

Annual Statement of Assurance 2025-26



PREVENTION



PROTECTION



SERVICE DELIVERY



PEOPLE



RESOURCES

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CFO Introduction

Introduction from the Chief Fire Officer

Welcome to our latest Statement of Assurance, the final one of this CRMP 2022-2026.

As Chief Fire Officer, I am pleased to present this report, which provides an overview of our performance over the past year and how we have met our responsibilities in relation to governance, finance, and operational delivery. It reflects our continued commitment to transparency, accountability, and improvement.

This has been a year of significant change for West Sussex Fire & Rescue Service. The introduction of a new Service Leadership Team has strengthened our strategic direction, whilst the Government's announcement on devolution will see the Service transfer to the Sussex & Brighton Strategic Authority in due course. Throughout this period of transition, our priority has been to maintain stability, performance, and a clear focus on delivering for our communities.

Despite this evolving landscape, our people have remained committed to creating a safe, inclusive, and supportive working environment. We have made important progress this year, including achieving White Ribbon UK accreditation, strengthening how we embed the Public Sector Equality Duty in our work, and continuing our leadership development into a fourth year of our development centres. These initiatives support a positive culture and help ensure we are building leadership capacity for the future.

Operationally, the Service has continued to perform effectively in the face of sustained and increasingly complex demand. Our workforce has demonstrated professionalism and adaptability, supported by a strong focus on learning, assurance, and continuous improvement.

Looking ahead, we await the outcome of His Majesty's Inspectorate of Constabulary and Fire & Rescue Services Thematic Cyber Security Inspection, conducted in February 2026. This will provide further insight into our IT resilience and help inform future improvements in this critical area.

We continue to operate within a challenging financial environment and remain focused on balancing cost pressures with the need to invest in frontline services and future capability.

Making West Sussex a safer place to live, work, and visit remains at the heart of everything we do. I am confident that, through strong leadership, committed staff, and effective partnerships, we will continue to build on our progress and deliver safe, effective, and sustainable services for our communities.

Gary Ball, Chief Fire Officer



What is a Statement of Assurance?

Fire and rescue authorities must provide assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their CRMP.

Statements of assurance should be open and transparent, demonstrating accountability to communities who expect to know how these services are being provided. This document outlines the way in which the Fire Authority and its fire and rescue service delivered the requirements contained in the National Fire and Rescue Framework and the authority's CRMP during 2025/2026. The West Sussex Fire & Rescue Authority set strategic priorities for the period of 2022-2026 based on thorough risk analysis:



1. Preventing fires and emergencies from happening.
2. Protecting people, firefighters and property by making buildings as safe from fire as they can be.
3. Responding to fires and emergencies quickly and effectively.
4. Have a safe and valued workforce.
5. Making best use of resources.

Where there are competing priorities, we will focus resources on the area of greatest need. At times this may mean that the order in which we do things is subject to change. This report will look at each area of our service delivery; Protection, Prevention, Service Delivery, Strategic Risk and People, and then summarise the progress against the five strategic priorities through projects.

Governance

West Sussex County Council (WSCC) is the Fire Authority for West Sussex Fire and Rescue Service (WSFRS) and is responsible for:

- Firefighting and rescues.
- Protecting people and property from fire.
- Promoting fire safety in the home.
- Providing special services for emergencies.

WSCC is made up of 70 councillors who are each elected to represent one division every four years. Functions are allocated across the Full Council, the Cabinet and a range of committees. Full Council is the Fire Authority and has delegated executive powers of the Fire and Rescue Authority to the Cabinet.

The council's constitution explains how the county council operates and decisions are made, and the procedures which are followed to make sure that these are efficient, transparent and accountable to local people. All members meet at Full Council, and they are responsible for deciding some of the overall policies and setting the budget each year.

The Cabinet proposes the key policy decisions of the council, which are subject to agreement by the full county council. Each cabinet member is allocated a portfolio of work for which they take personal responsibility. The cabinet member that holds responsibility for the fire and rescue service is the Cabinet Member for Community Support, Fire and Rescue. During the period the WSFRS Statement of Assurance refers, the Cabinet Member role has been supported by the Chief Fire Officer, in making operational decisions aligned with the County Council's Constitution. Key decisions (decisions that amount to over £1M in value or significantly affects more than one division) relating to the fire and rescue service and transformation plans of the service have been subject to endorsement by the cabinet member as well as subject to scrutiny by the Fire & Rescue Service Scrutiny Committee which was established at the full meeting of the County Council on 17 December 2019.

The council's Cabinet, the FRS Scrutiny Committee and Full Council meet in public as a demonstration of accountability to the residents of West Sussex. These meetings can be attended in person or viewed via the council's website. As a Fire Authority the fire and rescue service is linked to a range of the council's key strategic planning areas that aids a holistic approach to keeping residents safe. These include emergency management, transport and spatial planning, the design of support for vulnerable people, flood risk management and the overall place shaping and democratic ownership of an area.

Service Leadership Team

Our Service Leadership Team (SLT) is made up of our Principal Officers and our six Heads of Service supported by strategic advisors from Organisational Assurance & Governance, as well as WSCC corporate functions.

The SLT ensures that the services strategic objectives are effectively delivered by providing clear direction, strong governance, and consistent oversight. They align priorities with the Community Risk Management Plan (CRMP), using data and risk analysis to target resources where they will have the greatest impact on community safety.

They promote accountability by monitoring performance and adapting strategies where needed, ensuring objectives remain on track by working together. The SLT also shapes organisational culture, modelling professionalism and supporting workforce development, wellbeing, and inclusion.

In addition, they strengthen partnership working with local agencies and communities, enabling a coordinated approach to prevention, protection, and emergency response.

Overall, the SLT translates strategic priorities into action, ensuring the service remains effective, resilient, and focused on keeping communities safe.

Service Leadership Team



Gary Ball
Chief Fire Officer



Sabrina Pennington-Down
Director of Fire & Rescue Service



Andy Piller
Assistant Chief Fire Officer



Richard Abbot
Area Manager
Head of Operational
Training, Safety &
Preparedness



Catherine Walker
Head of People,
Culture, and
Assurance



Adrian Carter
Area Manager
Head of Service
Delivery



Tracy Rogers
Senior HR Business
Partner FRS



Dave Bray
Area Manager
Head of Protection



Nathan Cross
Head of Prevention

His Majesty’s Inspectorate of Constabularies and Fire & Rescue Services

In February 2026, His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) conducted a Thematic Cybersecurity Inspection across England. West Sussex Fire & Rescue Service, alongside two further fire services and three police forces, were selected to support this inspection.

The inspection team spent time with staff discussing several areas such as the IT systems used by staff, cyber security and IT training. We look forward to the report being published this summer.

The service continues to attend national HMICFRS engagement opportunities as well as more service level meetings between the Service Liaison Officer (SLO) and Service Liaison Lead (SLL) for HMICFRS.

WSFRS will welcome the HMICFRS back into service in October 2026 for the next round of its inspection programme.

WSFRS Judgment outcomes 2024

Outstanding	Good	Adequate	Requires improvement	Inadequate
	Understanding fire and risk	Responding to fires and emergencies		
	Preventing fire and risk	Responding to major incidents		
	Public safety through fire regulation	Future affordability		
	Best use of resources	Promoting values and culture		
	Right people, right skills	Promoting fairness and diversity		
		Managing performance and developing leaders		

The chart below illustrates the improvement journey of West Sussex Fire & Rescue Service throughout the HMICFRS inspection cycles. It highlights a clear and positive trajectory in performance, which we are proud to present as we conclude Year 4 of this CRMP.



Year	Ensuring fairness and promoting diversity	Getting the right people with the right skills	Making best use of resources	Making the FRS affordable now and in the future	Manging performance and developing leaders	Preventing fires and other risks	Promoting the right values and culture	Protecting the public through fire regulation	Responding to fires and other emergencies	Responding to major and multi-agency incidents	Understandin g Risk of fire and other emergencies
2018/2019	Inadequate	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Inadequate	Requires Improvement	Requires Improvement	Requires Improvement
2021/2022	Requires Improvement	Good	Good	Good	Requires Improvement	Requires Improvement	Requires Improvement	Requires Improvement	Good	Requires Improvement	Good
2023/2025	Adequate	Good	Good	Adequate	Adequate	Good	Adequate	Good	Adequate	Adequate	Good

Grading Categories:

Outstanding: Substantially exceeds the characteristics of good performance.

