

Public Document Pack

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22 September 2020

Fire & Rescue Service Scrutiny Committee

A virtual meeting of the Committee will be held at **10.30 am** on **Wednesday, 30 September 2020**.

Note: In accordance with regulations in response to the current public health emergency, this meeting will be held virtually with members in remote attendance. Public access is via webcasting.

The meeting will be available to watch live via the Internet at this address:

<http://www.westsussex.public-i.tv/core/portal/home>

Tony Kershaw

Director of Law and Assurance

Agenda

- | | | |
|----------|----|--|
| 10.30 am | 1. | <p>Declarations of Interest</p> <p>Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.</p> |
| 10.32 am | 2. | <p>Minutes of the last meeting of the Committee (Pages 5 - 10)</p> <p>The Committee is asked to agree the minutes of the meeting held on 3 June 2020.</p> |
| 10.34 am | 3. | <p>Urgent Matters</p> <p>Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances, including cases where the Committee needs to be informed of budgetary or performance issues affecting matters within its terms of reference, which have emerged since the publication of the agenda.</p> |
| 10.35 am | 4. | <p>Forward Plan of Key Decisions</p> |

There are currently no items within the Committee's portfolio in the Forward Plan of Key Decisions.

Any Forward Plan published between the date of despatch of the agenda and the date of the meeting containing items relevant to the Committee's portfolio will be tabled at the meeting.

10.40 am 5. **Fire and Rescue Service Strategic Performance Report Quarter 1 2020** (Pages 11 - 22)

Report by the Chief Fire Officer.

The report provides a context to the Performance and Assurance Framework for the purpose of future scrutiny of the Executive's approach to performance.

11.20 am 6. **Priority Programme Update** (Pages 23 - 64)

Report by the Chief Fire Officer.

The report provides an overview of the priority programmes of work during Quarter 1 of 2020/2021 including progress against the People Action Plan, the Improvement Plan and the Integrated Risk Management Plan Action Plan.

12.05 pm 7. **Statement of Assurance and Annual Report** (Pages 65 - 118)

Report by the Chief Fire Officer.

The Statement of Assurance details how the service delivers its vision, supporting plans and how it reports on the progress made in the last year.

12.35 pm 8. **Work Programme Planning** (Pages 119 - 122)

The Committee to review its draft work programme for the year ahead taking into consideration the checklist at Appendix A.

12.45 pm 9. **Possible Items for Future Scrutiny**

Members to mention any items which they believe to be of relevance to the business of the Scrutiny Committee, and suitable for scrutiny, e.g. raised with them by constituents arising from central government initiatives etc.

If any member puts forward such an item, the Committee's role at this meeting is just to assess whether to consider the item in detail at a future meeting.

12.47 pm 10. **Requests for Call-in**

There have been no requests for call-in to the Scrutiny

Committee and within its constitutional remit since the date of the last meeting. The Director of Law and Assurance will report any requests since the publication of the agenda papers.

12.48 pm 11. **Date of Next Meeting**

The next meeting of the Committee will be held on 27 November 2020 at 10.30 am. Probable agenda items include:

- Performance & Assurance Framework Core Indicators
- Priority programmes: IRMP update, Improvement update
- Inspection preparedness report
- HMICFRS Covid Inspection Report

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 12 November 2020.

To all members of the Fire & Rescue Service Scrutiny Committee

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Fire & Rescue Service Scrutiny Committee

3 June 2020 – At a meeting of the Fire & Rescue Service Scrutiny Committee held at 10.30 am at Virtual meeting with restricted public access.

Present: Cllr Waight (Chairman)

Cllr Barnard, Cllr Arculus, Cllr Edwards, Cllr M Jones, Cllr Pendleton and Cllr Smytherman

Also in attendance: Cllr Crow

1. Declarations of Interest

1.1 No interests were declared.

2. Forward Plan of Key Decisions

2.1 The Committee considered the Forward Plan of Key Decisions and noted that a joint Task & Finish Group with members of the Performance & Finance Scrutiny Committee consisting of Cllr Waight, Cllr Joy Dennis, Cllr Kitchen, Cllr Smytherman and Cllr Michael Jones would meet to scrutinise the decision regarding Horsham Fire Station and Fire and Rescue Training Centre.

2.2 Resolved – that the Committee notes the Forward Plan of Key Decisions.

3. HM Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection report and revisit

3.1 The Committee considered the inspection report and letter by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) (copies appended to the signed minutes) which was introduced by Cllr Crow, Cabinet Member for Fire & Rescue and Communities who told the Committee: -

- The HMICFRS inspection report found that West Sussex Fire & Rescue Service (WSFRS) required improvement in relation to effectiveness and efficiency and was inadequate in how well it looked after its people
- The Service had responded well and made good progress
- A letter from HMICFRS referring to an inspection re-visit in January 2020 acknowledged 'tangible progress' against previously expressed concerns over the 'safe and well' visits and the risk-based inspection programme
- In the letter it was acknowledged that the WSFRS governance and scrutiny arrangements were changing to become more effective and that an independent advisory board had been established
- Appointments had been made so there was capacity to increase the pace of improvement
- The backlog of fire safety audits had been cleared and a new IT system was being rolled out over summer
- The letter concluded that improvements had been made

3.2 The Chief Fire Officer told the Committee: -

- The report made difficult reading, but a lot of work had been done in a short space of time - a plan had been developed and staff were now telling HMICFRS that they felt more supported than before
- There was more to do, but it was important to be realistic and not risk quality at the expense of speed
- WSFRS welcomed the financial investment by the Council

3.3 Summary of responses to members' questions and comments: -

- Cllr Michael Jones proposed that a representative of the Fire Brigades Union be co-opted to the committee in a non-voting capacity – the proposal was not seconded and therefore failed – the Chairman assured Cllr Jones that union representatives would be invited to committee meetings when there were relevant items on the agenda
- 'Safe and well' visits were carried out by community safety teams and WSFRS crews – an extra workstream had been added to the improvement plan to focus on the operational assurance of these visits
- Three years of improvement activity were planned using the financial investment from the Council, but it was acknowledged that the impact of Covid-19 was bound to mean that all Council budgets would be reviewed
- Cllr Crow acknowledged the impact of previous savings on the service and the improvements the recent investment had made
- Implications of future changes in resourcing would be brought to the Committee
- Any implications to WSFRS due to the Fire Safety Bill would be brought to the Committee
- Covid-19 had impacted on 'safe and well' visits with only the most urgent being carried out physically using personal protection equipment – the Service was confident that demand for visits would be met quickly once social distancing rules were relaxed

3.4 Resolved – that the Committee: -

- i. Confirms the priorities for scrutiny and service outcomes it wishes to focus on as those in the conclusion of the Inspection Report and the latest Improvement Plan
- ii. Agrees that committee members obtained assurance as to the effectiveness of measures taken or planned to address the areas of improvement, through the Performance and Assurance Framework and evidence through reviewing the Fire & Rescue Service Improvement Plan
- iii. Agrees the addition of two Task and Finish Groups to its Work Programme, namely Horsham Fire Station and the joint call centre

4. Fire and Rescue Performance and Assurance Framework

4.1 The Committee considered a report by the Chief Fire Officer (copy appended to the signed minutes) which was introduced by Cllr Crow, Cabinet Member for Fire & Rescue and Communities who told the Committee the Performance & Assurance Framework (PAF) was a useful

tool for the service and councillors that identified issues so there were no surprises and fed information throughout the organisation.

4.2 Dave Etheridge, Director - Greston Associates Ltd, told the Committee: -

- The PAF enabled the West Sussex Fire & Rescue Service (WSFRS) to get timely information and make decisions so that councillors could be assured of the Service's direction of travel
- The PAF reported on the four key areas of service provision, corporate health, priority programmes and risk (including corporate risk) and was supported currently by 29 core measures reflecting the strategic direction set by the Cabinet – further measures were being worked on
- The core measures tied in with statutory functions and some were heavily linked to fire prevention and would capture any impact of Covid-19
- The core measures also covered protection, operational response, the joint control centre with Surrey and feedback from Human Resources Learning & Development (staff accounted for 80% of the WSFRS budget)
- The PAF captured priority programmes and risk, including to the delivery of the strategic directive
- The PAF was supported by monthly meetings and the quarterly Strategic Performance Board (SPB)
- The SPB produced a quarterly report on the 29 core measures which was sent to the Chairman and Vice Chairman of the Committee to determine whether any issues needed to be looked at by the Committee

4.3 Summary of responses to members' questions and comments: -

- There were separate measures for fatalities and casualties. If casualties died of injuries, figures were moved from the casualties' measure to the fatalities measure so there is no 'double counting'
- The target of zero fatalities was aspirational
- The number of fatalities could be used as a guide as to whether or not fire prevention work needed examining to ensure continued organisational improvement
- The Service was working on more core measures to capture information on all deaths including non-accidental deaths
- Any impact on the Service of the Hackett report, including financial, would not be known until the report was published
- The Fire Safety Team received a small amount of funding from national government and was flexible enough to respond to any changes as a result of the Hackett report – extra resources would be considered if appropriate
- Target setting was based on risk as set out in the Integrated Risk Management Plan which sets the strategic direction and objectives that had been approved by councillors and would be reviewed in 2021 (at which time crewing levels could be scrutinised)
- Targets were measured against a variance of 10% as a starting position to steer initial thoughts. Some targets had no variation, such as the performance of the joint control room

- Information on deliberate fires would be captured outside of targets and reported to the Committee
- Staffing levels at the Surrey/West Sussex Joint Fire Control Room were as a result of an agreement with Surrey Fire & Rescue Service which had consulted with unions – levels would be revisited if East Sussex Fire & Rescue Service also shared the control room
- Response times of second appliances were not included in the current measures as not prioritised by HMICFRS but were recorded elsewhere. Members of the committee felt it was important to include these for scrutiny and the Cabinet Member/CFO agreed the time for the first and second pump would be presented for all incidents to ensure a complete picture.
- Secondary fires could be very small incidents hence the high number in the target which was based on the previous year's figures
- Fire safety audits were inspections of premises the frequency of which was decided by the services risk-based audit program and focusses on high risk premises
- Adequate crewing on retained frontline pumping appliances was based on the average for all stations, but individual station figures were available as service measures
- Information and recording on eligible operational staff successfully completing fitness tests would be available in time for the next meeting of the Committee

4.4 Resolved – that the Committee: -

- i. Supports the adoption of the Performance & Assurance Framework for the West Sussex Fire & Rescue Service for Scrutiny Committee purposes
- ii. Agrees the core measures/indicators designed to provide assurance concerning the delivery of the statutory functions of the Fire Authority including response times for second appliance
- iii. Supports the adoption of quarterly reporting of the core measures to the Committee via a quarterly strategic performance report

5. Work Programme Planning

5.1 The Committee considered its draft Work Programme (copy appended to the signed minutes) which was introduced by Rachel Allan, Senior Advisor, who asked for any additional suggestions for the programme to be sent to either the Chairman or Vice Chairman by email.

5.2 Resolved – that Committee agrees the draft Work Programme.

6. Date of Next Meeting

6.1 The next meeting of the Committee will be held on 30 September 2020.

The meeting ended at 12.17 pm

Chairman

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Fire and Rescue Service Scrutiny Committee

30 September 2020

Fire and Rescue Service Strategic Performance Report Q1 2020

Report by Chief Fire Officer

Summary

In March 2020, West Sussex Fire & Rescue Service (WSFRS) formally adopted a new Performance and Assurance Framework (PAF) which was supported by the Cabinet Member for Fire & Rescue and Communities and the Fire and Rescue Service Scrutiny Committee.

The PAF includes monitoring of service performance against 31 core measures that provide strong indication of organisational performance directly aligned to the delivery of the strategic commitments i.e. Integrated Risk Management Plan. This ensures the Service is intelligence- and evidence-led and enables the Service to react early when performance is not to the required level.

Appendix A of the report is the first Quarterly Strategic Performance Report for the purpose of scrutiny of the Executive's approach to performance. It covers the period 1 April 2020 to 30 June 2020.

