

FUTURE WEST SUSSEX STRATEGY



Draft West Sussex Fire & Rescue Service Community Risk Management Plan



FUTURE WEST SUSSEX

Contents

Welcome	4
Our County	5
Our service and how we are funded	6
West Sussex Fire & Rescue Service activity.....	7
How you are served	8
Fire Appliance and Specialist Vehicle Locations.....	8
Crewing our stations	9
Immediate Response stations & Group Crewing	9
Day Crew Only (DCO) stations.....	9
Crewing Optimisation Group (COG).....	10
Retained Duty System (RDS)	10
Flexible Duty System (FDS).....	10
Specialist teams.....	10
Business Fire Safety.....	10
Training, Development & Assurance.....	10
Strategic Risk Group	11
Management Information Team.....	11
Resilience and Emergencies.....	11
The Hub	11
The Intervention and Prevention Team	11
Fleet.....	12
Specialist Operational Teams.....	12
Over the Border arrangements	13
Partnership working.....	14
The Sussex Resilience Forum and Community Risk Register	14
Sussex Safer Roads Partnership	15
Our Fire & Rescue Service Risk appetite	16
Our risk appetite whilst responding to emergency incidents	16
Understanding our local risks.....	17
The Population	17
Dwelling Fires	18



FUTURE WEST SUSSEX

Water and Flooding.....	19
Retained Duty System (RDS) Availability.....	20
Road Traffic Collisions (RTCs).....	21
Terrorism.....	22
Critical Fire Risk Map and Emergency Response standards.....	23
Integrating and Aligning our Future Risks and Priorities.....	24
Our Strategic Focus	24

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Welcome

Our Community Risk Management Plan for 2016 -2020 assesses the current and projected risk profile for West Sussex over the next five years.



It sets out the way in which West Sussex Fire & Rescue Service is organised to support our communities, based on current and historic data and information about emerging trends.

As we are committed to reducing our impact on the environment, this plan will only be available on the West Sussex County Council website. It has been designed to be easy to read and understand, so it largely contains headline information. Please follow the 'hyperlinks' on the highlighted subject words for further information.

West Sussex Fire & Rescue Service (WSFRS) is one of 14 fire services managed within local government and since writing our last risk management plan West Sussex County Council has gone through some significant structure changes. One change, in particular, is the establishment of the Communities and Public Protection Directorate. West Sussex Fire & Rescue Service is at the heart of this directorate, working alongside Trading Standards, Community Professionals and Resilience and Emergencies colleagues. The establishment of this new directorate ensures we can jointly support communities to become safer, stronger and more resilient.

This plan should be read in context with our Communities and Public Protection [document](#) current [performance data](#) and the WSFRS [Annual Report and Statement of Assurance](#) .

This Community Risk Plan is different from the Integrated Risk Management Plans we have published in the past as West Sussex Fire & Rescue Service is now fully integrated within West Sussex County Council, and, as such, we have taken a broader and more holistic approach with our business risk management to ensure assessment of risk, whether national, regional or local, is fully embedded and integrated throughout all departments of the County Council.

Our plan aims to limit the physical, economic and social impacts that fires and other emergencies can have on firefighters, individuals, communities, commerce, industry, the environment and heritage.



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Our County

West Sussex is bounded by East Sussex, Surrey and Hampshire. It has a population of around 828,400¹ people and covers an area of nearly 200,000 hectares² (768 square miles).

Most settlements are along the coast, or in Mid Sussex, close to the M23/A23 corridor. Crawley, closely followed by Worthing, have the largest populations, with more than 100,000 residents each.

As well as major road and rail links the county is home to one of the UK's busiest airports, Gatwick, which handles 34million passengers every year. Smaller airports also operate at Shoreham and Goodwood. In addition to our airports, West Sussex also contains a wide and diverse range of industry.

West Sussex is classified as being 'significantly rural' according to the Department for Food, Environment and Rural Affairs (Defra) - 42% of the county's resident population, and more than half its businesses, are located in the rural areas.

As a tourist destination we experience population influxes at certain times of the year. Congestion can be an issue in the summer on roads leading to popular destinations. The coast features a number of ports and harbours, including Littlehampton and Shoreham, and is one of the most developed coastlines in the UK.

Parts of the coast, and low-lying flood plains, are of national and international importance for conservation and recreation, but are also vulnerable to sea level rise and the vagaries of climate change.

There are many heritage properties within the county, some of which are recognised as national treasures, along with listed buildings and buildings housing historic collections, like museums and archives.

It is anticipated there will be an increase in population of approximately 34,000 people by 2020 and that the county's population is predicted to reach 971,600 by 2037. To 2037 Crawley is expected to experience the highest rate of population growth, increasing by around a quarter (25%) of the current population (based on 2010 population estimates), followed by the district of Arun, with an expected increase of around 22%.

The number of older people continues to increase faster than the overall population change. Increasing life expectancy, coupled with limited improvements in healthy life expectancy, are likely to mean an increase in age-related impairment and disability.

All of these elements have an impact on the type of risks the county faces. New or increasing risks are detailed later in this document.

¹ 2014 mid-year estimates of population

² 199,050 CIPFA stats 2014



FUTURE WEST SUSSEX

Our service and how we are funded

WSCC is the Fire Authority for West Sussex and the Cabinet Member for Residents Services is responsible for making decisions on the work of the Fire & Rescue Service. The activities and performance of the Fire & Rescue Service are scrutinised by the County Council's [Environmental and Community Services Select Committee](#), which meets on a quarterly basis.

Our team of more than 600 Fire & Rescue Service staff operate from a variety of locations including 25 fire stations, and our Headquarters and Technical Centre in Chichester.