Good: Meets the expected standards.

Adequate: Demonstrates some, but not all, characteristics of good performance.

Requires improvement: Requires a substantial number of improvements.

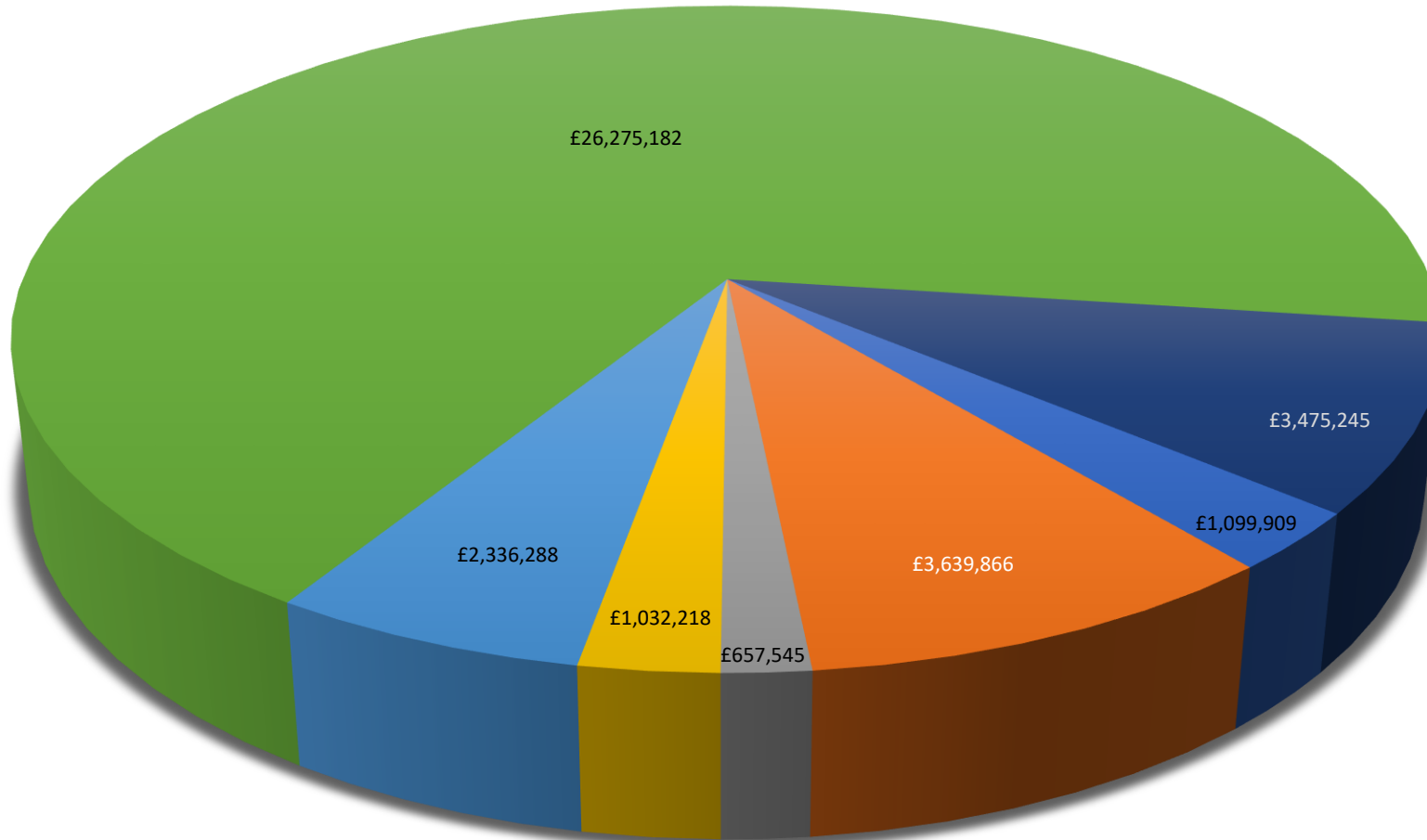
Inadequate: Causes for concern exist.

Financial Performance Report 2025/26

How your money is spent

The budget 2025/26 (including grant funding) was £38,656,000

Figure 1 – FRS Expenditure 2025-26



- Service Enabling Support
- Prevention
- Operational Training, Safety and Preparedness
- WSCC Fleet (inc Fire Fleet & Equipment)
- Protection
- People, Assurance and Culture
- Service Delivery

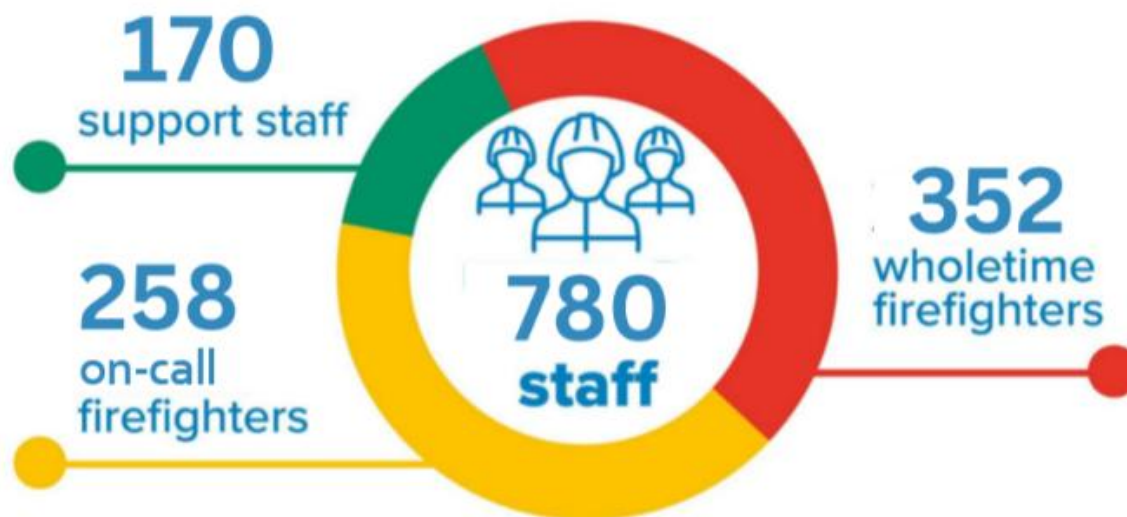
Our People

At the end of March 2026 our workforce total of 780 included 352 wholetime firefighters, 258 On-call firefighters and 170 support staff working for WSFRS.

When reviewing the diversity of our workforce, in the past year:

Gender diversity in the service has improved by 1%; 17% of the workforce are women.

Colleagues of an ethnic minority account for 4.39% of the workforce, a 0.7% decrease since 2025. Overall, there have been no significant changes to our workforce numbers or profile over the past year.



Performance Assurance Framework

Our Performance and Assurance Framework (PAF) provide structure and governance arrangements to ensure that the statutory obligations, functions, and strategic commitments of the service are being suitably scrutinised and delivered. As part of the [Our Council Plan](#) we ensured a clear link to our PAF with four key measures highlighted to provide assurance. This golden thread continues through our core performance measures and through service objectives into team plans and individual performance objectives. The PAF examines performance on a quarterly basis across the four elements of service provision, corporate health, priority programmes, and risk through a suite of core and service measures.

Keeping people safe from vulnerable situations.

Outcome: A timely and proportionate approach to prevention through fire safety inspections of business premises

Outcome: Support people when they need it through Safe & Well Visits to those at highest risk.

	25/26 Target	Annual Performance Achieved
Number of Safe & Well Visits delivered to those at highest risk	5500	5518
Fire safety inspections of business premises (as determined by the Risk Based Inspection Programme) carried out per year	1000	1068

Helping people and communities to fulfil their potential.

Outcome: Safe and connected and cohesive communities measured through first appliance attendance to both critical incidents and then attendance to all incident types.

	25/26 Target	Annual Performance Achieved
Percentage of critical fires where the first appliance in attendance meets our emergency response standard	10 Minutes	9 minutes 43s
All incidents where the first appliance attendance time is within 16 minutes	90%	91.1%

A critical incident is defined as one that is likely to involve a significant threat to life, structures, or the environment. In the reporting year 2025/26, we tracked the performance of 30 core measures against quarterly and end of year targets (detailed in Appendix A). These core measures are subject to scrutiny by our Strategic Performance Board, Service Executive Board and by the FRS Scrutiny Committee, ensuring organisational aims and objectives are achieved.

