
Report to Fire and Rescue Service Scrutiny Committee

4 March 2022

Priority Programme Update

Report by Deputy Chief Fire Officer

Electoral division(s): All

Summary

This report provides an overview of the priority programmes of work during Quarter 3 of 2021/2022. This includes progress against the People Action Plan, the Improvement Plan and the Integrated Risk Management Plan (IRMP) Action Plan.

This is a standing item on the Work Programme for the Fire and Rescue Service Scrutiny Committee.

Focus for Scrutiny

The Committee is asked to review the progress reported in relation to the priority programmes, which include the IRMP Action Plan, the Improvement Plan and the People Action Plan and provide any comments to the Cabinet Member.

Proposal

1 Background and context

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Improvement Plan

- 1.1 West Sussex Fire & Rescue Service HMICFRS, round two inspection was concluded on Monday 22 November 2021.
- 1.2 The Inspectorate will now collate all the information into the report which we are expecting to see when the inspectorate publishes their findings from the second tranche of inspections in the Spring

2 Cause of Concern 1 - Preventing Fire and Other Risks

- 2.1 All actions have been undertaken with regards to this Cause of Concern and considerable work has been undertaken to enable us to recommence the activity now that there has been a lift in the COVID restrictions.

3 Cause of Concern 2 - Protecting the Public Through Fire Regulation

- 3.1 All actions have been undertaken with regards to this Cause of Concern and considerable work has been undertaken to enable us to recommence the activity now that there has been a lift in the COVID restrictions.

4 People Action Plan

- 4.1 The annual review of the People Action Plan was presented in January 2022 to SEB to ensure that this will address all the issues from the original improvement plan.
- 4.2 There is now a focus on communication and engagement with wider staff groups, including webinars with Group and Station managers starting in March 2022.
- 4.3 This plan will then be reviewed in line with Community Risk Management Plan underpinned by associated service plans April 2022.

5 Cause for Concern 3 - Promoting the Right Values and Culture

- 5.1 Our new People Service plan activity aligns to the WSFRS Core Values, WSCC People Framework, National Fire Chiefs Council Core Code of Ethics, NFCC Leadership Framework, NFCC People Strategy and NFCC Equality Framework.
- 5.2 There are six workstreams within the plan:
 - 5.2.1 Recruitment, Retention & Workforce Planning
 - 5.2.2 Operational Training & Development
 - 5.2.3 Career Planning, Professional Development, Talent Management
 - 5.2.4 Health & Wellbeing
 - 5.2.5 Equality, Diversity & Inclusion
 - 5.2.6 Leadership Development
- 5.3 This plan includes a whole service approach to Community Engagement which was reinvigorated at a recent leadership Away Day held virtually in January 2022.
- 5.4 Leadership & Cultural Change Programme will be rolled out commencing in Q1 22/23 and will cover some key aspects and a more holistic approach to delivering training for our managers in several areas including:
 - 5.4.1 Creating psychological safety in all aspects of our work
 - 5.4.2 Dignity at Work policy (WSCC) and roll out and associated organisational training throughout the year.
 - 5.4.3 Inclusive Employers training delivered to all leaders within the organisation, this will further be cascaded to all staff to ensure and cohesive organisational approach.
 - 5.4.4 Developing leadership behavioural skills to improve their ability to support their teams and peers.
- 5.5 Workforce Planning processes are being reviewed and adapted to become a clear, transparent processes.

- 5.6 An Equalities, Diversity & Inclusion Action plan has been developed to ensure that activity relating to this is measurable and clear reporting of initiatives and the outcomes achieved from each.
- 5.7 Completed a self-assessment to benchmark WSFRS performance in relation to Equality Diversity & Inclusion, delivering a report and action proposals for Diversity and Inclusion Steering Group to progress into the Community Risk Management Plan.
- 5.8 A look forward:
 - 5.8.1 Becoming an anti-racist organisation through development of a toolkit to raise awareness of racism, aid discussions in the workplace and signpost to additional learning activities by June 2022.
 - 5.8.2 Inclusive Employers training to commence through management starting in Quarter 1 22/23 with completion in September 2022 for all staff.