Focus for Scrutiny

Members of the Committee are invited to consider and comment on the core measures/indicators detailed in Appendix A, designed to provide assurance concerning the delivery of the statutory functions of the Fire Authority.

Proposal

1 Background and context

- 1.1 West Sussex County Council is the Fire Authority and is responsible for making sure West Sussex Fire & Rescue Service (WSFRS) performs efficiently and in the best interest of the public and communities it serves.
- 1.2 WSFRS was inspected in November 2018 by Her Majesty's Inspector of Constabulary Fire and Rescue Services (HMICFRS). The full Inspection Report for the service was published on 20 June 2019. The report found that effectiveness of WSFRS "requires improvement", efficiency "requires improvement" and the way it looks after its people is "inadequate".
- 1.3 New scrutiny governance arrangements are now in place through the Fire and Rescue Service Scrutiny Committee.

- 1.4 On behalf of residents, committee members are responsible for ensuring that WSFRS delivers excellent services and achieves outcomes as efficiently and effectively as possible. This involves the West Sussex County Council Fire Authority (WSCCFA):
- setting a high-level policy agenda (strategic objectives) for what the WSFRS should do and the outcomes it should achieve
 - setting a budget to fund delivery of the policy agenda
 - securing assurance that the budget is being spent wisely on delivering the policy agenda set by the authority
- 1.5 In order to secure assurance, it is necessary for effective scrutiny to be an integral component of WSCCFA governance arrangements. Scrutiny is there to hold the Cabinet to account concerning the decisions taken relating to WSFRS.
- 1.6 The role of scrutiny is also to contribute to the development of solutions and ideas to support continuous service improvement. The Fire and Rescue Service Scrutiny Committee may need to be flexible in the way it scrutinises the service and the Executive's decisions. On occasions, committee members may wish to 'drill down' on certain specific issues but still at a strategic level with the focus being the interests of all West Sussex residents and businesses.

2 Proposal details

- 2.1 The proposal information for this item for scrutiny is set out in the attached appendix (listed below). As it is a report dealing with performance management the assessments and implications are not required.

Sabrina Cohen-Hatton
Chief Fire Officer

Contact Officer: Sabrina Cohen-Hatton, Chief Fire Officer

Appendices - Appendix A – Strategic Performance Report Q1 2020

Background papers

None

Fire & Rescue Service Scrutiny Committee Quarterly Report: Quarter 1 2020-2021

The aim of this Quarterly Performance Report is to summarise how West Sussex Fire & Rescue Service/Directorate has performed over the previous three months, and to capture how performance contributes cumulatively to the year-end performance outcomes.

The report retrospectively presents information from the Performance and Assurance Framework (PAF) including the core measures and targets for the year which are current at the time of publishing. The report contains performance across the four elements of the PAF Quadrant namely:

Service Provision	Corporate Health
Priority Programmes	Risk

The explanations, mitigations and actions contained within this report are those endorsed by the Service Executive Board (SEB).

This report covers data from the period 1 April 2020 – 30 June 2020.

Cabinet Member Summary

This first quarter has seen the service operate under unprecedented circumstances. The restrictions imposed to deal with the pandemic put significant pressure on all public services. I am incredibly proud of the work that the fire and rescue service has undertaken to help the community during this period, such as welfare visits, delivering food and medicine for people who were unable to leave their homes. Despite this, the service has shown a very positive direction of travel in terms of its performance against statutory functions outlined in the IRMP, particularly in terms of responding quickly, delivering prevention activity and undertaking fire safety enforcement activity. Most of the challenges to performance outlined are as a result of the Covid-19 restrictions and therefore outside of its direct control. The additional investment into the service has seen it able to respond quickly to the pent-up demand of safe and well visits and fire safety audits quickly and efficiently.

Chief Fire Officer Summary

The service has undergone a significant improvement journey over the last twelve months which has resulted in a great degree of change. We have also faced an unprecedented challenge in the face of the Covid-19 crises which has caused us to pivot and reassess how we can continue to make people safer in a different way, in line with the restrictions that were necessary as a result of the pandemic. As a result of shielding arrangements, we were not able to deliver the number of safe and well visits that we had planned in person, so wherever possible, we delivered advice over the phone. Because businesses were closed, we were unable to undertake many of the fire safety audits we had planned. We undertook desktop audits wherever possible to continue to reduce risk

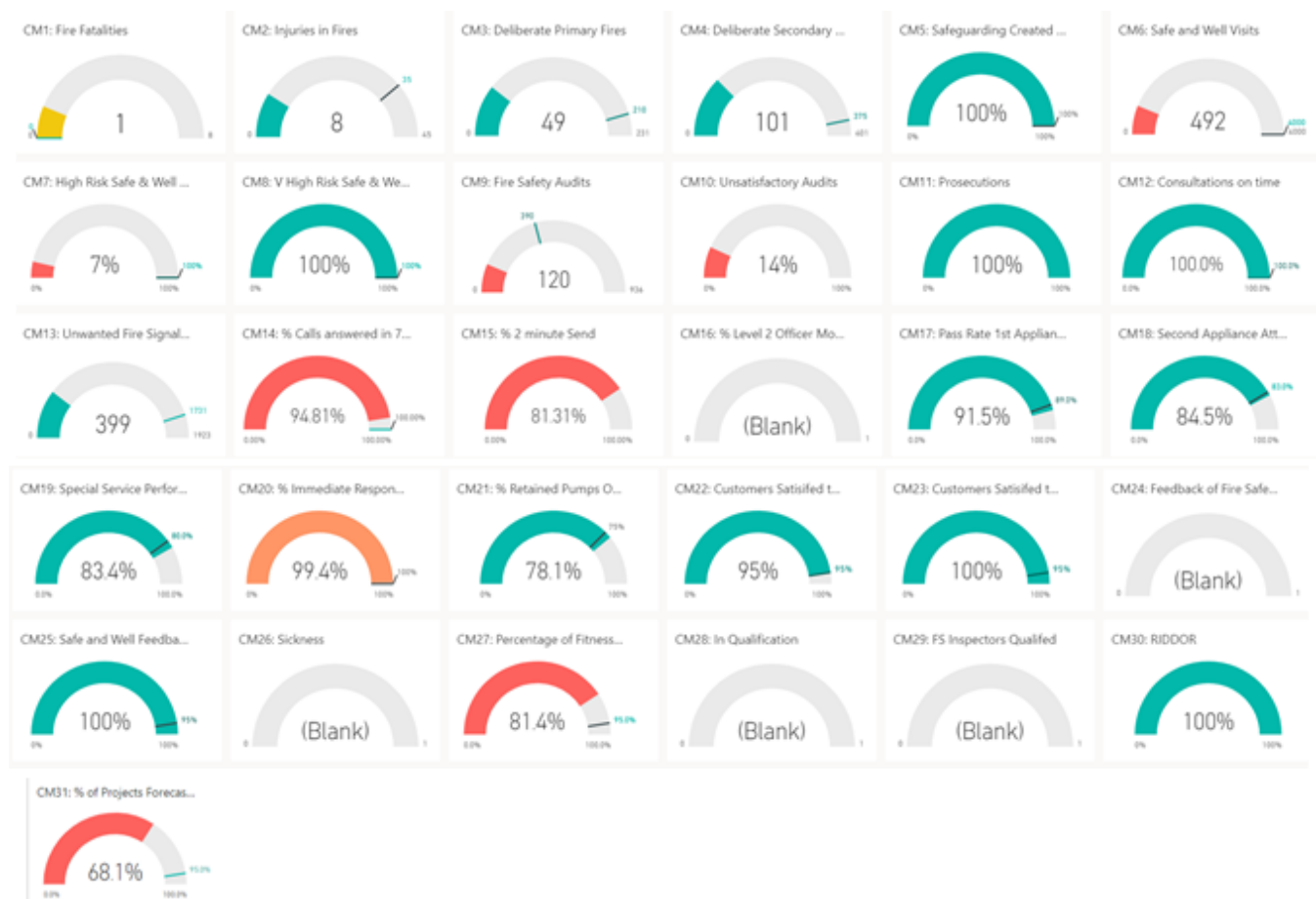
and keep people safe. However, the impact of the improvement work is evident as the service has already cleared much of the pent-up demand that built up during Covid-19. The changes experienced during the pandemic also saw our retained appliance availability rise as many of our retained firefighters were at home and were available for emergency calls. This resulted in the service exceeding its response targets, and more people in West Sussex received a fire engine faster. Whilst this is a really positive outcome for the service, I am also mindful that this has come at a cost to many retained firefighters, who may have been experiencing great uncertainty in relation to their primary employment. The longevity of this positive trend is unknown as we progress through the pandemic and people's working arrangements change, so a focus on operational resilience remains a key priority for the service.

Whilst there are still areas of our performance that we need to improve, the direction of travel is a positive one. I am incredibly proud of all of our staff, their commitment, willingness to innovate and their determination to persevere during the pandemic made a significant difference to the communities we are all so proud to serve.

Performance Summary

Scrutiny Members to note that with the exception of Core Measures CM22, 23, 24, 25 and 31, all of the remainder are directly associated with the statutory functions and requirements of West Sussex Fire and Rescue Service.

At the end of Quarter 1 2020-21 the following performance against 31 Core Measures was recorded:

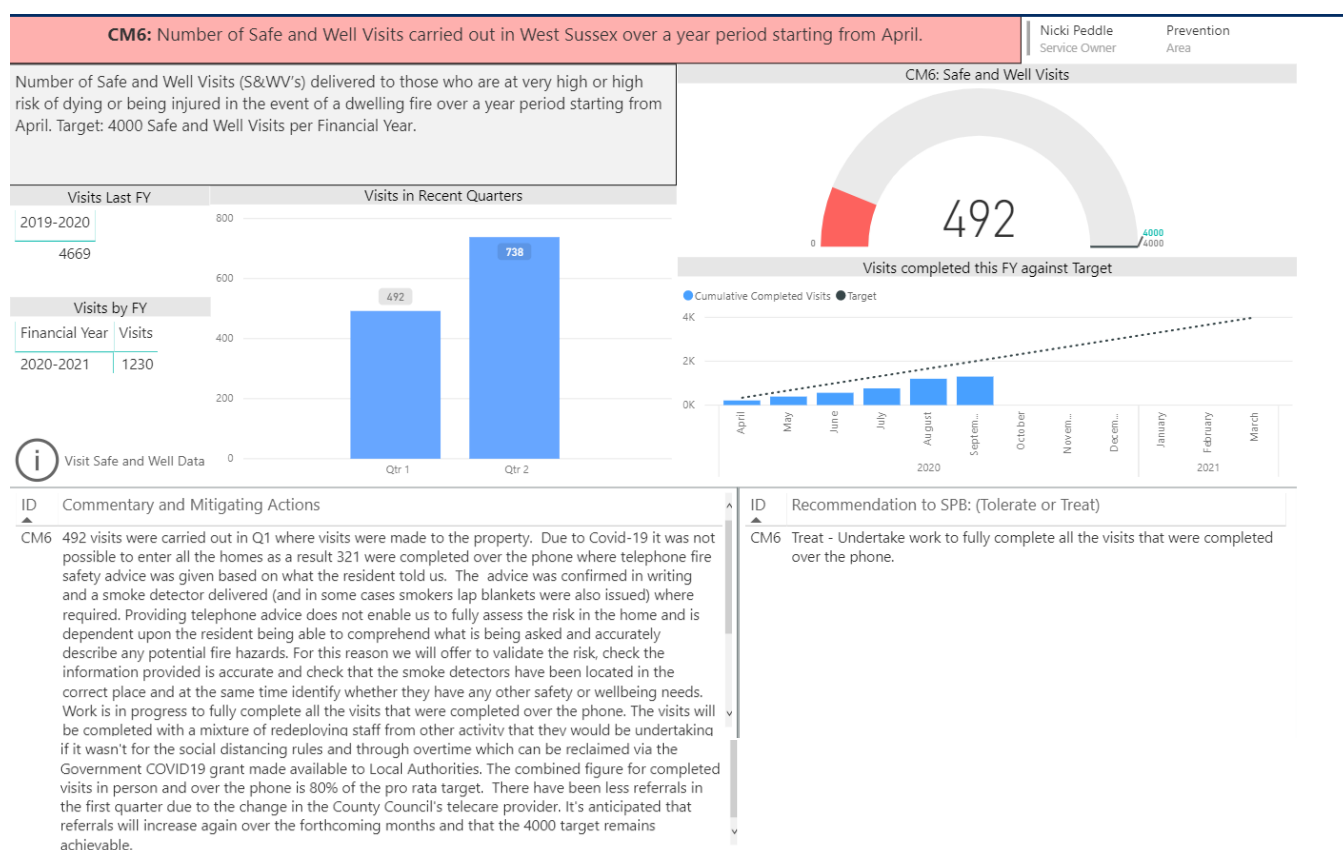


Of the 31 measures, 16 had a green status, 2 were amber and 8 were red.