The majority of our work is directed by legislation such as:

- [Fire and Rescue Services Act 2004](#)
 - Fire Fighting; Fire Safety; Rescuing People from road traffic accidents; other emergency activities
- [Civil Contingencies Act 2004](#)
 - Designated Category One responders for incidents on a broader scale.
- [Regulatory Reform \(Fire Safety\) Order 2005](#)
 - Enforcing fire safety law in public and commercial buildings.
- [Fire and Rescue Services \(Emergencies\) \(England\) Order 2007](#)
 - Mandatory functions in connection with key types of emergencies such as chemical, radiological, biological, nuclear and providing rescues at collapsed structures or non-road transport wreckages.
- [Localism Act 2011](#)
 - Range of measures to devolve more powers to councils and neighbourhoods
- [Fire and Rescue National Framework for England](#)
 - Set out the government's expectations and requirements for fire and rescue authorities

The responsibilities placed on our Fire & Rescue Service are wide in scope and for some years now we have been proactively focusing on reducing the risks and likelihood of incidents occurring in our communities through [fire and general safety advice to residents](#), [educating young people on fire safety](#), [business safety and fire protection information and education](#), as well as providing a first class emergency response to incidents when they have occurred.

Concentrating our efforts on preventing serious incidents from occurring, rather than having all our resources simply reacting to incidents when they do occur, is the approach that we believe will deliver an even better service and better outcomes for the communities we serve.

Funding for WSFRS comes from two main sources:

- Grant funding from central Government
- Council tax



FUTURE WEST SUSSEX

There is no additional precept for fire and rescue services on your council tax bill in West Sussex. The fire and rescue budget is considered as part of the wider provision of county council services.

The cost per head of population for running West Sussex Fire & Rescue Service has significantly reduced since 2010, from £37.51 to £33.68 in 2015/16.

A vast amount of work has been undertaken to meet the challenges presented to us by the current and projected economic climate. Fire Redesign One and Fire Redesign Two delivered service efficiencies and a £4m budget reduction in years 2011 and 2013.

Future Fire & Rescue (FFR) was a more holistic approach to the long term future of the service, broadening our role to make a greater difference to the lives of local residents in a cost efficient manner. The first phase of the programme helped support budget reductions of approximately £820,000 by April 2014. A new operating model, from 1 April 2015, achieved a further cost reduction of £1.6m.

A key variable over the next five years is the rate of attrition with Revenue Support Grant (RSG). RSG is a central government grant given to local authorities which can be used to finance revenue expenditure on any service. The amount of RSG to be provided to authorities is established through the local government finance settlement.

West Sussex Fire & Rescue Service activity

In 2015/16, WSFRS attended 8,552 incidents in our county, although around half of these turned out to be false alarms, and 202 incidents in our neighbouring counties.

These can range in scale from minor incidents, quickly dealt with by a single crew, to large or prolonged events, requiring a great deal of resources.

Generally speaking the level of incidents we are called to continues to fall and we believe our prevention work, and our greater partnership focus, as part of the wider Communities and Public Protection directorate, are bringing positive results to the communities we serve.

We continue to monitor and evaluate every incident we attend to ensure we learn from all incidents and continue to plan for all risks.

- In 2015/2016 WSFRS attended 8,552 incidents.
- Around half of these were false alarms.
- In 1995/1996 WSFRS had 15,277 operational call-outs.
- Our safety and prevention work is helping to reduce the incidents we are called to.
- In 2015/2016 we carried out 6,516 Home Safety Visits.
- We fitted 4,000 standard smoke alarms and 3,749 community fire links.



FUTURE WEST SUSSEX

How you are served

We have a current fleet of 35 fire engines and a range of specialist vehicles located across the county, which include 2x Aerial Ladder Platforms (ALPs) - for rescues and working from height; 3 x Heavy Rescue Tenders – for large and or complicated rescues from vehicles and machinery; fire boats, support vehicles and bulk fluid carriers.

We have also successfully bid to take ownership of the specialist national strategic reserve High Volume Pump (HVP) unit.

Our Fire and Rescue service is divided into three operational areas and managed by three 'Group Commands'.

There are a mixture of stations within each 'Group' including Immediate Response Stations (IRS), Day Crew Only (DCO) and Retained Duty System (RDS or on-call) and each 'Group' has its own command team, which is responsible for delivering the service's strategic objectives and day-to-day business in those areas. The following table details where all of our operational vehicles are located.

Fire Appliance and Specialist Vehicle Locations³

Fire Station	Crewing System	Appliances	Group
Worthing	Immediate Response and Retained	3 Fire Appliances, Heavy Rescue Tender, Aerial Ladder Platform	Central
East Preston	Retained	1 Fire Appliance, Fire Emergency Support (FES) vehicle	Western
Lancing	Retained	1 Fire Appliance, Fire Information Unit	Central
Shoreham by Sea	Day Crew Only and Retained	2 Fire Appliances, Breathing Apparatus Support Unit, 4 wheel drive vehicle, Co-Responding vehicles	Central
Arundel	Retained	1 Fire Appliance	Western
Littlehampton	Immediate Response and Retained	2 Fire Appliances	Western
Crawley	Immediate Response	2 Fire Appliances, Heavy Rescue Tender 4 wheel drive vehicle	Eastern
Partridge Green	Retained	1 Fire Appliance	Central
Horley		Technical Rescue Unit Vehicles	Eastern
Steyping	Retained	1 Fire Appliance	Central
Horsham	Immediate Response and Retained	2 Fire Appliances, Aerial Ladder Platform, Breathing Apparatus Support Unit, 4 wheel drive vehicle	Central
Billingshurst	Retained	1 Fire Appliance	Central
Storrington	Retained	1 Fire Appliance, 4 wheel drive vehicle	Central
Selsey	Retained	1 Fire Appliance, 4 wheel drive vehicle	Western
East Wittering	Retained	1 Fire Appliance, 4 wheel drive vehicle,	Western