Director of Fire & Rescue Annual Review

Over the past year, we have seen the Service continue to operate within an increasingly complex and demanding environment. Throughout this, our focus has remained clear; protecting the public while adapting to evolving risks, demands, and expectations. This has required sustained attention to resilience, performance, and continuous improvement across every aspect of the Service.



Operationally, we have remained effective and responsive, managing a broad and sustained level of demand. I am consistently proud of the professionalism, skill, and adaptability demonstrated by our crews in responding to emergencies. This is underpinned by strong incident command, the routine application of structured decision-making, and a commitment to learning from incidents to strengthen our organisational assurance and improve how we operate.

Prevention and protection continue to sit at the heart of our approach to reducing risk in our communities. Our targeted prevention work, particularly with vulnerable individuals, reflects our commitment to early intervention and working closely with partners. In protection, we have maintained our focus on compliance with fire safety legislation, with appropriate emphasis on higher-risk premises and the continued evolution of building safety requirements.

This year, we have also strengthened our governance, performance, and assurance arrangements. This has improved both transparency and oversight of service delivery, giving greater confidence in how we monitor performance and manage risk. Alongside this, investment in digital capability and service modernisation has enabled more efficient ways of working, while keeping outcomes firmly in focus.

Our people remain central to everything we do. We have continued to invest in development, leadership, and wellbeing, alongside ongoing efforts to build a more inclusive and positive culture. While I am encouraged by the progress made, I recognise that this is a long-term commitment that requires continued focus and visible leadership at all levels.

Collaboration has been a defining feature of the year. Through our active role in the Sussex Resilience Forum and strong partnership working, we have contributed meaningfully to wider system resilience, preparedness, and the response to major incidents.

As with all public services, we continue to operate within a challenging financial environment. Balancing increasing demand and cost pressures with the need to invest in frontline services and future capability remains a key consideration, and one that requires careful and responsible stewardship. Reflecting on the year, I am confident that the Service has demonstrated resilience, adaptability, and a clear commitment to improvement. While challenges remain, particularly in relation to demand, workforce pressures, and emerging risks, we are well placed to respond through strong leadership, sound governance, and a continued focus on prevention, protection, and performance. This gives me confidence that we have a solid foundation as we move into the coming year, with a clear focus on delivering safe, effective, and sustainable services for the communities we serve.

Progress against our CRMP Strategic Priorities



Strategic Priority 1: Preventing fires and emergencies from happening

West Sussex Fire & Rescue Service (WSFRS) places communities at the centre of its prevention activity, prioritising those individuals and households identified as being at the greatest risk of accidental dwelling fires and other emergencies. Through targeted prevention work, education and strong partnership working, the service supports residents to live safely and independently while helping communities to build resilience and fulfil their potential.

During the past year, Community Fire Safety Officers and firefighters have continued to deliver Safe & Well Visits to residents identified as being at increased risk. A total of 5518 Safe & Well Visits were completed. These visits provide an opportunity to identify potential fire hazards within the home, provide tailored fire safety advice and install protective equipment where required.

In addition, 849 Home Fire Safety Interventions were undertaken to supply and fit essential fire safety equipment where it was identified as needed. In total, 4,566 smoke detectors and 2,684 carbon monoxide detectors were installed in homes across the county, improving early warning and helping to reduce the risk of fire-related harm.

WSFRS adopts a 'Making Every Contact Count' approach, recognising that many individuals who may be at risk from fire can also face wider health or wellbeing challenges. Where appropriate, residents are referred or signposted to partner organisations to ensure they receive the support they need. During the year 505 referrals were made to partner agencies. To ensure that appropriate support has been provided, 313 follow-up contacts were made with residents to confirm that partner agencies had engaged and that assistance was being delivered.

Prevention activity is delivered as part of a strong partnership network across West Sussex. The service recognises the important relationship between health, wellbeing and fire risk. During the year, WSFRS introduced the Home Environmental Checklist to help identify potential hazards within the home and reduce the risk of falls, supporting a key Public Health priority. A total of 1,794 assessments were completed as part of this initiative. This work contributes to the objectives of the Safer West Sussex Partnership Plan and strengthens collaborative working across the County Council.

Electric blanket testing events have continued to be delivered across the county to help identify potentially unsafe appliances and reduce the risk of fire within the home. During the year 334 electric blankets were tested, with 102 identified as defective and subsequently removed from use or replaced.

Safeguarding remains a key priority for the service. Where concerns are identified regarding an individual's safety or wellbeing, referrals are made to the appropriate safeguarding partners. During the year 22 safeguarding referrals were submitted, with all 22 of these completed within 24 hours of the concern being identified. The service aims to achieve 100% of safeguarding referrals within 24 hours and has introduced enhanced safeguarding training for Station Managers to further strengthen the ability of frontline staff to identify and respond to safeguarding concerns.

Supporting children and young people to understand fire risk and develop safe behaviours remains an important part of prevention activity. During the year WSFRS delivered 220 school visits, including visits to alternative education establishments, providing fire safety education to young people across the county.

In addition, 14 youth engagement courses were delivered to 150 children and young people. These programmes use practical activities, including techniques traditionally used on the fire service drill ground, to develop teamwork, build resilience and increase awareness of fire safety.

The service also supports children and young people who have demonstrated fire-setting behaviour through the FireWise programme. This intervention provides targeted education and support to help individuals understand the dangers associated with fire and to encourage positive behavioural change. During the year 28 children and young people were supported through this programme.

The Fire Cadets programme has now entered its second year. This initiative provides young people aged 13 to 16 with opportunities to develop confidence, life skills and a deeper understanding of community responsibility through hands-on experience with the fire and rescue service. External sponsorship has been secured to support the continuation of this programme into the future.



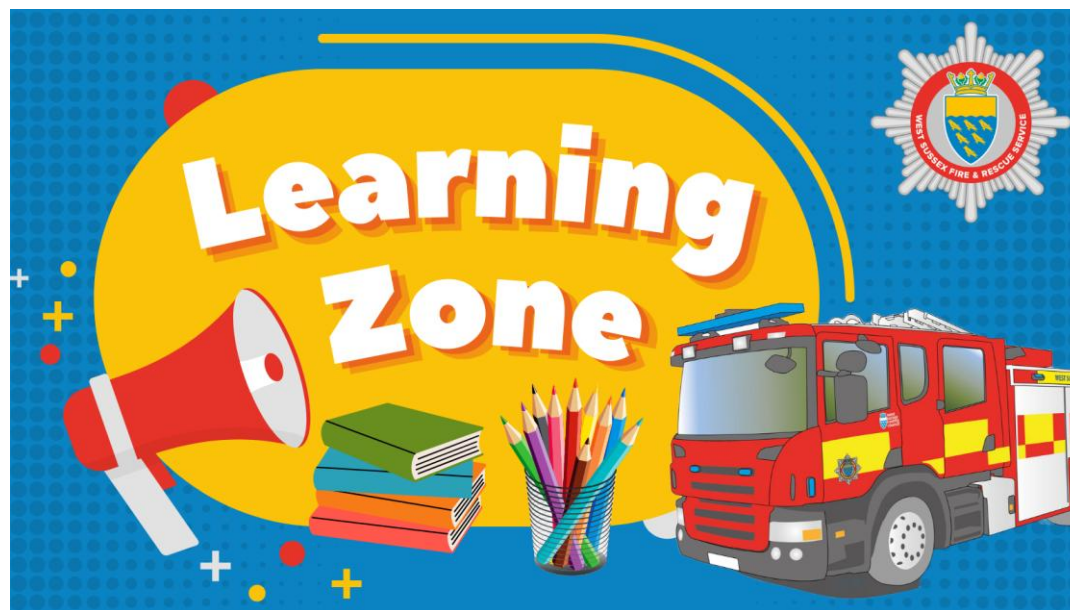
Volunteers continue to play a valuable role in supporting prevention and community engagement activities across West Sussex. Over the past year volunteers have contributed 2,627 hours of their time supporting local fire stations and helping to deliver safety initiatives within their communities.

WSFRS also continues to work closely with partners in the Safer Sussex Road Partnership to reduce the number of people killed or seriously injured on the county's roads. Through this partnership the Service has delivered 8 Biker Down sessions, with a total of 129 participants attending events across the county. These sessions promote safe riding practices and provide motorcyclists with guidance on how to respond safely at the scene of a road traffic collision.