There were 5 measures for which data is not yet available:

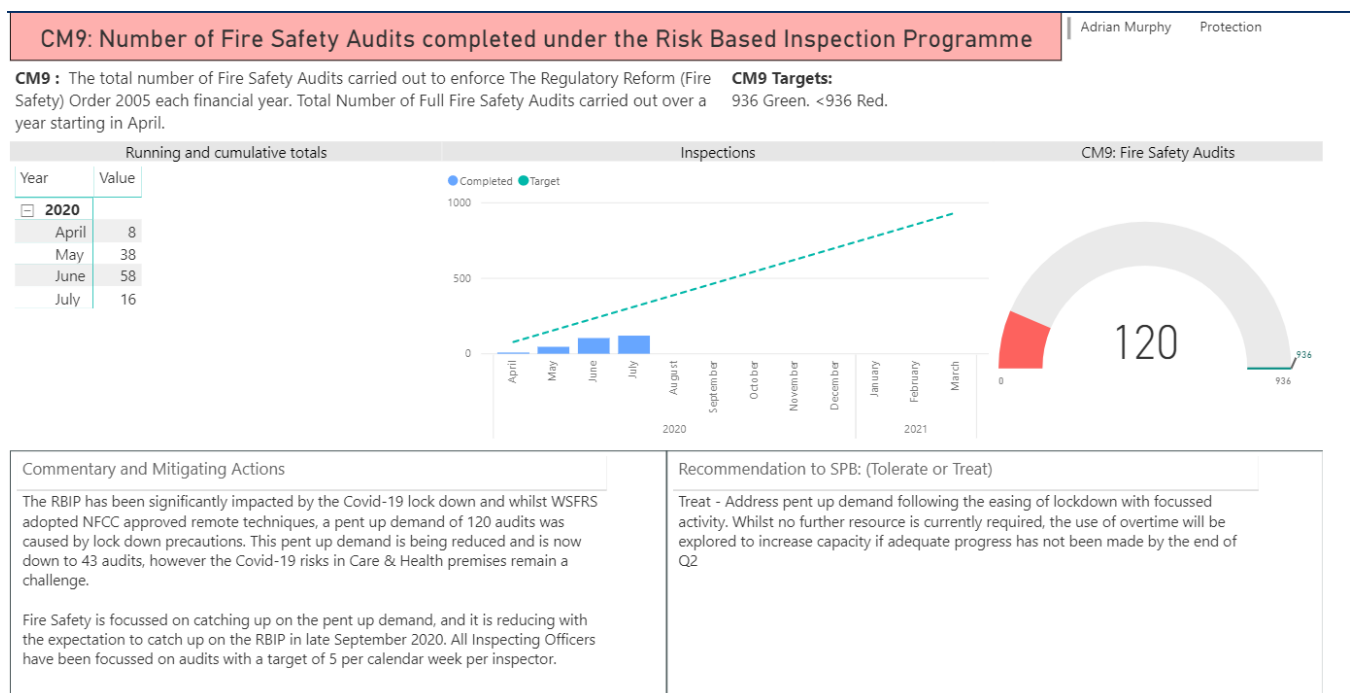
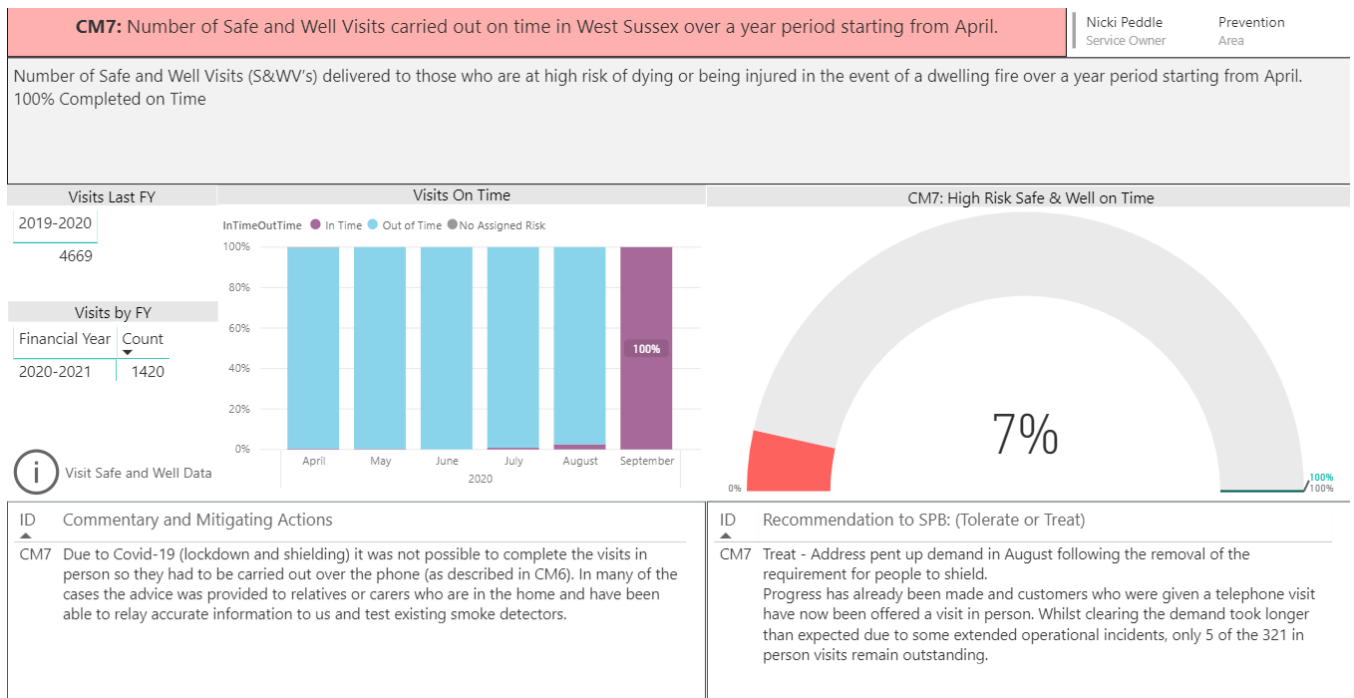
- CM16: The % of Level 2 Officer mobilisations has not yet been supplied by Joint Fire Control
- CM24: Feedback from Fire Safety Audits has not yet been obtained at a level suitable to report on in this quarter. The process of data collection continues to be reviewed.
- CM26, CM28, CM29: Staff sickness and qualification levels are maintained within Firewatch and the data is not yet available at this reporting level. We anticipate we will be able to report on this retrospectively in the Q2 report.

The Chairman and Vice Chairman of the Scrutiny Committee have selected the following measures to be examined by the Scrutiny Committee:



Agenda Item 5

Appendix A



CM10: Proportion of Unsatisfactory Fire Safety Inspections

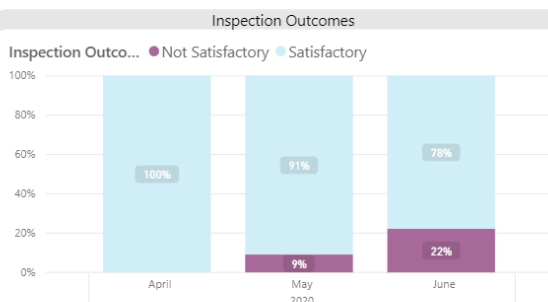
Adrian Murphy Protection

CM10 : The percentage of fire safety inspections in which the inspector found a deficiency in the fire safety arrangements of that premises. Inspectors aim to focus inspections only on those premises which have inadequate fire safety arrangements.

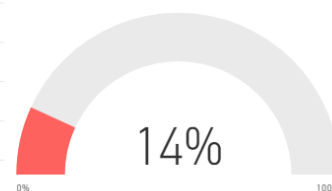
CM10 Targets:

>50% Green. <30% Red.

Inspection Outcomes			
Year	Incomplete	Not Satisfactory	Satisfactory
2020			
April	78		2
May	137	1	10
June	214	2	7



CM10: Unsatisfactory Inspections



Commentary and Mitigating Actions

There is National Guidance on better regulation, which directs the FRS not to repeatedly inspect 'Broadly Compliant' premises as they are safe and the burden of reinspections is unnecessary. This measure is designed to keep our fire safety activity focussed on Non-Compliant (unsatisfactory) buildings. The figures are still reflecting a low level, some of this is due to mis-coding during Covid-19 desk top audits, this data is now being cleansed. All fire safety staff have been trained on this new coding recording method, and this figure will continue to improve.

This measure is deep dived at the Protection monthly performance meeting to ensure full focus is maintained on auditing buildings that need improved fire safety.

Recommendation to SPB: (Tolerate or Treat)

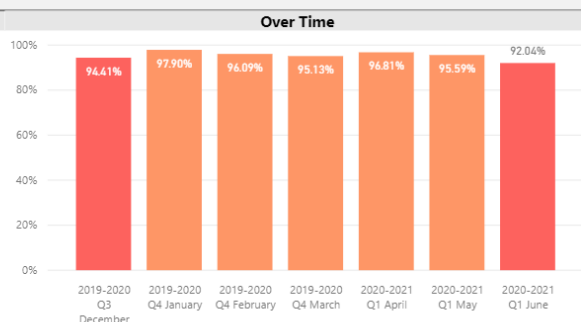
Tolerate - Continue to monitor performance following increased staff training and quality assuring reports by Fire Safety Delivery team

CM14: Time taken to answer the 999 call by Surrey/West Sussex Joint Fire Control Room over a year period starting from April

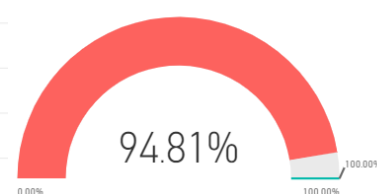
Jon Simpson
Response

This measure looks at the time taken from when the Fire Control Room Operator answers the phone when a 999 call is received by the Fire Control Room. 100% of calls answered within 7 seconds and 100% of calls answered through the Surrey/West Sussex Joint Fire Control Room.

% Calls answered in 7 seconds	
FY	Average of %
2019-2020	95.88%
2020-2021	94.81%



CM14: % Calls answered in 7 seconds



Commentary and Mitigating Actions

Current performance of 94.81% is short of the 100% target. This performance figure is a percentage of every call received into the Joint Fire Control (JFC) for all emergency incidents across both Surrey and West Sussex and does not differentiate between incidents that attract multiple calls from the public to the same incident, the first call received into JFC is the most critical and ensures a swift and effective response. As an example, up to 40 calls for some incidents in prominent or populated areas can be experienced, as such the way in which the first few calls are managed is critical to our response.