³ Table accurate as of 1st April 2015



FUTURE WEST SUSSEX

		Rescue Boat	
Chichester	Immediate Response and Retained	2 Fire Appliances, Heavy Rescue Tender, Breathing Apparatus Support Unit, 4 wheel drive vehicle	Western
Midhurst	Retained	1 Fire Appliance, 4 wheel drive vehicle	Western
Bognor Regis	Immediate Response and Retained	2 Fire Appliances, Operational Support Unit, Command Support Unit, 4 wheel drive vehicle	Western
Petworth	Retained	1 Fire Appliance, 4 wheel drive vehicle, Water Carrier	Western
Turners Hill	Retained	1 Fire Appliance	Eastern
East Grinstead	Day Crew Only and Retained	2 Fire Appliances, 4 wheel drive vehicle	Eastern
Haywards Heath	Day Crew Only and Retained	2 Fire Appliances, Incident Command Unit, 4 wheel drive vehicle	Eastern
Burgess Hill	Day Crew Only and Retained	2 Fire Appliances, Water Carrier	Eastern
Henfield	Retained	1 Fire Appliance	Central
Hurstpierpoint	Retained	1 Fire Appliance	Western

Crewing our stations

Our fire stations are crewed using four different crewing systems, three of which are new integrated crewing models that came into effect on the 1 April 2015. All of our stations crewed by wholetime staff (full-time employees) work in 12-hour shifts, with six of our stations crewed 24 hours a day, 365 days a year. We have six Immediate Response Stations; four Day Crew Only Stations; a Crewing Optimisation Group (COG), to support community work and staff at other stations; and 14 exclusively Retained Duty System on-call stations. Our Technical Response Unit is based at Horley, which is also our brand new training base for new wholetime firefighters.

Immediate Response stations & Group Crewing

As of the 1 April 2015, we have six Immediate Response stations - Chichester, Worthing, Littlehampton, Bognor, Horsham and Crawley. There are 190 staff working from these stations on a new shift system called 'Group Crewing'. This new crewing system maintains a 24 hour immediate response capability but requires three fewer firefighters at each station. Each station has five watches, working a mixture of 12-hour day shifts (0700-1900) and night shifts (1900-0700). This innovative system improves our response offer to the public, while being more cost effective.

Day Crew Only (DCO) stations

As of the 1 April 2015, we have four DCO stations – previously known as Variable Crewing Stations. This is one less than in the previous year, due to a change in crewing model to Immediate Response (24hour-crewing) at Littlehampton. There are 36 staff at these stations (nine per station). The crewing system at these stations maintains an immediate response capability 7am – 7pm, Monday to Friday. Staff at these stations work a 42-hour week averaged over a seven-day fortnight.



FUTURE WEST SUSSEX

Crewing Optimisation Group (COG)

The COG is a team who work a similar shift system to their DCO colleagues. They carry out community work and support crewing at our on-call stations (see below). This system is currently being reviewed against the first 12 months of performance information, in order to further improve the service we provide to the communities of West Sussex.

Retained Duty System (RDS)

We have 14 RDS (on-call) stations and 225 RDS staff across the county. These stations are staffed by personnel whose primary employment may be with a non-fire service employer, but who are contracted to provide a pre-determined level of availability for emergency response. Payment is made through a retaining fee, based on hours of commitment, and an attendance fee - an hourly rate for attending incidents and training. Five of our six IRS stations, and all four DCO stations, have an additional fire engine crewed by RDS personnel.

Flexible Duty System (FDS)

Managers on this system undertake a range of managerial duties and provide an operational response for the more complex emergency incidents. Officers on the FDS provide an average of 78 hours of operational cover per week, 38 of which are managerial hours (predominately Monday to Friday) with the remainder primarily 'on-call' to attend emergency incidents. Other personnel, such as Resilience and Emergency Officers and Fleet Engineers, are also on a similar system to provide 24 hour cover.

Specialist teams

Business Fire Safety

The Business Fire Safety team supports businesses to comply with the Regulatory Reform (Fire Safety) Order 2006, so that buildings have a safe means of escape in the event of fire starting. The team are responsible for Enforcement, Business Engagement, Partnership Working and Fire Investigation.

Training, Development & Assurance

The Training, Development & Assurance (TDA) team is responsible for the planning and delivery of training to all WSFRS staff. It works to ensure that WSFRS has a safe, competent and well-trained workforce that can meet the demands placed on a modern fire and rescue service. We also have a commercial training team, which provides a range of courses to the business and commercial community, these include fire awareness, fire warden and fire extinguisher courses.

Operational Assurance

Reviews operational incidents, using formal debriefs and incident feedback, to produce reports, recommendations and actions to celebrate success and encourage reflection.



FUTURE WEST SUSSEX

Strategic Risk Group

This includes the Strategic Risk Team, Health and Safety and the Policies and Procedures team. Responsibilities include monitoring legislation and implementing changes, production of community and operational risk reports, production and maintenance of Policy, Standard Operating Procedures, business processes and managing health and safety arrangements in accordance with the Health and Safety at Work Act and associated regulations.

Management Information Team

A central point for all operational related data for the Fire Service including information from all emergency calls, incidents and premises risk information, which is used by crews on their way to incidents.

Resilience and Emergencies

Helping to ensure communities and the council are more resilient and prepared by working in four key areas including emergency preparedness, business continuity, community resilience, and by providing an assured/quality emergency response service 24 hours a day, seven days a week.