In addition, Safe Drive Stay Alive roadshows were delivered to 3,006 young people during the year. These roadshows provide young people with positive actions they can take to reduce their own risk and raise awareness of the 'Fatal Five' factors that contribute to serious road traffic collisions: excessive speed, drink or drug driving, distracted driving, failure to wear a seatbelt and careless driving.

Through these combined activities, West Sussex Fire & Rescue Service continues to take a proactive and targeted approach to prevention, working with partners and communities to reduce risk, protect vulnerable residents and prevent incidents before they occur.

[WSFRS's Learning Zone](#)



Strategic Priority 2: Protecting people, firefighters and property by making buildings as safe from fire as they can be



Throughout the year, our team of Fire Safety Inspectors worked efficiently and effectively carrying out fire safety audits on 1068 premises, including 403 from our Risk Based Inspection Programme.

We have continued to undertake our obligation as an appropriate and proportionate regulator by using our enforcement powers correctly, resulting in 26 Enforcement Notices and 16 Prohibition Notices being served. We will also only seek to prosecute those responsible persons who commit the most serious of offences against the fire safety legislation, i.e. where their failures have placed members of the public at a risk of death or serious injury.

As a result, we built legal case files against five responsible persons (RP), successfully prosecuting all of them, accounting for over £20,000 in fines. During this period, we have also dealt with a further four offences by way of issuing a simple caution, rather than taking these cases to court.

Our Water and Access team have evaluated more than 2,900 planning applications, raising 643 conditions on these schemes to ensure that fire hydrants are installed in appropriate locations, and that road widths are adequate for fire engine access. Additionally, our Hydrant Inspectors who are responsible for maintaining over 20,000 fire hydrants across the county have surveyed and tested 4,800 fire hydrants to ensure that they are fully operational for firefighting needs.



Our complex building team has reviewed over 590 building regulation consultations, responding to every single one of these within the 15 working day time limit, to ensure appropriate firefighting safety systems are being installed in new builds and refurbishments.

The team also receives work from the Building Safety Regulator relating to the assessment of high-rise residential buildings as part of the Gateway Two and Building Assessment Certificate workstreams. This responsibility stems from the implementation of the Building Safety Act 2022, enacted following the Grenfell Tower fire. This year we have undertaken a total of 157 hours of work for the BSR, with the expectation that this will increase significantly during 2026/27.

Our Operational Risk Information Management Team have reviewed a total of 444 site specific risk information cards to ensure their accuracy and appropriateness. This work guarantees that our firefighters and incident commanders have access to detailed information about building risks, enabling them to make informed, risk-based decisions during incidents. Additionally, the team have also rolled out training and templates for our Service Delivery crews to complete Tactical Fire Plans for those premises within the

county that pose the highest level of risk to our firefighters. As a result, we currently have tactical fire plans in place for five of our highest risk buildings.

This year, five of our Service Delivery colleagues were successfully awarded the Level 3 Certificate in Fire Safety qualification. This qualification allows them to conduct fire safety audits in simple premises, freeing up our Fire Safety Regulators to focus on higher-risk premises within our Risk Based Inspection Programme. Also, this year several of our Fire Safety Regulators have attained their Level 4 Diploma in Fire Safety, the culmination of a four-year development journey for the department to ensure that we are in line with the expectations of the national competency framework. This means that we now have 84% of the department holding this qualification, a dramatic increase when compared to the 21% that we had at the start of this CRMP.

A significant area of focus in 2025/26 has been to forge better links with our seldom-heard business communities, as part of our CRMP commitment. This year we have made significant strides towards this ambition by partnering with Just Eat, whereby they have been publishing our fire safety tips in their monthly business newsletter, reaching hundreds of local businesses.

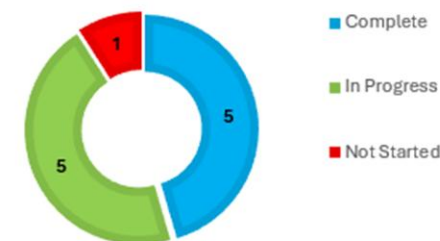
We have also strengthened links with community leaders from seldom-heard groups, which has enabled us to reach over 150 local businesses, helping build trust and improve understanding of responsibilities. We are equally using these links to disseminate specific fire safety advice following the tragic fire in Switzerland at the turn of the new year. As a result, we also commenced a specific project for our Service Delivery crews to undertake fire safety checks in our nighttime economy style premises, to identify the potential for flammable wall and ceiling linings to be present.

Grenfell Phase 2

On 04 September 2024, the Grenfell Tower Inquiry published the second, and final, report into their findings surrounding the tragic events that occurred on 14 May 2017. This report identified eleven recommendations that required review and action by the Fire and Rescue Service. To ensure that WSFRS review and comply with the published recommendations we immediately set up an internal assurance board with the purpose of ensuring that the activities required to address the recommendations were fully embedded into policy/ procedure/ training, and where relevant, assured through exercises.

The National Fire Chiefs Council also monitor the progress of the Fire & Rescue Services against the recommendations through a tracker, upon which we are required to report every six months. As of March 31 2026, the GTI Phase Two Assurance Board is able to report that of the eleven recommendations, five are completed and assured, five are currently in progress, with one yet to commence.

OVERALL PROGRESS AGAINST ALL RECOMMENDATIONS



Strategic Priority 3: Responding to fires and emergencies quickly and effectively.



Keeping people safe from vulnerable situations and helping people and communities to fulfil their potential.

As part of West Sussex Fire and Rescue Service's (WSFRS) commitment to community safety, our fire stations develop Local Risk Management Plans (LRMPs) which are reviewed annually. These plans are created in collaboration with stakeholders to set locally focused objectives that help mitigate risks to residents, businesses, and infrastructure. This approach aligns with our vision (Proud to Serve) and mission statement:



"We work with our communities and partners every day to prevent emergencies, helping everyone stay safe and improving lives in West Sussex. While emergencies are inevitable, we stand ready to respond swiftly, offering assistance in times of need and saving lives. We empower and support our teams to excel, uphold our values, and deliver the highest standards of service."

WSFRS adopted a Local Risk Management approach in 2019 as part of its broader strategy for managing community risks. LRMPs are built on data-driven risk assessments, combining local and national intelligence to identify, analyse, and evaluate potential threats. Fire station teams work closely with internal and external stakeholders to develop a clear understanding of local risks and needs. These assessments inform strategic decision-making, ensuring alignment with the organisation's vision, mission, and strategic priorities. We continue to review and strengthen our LRMPs, creating valuable internal and external relationships and improving collaboration.



WSFRS welcomed 9 wholtime and 27 retained recruit firefighters over the past year. Our wholtime recruits successfully completed their initial training course, culminating in a pass-out parade at Platinum House in January 2026. Throughout the year, 27 retained firefighters also completed their initial training at different stages, with dedicated pass-out events recognising their achievements. All new firefighters are now based at stations across the county, where they will continue their development with their new teams.

WSFRS has responded to numerous incidents while collaborating with multi-agency partners. Notable incidents include both domestic and residential properties struck by lightning,



industrial laundry units and wildfires in Chapel Common where the impact to members of the public and wider communities meant that a multi-agency approach was needed and crews worked over several days in collaboration with partners supporting these incidents, with the wider community impacted with roads, and businesses closed with media warning and informing messages shared.

In addition to responding to incidents, we also work closely with our blue light partners to complete exercises at some of our higher risk premises. Some of these exercises were multi-agency events with our blue light partners. These training and exercising events include WSFRS National Interagency Liaison Officers (NILO's) and members of the Specialist Response Team taking part in our annual assessment by National Resilience and multi-agency training exercises alongside colleagues from Surrey and East Sussex Fire & Rescue Service, South East Coast Ambulance Service and armed and unarmed officers from Sussex & Surrey Police. This was to test our response to supporting the resolution of Marauding Terrorist Attacks.



Tactical Plans

Our teams are working towards a comprehensive suite of tactical plans, designed to equip crews with the resources needed to efficiently tackle incidents across a diverse range of locations. Examples of some of the county's more significant heritage premises are: Petworth House, Goodwood House, Uppark House and Christ's Hospital School. We also have numerous significant infrastructure facilities such as the Biffa Waste site at Horsham and specific areas of Gatwick Airport, including the new multi-layer car park and terminal buildings. This is in addition to some of our common areas across the South Downs National Park which aid crews in responding to wildfires in these remote areas.