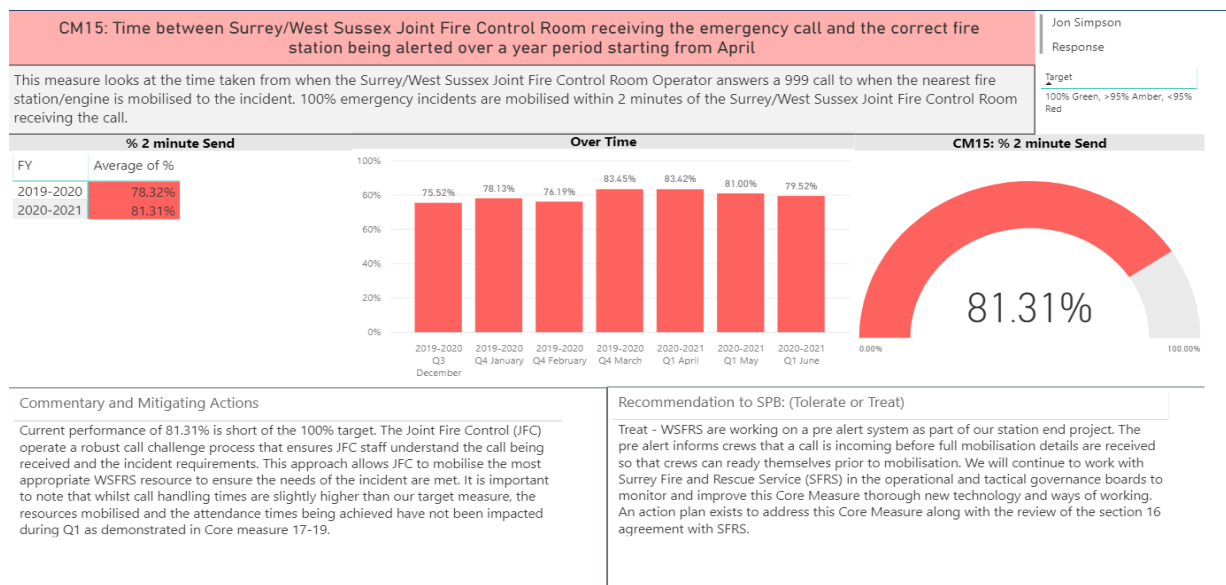
The collaboration partnership is nearing one year in operation and we continue to work with Surrey Fire and Rescue Service (SFRS) to improve performance.

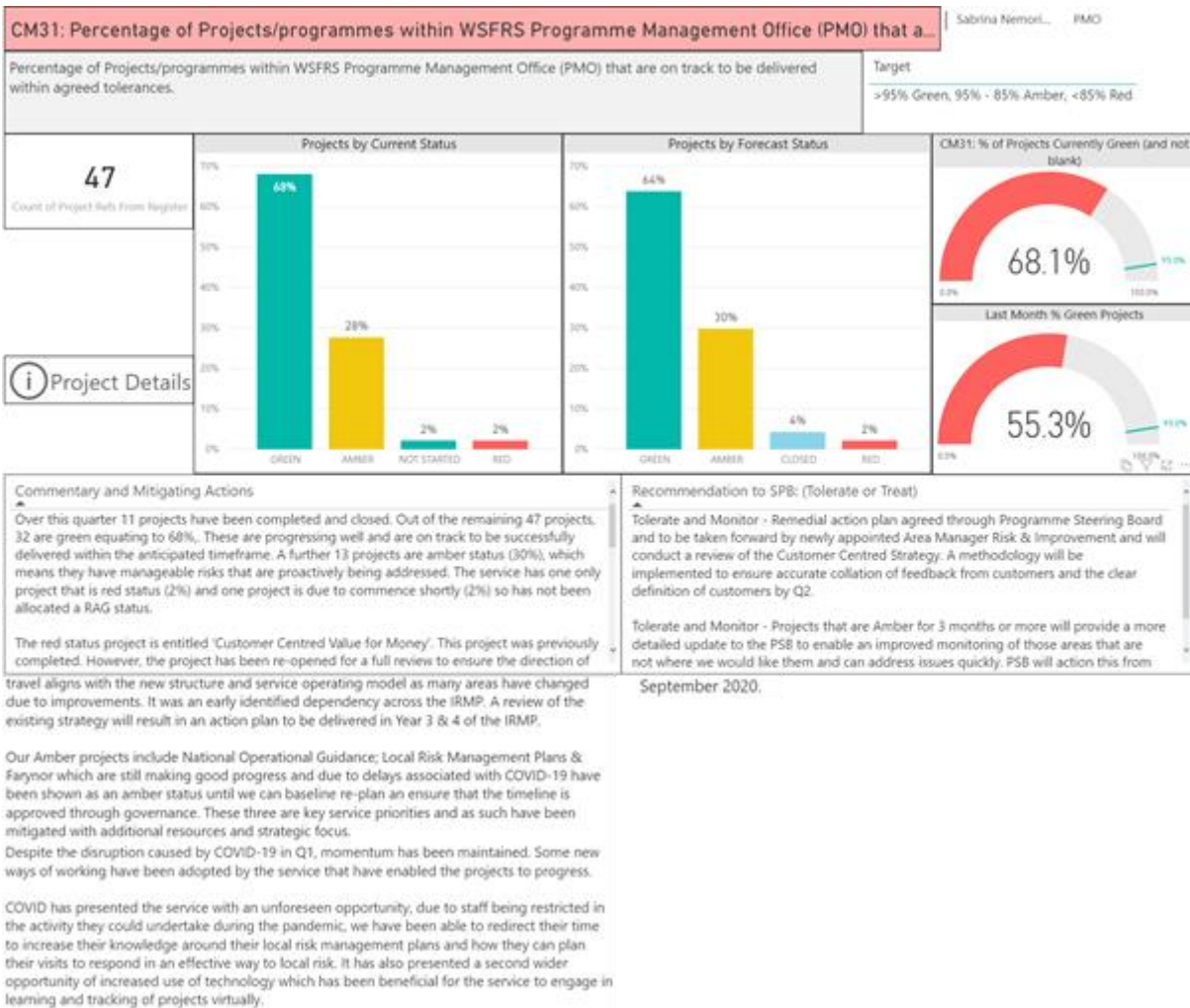
Recommendation to SPB: (Tolerate or Treat)

Treat - Work with Surrey Fire and Rescue Service (SFRS) to refine data collection methods, concluding in a review of our legal section 16 agreement. We also require SFRS to produce an action plan for improvement in line with the current section 16 agreement.

Agenda Item 5

Appendix A





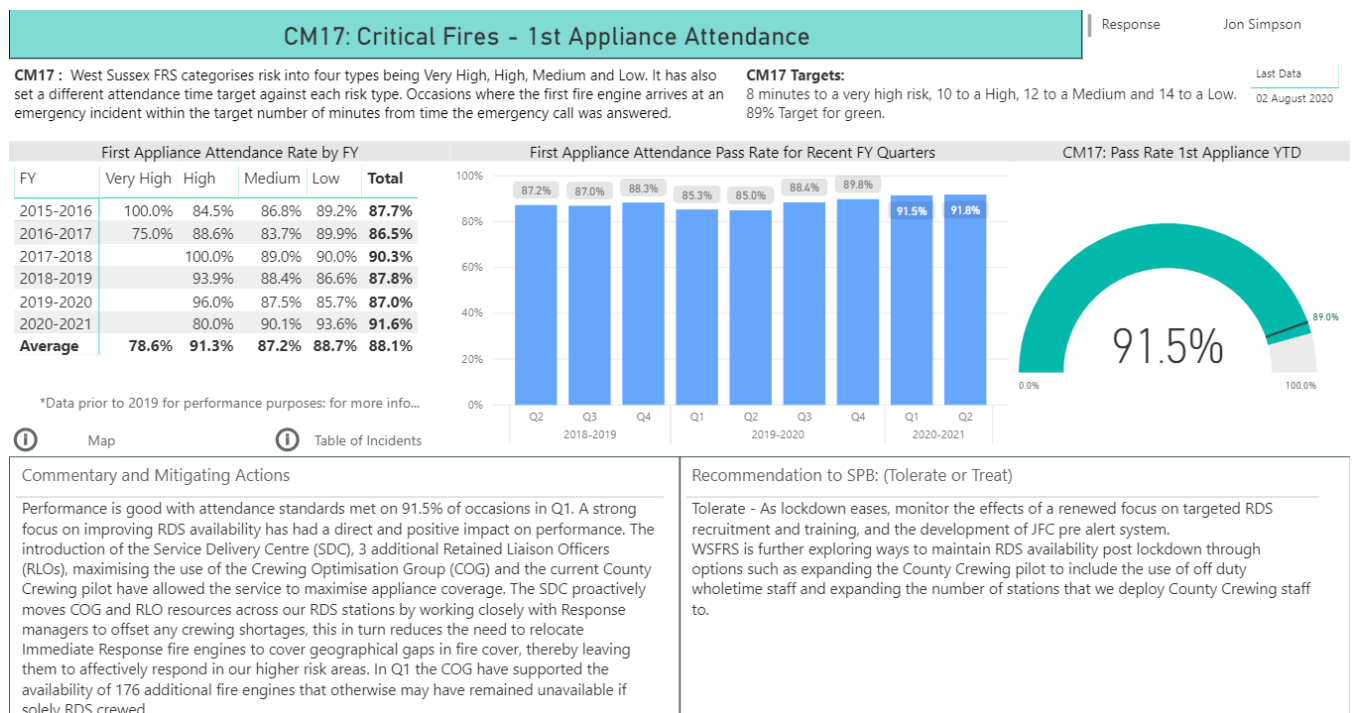
Areas of Significant Improvement and Success

The introduction and training of the PAF of which this report is a part of has been received well by staff and Members and will continue to evolve over the coming months and years demonstrating fire and rescue service performance and providing assurance to members and the public.

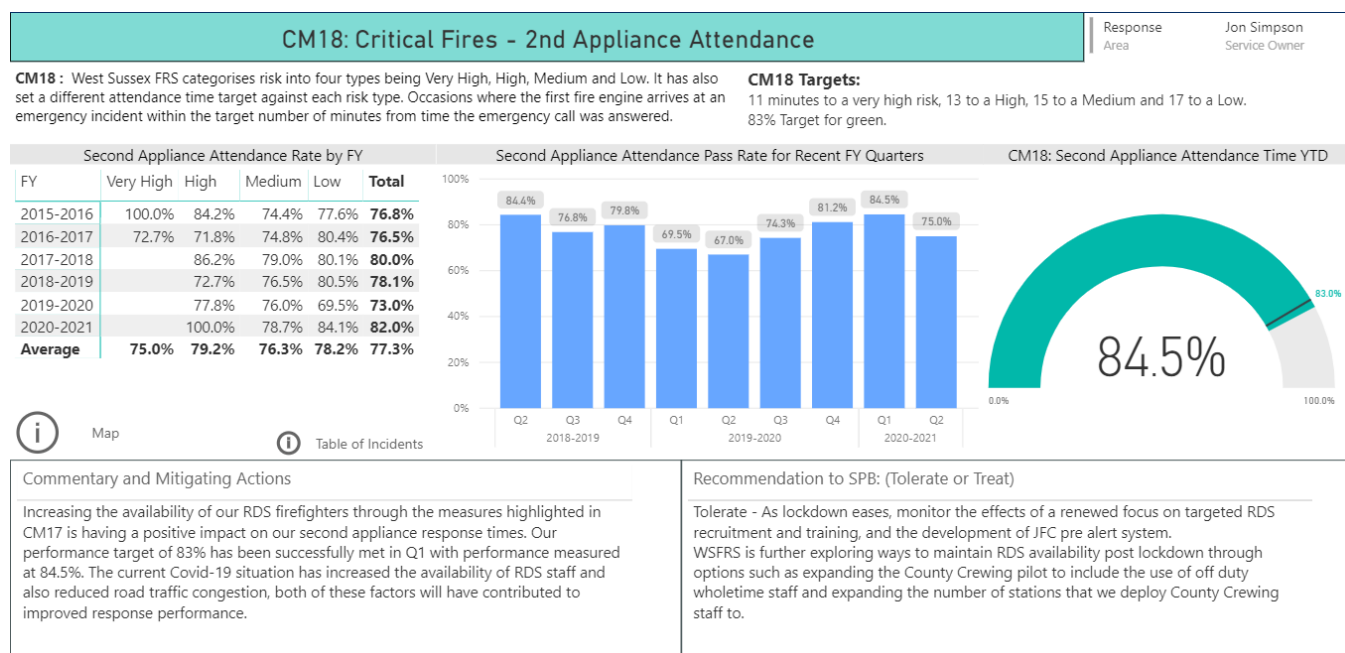
Enormous credit to all our staff in successfully improving our performance during this quarter despite of the impacts of COVID 19.