The Hub

Maintains business support for managers across the service and supports operational crewing resilience, based on an analytical application of a daily risk forecast, anticipated demand and available resources. The forward looking vision for the Hub is to be able to understand community and business need and ensure the most effective use of resources through a community development approach, supporting both the directorate and wider WSCC priorities.

The Intervention and Prevention Team

Supports county-wide delivery of specialist, centrally led programmes and campaigns, many of which provide lifesaving knowledge and skills to meet the needs of those who are most at risk from harm or injury in fires, or on the road. This includes safety and education work with young people, home safety visits and road safety initiatives.

Sussex Control Centre

A partnership between the fire services in West Sussex and East Sussex to form a joint Sussex Control Centre (SCC). A team of highly-trained Fire Control Operators works in the dedicated control centre at Haywards Heath on a shift basis. They take 999 emergency calls, ensuring the nearest fire appliances, specialist teams and incident managers are sent to any incident and providing life-saving fire survival guidance by phone to members of the public.

Resource and Development (R&D)

Supports WSFRS in maintaining everyday functions and business continuity, including procurement of all operational equipment, managing vehicle maintenance and replacement programmes, and providing Personal Protective Equipment.



FUTURE WEST SUSSEX

Fleet

Our fleet workshops look after a wide range of vehicles, including fire engines, specialist vehicles and the larger minibuses and other vehicles operated by the County Council. Our fleet engineers provide 24-hour response to keep our fleet working through day and night. This team also looks after the equipment that we use and ensures that we procure our vehicles and equipment as effectively as possible.

Specialist Operational Teams

A number of highly-trained specialist teams operate within WSFRS including:

- **Technical Rescue Unit (TRU)** – Following the attacks of 9/11 and the resulting 'up-scaling' of the UK's urban search and rescue capabilities, West Sussex was one of the services chosen to host an Urban Search and Rescue (USAR) unit. Part of the funding for the unit comes from central government, with the requirement that funded services form the national provision to certain incidents. Over the years the unit has attended a wide variety of calls, from children stuck at height, boat fires, collapsed structures, missing persons, RTCs involving LGVs, and plane incidents. The TRU also leads on large animal rescue incidents, with an average of one large animal rescue per week.
West Sussex is also one of 15 fire services that support the UK-International Search and Rescue. Over the last four years team members have deployed to Indonesia, Haiti, New Zealand, Japan, Bosnia and Nepal.
- **Operational Recovery Team** – This specialist team trains to support our partner agencies in response to terrorist related incidents.
- **Fire Investigation Officers (FIO)** – We have a team of four Fire Investigation officers working a rota to maintain 24-hour cover. FIOs are the authorised officer referred to in section 45 (2) of the Fire and Rescue Services Act 2004. They are mobilised as part of a pre-determined attendance to fires where a fatality has occurred; property fires where seven or more fire appliances have been ordered to attend; and confirmed persons reported fires.
- **National Interagency Liaison Officers (NILO)** – NILOs are a cadre of officers trained to a national standard to advise and liaise with our partner agencies.
- **Flood Rescue Tactical Advisors** – WSFRS has officers who are part of a specially trained group of suitably experienced and qualified Flood Rescue Tactical Advisors. These individuals are able to offer specific guidance and support to the Command and Control aspects of any Flood or Water Rescue-related event. They can operate in a range of roles and locations from the immediate scene of operations, through all levels of the Command structure in an affected area, up to supporting regional and national strategic management of any flooding. There are currently around 40 officers across the UK able to operate in this role. Flood Rescue Tactical Advisors are mobilised by the Fire & Rescue Services National Control Centre following a request from the affected Fire & Rescue Service.



FUTURE WEST SUSSEX

Over the Border arrangements

West Sussex Fire and Rescue Service shares borders with Surrey, East Sussex and Hampshire Fire and Rescue Services. To ensure the most appropriate, and quickest, response is sent to emergencies on or near to these boundaries, there are formal arrangements in place, underpinned by signed agreements, as to how each service will respond to these incidents; these are covered under Sections 13 and 16 of the Fire and Rescue Services Act 2004.

We are in constant communication with our neighbouring FRSs to consult on, or identify, any changes to the way our services are set up, and to assess the impact on our communities when changes are planned and implemented.

Progress since the last Risk Management Plan

We have achieved a number of significant successes, and developed some fundamentally different ways of delivering services, to address some of the risks we highlighted in 2010. Our work over that period has included:

- Achieving more than £6million in efficiency savings as a result of Fire Redesign 1 & 2 and the Future Fire & Rescue programmes.
- Supporting a considerable reduction in the number of 'Very High' Critical Fire risk areas.
- Seeing an 11.9% reduction in the total number of incidents WSFRS have attended over the past five years.
- Delivering an additional 29,819 Home Fire Safety Checks, giving a total of more than 62,644 since 2004.
- Partnership approaches to help achieve a 9% reduction in recorded crime since 2011.
- Successfully introducing three new integrated duty systems.
- Establishing enhanced water safety training and equipment for our stations to help us respond even more effectively to incidents involving water, or when flooding occurs.
- Introducing a brand new 32m Aerial Ladder Platform (ALP) at Worthing, and working to commission a new ALP to be based at Horsham.
- Bringing in a new fleet of 4x4 vehicles for our officers to improve our resilience and to help us respond to incidents more effectively during severe weather events.
- Changing crewing at Littlehampton Fire Station to 24-hour Immediate Response.
- Providing greater capacity for work on difficult terrains, and during severe weather events, with a new 'Unimog' vehicle for our Technical Rescue Unit.
- Successfully employing a new member of staff in our 'fleet' workshops department through the Government apprenticeship scheme.
- Establishing a team of National Interagency Liaison Officers to improve our inter-agency working in relation to terrorist threats
- Supporting businesses to comply with all relevant safety legislation but, in the most serious breaches, successfully prosecuting organisations where problems are found.
- Implementing an internal leadership programme to develop our talent
- Establishing the Sussex Control Centre with East Sussex Fire & Rescue Service.
- Increasing the ways we work with a growing number of partners, agencies and communities.