Joint aviation firefighting training: Crews joined forces with our colleagues at Gatwick Fire Service (GFS) to test joint firefighting techniques and procedures by tackling external and internal fuselage fires on a large aircraft. Colleagues from The Civil Aviation Authority and South East Coast Ambulance (SECAmb) HART Team also attended the session to observe proceedings.

The exercise was designed to demonstrate the safe and effective transition from initial external firefighting by GFS crews to internal firefighting and search and rescue of casualties by WSFRS crews.

It also proved to be an excellent opportunity for neighbouring crews to work closely together and gain a better understanding of how each service's roles differ throughout a large, protracted incident involving a large aircraft fire. The exercise is part of an ongoing partnership between WSFRS and Gatwick Airport

Limited, where both operational procedures and Risk Information is tested and reviewed in line with our Local Risk Management Plan.

The service supports and provides representation at several events across the UK including the Annual Service of Remembrance and Wreath Laying at the National Memorial Arboretum in Alrewas, Staffordshire, demonstrating our commitment to being part of the community and serving local people.

Our efforts in delivering our protection and prevention duties within Service Delivery are demonstrated by conducting a total of 2,483 Safe & Well Visits, with 1,318 targeting individuals in the very high, high and medium-risk categories, highlighting our risk-based approach in assisting the most vulnerable members of our communities. Additionally, we completed 218 fire safety checks for local businesses, providing invaluable fire safety advice and support.

Service Delivery Assurance Visits (SDAVs) continue to raise the importance of maintaining professional standards by identifying strengths and areas for improvement while reinforcing the National Fire Chiefs Council (NFCC) Leadership Behaviour Framework and the Code of Ethics, through our supportive, coaching-led assessments designed to uphold core response standards at our fire stations.

Through continuous improvement and strategic collaboration, WSFRS remains dedicated to protecting lives, reducing risks, and enhancing resilience within our communities.

Strategic Priority 4: Have a safe and valued workforce.



Helping people and communities to fulfil their potential.

Our people are extremely important to us, and our aim is to have a diverse, flexible, highly skilled, and agile workforce. During 2025/26, we have continued to make significant progress on our People Service Plan to support Strategic Priority 4 within our CRMP: 'Have a safe and valued workforce'.

We are committed to empowering and supporting our people to deliver the highest standards when serving our communities and upholding the values of our fire and rescue service. The key priorities in our People Service Plan are:

- Strengthen Leadership and Line Management skills to support organisational cultural change, talent management and service delivery to the public.
- Develop our cultural values and behaviours, creating an environment of psychological safety which makes WSFRS a great place to work.
- Provide high-quality training and development opportunities that respond to the needs of our staff, our desired culture, our service model needs and ensures performance improvement of services to the public.
- Strengthen our ability to provide an excellent service by diversifying our staff.
- Continue our work on creating a fair and equal place to work.
- Continue to support the health, wellbeing and ways of working for all our staff.

Values and culture

West Sussex Fire & Rescue Service is proud to serve the communities of West Sussex and is guided by strong values and a positive service culture. We remain fully committed to continually strengthening and improving that culture, ensuring our people feel supported and that the communities we serve can have confidence in how we operate.



We have continued to build a culture of psychological safety where every aspect of our work aligns with the aspirations set out within the National Fire Chiefs Council's (NFCC) Core Code of Ethics and the WSCC values.

This year, we have continued to drive understanding and improvements in our culture by weaving our values through every stage of the employee journey. We have focused on welcoming our new recruits and weaving the values into both their recruitment and onboarding phases.

On an individual level, staff receive recognition for displaying behaviours aligned to our values on a regular basis, through our Proud to Serve awards, and our annual ceremony. We were especially proud to celebrate with a long serving firefighter at West Sussex Fire & Rescue Service who received the British Empire Medal in recognition of his dedicated service to the local community. Andy Horner has worked in our service for over 50 years, and was awarded the medal at our Arundel Castle awards ceremony.



We have implemented a cultural assessment tool, to ensure we learn from when things go well, and when things do not pan out as we expected. We have also been developing a culture dashboard to be able to track, for the purpose of improvements, a wide range of culture indicators.

We have also continued with our roll out of 360-degree feedback for all leaders and managers in the service. This feedback is used to gather insight from those who work most closely with an individual, helping to support reflection, learning, and positive development. We have been working with senior and middle management over the past few years. In 2025, we completed the middle manager population and then moved the focus to be at supervisory manager level. This is strongly aligned to our values and focused on improving culture at every level.

Finally, our work on team charters continues to evolve. All teams now have these in place, and we have begun embedding these into wider processes, such as governance meetings, and new starters joining teams. Team charters help to reinforce shared expectations, strengthens understanding of our values in practice, and supports more open, respectful, and consistent ways of working across teams.

Health & Wellbeing

Driving a positive health and wellbeing culture remains a key priority. We have continued to ensure we adopt best practice from the fire and rescue sector to ensure our Wellbeing Action Plan and approach remains appropriate and targeted.

We continue to offer a wide range of support to help employees maintain healthy lifestyles and positive wellbeing. Our network of Wellbeing Champions plays a vital role in promoting wellbeing locally and encouraging open conversations. This is complemented by

a trained group of Mental Health First Aiders, who work alongside Wellbeing Champions to provide appropriate support to colleagues. In addition, our Occupational Health provision and Employee Assistance Programme remain central to our wellbeing support, alongside our ongoing partnership with The Fire Fighters Charity, which enables us to tailor wellbeing interventions to meet the specific needs of our service.

We also have a Trauma Support Team trained as TRiM (Trauma Risk Management) Practitioners. TRiM is a peer-support programme originating in the British military and is a widely recognised approach used across blue light emergency services. Over the past year, we have focused on further developing this team, strengthening skills, consistency, and capacity, as well as continuing to provide support and advice to other areas of West Sussex County Council. Our service strongly promotes openness around mental health, underpinned by our ethos that *it is ok not to be ok*.

We also continue our focus on ensuring high levels of fitness across our operational firefighters in their annual fitness testing. Fitness testing results are monitored by the Strategic Performance Board and have remained consistently high in 2025/26. All our operational colleagues are supported in their fitness through our network of Physical Training Instructors.



In the past year, we focused on developing and empowering managers and individuals to own wellbeing on a more local level. To support this, we:

- Held our second annual Wellbeing Month. The aim of which is to provide a dedicated opportunity for the service to promote positive wellbeing, raise awareness of support available, promote team and individual conversations on wellbeing, and encourage healthy, sustainable ways of working for everyone.
- Held a leadership drop-in session focusing on developing shared ideas for supporting wellbeing.
- Created a resource for all managers on how to best manage wellbeing in the workplace.

Our Wellbeing Champions continue to be a fantastic support throughout the year in making wellbeing a regular conversation. They presented at our 2025 Conference, focusing on trauma with the objective of normalising conversations about trauma and trauma related physical and emotional reactions.

We are also developing understanding of the links between wellbeing and neurodiversity through our manager toolkits, recognising that inclusive and informed management approaches are essential to supporting people effectively and enabling everyone to thrive at work.

Our work in wellbeing will never be finished; it remains a continuous focus as we respond to changing pressures, listen to feedback, and keep building a culture where wellbeing is actively supported, owned locally, and embedded into how we work every day.

Equality, Diversity and Inclusion: Why it is so important for our service

Proud to Belong underpins our approach in West Sussex, reflecting our belief that a diverse workforce, made up of individuals with different skills, experiences, and perspectives, strengthens our organisation and enables us to better meet the needs of the communities we serve.

We remain committed to creating a welcoming and inclusive workplace that values difference, promotes psychological safety, and supports people to feel a sense of belonging and able to thrive. Over the past year, we have continued to build on this commitment through positive action initiatives designed to attract candidates from a wide range of backgrounds and to ensure that, once they join us, they feel supported, valued, and motivated to build a lasting career with our Service.

We recognise the scope and responsibility of our duty as a public authority to comply with the Public Sector Equality Duty. In the past year, we have focused on improving our data, to ensure we take an evidence-based approach to Diversity & Inclusion, and in turn are able to take action to support underrepresented staff. We have strengthened our People Impact Assessment processes to ensure that all new policies, procedures, and projects both comply with and actively support the Public Sector Equality Duty. These impact assessments are consistently conducted, monitored and tracked for completion across all internal governance decisions, to ensure we are proactive in meeting this duty.

