our Inclusion and Diversity Strategy, which will focus on the need to eliminate discrimination and advance equality of opportunity through both policy and practice. We will also publish information in relation to Inclusion and Diversity, our employees and people affected by our policies and practices.

PROJECT AND IRMP TIMELINES FOR THE NEXT YEAR

	Falls Under Commitment No.	Current Year												Year 1											
		Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18			
<u>PROJECTS ALREADY UNDERWAY</u>																									
Sussex Control Centre Project	1																								
Service Headquarters Relocation	4																								
Information Management Department (IMD) Transformation	1																								
Contract Milestone Transition	1																								
Transformation	1																								
Bridging The Gap - Savings review	4																								
Respiratory Protective Equipment (RPE) and Radios	3																								
Planning	3																								
Procurement	3																								
Implementation	3																								
Fire Watch Phases 1 and 2 - needs clarification following IMD Transformation	3	TBC																							
Customer Relations Management System (CRM) for Community Safety	4																								
Procurement Cards	4																								
Emergency Services Network	1																								
Support Services Review	4																								
Integrated Transport and Fleet	4																								
Preston Circus Fire Station premises feasibility study	4																								
Lewes Fire Station - relocation	4																								
Refurbishment of Breathing Apparatus Chamber at Service Training Centre	1																								
Phase 1	3																								
	3																								

Details of further years actions will be given in our annual plans.

	Falls Under Commitment No.	Current Year												Year 1											
		Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18			
IRMP PRIORITIES																									
Review service-wide attendance standards	1																								
Preparation & Sample analysis Full review	1																								
Using firefighters to deliver business fire safety	1																								
Workforce Development	2																								
	3																								
Succession planning	3																								
Apprenticeships	3																								
Talent Management	3																								
Appraisals Review	3																								
Firefighter Recruitment Review	3																								
Demand Management Strategy including Immediate Emergency Care Responding	4																								
Agree policy Implementation	4																								
Planning for Growth (New Housing Developments)	1																								
Apply for funding Consultation - Wealden	1																								
Health & Safety Strategy Review	1																								
	3																								

Please see Appendix B for details of progress on our previous IRMP workstreams.

CONSULTATION

This plan will be subject to public consultation during Sept-Nov 2016, the results of which will be provided to the Fire Authority for consideration in December 2016.

We would like to consult with as many people in our local communities as possible to ensure we continue to meet the increasing demands and expectations of everyone we serve in East Sussex and the City of Brighton and Hove. It is vitally important to us that we gather and acknowledge your views in order for us to further develop our services and seek to satisfy your service needs and resource priorities. It is also important that we provide you with information on the financial context in which we must operate. Your thoughts and views are important to us and they shape the services we will provide to you now and in the future.

HOW YOU CAN GIVE US YOUR VIEWS

There are many ways in which you can consult with us whether you are a member of staff, a member of the public, a local business owner, a partner organisation or an interested stakeholder.

You can complete our online questionnaire via our website www.esfrs.org, you can e mail us at consult@esfrs.org or you can write to us at the following address:

CRM Team
East Sussex Fire and Rescue Service
20 Upperton Road
Eastbourne
East Sussex
BN21 1EU

Tel: 01323 462079

You can also use our e mail, postal address or phone number above to request printed copies of the documentation and questionnaire.

In addition to the above, there will also be staff meetings, stakeholder groups and social media promotion to encourage engagement from all interested parties.

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** کورتیهیهکی ئەم بەلگهیه ههروهها به پێی داواکاری به زمانی کوردی دەس دهکەوێت
- 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.

Tel: 0303 999 1000

Fax: 01323 725574

Minicom: 01323 462003



East Sussex Fire Authority



**INTEGRATED RISK MANAGEMENT
ACTION PLAN 2017-2020**
Consultation

www.esfrs.org/irmp