FUTURE WEST SUSSEX

We've no doubt that the reduction in incidents over the past five years reflects the proactive work we have undertaken with our residents, schools, businesses and other partners in delivering community and commercial safety advice.

Further detail on our performance can be found in our ['Annual Report and Statement of Assurance'](#)

Partnership working

Helping create safer communities requires a partnership approach as there are many factors that affect community resilience and wellbeing.

Responsible authorities have a statutory duty to work with other local agencies and organisations to develop and implement strategies to tackle crime and disorder. These statutory partnerships are generally known as Community Safety Partnerships (CSPs).

One of our key partnerships is the Safer West Sussex Partnership group. Its membership includes:

- West Sussex County Council
- District and Community Safety Partnerships
- Sussex Police
- Sussex Police & Crime Commissioner
- West Sussex Fire and Rescue Service
- Kent, Surrey & Sussex Community Rehabilitation Company
- NHS Sussex
- Voluntary sector representation (currently the Council for Voluntary Service).

The West Sussex County Community Safety Agreement is the Partnership Plan for the whole of the county. It pulls together information from the CSPs and other county-wide agencies to provide a whole picture of crime and anti-social behaviour in West Sussex and shows how the partnership is working to deal with identified issues.

The Sussex Resilience Forum and Community Risk Register

The Sussex Resilience Forum (SRF) is a partnership made up of all the organisations needed to prepare for, respond to, and recover from any major emergency or event within West and East Sussex and Brighton and Hove. It includes the emergency services, local authorities, Environment Agency, and health agencies, along with voluntary and private agencies and utilities. Under the Civil Contingencies Act (2004) every part of the UK is required to establish a resilience forum.

The SRF plans for emergencies and major incidents which may affect human welfare, the environment, security and the economy and the planning includes ensuring the public knows how to be prepared, putting in place contingency plans which will guide the blue light services and other responders.

A major incident is any emergency that requires the implementation of special arrangements by one or more of the emergency services and will generally include the involvement, either directly or indirectly, of large numbers of people.



FUTURE WEST SUSSEX

The SRF is legally required to produce a Community Risk Register (CRR) to assess the likelihood and potential impact of a range of hazards and emergencies to people, their houses, the environment and local businesses. The CRR does not assess every single risk; it assesses those most likely to happen. The risk assessments included in the register only cover non-malicious events (i.e. hazards) rather than threats (i.e. terrorist incidents). All risks in the CRR are constantly reviewed and updated.

These risks (in no particular order) are currently given as:

- Pandemic Flu
- South Coast Flooding
- Severe Weather
- Fuel Shortages
- Loss of critical infrastructure
- Animal Disease
- Coastal pollution
- Industrial Accidents
- Transport Accidents

Sussex Safer Roads Partnership

WSFRS is actively involved in the Sussex Safer Roads Partnership supporting initiatives around the county.

We believe that early intervention and engagement with young people works, one of the most powerful ways we are doing this is through our hard hitting stage show 'Safe Drive Stay Alive'.

The production has been designed to deliver very impactful messages to young drivers by making them aware of their responsibilities on the road and the potentially lethal results of failing to do so. The show targets 16 to 18-year-old students who are either driving or learning to drive. The show highlights all of the dangers that young drivers may encounter, such as excessive speed, inexperience, mobile phones and drink or drug driving. It also highlights the consequences of peer pressure to both drivers and passengers.

The show has been extremely successful and has been delivered to more than 72,500 students. Partners in the campaign include Sussex Police, South East Coast Ambulance Service, Sussex Safety Camera Partnership, WSCC Road Safety Department and NHS doctors and nurses, along with people who have been directly affected by incidents on the road.

The partnership work delivered through Safe Drive Stay Alive is just one example of our fire and road safety work engaging with and influencing children and young people. We also:

- Visit hundreds of schools, giving us contact with more than 10,000 pupils every year.
- Reach more than 1,000 pupils through Junior Citizen events.
- Work with the Princes Trust and Duke of Cornwall schemes.
- Promote safety and community awareness through our successful FireBreak schemes.
- Help young people understand the consequences of experimenting with fires through our Firewise scheme.



FUTURE WEST SUSSEX

Our Fire & Rescue Service Risk appetite

Risk is unavoidable. It is an important part of life that allows us all to move forward and develop. As an organisation it can impact in many ways, whether financially, politically, on our reputation, environmentally or to our service delivery.

Successful risk management is about ensuring we have the correct level of control in place to provide sufficient protection from harm, without stifling our development.

As an organisation, with a range of different stakeholders, each with differing needs and expectations, this can be a challenge. We must ensure that the decisions we take reflect a consideration of the potential implications for all our stakeholders. We must decide whether the benefits of taking our actions outweigh the risks.

Our overriding attitude to risk is to operate in a culture of creativity and innovation, in which risks are identified in all areas of the service and are then understood and proactively managed, rather than avoided.

Our risk appetite whilst responding to emergency incidents

Operational response is hazardous and firefighters respond to thousands of incidents every year.

Some incidents may need only simple actions and procedures to deal with them effectively and safely, as risks are low. Others are more challenging and may quickly increase in size, complexity and duration.