We also have continued to develop the understanding within the service of inclusivity. This has involved all staff discussion sessions on inclusive behaviours, which included the topics:

- An introduction to Equality, Diversity & Inclusion.
- Bias and Microaggressions.
- Allyship.



This was then further supported by a leadership development session to deepen their shared understanding. In addition, we continue to ensure staff are confident in how to raise concerns and receive support should they need it.

We have a confidential reporting line, which ensures staff have an opportunity to report anonymously if they wish to. This resource complements our ongoing efforts to support and develop the culture of our service.

We have worked to improve the reasonable adjustments support staff receive, working closely with colleagues across West Sussex County Council, and with staff and managers within our Service. This has included:

- Launching a new reasonable adjustments support site.
- Implementing a screening tool to identify indicators of specific learning requirements.
- Reviewing and updating our recruitment and promotion processes
- Creating a manager checklist to ensure it is easy to follow required processes.
- Creating a manager guide for supporting reasonable adjustments.
- Training for managers on neuro-inclusivity.
- Marking Disability History Month as an opportunity to celebrate achievements, reflect on progress and strengthen our commitment to equality and inclusion.

This has been designed with input from staff, as well as our Diversity Champions. The training and content are aligned to ACAS guidelines and with input from Inclusive Employers.

We have continued to focus on our compliance with the Worker Protection Act responsibilities for an employer in taking all reasonable steps to prevent harassment. Also, in 2025, we became a White Ribbon UK accredited employer, showing commitment to ending violence against women and girls (VAWG). We are working closely with colleagues across West Sussex County Council.

Our Service Leadership Team, as well as Cabinet have already become White Ribbon Ambassadors and Champions, pledging to never use, excuse, or remain silent about violence against women. As part of our accreditation, we are delivering a comprehensive three-year action plan focused on:

- Embedding trauma-informed and respectful practices across our organisation.
- Supporting staff who may be affected by domestic abuse or sexual violence.
- Raising awareness of how to safely challenge harmful behaviour.
- Strengthening our response to VAWG across local services and communities.



We marked White Ribbon Day on the 25 November, which is a national campaign and the theme, 'We Speak Up', aimed to encourage more men to use their voices and speak up to create a world where everyone is safe, equal and respected.

Our Diversity Champions network and Diversity & Inclusion Steering Board have continued to play a vital role over the past year, helping to shape, challenge, and strengthen our inclusion work and supporting our ambition to ensure West Sussex Fire & Rescue Service is a great place to work for all our people.

Leadership and Development

We recognise the significant contributions our managers and leaders make to our service. To support their growth, as well as that of emerging managers, and to meet the evolving needs of the service, we dedicate time to their development.

Following the earlier completion of our Leadership & Culture Development Programme, we have now moved to interventions which are built into the core of all new managers development. This has involved four different components:

Firstly, creating online tools for managers to access 'just in time,' and ensuring all those who missed sessions in our initial programme, were able to catch up. Secondly, we have commenced monthly leadership drop-ins on different aspects of their leadership role, to enable continued development and reflection. Thirdly, we have started new quarterly Thought Leadership seminars. So far, we have covered the use of AI in a leadership role, and how to effectively lead teams through change. Finally, for new managers, we have developed the pathway for their leadership learning journey, and we have commenced work on a new in-person development programme.

Learning at all levels is supported by programmes of coaching, mentoring and underpinned by opportunities of shadowing, performance conversations, secondments, training and e-learning. We have been working closely with local partners on developing our mentoring and coaching network, to further develop a coaching style of leadership in the service. We have also continued to develop and grow staff accessing apprenticeship opportunities and have seen several colleagues successfully complete their qualifications.

Our Development & Training Steering Group continues to provide supportive, inclusive and aligned development activity across the service.

Finally, we have also completed the fourth year of our development centres which develops and assesses readiness in individuals in progressing into, and through, leadership roles.

We have put considerable effort into developing our promotion and progression processes so that they are fair, and all staff can understand them, which was also recognised by the inspectorate in their visit. To continue to build on this, we have completed a full review of the promotions process, to align with the end of this CRMP. We have listened to staff, our Diversity Champions network, trade unions and explored best practice from other fire and rescue services.

The review has created a clear single process linking appointment to role and movements within the service to workforce forecasting. In doing so, we have aligned this to NFCC guidance, reviewed HMICFRS inspection criteria, and ensured the new process will align with ACAS expectations too.

Operational Training

WSFRS places great importance on operational staff being highly skilled and knowledgeable, enabling them to respond safely to different types of emergencies at any time.

In 2025/26, we welcomed our first group of new Wholetime recruits to WSFRS Platinum House Training Centre. This was a 16 week training programme which is broken down into modules and each module is assessed. These firefighters were in our communities carrying out vital prevention, protection and service delivery work in January 2026, whilst developing in their roles.

In the past year, we welcomed 36 new Firefighters joining our Service, both wholetime and retained firefighters.



The success of prevention work has led to a long-term reduction in fires, however due to modern materials which are used in construction and household goods, evidence shows fire are now burning hotter and quicker than they did. This means that firefighters are even more reliant on high quality and realistic training and simulation to develop their knowledge, skills and experience than they were in the past. Our Training Centre provides firefighters with realistic and immersive training to safely and effectively deal with a wide range of incidents that may occur across West Sussex. To comply with the elements of Fire & Rescue, the Service provide training in:

- Breathing Apparatus and Fire Behaviour
- Incident Command
- Emergency Blue Light Driving
- Road Traffic Collision
- Firefighter Core Skills
- Immediate Emergency Care

Operational training is delivered through a range of methods ranging from on station firefighting practice to major exercises involving blue light partners, emergency planning officers and specialist advisors. Firefighters are exposed to wide ranging training scenarios ranging from those created using virtual reality modelling at our state-of-the-art Incident Command suite in the training centre, to road traffic collision scenarios, and water rescue training. Training Instructors have nationally recognised teaching and assessing qualifications and the capability to assess at nationally accredited levels too. We provide in house training and assessment from firefighter to station manager level.

All of our Officers are trained, assessed and revalidated for their skills, knowledge and understanding in Incident Command. In the past year, we have also launched our new quarterly series of Officer Effectiveness Seminars, to provide a formal development pathway which integrates mandatory pre-learning, National Operational Guidance (NOG) aligned operational themes, scenario-based

decision-making, and recorded formal incident command hours. A dedicated Incident Command Team plan, deliver and assess these training programmes.

The Operational Training team ensure all training delivered is NOG compliant, has the JESIP (Joint Emergency Service Interoperability Programme) principles woven throughout and adheres to the appropriate Fire Standards and relevant legislation. We align with our local FRS partners for areas including Incident Command, Operational Training & Development, Command Support, and associated equipment.

Our commitment to continuous improvement ensures that our operational staff are always prepared to respond effectively and safely to any emergency, maintaining the highest standards of service for the communities we serve.

Strategic Priority 5: Making best use of resources

Develop and deliver an Estates Improvement Plan and improve building layouts to support equality and diversity



The Operational Training & Professionalism Team moved under the leadership of our new Operational Training, Safety & Preparedness function.

In 2025/26, WSFRS continued to make strong progress with its Estates Improvement Plan. Final designs have now been completed for four fire stations, each of which has been updated to support a modern, diverse workforce. Improvements include: gender-neutral facilities, accessible spaces for collaboration and community engagement, and enhanced welfare areas that reduce exposure to operational contaminants.

This work has also incorporated requirements from the Worker Protection Act to ensure all WSFRS sites comply fully with the legislation.

Minimising the risk of contaminants to our firefighters

Following the successful introduction of updated contaminant-mitigation procedures, designed to ensure contaminants are contained at the incident ground rather than brought back to stations, the service has continued to focus on strengthening on-station processes. Over the past year we have increased the availability of equipment that enables staff to wash themselves and clean operational kit promptly and effectively.

This builds on the establishment of clearly defined red, amber, and green zones at all sites with contamination risks. These zoning changes have influenced the layout of fire stations, including the placement of washing machines, gym equipment and the ways staff move through the building.

New fire engines have also been ordered. These vehicles incorporate emerging sector learning on contaminant reduction, ensuring crews are better protected during transit and routine use.

Looking ahead, the Health and Safety Team is designing the next phase of contaminant mitigation for delivery in the new CRMP period. This will consider measures such as enhanced health screening and monitoring.

The team has also continued to deliver high standards of compliance under the Health and Safety at Work Act 1974. Using the Plan-Do-Check-Act approach, they have worked across the service and with South-East regional partners to maintain statutory duties and ensure all colleagues understand their responsibilities to themselves and one another. This includes keeping all risk assessments up to date and ensuring serious injuries are properly investigated and lessons learned.