6 Cause for Concern 4 - Ensuring Fairness and Promoting Diversity

- 6.1 People Impact Assessment training continues to be delivered and EDI Advisor continues to advise staff undertaking these, including our new Community Risk Management Plan.
- 6.2 Key engagement has been undertaken with all managers to review organisational skills and knowledge needs to identify gaps and solutions.
- 6.3 Workforce planning continues across People support and HR Business Partners, to ensure there are clear strategic alignments and dependency management of any staff moves to ensure that there are fair and consistent processes and supporting policies. This includes succession planning and forecasting to avoid future recruitment gaps as individuals retire.
- 6.4 A look forward:
 - 6.4.1 Completion of implementation of wellbeing champions to have a mix of grey/green book staff members supporting our wellbeing vision and sharing the content with their areas by April 2022. This is to extend the organisational reach through advocates that help to share our messages and feedback what is needed in their area. They also assist in events & activities.
 - 6.4.2 Redesign Development Operating Procedures to include alternative recruitment methods by April 2022.
 - 6.4.3 Review and redesign of Transfers & Moves SOP by March 2022.

7 Areas for Improvements updates

- 7.1 Local Risk Management Plans continue to progress with activity having required adaptation due to the current pandemic and planning for transition as this eases. Community risk data is being updated monthly to ensure it is current information and by April 2022 there will be an annual refresh against risk.
- 7.2 A look forward:

7.2.1 Develop a neurodiversity toolkit by July 2022 for WSFRS including components that can be used, description of support and associated costings.

7.2.2 Closure of the Risk Alignment Project in March 2022 and a clear annual plan and approach to review risk regularly.

8 Integrated Risk Management Plan 2018-22 (IRMP)

8.1 4Fire Strategic Board leads a series of collaborative projects including one on Incident Command and has more recently approved the commencement of a project relating to Breathing Apparatus procurement and supporting operational alignment which will be led by West Sussex. This project is to commence in Q1 2022/23 following the recruitment of a joint resource to drive delivery.

8.2 Community Risk Management Plan (CRMP) 2022 responses are being analysed and the appropriate management response being developed to enable the approval of the CRMP in March 2022. This includes consideration of the reach of the consultation in terms of demographic and protected characteristics.

8.3 Public Consultation ended on 21st January 2022 and our new CRMP is proposed to go live in Quarter 1 of 2022/23.

8.4 Look Forward:

8.4.1 The closure of the existing IRMP as well as the commencement of the new CRMP has required some structured planning to ensure that all areas are completed or transitioned.

8.4.2 The launch of the CRMP will be delivered through a staff launch event as well as performance discussed at annual conferences to allow a more consistent approach to staff engagement in relation to the CRMP. A clearer approach to supporting staff to understand the golden thread from frontline staff activity through to member and public engagement.

9 Other options considered (and reasons for not proposing)

9.1 Updates on priority programmes are agreed through the Work Programme of the Fire and Rescue Service Scrutiny Committee at each meeting.

10 Consultation, engagement and advice

10.1 Continuous consultation with staff and members on the work of the Fire and Rescue Service Priority Programmes, including discussion at each meeting of the Fire and Rescue Service Scrutiny Committee.

11 Finance

11.1 Most of the Council's £26.8 million budget is invested in frontline services including firefighting, rescue operations and community safety activity. This is summarised as the following:

11.1.1 Firefighting and rescue operations: £22,011,154

11.1.2 Community Fire Safety: £4,352,772

11.1.3 Fire Service Emergency Planning and Civil Resilience: £390,071

12 Risk implications and mitigations

12.1 No current risk implications.

13 Policy alignment and compliance

13.1 This report has positive implications for the community, and it supports the benefits of an effective Fire and Rescue Service to all residents in West Sussex.

13.2 In terms of environmental sustainability, the IRMP makes clear the Authority's commitment to reducing the environmental impact of its operations and provides an indication of work done to date.

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Appendices: None

Background papers: None