As a result it is important to state how much risk we are willing to accept in the course of responding to emergency incidents. Our operational risk appetite reflects the nationally accepted position as detailed in national operational guidance and our willingness to take appropriate risk when responding to operational incidents:

"At every incident, the greater the potential benefit of fire and rescue actions, the greater the risk that is accepted by commanders and firefighters. Activities that present a high risk to safety are limited to those that have the potential to save life or to prevent rapid and significant escalation of the incident. "

We spend a great deal of time identifying hazards and risks that may be present whilst responding to emergencies. We seek to control them through the application of Standard Operating Procedures (SOP), using appropriate equipment, supervision and the use of Personal Protective Equipment. However there will be times when unforeseen hazards are present and strict adherence to SOPs would not be appropriate. In these circumstances we trust our incident commanders to make informed risk-based decisions and will support stepping outside of SOPs where necessary with the aim saving life or preventing rapid and significant escalation of the incident.



FUTURE WEST SUSSEX

Understanding our local risks

In line with our duties to protect life, property and the environment we invest time and resources to understand more about the county of West Sussex.

Each year we produce a series of 'Station Profile' documents, a 'County Profile' document and a range of other documents which include a variety of information, such as relevant population demographics, infrastructure, key fire service activity and trends. All are freely available on our website, or on request.

Together with the Critical Fire Risk map, these information sources are a key part of our Community Risk Management Plan.

Having accurate, relevant and timely information of identified hazards and known risks specific to a premises/site is crucial to the safety of our firefighters. It also helps firefighters to mitigate the impact of an incident on the community, the environment and/or other societal risk.

Our Business Fire safety teams share information collected from their specialist premise visits. We also record information about every incident the service is called to attend and use this to analyse locations and causes of fires, road traffic collisions and other emergencies. We recognise that different levels of risk of fire and injuries exist across the county and within communities. Knowledge of our communities helps us to match resources to risk and target our main efforts at the highest risks.

We use analytical resources, such as computer modelling software, to help us predict risk and assess the likely impact of changes.

Risk profiling our communities means that we can tailor community safety work to fit specific needs, whether this means targeting a specific age group, or people with specific lifestyles. We also use demographic software to help us in this and we work closely with other organisations and agencies to ensure that we share appropriate information of people at particular risk.

The Population

What is expected to happen? Anyone who lives, works, travels through, or visits West Sussex could require our services.

It is key to our business that we know about the make-up of West Sussex, for example how the population is expected to change; where we need to target more preventative work; any factors that make people more or less likely to need our services or where they are likely to find it harder to access our services; any areas of poor community cohesion or even if there are areas where firefighters may be at risk from verbal or physical abuse.

West Sussex is facing a large scale demographic transition as the proportion of older people is increasing more rapidly than the national average. This shift will have significant implications for the provision of health and social care services.

What is the impact on the community? Different ages present different challenges and risks - from pre-school through to older ages. Increasing frailty in the older age groups is a



FUTURE WEST SUSSEX

major challenge, putting pressure on severely stretched health and social care services and carers within the community.

Longer life expectancies do not necessarily mean a good quality of life. The challenges of an ageing population include an increase of chronic conditions, such as circulatory and respiratory diseases, as well as dementia, depression and disabilities. Some of these conditions can make people less able to escape from fire.

What is the impact on the FRS? An ageing population, and an increase in chronic conditions, will place more demand on our fire and rescue service, not only due to an increased risk of dwelling fires, as summarised below, but an increase in humanitarian assistance calls, where people have collapsed and require help or where the ambulance service require our assistance.

What are we going to do about it? We are working with a wide range of partners to understand the needs of the communities we serve and have broadened the range of help and advice we provide during home safety visits.

Dwelling Fires

What is expected to happen? As housing levels grow we map where the greatest demand on our services may be. However, an increase in housing does not automatically mean an increase in dwelling fires, because of better fire protection and prevention measures.

The incidence of accidental dwelling fires has remained less than 500 for the past seven years, averaging around 460 per year over this period. The most common cause of accidental dwelling fires in West Sussex is cooking and cooking related activities.

The data below shows all fire fatalities in the county. Sadly, our attendance and actions cannot always alter outcomes. For example, in 2014/15 there were four fire fatalities including a murder, a suicide, a fire in a vehicle and a smoking incident at a nursing home.

Indicator	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Accidental Dwelling Fire Fatalities	6	1	3	2	1	2	3	4	6	4	0
Other Fire Fatalities	4	2	1	0	0	1	1	1	0	4	4
TOTAL FIRE FATALITIES	10	3	4	2	1	3	4	5	6	8	4

From local findings and national research, there are clearly a wide range of socio-economic factors to be considered.



FUTURE WEST SUSSEX

What is the impact on the FRS? Although dwelling and other building fires are responsible for a relatively small proportion of the incidents our staff deal with they provide some of the most dangerous situations our staff and residents can be faced with.

What are we going to do about it? In addition to working with our partner agencies, we use probability data to actively find those who fit the 'Risk Factors' and are the most vulnerable and hardest to reach. We also continue to offer home safety visits and can provide and fit smoke detection equipment to individuals and families who are at most risk or have specific needs.

We already set ourselves challenging emergency response standards and will continue to ensure we attend incidents as quickly as possible. Our change in operating model has not altered the emergency response standards we agreed with you in 2009.

The positive decrease for residents, in terms of the falling number of dwelling fires, means our firefighters are gaining less experience in dealing with real fire situations. To address this we are increasing 'live' fire-fighting training at the Fire Service College.

Water and Flooding

What's expected to happen in the future? The Met Office predicts a rise in temperature in coming years which, in turn, will impact on the type of weather we are likely to see in the UK and the extremes of weather we are likely to encounter.

<http://www.metoffice.gov.uk/media/pdf/t/r/UK.pdf> (summary extract below)

Pluvial (rain-related) flooding and rainfall

Rainfall extremes are generally projected to increase, particularly during winter, with changes during summer more uncertain.