The following corporate measures showed notable improvements and/or success:

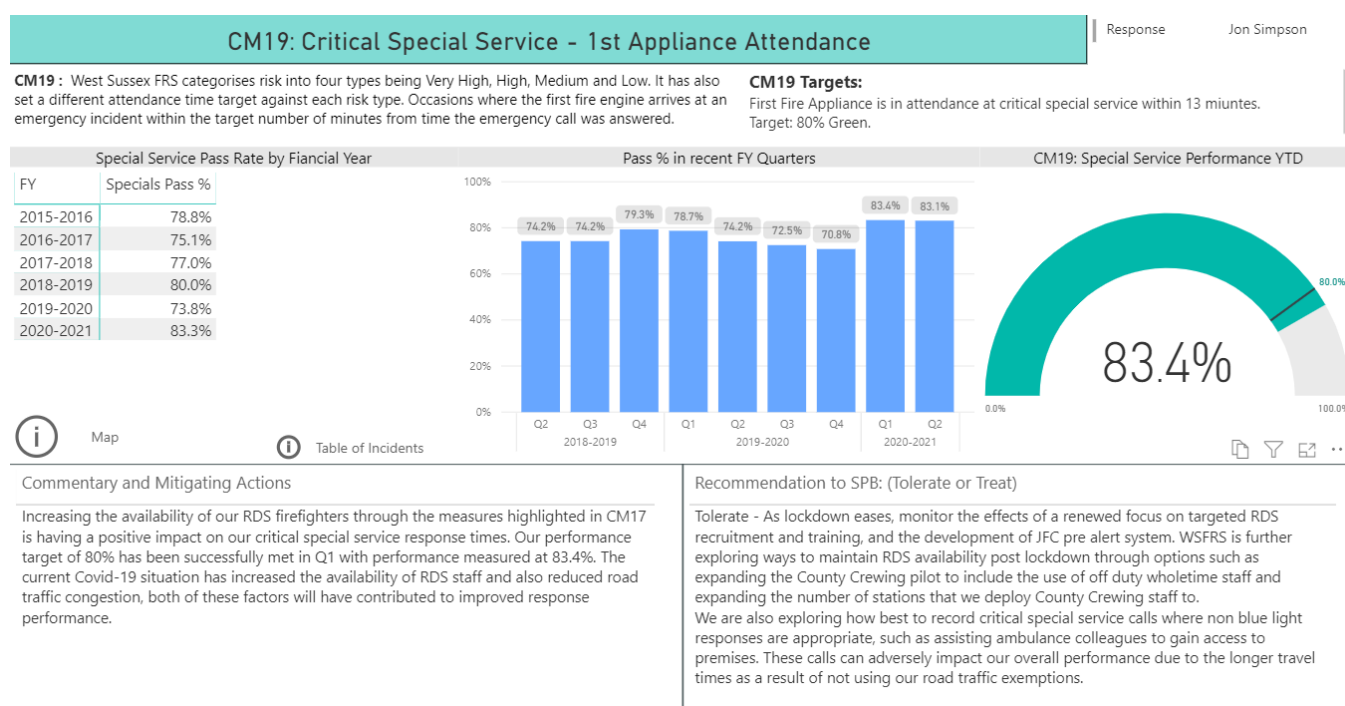
CM17 – Critical Fires – 1st Appliance (Fire Engine) Attendance exceeded target indicating the investment into the Service Delivery Centre, the additional 3 Retained Liaison Officers (RLO's), the County Crewing pilot and maximising the Crewing Optimisation Group (COG) establishment is having a positive effect on crewing of fire engines leading to improving attendance standards



CM18 – Critical Fires – 2nd Appliance (Fire Engine) Attendance exceeded target indicating the investment into the Service Delivery Centre, the additional 3 Retained Liaison Officers (RLO's), the County Crewing pilot and maximising the Crewing Optimisation Group (COG) establishment is having a positive effect on crewing of fire engines leading to improving attendance standards.



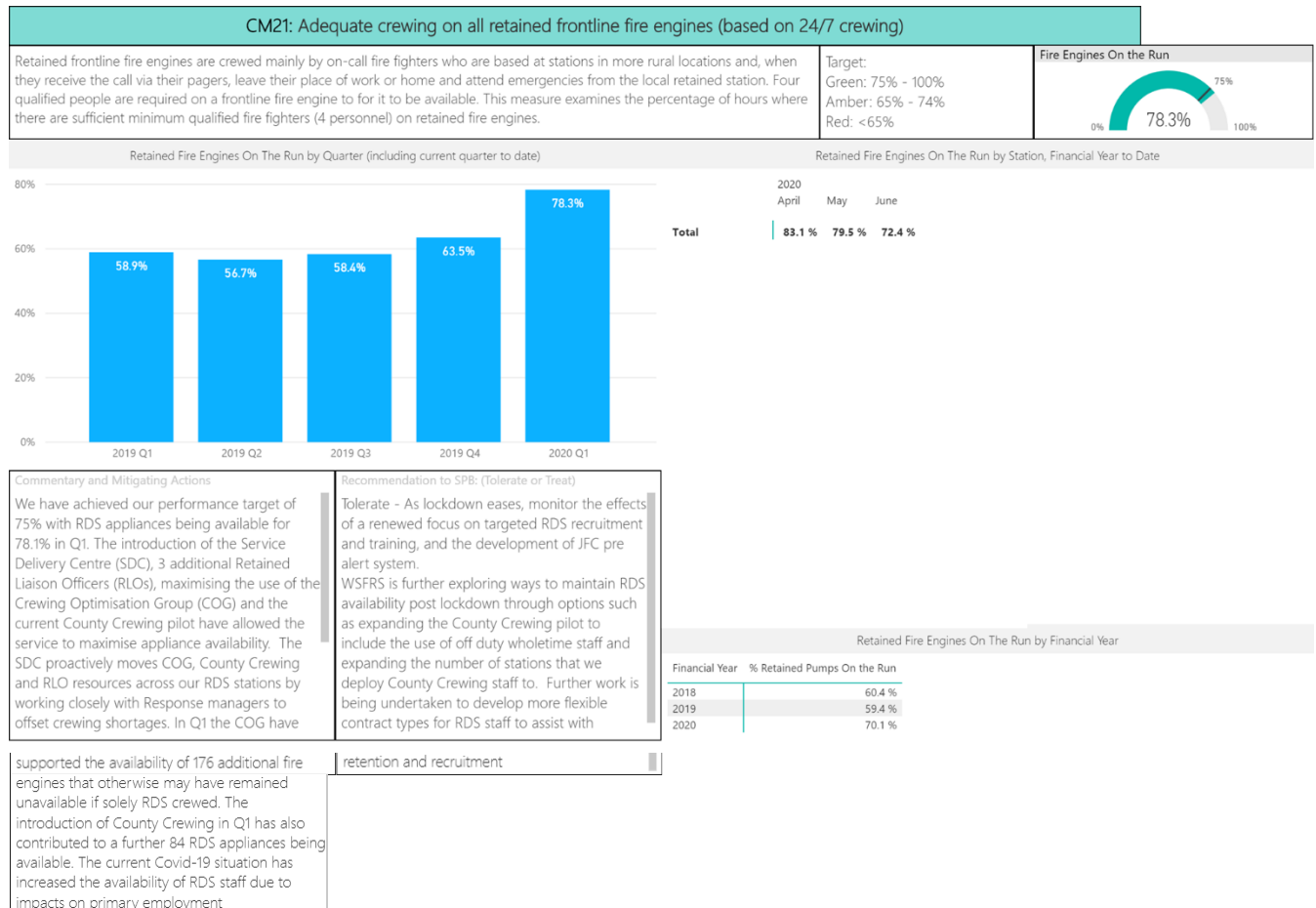
CM19- Critical Special Service's 1st Appliance (Fire Engine) Attendance exceeded target indicating that the investment into the Service Delivery Centre, the additional 3 Retained Liaison Officers (RLO's), the County Crewing pilot and maximising the Crewing Optimisation Group (COG) establishment is having a positive effect on crewing of fire engines leading to improving attendance standards.



Agenda Item 5

Appendix A

CM21 – Adequate crewing on Retained Duty System fire engines exceeded target for the first time in many years indicating the investment into the Service Delivery Centre, the additional 3 Retained Liaison Officers (RLO's), the County Crewing pilot and maximising the Crewing Optimisation Group (COG) establishment is having a positive effect on crewing of fire engines. The effect of COVID 19 which has meant more of our Retained Duty Staff have been available in their communities to crew fire engines 24/7 is we believe also a factor in this performance improvement



Fire and Rescue Service Scrutiny Committee

30 September 2020

Priority Programme Update

Report by Chief Fire Officer

Summary

This report provides an overview of the priority programmes of work during Quarter 1 of 2020/2021. 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** The inspectorate identified four 'causes of concern', as well as ten additional specific areas for improvement that the Service needed to address. HMICFRS re-visited West Sussex Fire & Rescue Service (WSFRS) on 19 February 2020 and found that the Service had made tangible improvements to mitigate the risk to public safety. They noted an accelerated pace and that staff reported that they felt supported. The four 'causes of concern' underpin the Services improvement plan and progress is detailed below.

2 Cause of Concern 1 - Preventing Fire and Other Risks

- 2.1** HMICFRS found that prevention activity does not always align with the risk identified in the Integrated Risk Management Plan (IRMP). Home fire safety checks were not being carried out in a timely manner and there was a backlog of 552 high risk cases.
- 2.2** The Service needed to achieve two main things to address this area. It needed to ensure safe and well checks were targeted to those most at risk, and then to achieve them in a timely manner. Eight posts have been added to Prevention in

Quarter 1 which has significantly increased capacity within the team and progress continues.

- 2.3 Three more Community Fire Safety Officers have been appointed to increase the capacity of the Service to carry out Safe & Well Visits for those people assessed to be of highest risk.
- 2.4 The Service now has a prevention strategy and a standard operating procedure, to ensure visits are targeted to those most at risk. This includes a trigger point to avoid a backlog occurring again unexpectedly. This is now monitored and reported through the Performance and Assurance Framework.
- 2.5 There have been difficulties in ensuring all operational staff fully understand how to conduct Safe & Well Visits and ensuring the quality is consistent. Two prevention trainers have been introduced who will be crucial in ensuring a common understanding, and quality, of Safe and Well Visits. Whilst these posts were being recruited, staff undertook mandatory training on safeguarding vulnerability.
- 2.6 During the re-visit, prevention staff told inspectors that they felt that the Service was supportive. They have noticed faster progress since October with the publication of revised processes, the appointment of new staff and the decision to procure a replacement IT system.
- 2.7 One area that has proved challenging due to Covid-19 has been the next steps to quality assure our work, more specifically for Prevention our Safe & Well Visits. This work has been planned with a clear process to be developed and implemented by January 2021.
- 2.8 Covid-19 has meant that most of the residents that we normally visit have been either self-isolating or shielding. Visits were immediately offered in three ways, in person with staff social distancing and wearing Personal Protection Equipment (PPE), by phone and by skype. Phone and skype visits were offered to residents who were unable to allow – or were uncomfortable with – people entering their home. Phone and video-call visits were supplemented with the advice confirmed in writing accompanied by a booklet containing multi agency safety and wellbeing information and contact numbers. Where the fire risk was identified as being very high residents were still offered a visit in person.
- 2.9 The improvements already made through improvement activity have meant that we were able to address the pent-up demand in a more effective, more efficient and more timely way than we were able to address our previous backlog. During the period of Quarter 1, 321 people who declined a visit were deferred until government advice changed and prevention activity recommenced. In order to meet this temporary pent-up demand, we redirected staff to prioritise these visits. Out of 321 pent-up visits, just five remain.