A risk-based review of specialist capability and asset requirements

In 2025/26, WSFRS implemented a new operational model for the Technical Rescue Unit (TRU), aligned to the Day Crewing 7 shift pattern. This has improved our confidence that specialist capabilities are available at times of highest risk.

To help the service adapt to changing risks, especially climate-related events, we have specified new multi-capability 4x4 vehicles. This will provide both water-rescue and wildfire response capability in one asset.

The wider review of specialist capabilities is nearing completion. Emerging recommendations include enhancements to road traffic collision response, wildfire operations, and flood rescue. Further recommendations relating to height rescue and large animal rescue are expected in early 2026/27.

Maintaining existing Emergency Response Standards (ERS) while reviewing future arrangements

New Emergency Response Standards were introduced in 2025/26, fulfilling a key commitment in the 2022-2026 CRMP. These standards provide greater



transparency, enabling the public to clearly understand the level of response they can expect wherever they live in the county.

Throughout this period, response times to the most critical incidents have continued to improve, driven by the commitment of operational crews and the more targeted deployment of Safe and Well Visits, which increases crew visibility and prevention work in high-risk areas.

Continually updating our understanding of risk

In its latest inspection, HMICFRS rated WSFRS's understanding of risk as *Good*. During 2025/26, we updated our Strategic Assessment of Risk, ensuring it remains the foundation for resource planning within the 2026–2030 CRMP. This assessment identifies all foreseeable fire and rescue-related risks using a layered approach that reflects community concerns, operational response data, the Sussex Resilience Partnership risk register, and projected future risks.

In 2026/27 we will enhance this further through Horizon 2040, which will explore potential long-term risk scenarios over the next 15 years.

Using operational assurance to support organisational learning

In 2025/26, the service strengthened its learning culture by introducing Organisational Learning and Assurance alongside Operational Learning and Assurance. This ensures WSFRS learns not only from incidents but from all business activities, supporting continuous improvement and enabling the service to remain both effective and efficient.

Fit-for-purpose training and equipment

The National Operational Guidance Project progressed well in 2025/26, with 10 sets of Joint Operational Guidance introduced. This includes the updated NFCC Firefighting Guidance and the Foundation of Firefighting document. To support implementation, the service has developed a new Firefighting and Rescue Strategy that focuses on enhancing incident response tactics. Training packages aligned with this strategy will continue to be rolled out during 2026/27.

Procurement for new breathing apparatus sets was also completed in 2025/26. These units, due for rollout in 2026/27, will improve interoperability across West Sussex, East Sussex, Kent, and Surrey.

The project to address fireground communication risks also progressed significantly and is now complete, resulting in much improved communication on the incident ground.

Delivering the WSFRS Community Risk Management Plan (CRMP) 2026–2030

In 2025/26, WSFRS produced a full draft CRMP, which underwent a 12-week public consultation. More than 1,000 people who live, work, or visit West Sussex engaged in the process. Feedback was positive, with over 70% approval for the proposed plan.

The final CRMP was approved by West Sussex County Council and launched in March 2026. It will guide the service's priorities through to 2030, supporting WSFRS as it prepares for future devolution.

Making West Sussex safer for everyone.

West Sussex Community Risk Management Plan 2026 - 2030



Commercial activity

In 2025/26, West Sussex Fire & Rescue Service continued to support local businesses, schools, care providers, and partner organisations through a broad range of commercial fire safety and training activities. These services helped organisations remain compliant with fire safety legislation, strengthened emergency preparedness, and generated sustainable income.

During the year, we delivered 172 commercial training courses, training 1,887 people across a wide range of sectors and achieved excellent customer satisfaction scores above 98.8%, reflecting the quality and professionalism of our training delivery.

Our portable fire extinguisher servicing activity also performed strongly. We serviced 11,959 pieces of equipment across 501 customer sites, achieving a 19% increase in income compared with the previous year.

In addition to established services, other business enterprise activity generated income from inspection fees, sponsorship, room hire, and specialist training, with further income streams under development. We continue to invest in service improvement through refreshed training materials, updated service level agreements, and strengthened partnerships with external organisations.



Extinguisher Servicing

- ✓ Total units serviced: 11,959
- ✓ Customers supported: 501



Commercial Training

- ✓ Course delivered: 172
- ✓ People trained: 1887

Future Improvements

Devolution

Devolution is the term used to describe the process of transferring power from the centre (Westminster) to the nations and regions of the United Kingdom. In the English Devolution White Paper, the government set out its policy for the creation of new Mayoral Strategic Authorities (similar to arrangements in Manchester and the West Midlands) for the whole of England.

WSFRS is continuing to engage with West Sussex County Council and central government colleagues as the government continues to provide guidance around devolution.



White Paper

In 2023 the government published its response to the Fire & Rescue Reform White Paper consultation. The Fire Reform White Paper consulted on the government's vision for fire reform, centred around three main themes:

1. People - improving systems, flexibility and culture.
2. Professionalism - helping fire professionals to best serve their communities.
3. Governance - strengthening oversight and leadership.

WSFRS will continue to monitor the government and sectors progress relating to this paper.

Digital and cyber safety

As a fire and rescue service we must deliver excellence to the public by using information and communications technology (ICT) safely, effectively and efficiently to deliver prevention, protection and response services. We use ICT to provide appropriate access to information and facilitate vital communications when and where it is needed, contributing to the safety of communities.

WSFRS approach to investment and development of ICT enables us to meet both our statutory obligations to our communities and take proactive steps to maintain sustainable technology and provision of service. That investment is driven by a clear strategic approach to bring about necessary continuous improvement in using and evaluating technology.

WSFRS and WSCC took part in a full day's exercise funded by the Home Office and run by external experts in July 2025 that tested several cyber-attack scenarios. Positive feedback and advice were provided on our response.

In February 2026, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) chose West Sussex as one of three fire & rescue services nationally to carry out a thematic inspection focusing on how fire & rescue services and police forces are responding to the growing risks associated with cybersecurity.

The thematic inspection was carried out over a week period and initial feedback has been positive. An official report is due towards the middle of 2026.

Vehicle roll-out

WSFRS has a rolling programme of fleet replacement with six fire appliances and an Incident Command Unit on order and in the build stage and is proposing to commence a tender process to replace our 4x4 vehicles. The appliance replacements will reap several benefits:

- Improved vehicle and firefighting technology.
- Introducing a clean-cab concept that reduces firefighters' exposure to contaminants.
- Meeting higher Euro 6 emission standards.
- Supporting the WSCC Net Carbon Neutral 2030 goals.
- Reducing the cost of maintenance of old vehicles; and
- Critically, reducing the risk of failure of emergency response vehicles.



Appendix A - Service PAF- Core Measures over last 4 years

CM #	Measure	Tolerance / Targets 25/26	CRMP YR1 2022-23	CRMP Y2 2023-24	CRMP Y3 2024-25	CRMP Y4 2025-26
CM1	Number of accidental dwelling fires in West Sussex over a year period	Green <381 Amber 381-398 Red >398	338	379	330	332
			↘	↗	↘	↘
CM2	Number of fire deaths in accidental dwelling fires in West Sussex over a year period	Green 0 Amber 1- 3 Red >3	3	0	0	1
			↗	↘	→	↗
CM3	Number of fire casualties in accidental dwelling fires in West Sussex over a year period	Green <20 Amber 20 – 30 Red >30	14	10	32	24
			→	↘	↗	↘
CM4	Number of deliberate primary fires in West Sussex over a year period	Green <180 Amber 180 – 199 Red 200+	160	101	107	76
			↗	↘	↗	↘
CM5	Number of deliberate secondary fires in West Sussex over a year period	Green <350 Amber 351 - 375 Red >375	299	218	205	220
			↗	↘	↘	↗
CM6	Percentage of safeguarding referrals made within 24 hours of discovery	Green 100% =>98% Amber <98% Red	98%	84%	93%	100%
			↗	↘	↗	↗
CM7	Number of Safe and Well Visits delivered to households with at least 1 vulnerability or risk factor	5500 Green 5300 - 5499 Amber <5300 Red	4680	5335	5948	5518
			↗	↗	↗	↘
CM8	Percentage of very high risk Safe and Well referrals contacted within 1 working day	Green 100% Amber >98% Red <98%	100%	100%	100%	97.06%
			↗	→	→	↘
CM9	Percentage of high risk Safe and Well Visit referrals contacted within 7 working days	Green 100% Amber >98% Red <98%	99.8%	99.96%	99.90%	99.90%
			↗	↗	↘	→