Fluvial (river-related) flooding

Several European-scale and national-scale assessments suggest an increase in flood risk with climate change in the UK. Simulations from the AVOID programme support this. For the UK as a whole, the projections show a much greater tendency for increasing flood risk, particularly later in the century and particularly in the A1B scenario. However, national-scale studies have also shown that the UK exhibits a high degree of spatial variability in the sensitivity of rivers to changes in climate, and projections of changes in flood hazard show large uncertainty, which is mainly due to climate modelling uncertainty.

Coastal regions

Several global-scale and regional-scale assessments suggest that without adaptation, the UK could experience major impacts on coastal flooding from sea level rise (SLR).

What's the impact on the community/county? The specific location of pluvial impacts can be difficult to identify with the current level Met Office prediction. Although, over wider-scale areas, they can often be identified with warnings issued between 3-5 days from the event, more detail is often not achievable until a few hours out. We can say that low lying areas will suffer the greatest as they struggle to drain the larger quantities of rainfall.



FUTURE WEST SUSSEX

Based on the information from the report it would suggest that we are more likely to become susceptible to coastal and pluvial/fluviat impacts.

We continue to see coastal erosion, the increase in storm surges over recent winters and the impact that these can have. We have a number of coastal areas which have the potential to suffer inundation during adverse weather or due to an increase in tidal range.

What's the impact on the FRS? Potential increase in the calls to flood related scenarios or persons trapped in floodwater. Possibly additional support for the National Resilience Programme for flood related incidents.

What are we doing about it?



To help prepare for this WSFRS successfully bid to take ownership of the specialist national strategic reserve High Volume Pump (HVP) unit.

This is a really positive outcome for West Sussex and supports our ongoing investment in flood prevention and response capabilities. Not only does it enhance our county's business continuity and resilience planning, it also keeps us at the forefront of the national UK flood response. Even without an HVP, WSFRS has previously been able to support the national response through the

deployment of specialist flood response teams, with crews trained in swift water rescue, wading and boat operations, as well as subject matter advisors.

As well as acquiring the HVP we have also already increased our Swiftwater rescue technicians (Module 3) across the Service from approximately 25 to 35 personnel; Introduced Module 2 (wade teams) at Chichester, Bognor, Littlehampton, Crawley and COG; and have begun to review existing wade capability with a view to expanding across the service on a risk based plan.

Retained Duty System (RDS) Availability

What is the risk: Like other services across the country the number of on-call retained firefighters we have available has continued to decline. This model of cover was originally devised after the Second World War and society has changed greatly since that time, particularly with the move of industry away from rural communities, pushing people to travel further away from out-lying areas to work. In addition, our successful prevention work has reduced the number of emergency calls we receive, which in turn has lowered the number of incidents, and resulting salary payments, retained staff are allocated.

What is the impact on the community/county: With fewer RDS staff available, there is a risk of fire engines not being available at a critical time in that community and a delay in the time we take to get to an incident by using available fire engines further away.

What is the impact on the FRS: Our Critical Fire Risk Emergency Response Standards are our contract with you. If we cannot crew some stations due to RDS availability we risk failing to meet these standards. Any delay in our arrival can increase the severity of an incident.



FUTURE WEST SUSSEX

What are we doing about it: Improving the retained duty system remains a key priority for WSFRS and we have established a number of high-level workstreams to develop future options for the service. This work includes a formal review of retained staff contracts and work to maximise efficient staffing levels by combining available staff from multiple stations to provide cover. Our ongoing recruitment work includes 'Have-a-go' days and increased use of social media advertising. We are also reviewing the time in which we expect retained staff to respond to their station in some areas, both in terms of an initial response and further waves of response to more protracted incidents.

Road Traffic Collisions (RTCs)

What is the risk: Cars remain the main mode of transport in West Sussex and with the rising demand for housing, and the continuously increasing population, it is predicted that the amount of traffic on our roads will increase over the next 20 years. An increase in vehicles is likely to increase the potential for more RTCs.

Our multi-agency work, such as the Sussex Safer Roads Partnership, already highlighted in this document, shows the importance we place on collaborating to keep our roads as safe as possible.

WSFRS does not attend all Road Traffic accidents and sometimes when we do attend our services are not required.

Although many factors are involved in the outcomes of accidents the following table shows, to date, a reduction in the number of fatal accidents in West Sussex. However, the second table shows the overall number of those killed or seriously injured remains fairly static.

Numbers (all ages) killed

West Sussex Reported Road Casualties Killed						
	Pedestrians	Cyclists	Motorcyclists	Car occupants	Others	Total
2005	8 (14%)	1 (2%)	5 (9%)	39 (70%)	3 (5%)	56 (100%)
2006	14 (26%)	1 (2%)	12 (23%)	24 (45%)	2 (4%)	53 (100%)
2007	2 (6%)	3 (8%)	11 (31%)	19 (53%)	1 (3%)	36 (100%)
2008	10 (29%)	2 (6%)	5 (15%)	16 (47%)	1 (3%)	34 (100%)
2009	7 (18%)	2 (5%)	7 (18%)	22 (56%)	1 (3%)	39 (100%)
2010	2 (7%)	0	11 (41%)	14 (52%)	0	27 (100%)
2011	7 (21%)	1 (3%)	7 (21%)	16 (48%)	2 (6%)	33 (100%)
2012	6 (24%)	1 (4%)	6 (24%)	12 (48%)	0	25 (100%)
2013	7 (23%)	3 (10%)	3 (10%)	17 (57%)	0	30 (100%)
2014	5 (24%)	3 (14%)	3 (14%)	10 (48%)	0	21 (100%)