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

- 3.1 The inspectorate noted that the Service does not have a robust methodology for the risk-based inspection programme that identifies its highest risk premises. The database used to manage premises information was unreliable, which affected the accuracy of the information. The Service was unable to carry out the number of audits of high-risk premises that it committed to as part of its programme.

- 3.2 A core problem for the Service was having sufficient capacity within protection teams to be able to carry out the number of audits that were required. The department restructured in November 2019, and additional capacity was introduced in the team (seven additional inspecting officer positions, two managers and two specialist training staff). All of these positions are filled, and the backlog of fire safety audits was cleared in November 2019.
- 3.3 In April 2020, a new improved Fire Safety Enforcement Strategy was introduced which identifies the risk criteria to prioritise fire safety audits. Targets have been set for the number of high-risk premises audits to be completed each month. Targets have also been set for the number of thematic fire safety visits to be completed. The thematic visits are based on identified high risk factors such as sleeping risk above fast food premises.
- 3.4 An interim recording and allocation system generates a list of premises to be audited based on risk factors which enables audits in the short term. For the longer term a new IT system has been procured, it will automate this process ensuring the most efficient and effective allocation. The inspectorate recognises that the interim recording and allocation is an improvement, but the system will further improve our ability to target audits at premises with the highest risk.
- 3.5 The Service recognised that it needed to make greater use of the enforcement powers available in appropriate cases. HMICFRS found evidence that this is now happening, which is a result of having more capacity within the department. There is a quality assurance process for fire safety audits. The Service has recently started to use this, with a target to conduct three assessments of each inspecting officer per year.
- 3.6 The resourcing plan has made provision for the training and development of protection staff. This is particularly salient as the sector responds to changes in required competency levels throughout the sector following Grenfell.
- 3.7 The inspectorate reported that protection staff feel that the Service is supportive. They have noticed faster progress since October with the appointment of new staff and a greater focus on high-risk premises.
- 3.8 The government is bringing forward changes that will improve building and fire safety. These changes to legislation follow the Grenfell fire are currently under national consultation. The proposed changes may have a significant impact to our protection activity with an increase of buildings falling under new legislation. Our new protection strategy and improved structure takes account of this possibility. We will continue to work with the National Fire Chiefs Council (NFCC) and other partners to adapt our working practices in readiness for the changes to legislation next year.
- 3.9 Our Protection activity has been impacted by the Covid-19 crisis and the lockdown. Many business premises were closed and therefore we were unable to carry out audits in the traditional way. During this period, fire safety activity was prioritised and activities such as building regulations consultations, and general enquires have continued unaffected as staff were able to undertake this activity remotely.
- 3.10 We have maintained the ability to respond to fire safety complaints throughout the crisis, using our fire safety officers, whom have full PPE and training to maintain this activity. Officers within protection have maintained our 24/7

ability to enforce the Fire Safety Order and carry out fire investigations and there were no gaps in this provision during the crisis.

- 3.11 The Risk Based Inspection Programme (RBIP) requires the completion of 72 audits per month. Due to the risk of Covid-19 transmission, the majority of these audits were suspended between March and August 2020 in line with guidance from the NFCC. During this period there were 92 premises that we were not able to audit as planned. Wherever feasible we adopted remote techniques, including document reviews and telephone interviews. By reprofiling the work of the team, utilising our new Fire Safety Enforcement Strategy and increased resource we have significantly addressed the pent-up demand created by Covid-19. There are a small number of properties we cannot currently gain access to such as high-risk care homes that have some of our most vulnerable people in. These will continue to be offered a visit in a socially distanced way using PPE and/or remotely delivered advice. Overall, there are only 19 audits yet to be completed. We are now looking forward to redesigning how we approach all future audits, as social distancing and PPE may be a requirement every time in some premises.

4 IT system for Prevention & Protection

- 4.1 Outdated IT systems were causing considerable challenges in terms of maintaining appropriate data sets and working efficiently and were hampering activity in both Prevention and Protection.
- 4.2 'Farynor' IT system has been introduced and a test system is now live with a completion date for full implementation across all Service areas by Quarter 3 2020/21. This has been slightly delayed due to Covid-19 but mitigating actions have kept the project on track and trial system in place.
- 4.3 There have been small delays from planned go live in Summer 2020 as a result of CAPITA availability due to Covid-19, and further development of the system to improve the user experience and capability. However, the project team has planned around this to minimise impact through re-prioritising activities that can be done early, such as data cleansing. Farynor will allow the Service to deliver prevention and protection activities in the most efficient way using more up to date technology in a mobile way, allowing for increased accuracy in reporting as well as enabling a focus on areas of highest risk in compliance with General Data Protection Regulation.

5 People Action Plan

- 5.1 HMICFRS identified considerable areas of improvement in relation to how well the Service looked after its people. The improvement activity in relation to this area has been enhanced and escalated into a priority programme of work. The People Action Plan outlines five key people priorities for the Service:
- Becoming an employer of choice
 - Effective leadership
 - Improving the employee experience and wellbeing
 - Performance and development
 - Retaining and nurturing talent.

5.2 These priorities are delivered under five workstreams:

- Strategic Direction
- Leadership
- Values, Ways of Working & Wellbeing
- Performance and Appraisal
- Resourcing and Talent

5.3 The People Action Plan workstreams have been matched to concerns raised by the inspection report and are fully aligned to the County Council's People Strategy. Key activity relating to the two people related 'causes of concern' which are outlined in detail in below.

6. Cause for Concern 3 - Promoting the Right Values and Culture

6.1 WSFRS staff sometimes act in ways that go against its core values. This is leading to bullying in the workplace.

6.2 We have introduced a strategic lead to deliver improvements through a new dedicated programme of work around the People activity to enable a strong focus on our cultural journey.

6.3 The improvement plan resourced 28 values workshops with staff to improve the understanding of the values and to explore any barriers to their adoption. The output of these workshops informed the ongoing work in the People Action Plan. To strengthen the understanding of staff around values we have integrated the NFCC Behaviour Framework into our appraisal process. Each of our values is described as a behaviour and to further support staff comprehension, examples of unacceptable behaviours, expected behaviours and those that exceed expectations have been included. This will also act as a framework tool to support managers to have meaningful discussions around standards and expectations.

6.4 The Service has appointed an Equality, Diversity & Inclusion Officer to facilitate a cross service approach to increased awareness and inclusion. Key activity includes increased positive action and community engagement activities to attract a more representative workforce. We have recently recruited a Wellbeing Officer to further complement this activity with a focus on staff wellbeing including mental health first aid. They are currently developing a wellbeing programme across the Service, which will include a range of activities and support mechanisms to ensure that when staff need help it is readily available to them.

6.5 Following engagement sessions with staff around the People Action Plan we advertised internally for members of staff to take on a Diversity Champion role in addition to their usual duties. The response has been extremely positive, and eight members of staff have come forward to express an interest in becoming diversity champions. Induction into this new role will take place by the end of September 2020. These champions will assist with engaging with colleagues in relation to diversity and inclusion issues and will provide a conduit between peers and the Equality, Diversity & Inclusion officer. The champions will also

engage with senior leaders in the Service to provide feedback on initiatives implemented as part of the People Action Plan.

- 6.6 The Service has set a clear vision and mission statement, which links to our values and the behaviours we expect staff to display. A new appraisal system has been launched, which links personal objectives, performance and behaviour to our vision and mission. The appraisal process now includes a Core Behaviour Standards & Expectations Framework based on our values and the NFCC Behaviour Framework. Our framework includes examples of unacceptable behaviours, behaviours that meet requirements and behaviours that exceed, and this provides managers with a tool that they can use to support the two have constructive conversations with staff as part of the appraisal process.
- 6.7 The Service is creating leadership programmes and coaching & mentoring programmes for all levels of leadership. An 'Operational Managers' qualification has been launched which provides a range of skills, knowledge and techniques that leaders can practically use to support them to lead their teams effectively.

7 Cause for Concern 4 - Ensuring Fairness and Promoting Diversity

- 7.1 The inspectorate found that WSFRS did not engage with or seek feedback from staff to understand their needs. They reported this to especially be the case with some under-represented groups. When staff raised issues and concerns the Service did not respond quickly enough.
- 7.2 We have worked to improve the effectiveness of engagement with all staff, including under-represented groups, through a pro-active approach to engagement opportunities. We have also increased our attendance at national and regional meetings and working groups to share best practice and learn from other fire and rescue services. We were due to host the Asian Fire Service Association (ASFA) summer conference, however this has sadly been postponed due to Covid-19. We have worked collaboratively with Surrey FRS on ASFA South Region Business Fire Safety initiatives, enabling improved fire safety output across fire services.
- 7.3 Communications between staff and senior managers have improved through the use of the Big Exchange app, video briefings, online open question & answer 'surgeries' with Heads of Service for all staff, as well as back to the shop floor activity. This has been adapted from face to face engagement to virtual contact throughout the Covid-19 period to ensure that continuity is maintained.
- 7.4 The Service has secured funding to address property-based issues with not having appropriate facilities for all genders, and to undertake remedial work to reduce the potential impact of contaminants. An indicative capital amount of £5m has been allocated, and an in-depth survey of all station facilities is being carried out which will inform the improvements required.
- 7.5 A new Service structure went live on 1 April 2020 to address the improvement challenges and provide a clear overview of the teams to all staff. We have grown our activity relating to our workforce plan into a People Action Plan which is a Service priority. A restructure of the Service has created a position for a strategic lead to increase capacity here and ensure that cultural change and people aspects are not just considered but are the cornerstone of our business processes.

- 7.6 Listening groups have been completed and a report was published to everyone in the Service at the same time, as requested by staff within the listening groups. Following this, staff were invited to form a working group developing a plan of action for what they want to see changed as a result. Headlines from 2019 included a lack of trust in the leadership and that for some, they do not feel leaders are role modelling the values. There are behaviours going on that some felt to be bullying that we needed to tackle.
- 7.7 As a result, we issued clear guidance on what constitutes bullying and how complaints will be dealt with. People have started to use formal processes more frequently reporting inappropriate behaviour which has been positive. Previously, staff may not have believed anything would happen and it is encouraging to see there is sufficient confidence in the Service to use these processes.
- 7.8 Back to the shop floor day engagements are being introduced for managers to continually understand the pressures experienced by the staff they are responsible for, and the impact their decisions can have. Reverse mentoring opportunities are being explored, including opportunities for senior staff to be mentored by more junior staff to support development and awareness of the impact of their leadership.
- 7.9 A full review of promotional processes, talent management and career development pathways has been undertaken to enable staff to focus more on outcomes and impact than simply undertaking individual tasks. Key to this work is to highlight the golden thread back up to the IRMP and the difference they make as an individual to service goals through the appraisal process.
- 7.10 Improvements have supported us with staff availability as an early risk raised was degradation of staff levels due to social distancing. Over the last 14 days, we have had on average 3.5% of staff not in work due to Covid-19, demonstrating the high level of commitment to support the national response.

8 Areas for Improvements updates

- 8.1 The Local Risk Management Project has progressed well with technical project management support. Community risk dashboards have been rolled out to stations to support more targeted prevention and protection activity. We have adapted our approach given Covid-19 to allow us to continue the planned work virtually. This includes not only station engagement but also community engagement through the use of technology.
- 8.2 Improvements have supported us with greater staff availability, as an early risk raised was degradation of staff levels due to social distancing. Over the last 14 days, we have had on average 3.5% of staff not in work due to Covid-19, demonstrating the high level of commitment from staff to support the national response.

9 Integrated Risk Management Plan 2018-22 (IRMP)

- 9.1 The IRMP action plan (Appendix A) sets out the Services progress against the commitments made in the IRMP. We have undertaken our Year 3 annual review for the IRMP Action Plan. For 2020/21 we had one action which has been delivered in in Quarter 1 which relates to the Service Delivery Centre (SDC) and introduction of Retained Liaison Officers. A summary on the outcome of this has been provided and some key updates from other areas too.