CM #	Measure	Tolerance / Targets 25/26	CRMP YR1 2022-23	CRMP Y2 2023-24	CRMP Y3 2024-25	CRMP Y4 2025-26
CM10	Number of FSO regulated buildings having received an audit in each financial year	Green 1000 Amber 850-999 Red <850	1009	1041	1235	1068
			↗	↗	↗	↘
CM11	Percentage of unsatisfactory fire safety audits	>40% Green 35%-40% Amber <35% Red	28.7%	55.5%	66.2%	64.9%
			↘	↗	↗	↘
CM12	Percentage of successful prosecutions under the Regulatory Reform (Fire Safety) Order 2005	>75% Green <75% Red	100%	100%	100%	100%
			→	→	→	→
CM13	Percentage of statutory fire safety consultations completed within the 14-day time period	100% Green <100% Red	100%	100%	100%	100%
			↗	→	→	→
CM14	The number of unwanted fire signals attended in West Sussex over a year period	<650 Green 650-750 Amber >750 Red	1305	523	412	392
			↘	↘	↘	↘
CM15	Percentage of SSRIs that are currently in date (high risk last 12 months, medium risk last 36 months)	Green >90% Amber 60% - 90% Red <60%	99.3%	99.5%	99.9%	99.6%
			↗	↗	↗	↘
CM16	Percentage of emergency calls answered within 10 seconds by Joint Fire Control	Green >=95% Red <95%	97.8%	98.1%	98.3%	96.7%
			↗	↗	↗	↘
CM17	Average time taken between Joint Fire Control receiving the emergency call and the station being notified	Green <1m 45s Amber 1m45s - 1m55s Red >1m 55s	Measured Differently Previously	00:01:26	00:01:26	00:01:30
					→	↘

CM #	Measure	Tolerance / Targets 25/26	CRMP YR1 2022-23	CRMP Y2 2023-24	CRMP Y3 2024-25	CRMP Y4 2025-26
CM18	Percentage of notifications of a level 2 Incident Commander to life risk calls within 5 minutes by Joint Fire Control	Green >98% Amber 95% - 98% Red <95%	100%	100%	100%	100%
			↗	→	→	→
CM19	Average 1st Fire Engine Response Time to All Critical incidents	<10 min Green ≥10 min Red	00:09:32	00:09:13	00:09:42	00:09:43
CM20	Average 2nd Fire Engine Response Time to All Critical incidents	<15 min Green ≥15 min Red	00:14:20	00:13:51	00:14:20	00:14:27
CM21	Percentage of all Incidents where the 1st Fire Engine Response Time is 16 Minutes or Less	Green >90% Red <90%	92.2%	93.4%	91.8%	91.1%
CM22	Percentage of availability on all wholetime frontline pumping appliances	Green 100% Amber 95% - 99% Red <95%	97.6%	97.6%	97.9%	99.0%
			↘	→	↗	↗
CM23	Percentage of availability on all retained frontline pumping appliances (based on 24/7 crewing)	Green 75% Amber 65% - 75% Red <65%	48.60%	47.40%	44.1%	41.6%
			↘	↘	↘	↘
CM24	Percentage of all FRS survey respondents satisfied with the overall service from WSFRS	Green 95% Amber 85% - 95% Red <85%	98%	98%	99.4%	97.5%
			↗	→	↗	↘
CM25	Percentage of staff who are not sick across all staff groups	Green 95% Amber 90% - 95% Red <90%	96.7%	95.3%	95.6%	95.6%
			↗	↘	↗	→
CM26	Percentage of eligible operational staff successfully completing fitness test	Green 95% Amber 85% - 95% Red <85%	94.7%	96.7%	98.5%	96.4%
			↗	↗	↗	↘
CM27	Percentage of eligible operational staff in qualification	>95% Green 85% - 95% Amber <85% Red	91.9%	91.50%	94.92%	95.7%
			↗	↘	↗	↗

CM #	Measure	Tolerance / Targets 25/26	CRMP YR1 2022-23	CRMP Y2 2023-24	CRMP Y3 2024-25	CRMP Y4 2025-26
CM28	Percentage of RIDDOR accidents that are investigated and reported on time	100% Green <100% Red	85.70%	100%	100%	90%
			↘	↗	→	↘
CM29	Percentage of Health and Safety Risk assessments within date	100% Green >95% Amber <95% Red	100%	100%	100%	99%
			↗	→	→	↘
CM30	Occasions where a Fire Engine in the fleet was made available for each West Sussex crew in operational service	100% Green >95% Amber <95% Red	Not measured	100%	100%	100%
					→	→

Appendix B – Framework Requirements

WSFRS operates as part of WSCC, which sets a clear framework for the work the service does. The key documents relating to this area are the West Sussex Plan - which sets out how the county council plans to shape its services for the next five years supported by the corporate services including how the county council spends your money.

WSFRS also operates under broader corporate policies on:

- Fraud & Corruption Policy.
- Equality & Inclusion Policy.
- Pay Policy.

The fire and rescue service works within a clear legislative context. Key legislation documents are as follows:

The National Fire and Rescue Service Framework for England 2018 Under section 21 of the Fire and Rescue Services Act 2004 (the 2004 Act), the Secretary of State must prepare a Fire and Rescue National Framework.

The Framework:

- a) Fire and Rescue National Framework for England published May 2018.
- b) Must set out priorities and objectives for fire and rescue authorities in connection with the discharge of their functions.
- c) May contain guidance to fire and rescue authorities in connection with the discharge of any of their functions.
- d) May contain any other matter relating to fire and rescue authorities or their functions that the Secretary of State considers appropriate.

Fire and Rescue Services Act 2004

This Act came into effect on 1 October 2004. It clarifies the duties and powers of fire authorities to:

- promote fire safety
- fight fires
- protect people and property from fires
- rescue people from road traffic incidents
- deal with other specific emergencies, such as flooding or a terrorist attack

- respond to the needs of our communities and the risks they face.

Fire and Rescue Service (Emergencies) (England) Order 2007

This outlines the additional statutory duties of the Fire and Rescue Services Act 2004 for fire authorities. The duty requires authorities, where provision of resources has been made by central government, to respond to incidents, both within and outside the authority area, involving Chemical, Biological, Radiological and Nuclear hazards (CBRN) and Urban Search and Rescue (USAR).

The Order complements the National Mutual Assistance Protocol, to which this Authority is a signatory. This requires fire authorities to make a reasonable response to requests for assistance in relation to any large-scale emergency outside their area.

Regulatory Reform (Fire Safety) Order 2005

This is a statutory instrument, applicable only in England and Wales, which places the responsibility on individuals within an organisation to carry out risk assessments to identify, manage and reduce the risk of fire. It became law on 1 October 2006.

Civil Contingencies Act 2004

Fire and Rescue Authorities are 'Category 1 responders' under this Act which sets out the full set of civil protection duties, including: assessing the risk of emergencies happening (ranging from widespread flooding to terrorist attacks) and using this to inform contingency planning.

Fire and Rescue Authorities must ensure that emergency plans and business continuity management arrangements are in place.

The Equality Act 2010

This Act is designed to reform and harmonise equality laws, to increase equality of opportunity and to have regard to the desirability of reducing socio-economic inequalities. It is designed to legally protect people from discrimination in the workplace and in wider society.

The Policing and Crime Act 2017

The Act makes three key provisions pertaining to the FRS:

1. It places a duty on the emergency services, Police, Fire and Ambulance, to collaborate, when there is a proven benefit to operational effectiveness or efficiency.
2. It established an independent inspectorate for the Fire and Rescue Service, the HMICFRS
3. It enables transfer of Fire and Rescue Authority (FRA) duties to Police and Crime Commissioners (PCCs) where a case for change is made. Further legislation which applies to the Fire Authority can be found within our CRMP.

Contact us in an emergency you should always dial 999.

You can find out more on our [West Sussex Fire & Rescue Service website](#).

Your views and comments on this Statement of Assurance are very welcome.

If you have feedback or any questions, please get in touch with us.

By email: wsfrs@westsussex.gov.uk

By telephone: 01243 777100

Or write to us at: West Sussex Fire & Rescue Service Headquarters, Northgate, Chichester, PO19 1BD