FUTURE WEST SUSSEX

West Sussex Reported Road Casualties Killed or Seriously Injured						
	Pedestrians	Cyclists	Motorcyclists	Car occupants	Others	Total
2005	67 (14%)	42 (9%)	112 (23%)	241 (49%)	27 (6%)	489 (100%)
2006	79 (17%)	41 (9%)	108 (23%)	213 (46%)	23 (5%)	464 (100%)
2007	62 (13%)	42 (9%)	121 (25%)	217 (46%)	34 (7%)	476 (100%)
2008	92 (19%)	47 (10%)	110 (23%)	211 (44%)	25 (5%)	485 (100%)
2009	54 (12%)	56 (12%)	116 (26%)	208 (46%)	17 (4%)	451 (100%)
2010	62 (17%)	45 (12%)	84 (23%)	167 (45%)	15 (4%)	373 (100%)
2011	63 (14%)	54 (12%)	125 (27%)	195 (43%)	18 (4%)	455 (100%)
2012	71 (17%)	54 (13%)	105 (25%)	172 (41%)	18 (4%)	420 (100%)
2013	79 (18%)	76 (17%)	96 (22%)	169 (39%)	18 (4%)	438 (100%)
2014	74 (15%)	96 (20%)	106 (22%)	197 (41%)	9 (2%)	482 (100%)

As the technology in vehicles changes so do the risks and opportunities and we need to keep staff trained to adapt to these modifications.

Terrorism

Terrorism is the largest threat to national security that the UK faces. The Government published a Counter-terrorism strategy (CONTEST) in 2011, which aims to reduce the risk to the UK and its interests overseas from terrorism. The counter-terrorism strategy is organised around four workstreams:

- *Pursue*: to stop terrorist attacks
- *Prevent*: to stop people becoming terrorists or supporting terrorism
- *Protect*: to strengthen our protection against a terrorist attack
- *Prepare*: to mitigate the impact of a terrorist attack

WSCC and our partners have identified a number of risks in West Sussex, which are in common with many other areas across the country. This is not an exhaustive list, and as national and international events fluctuate, the picture and levels of risk may change.

- Animal Rights extremism
- Extreme Right
- International terrorism
- Single Issue Extremism

WSCC is involved in all aspects of CONTEST, from preventing people from being drawn in to terrorism; actively preparing for, and protecting the public during a terrorist event; to rebuilding our communities and recovering should an event be unavoidable.



FUTURE WEST SUSSEX

Critical Fire Risk Map and Emergency Response standards

Our Emergency Response attendance standards came into effect on 1st April 2009. In the last risk management plan we also introduced the concept of Critical Fire Risk Maps. Each year we produce a Critical Fire Risk Map to reflect the likelihood of critical fires and injuries based on actual and predicted data, and detailed demographic information about the community at large. The county is divided into small geographical areas called Lower Level Super Output Areas (SOAs). The SOAs are a set of areas consistent in size, whose boundaries will not change (unlike electoral wards). They are an aggregation of adjacent Output Areas (OAs) with similar social characteristics. Lower Level SOAs typically have 4 to 6 OAs and contain a population of approximately 1500 people. Each SOA is allocated a rating of either Very High, High, Medium or Low risk.

The table below shows our position as of 2016 and highlights significant progress in reducing the number of very high and high risk areas since 2010. Most notable is the success we've achieved in reducing the 'Very High' risk areas in such a short space of time.

Critical Fire Risk Grade	10/11	11/12	12/13	13/14	14/15	15/16
Very High	6	5	4	2	1	1
High	31	24	22	26	23	20
Medium	195	192	202	202	199	189
Low	271	282	275	273	282	295
	503	503	503	503	505* ⁴	505

Our attendance standards are measured from the moment the call is connected to our mobilising centre, to the time the fire engine arrives at the incident. Appliances are mobilised according to nearest first and this is done by monitoring the precise location of every fire engine using 'AVLS' technology. We send the fire engine that is closest to the incident rather than the fire engine whose 'fire-ground' the incident address is on.

Up-to-date data on our performance, including response times, is available [here](#).

⁴ Note that there a change to SOAs following the 2011 census: Two SOAs have been split into a total of five new SOAs, two SOAs have merged' with a subsequent net increase of two SOAs.



FUTURE WEST SUSSEX

Integrating and Aligning our Future Risks and Priorities

Our aim over the lifetime of this Community Risk Management Plan, and beyond, is to support safe, strong and resilient communities. The wider directorate we belong to brings a wealth of skills, knowledge and experience which will help support this aim across the county.

We are at the start of an exciting journey - expanding the work we do, and the organisations we work with, to support safe, strong and resilient communities. Our strategic focus represents the direction we will continue to take over the next five years, while our deliverables and activities measure our progress towards our desired outcomes.

Our Strategic Focus

The Community and Public Protection directorate has devised a three to five-year-plan supported by all departments.

The CPP Strategic Outcomes we are working towards are:

- Individuals will be Safer Stronger and more Resilient
- Communities will be Safer Stronger and more Resilient
- Business will be Safer Stronger and more Resilient
- Wellbeing is maintained and improved
- Statutory Duties will be Delivered
- Services will be transformed

For each of these action plans our Strategic Priorities are to work with Services, Partners, Communities and the Voluntary sector to:

- Help give children the best start in life
- Support the economy by keeping businesses safe resilient and within the law
- Help the vulnerable and socially isolated to live independently for longer.
- Reduce reliance on the County Council and have Services ready to respond in times of need.
- Ensure that WSCC is resilient and able to deliver its statutory duties.

Further details on these priorities, and our performance towards them, is available via the WSCC website www.westsussex.gov.uk.