Agenda Item 6

- 9.2 For this quarter, the Service committed to reviewing its wholetime crewing systems to ensure that they maximise the availability of fire engines and support the delivery of prevention and protection activity. We also undertook to deliver the SDC and the additional Retained Liaison Officers (RLOs).
- 9.3 SDC was at full staffing by April 2020 and has begun to make significant improvements since its implementation in January 2020. This is through the central coordination of all physical resources required to maintain appliance availability. It has begun to reduce the burden placed on both wholetime and retained managers thereby allowing them to focus on core responsibilities such as the maintenance of operational competence and the delivery of core prevention and protection activities.
- 9.4 The SDC has been critical in adapting during initial phase of Covid-19, as we have needed to coordinate all activity across stations especially during the busy period where some staff were self-isolating or sick. This led to numbers of staff changing rapidly day to day and a rapid response to ensure operational cover and staffing was available. In Quarter 1, the SDC co-ordinated opportunities for County Crewing, where retained staff took up opportunities to cover crewing deficiencies, preventing fire engines from becoming unavailable 202 times. This has resulted in 1,465 hours of improved availability, during which time 137 incidents were attended.
- 9.5 This team has also been key to capturing information for national reporting through to the Business Continuity Action Team (BCAT) to ensure we could support our blue light partners such as South East Coast Ambulance Service.
- 9.6 The RLOs have been making an impact. We have seen an increase in the availability of our retained and staff engagement throughout Covid-19 have seen the reintroduction of the Retained Officer Meetings (ROMs) which have been received well by staff and something that we will continue.
- 9.7 Some areas of work of the IRMP have been consolidated into the HMICFRS Improvement Plan.
- 9.8 Three actions pertaining to our staff have been incorporated into the People Action Plan such as Workforce Plan, Talent Management Framework and Inclusion & Diversity and has begun to set firm foundations for completion by Quarter 4.
- 9.9 A final key area of work regarding the Automatic Fire Alarms (AFA) policy has been transferred into the improvement plan to ensure alignment with the recommendations from HMICFRS as well as consideration to our future IRMP 2022.
- 9.10 The HMICFRS Report 2018 commented that this policy required reviewing, stating:
- “ In the year ending 30 September 2018, false alarm incidents made up 51 percent of all incidents attended, which is higher than the England average of 40 percent over the same period. The Service should make sure it has a clear approach to reducing the impact of these false alarms”
- 9.11 The Service Executive Board has been considering proposals regarding an updated AFA policy which will improve the Services response to Unwanted Fire Signals (UWFS) by a clearer approach through call handling, call challenge,

from crews on scene and by Fire Safety Inspectors for premises with a high number of such AFAs. We will continue to improve upon the provision of advice to businesses in order to reduce the occurrence of automatic fire alarms resulting in UWFS's.

10 Programme Status Overview

- 10.1 68% of the current projects are showing a green RAG (Red, Amber, Green) status and are on track for delivery. We have 13 amber projects and 1 red project across the programmes.
- 10.2 The one red RAG status project is in the Strategic Risk & Improvement area and is entitled Customer Centred Value for Money. The objective of the project is to develop a customer-centred strategy and conduct customer-focused Service review to provide options for delivery prioritisation. This has been completed; however, a further review is required to ensure the outcomes align with the Service following significant improvement activity. 'Provide customer-centred value for money Services' is one of the current IRMP strategic objectives and this strongly aligns with this project. There is a subsequent action on our IRMP for delivery of the identified prioritised outcomes from the customer-centred review in year 3 as part of the IRMP Action Plan. A clear mitigation plan has been developed to review the strategy to ensure it remains fit for purpose as well as some of the associated actions where they correlate have been included in the People Action Plan.

11 Fleet Replacement

- 11.1 There has been significant progress made on the delivery of the 12 tonne fire engines despite the Covid-19 delay and these arrived in service as lockdown eased. However, there have been delays to the Fleet Replacement Programme as a result of Covid-19

12 Operational Resilience

- 12.1 The Service has been reviewing its crewing systems to ensure that they maximise the availability of fire engines and support the delivery of prevention and protection activity. Our new SDC has been delivered and has begun to make significant improvements through the central coordination of all physical resources required to maintain appliance availability. The centre has begun to reduce the burden placed on both wholetime and Retained Duty System (RDS) managers thereby allowing them to focus on core responsibilities such as the maintenance of operational competence and the delivery of core prevention and protection activities. We have increased the number of RLOs from three to six and have focused their activity to increase availability of RDS fire engines. During Covid-19, as we have seen an increase in the availability of our fire engines as more of are retained duty system staff are at home.

13 Contaminants

- 13.1 The Service is working to reduce the potential risk posed by contaminants that occur as a result of operational exposure to smoke from fires, in order to protect the health of our firefighters. A phased approach has been adopted with the provision of decontamination wipes on fire engines so firefighters can decontaminate whilst at the incident. This enables firefighters to remove contaminants from their skin as soon as reasonably possible. Phase two is looking at robust decontamination facilities for larger incidents. Phase three has

started its work in partnership with County Council colleagues through fire station estate improvements.

- 13.2 An estates programme is underway to survey all stations to identify and address contaminants risks on the premises. A feasibility study is considering fire station facilities and how firefighters return from incidents and decontaminate to ensure contaminants are kept separate from other clean areas. Fire station premises risk assessments are continually updated as part of the reset and reboot of Covid-19. We have also increased our levels of PPE and hygiene on stations and at operational incidents however much more needs to be done to reduce risk further and complete projects.

14 Other options considered (and reasons for not proposing)

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

15 Consultation, engagement and advice

- 15.1 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.

16 Finance

- 16.1 Most of the Council's £26.8m Fire & Rescue Service budget is invested in frontline services including firefighting, rescue operations and community safety activity. This is summarised as the following:

- Firefighting and rescue operations: £22,011,154
- Community Fire Safety: £4,352,772
- Fire Service Emergency Planning and Civil Resilience: £390,071

17 Risk implications and mitigations

- 17.1 Further information on risk is contained in Appendix A, and paragraph 9.

18 Policy alignment and compliance

- 18.1 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.
- 18.2 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.

Sabrina Cohen-Hatton
Chief Fire Officer

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Appendices: A - IRMP Action Plan – Year 3

Background papers: None

Integrated Risk Management Plan Action Plan

IRMP 2018-2022 | Year 3 | April 2020-March 2021 | Version 7.0

Agenda Item 6
Appendix A



PREVENTION | PROTECTION | RESPONSE | PEOPLE

Contents

Page 34

	Page	Appendix A	Agenda Item 6
CFO Introduction	3		
How does an Integrated Risk Management Plan work?	4		
IRMP Strategic Priorities	5		
Glossary of Core Terms	6		
Summary of key project outcomes to date	7-8		
Year 3 - Projects & Outcomes	9-15		
Year 4 - Projects & Outcomes	16-18		
<u>Appendices</u>	19		
1 - Year 1 - Projects & Outcomes	20-24		
2 - Year 2 - Projects & Outcomes	25-31		
3 - Version Control	32		



CFO introduction

Welcome to our Year Three Integrated Risk Management Plan Action Plan.

This document explains how we have reviewed the priorities in our IRMP and considered what outcomes are required to deliver our IRMP objectives, on behalf of the Fire Authority, in Year Three.

This action plan:

- identifies the outcomes and achievements from Year One and Year Two
- sets out the priorities for year three
- highlights adjustments we anticipate in Year Four.

We know that the environment around us is always changing and we will continue to review this plan on a quarterly basis to make sure we are allocating the right resources to keep our residents and staff safe and achieve the improvements needed.

Sabrina Cohen-Hatton
Chief Fire Officer



How does an Integrated Risk Management Plan work?

It is a statutory requirement that all fire and rescue authorities produce an Integrated Risk Management Plan (IRMP). The plan identifies the risks present in our communities; for those who live, work, visit and travel in West Sussex.

The plan is owned by the Fire and Rescue Authority and is delivered by West Sussex Fire & Rescue Service. The plan sets out how we address all foreseeable risk across our county it also provides an overview of what shapes our service in terms of our national and local obligations.

The action plans we produce each year set out how we will meet the priorities in our IRMP, and how we will know we will be successful through clear performance targets that are linked to the outcomes that we want to achieve. Key to this are the five strategic priorities agreed by public consultation. These are detailed on the next slide.

Planning the use of our resources has never been so important. The five strategic priorities are key to our work. 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. For example, new national priorities that have come forward as a result of the Grenfell tragedy.

We will always seek to be efficient and effective and to achieve good value for the local community. This means working collaboratively with neighbouring fire services, other blue light services and by maximising our position within WSCC by actively participating in partnership opportunities including tackling the social causes of fire and other emergencies.



PREVENTION | PROTECTION | RESPONSE | PEOPLE

IRMP Strategic Priorities

1. Reduce the number of emergency incidents and their consequences through the continuous improvement of prevention, protection and response activities.
2. As part of West Sussex County Council, work with local communities, districts and boroughs to keep West Sussex safe.
3. Collaborate with emergency services and other local and national partners to improve the service to the public.
4. Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.
5. Provide customer- centred value for money services.



Glossary of Core Terms

AFA	Automatic Fire Alarm	FRSLT	Fire & Rescue Senior Leadership Team
AM	Area Manager	I&C	Integration & Collaboration
BPG	Business Planning Group (sub-group of Select Committee)	IECR	Immediate Emergency Care Responder
CCVFM	Customer Centred Value for Money	IRMP	Integrated Risk Management Plan
CFO	Chief Fire Officer	P&C	People & Culture
DCFO	Deputy Chief Fire Officer	PRAM	Pre Agenda Meeting for Select Committee
ECFSC	Environment, Communities and Fire Select Committee	SD	Service Delivery
FTE	Full Time Equivalent	TRU	Technical Rescue Unit
FRS	Fire & Rescue Service	WSCC	West Sussex County Council
SEB	Service Executive Board		



Summary of key project outcomes to date

No.	Project	Year 1&2 April 2018-Mar 2020	Year 3 April 2020-Mar 2021	Year 4 April 2021-Mar 2022
1	FC20	Closed		
2	TRU		Closed	
3	Prevention 2020		Q3 closure anticipated	
4	FF Tactics- Fog nails/Smoke Curtains	Closed		
5	ERE	Closed		
6	12 Tonne		Q2	
7	PPE	Closed		
8	Workforce Plan		→	Q3
9	Staff Wellbeing		→	Q3
10	Equality & Diversity		→	Q3
11	Special capability review	Closed		
12	OPE		→	Q4



Summary of key project outcomes to date

No.	Project	Year 1&2 April 2018-Mar 2020	Year 3 April 2020-Mar 2021	Year 4 April 2021-Mar 2022
13	NOG		Options Q1 → Implementation	
14	AFA		Q4	
15	IEC	Closed		
16	Customer Centred Strategy	Recommendations delivered →	Delivery of outcomes	
17	4F ITF		TBC	
18	Talent Management Framework		Q4	
19	4F L&D (e-learning)		→	Q1
20	4F H&S (Noise)		Q2	
21	Commercial activity		Q2	

Item 6
X A

Page 40



PREVENTION | PROTECTION | RESPONSE | PEOPLE

Year 3 Projects & Outcomes

April 2020 – March 2021

Action Plan for Year 3

No.	Owner	Project Detail	Which Strategic Priority this relates to	Anticipated Completion
1	Area Manager Risk & Improvement	Embed a newly delivered customer centred strategy and conduct customer focused service review to provide options for delivery prioritisation.	5	Q4
2	Service Executive Board	Development of the 4Fire programme with Surrey and East Sussex FRS – training, learning and development.	3	Q4
3	Area Manager Risk & Improvement	Development of the 4Fire programme with Surrey and East Sussex FRS – health and safety workstream with a WSFRS lead. This work continues with the delivery and development of noise measuring equipment.	3	Q4
4	County Fleet Manager	Commence the implementation of new 12 tonne fire engines into fleet. The procurement is taking place through the NFCC Framework as best practice.	1	Q3
5	County Fleet Manager	Review the fleet of special appliances and rationalise the capability where appropriate and provide options. The scope of this work includes a capital programme prioritising our off road capability, incident command units, breathing apparatus support vehicles and bulk water carriers. All our heavy rescue fire engines are now upgraded with heavy rescue equipment.	1	Q4



Action Plan for Year 3

No.	Owner	Project Detail	Which Strategic Priority this relates to	Anticipated Completion
6	Service Executive Board	Develop opportunities within WSCC One Public Estate programme. The Horsham Fire Station and Training Facility has now progressed from concept to completion design. Although initially a One Public Estate scheme, other partners are no longer participating. This is now solely focused around the service requirement for a fire station and training facility. The Horsham project continues to be delivered outside of the One Public Estate program by WSFRS and WSCC in partnership. <i>Approval and planning permission planned in Year 3. Delivery Planned in year 3- 4.</i>	2	Q4
7	Service Executive Board	Delivery of WSFRS requirements within 4Fire Integrated Transport Function programme	3	Q4
8	AM Response	Review new Firefighting tactics for efficiency and effectiveness and transition into core business.	1	Q4
9	Head of People & Organisational Development/HR	Review On-call Member led task and finish work and develop the assessment of risk and mitigating factors with the EU contract ruling to identify any future risk.	1	Q4



Action Plan for Year 3

No.	Owner	Project Detail	Which Strategic Priority this relates to	Anticipated Completion
10	Head of People & Organisational Development	Review WSFRS staff wellbeing arrangements against line 9 objective. The asset management feasibility study will be included to assist in this area of work.	4	Q3
11	AM Response	Review our wholtime crewing systems to ensure that they maximise the availability of fire engines and support the delivery of prevention and protection activity. Deliver Service Delivery Centre and additional Retained Liaison Officers. Risk Assessment will be undertaken annually as part of IRMP and options will feed into recommendations to be implemented as part of IRMP 2022.	1	Q1
12	County Fleet Manager	Complete the review of the fleet of special appliances and rationalise the capability where appropriate by presenting options and implementing outcomes.	1	Q3
13	Head of People & Organisational Development/HR	Undertake an analysis of role maps to assure structure against organisational change.	4	Q4
14	Head of People & Organisational Development	Review Service position with Immediate Emergency Care Responder IECR against national and local agreements and identified needs.	4	Q4

Agenda Item 6
Appendix A

Page 44



PREVENTION | PROTECTION | RESPONSE | PEOPLE

Action Plan for Year 3

No.	Owner	Project Detail	Which Strategic Priority this relates to	Anticipated Completion
15	AM Strategic Risk & Improvements	Complete implementation of new IT system in accordance with WSCC FRS IT strategy.	2	Q4
16	AM Strategic Risk & Improvement	Review IRMP 2018-22 and supporting action plan to develop IRMP 2022-26	2	Q4
17	County Fleet Manager	Integrate 12 Tonne fire engine into fleet of response vehicles.	1	Q4
18	Head of People & Organisational Development	Develop improvement plan against findings from benchmarking against College of Policing Wellbeing Framework.	4	Q4
19	Head of People & Organisational Development	Implement quality assurance framework for WSFRS "Standards of Behaviour" model aligned to NFCC.	4	Q3
20	Head of People & Organisational Development	Review WSFRS Talent Management framework.	4	Q4



Year 3 - IRMP now embedded in HMICFRS Improvement Plan

Owner	Project Detail	Which Strategic Priority this relates to	Anticipated Completion
Head of People & Organisational Development	<p>Develop a workforce plan to assure succession planning for all staff and to inform recruitment and promotion requirements. This item has been moved into the HMICFRS Improvement Plan, AFI8 - Getting the right people with the right skills/HMI26 - workforce plan to take full account of the necessary skills to carry out the IRMP.</p> <p>This project is now being delivered through the new People Strategy that was launched in June 2020 under PEOP-004 Performance & Appraisals and PEOP-005 Resourcing & Talent</p>	4	Q4
Head of People & Organisational Development	<p>Commence the development and delivery of supporting action plans for equality inclusion and diversity across WSFRS. In year 2 this work was subsumed into the HMICFRS Improvement Plan - CFC4 Ensuring fairness and diversity & Effectively engage staff including minority groups. Moving into year 3 this area of work is being delivered through the new People Strategy that was launched in June 2020 under PEOP-003 - Value, Ways of Working & Wellbeing.</p>	4	Q4

Agenda Item 6
Appendix A

Page 46



PREVENTION | PROTECTION | RESPONSE | PEOPLE

Year 3 - IRMP now embedded in HMICFRS Improvement Plan

Owner	Project Detail	Which Strategic Priority this relates to	Anticipated Completion
Head of People & Organisational Development	Commence the scoping and design of a talent management framework and supporting Coaching and Mentoring scheme. In Year 2 this piece of work was transferred into the HMICFRS Improvement Plan-AFI 10 to avoid duplication : Managing performance and developing leaders/HMI 28 : The Service should put in place an open and fair process to identify, develop and support high potential staff and aspiring leaders. In June 2020 this moved into the new People Strategy under PEOP-002 Leadership and PEOP-005 Resourcing and Talent;	4	Q4
Area Manager Protection	<p>Revise our response to automatic fire alarms (AFA) to reduce the number of times that we attend buildings where there is no fire and the alarm has actuated either as a result of a fault, through the mistaken belief that there was a fire or through malicious intent.</p> <p>The HMICFRS Improvement Plan AFI 3: Responding to fires and other emergencies/HMI 9: The service should ensure it addresses effectively the burden of false alarms (termed 'unwanted fire signals'). Research has been completed including the National Fire Chief Council guidance and relevant legislation. the Protection team has also liaised with services that utilise best practice in this area for advice and to identify successful policies. A decision paper will be delivered in year Q2 3 with implementation in year 3/4 of this plan</p>	1	Q4



Year 4 Anticipated Projects & Outcomes

April 2021 – March 2022



Action Plan for Year 4

No.	Owner	Project Detail	Which Strategic Priority this relates to	Anticipated Completion
1	County Fleet Manager	Scope the provision of replacement Breathing apparatus to identify preferred options for implementation, exploring collaborative procurement opportunities.	1	Q4
2	AM Strategic Risk & Improvements	Prioritisation and delivery of customer centred priorities identified through year two focus work.	5	Q4
3	AM Strategic Risk & Improvements	Introduce new technologies and information systems to increase efficiency and effectiveness of prevention activities through the Farynor system.	1	Q3
4	Head of Prevention	Deliver data systems with an aspiration to provide a single point of information for vulnerable individuals with increased risk that we will be able to share across teams and agencies to help "make every contact count."	3	Q4
5	County Fleet Manager	Work with our 4Fire partners and SECamb, Sussex and Surrey Police to finalise delivery of the integrated transport function.	3	Q4
6	Area manager Response	Work with blue light agencies to explore new opportunities for closer collaborative working, for example, RNLI accommodation.	2	Q3



Action Plan for Year 4

No.	Owner	Project Detail	Which Strategic Priority this relates to	Anticipated Completion
7	AM Strategic Risk & Improvement	Deliver prioritised outcomes from the customer centred review.	5	Q4
8	AM Strategic Risk & Improvement	Review collaboration workstreams to identify ongoing priorities.	1	Q4
9	AM Strategic Risk & Improvement	Explore use of risk management tools from the private sector to provide risk data.	3	Q4
10	Head of People & Organisational Development	Implement WSFRS Talent Management Framework.	4	Q4
11	Service Executive Board	Implement new Horsham Fire Station	5	Q4

Agenda Item 6
Appendix A

PREVENTION | PROTECTION | RESPONSE | PEOPLE



Appendices

Agenda Item 6
Appendix A
Appendix 1



Year 1 Projects & Outcomes

April 2018 – March 2019

Appendix 1

PREVENTION | PROTECTION | RESPONSE | PEOPLE



Outcomes from Year 1

No.	Project	Outcome	Which Strategic Priority this relates to	Status (Completed/Transferred to subsequent year/Closed)
1	Complete a full review of WSFRS Emergency Response Standards in preparation for the next IRMP.	A review has been completed and these remain aligned.	1	Completed
2	Publish four strategies to support the IRMP delivery plan, establish four strategic boards to deliver each of the strategies. Establish robust governance arrangements to assure delivery mechanisms of IRMP action plans.	The strategies are now published and two boards monitor and scrutinise the delivery of each strategy and associated plans. These two boards reported into the Executive Programme Board chaired by the CFO. A full term of reference has been completed to support this framework of delivery. The strategy documents will be reviewed following the HMICFRS report. The boards have demonstrated success in the delivery of year one, in the coordination of workloads and prioritisation of actions.	1	Completed
3	Conduct investigation work with partners on the next generation of mobilising systems and provide options to assure future mobilisation of FRS response resources.	This has been delivered through the strategic business paper and the Cabinet member's key decision paper for "FC20" our new mobilising solution with Surrey Fire & Rescue Service is now in the delivery phase.	3	Completed
4	Develop the delivery of new firefighting tactics to enhance our response to fires in buildings.	This action has been completed through the delivery of smoke curtains and fog nails. Some training will be delivered in the first quartet of year 2. This has been transferred into business as usual and will review the outcomes in year three/four – year 2 line 4.	4	Completed
5	Implement new emergency rescue equipment (ERE) to enhance our response to transport incidents.	This project has been started in year 1 and extended into year 2 with a target date of October 2019 for completion - year 2 line 5. This equipment will allow our fire crews the best technology in dealing with modern vehicles that are now built more robustly.	4	Completed



Outcomes from Year 1

No.	Project	Outcome	Which Strategic Priority this relates to	Status (Completed/Transferred to subsequent year/Closed)
6	Develop action plans for WSFRS on-call duty system to address recruitment and retention, linking into the national on-call campaigns and strategy. Work to be conducted in association with a WSCC Member led task group.	The Member led task group has been completed and is supported through WSFRS. Core actions have been identified and are being by response teams to support recruitment and retention of Retained/On call fire fighters. This work will be continually reviewed alongside an impact assessment of EU law regarding on-call contracts of employment in year 2 and 3. We have experienced an positive increase in Retained/On Call availability in our quarter four performance reporting as a result of this work.	4	Completed
7	Initiate scoping work to enable a review of WSFRS existing emergency response standards to include an outcome based measure.	The scoping worked is now completed – further work is forecast into year 3 and 4 to align with National outcomes from the HMICFRS National report.	1	Completed
8	Develop a specification for the provision of new 12 tonne fire engine to enhance resilience, deliver flexible options and support new firefighting technologies.	This action is delivered with the specification out to tender. The implementation plans have now been agreed for year 2.	1	Completed
9	Research new personal protective fire fighting and rescue uniform (PPE) for all of our operational staff as part of a national collaboration.	This has been delivered through the National collaborative procurement program for new PPE, implementation will progress into year two. - year 2 line 7. This will see the delivery of enhanced firefighting and rescue clothing for our teams assisting in their protection and welfare.	1	Completed
10	Review FRS pay processes to remove error and assure effectiveness.	This action is now complete to ensure there are no late or inaccurate payments. This has seen a rise in staff morale with no late payments and an easier system for the officers. This is also providing value for money in efficient budget management.	5	Completed

Outcomes from Year 1

No.	Project	Outcome	Which Strategic Priority this relates to	Status (Completed/Transferred to subsequent year/Closed)
11	Identify improvement opportunities with FRS business support through full integration with WSCC whole council programme.	Not initiated by WSCC –therefore removed from IRMP plans. The People support function works closely with the WSCC teams in partnership.	3	Completed
12	Investigate and scope new IT systems required to deliver WSCC/FRS IT strategy.	This scoping was completed in year 1 through the FC20 business plan and key decision paper. Significant IT improvements will be realised in year 2,3 and will be embedded and improved in year 3,4.. The replacement of the Risk Based Inspection program and Safe and Well visit IT system are two examples meeting the HMICRFS areas of improvement.	3	Completed
13	Develop opportunity within WSCC One Public Estate programme, initially focusing on: Horsham Fire Station - co-location with police and new FRS training provision Littlehampton – Blue light centre Burgess Hill – Blue Light Centre Drayton Depot- As part of the 3Fire Integrated Transport Function.	Initial scoping and opportunity development has been effectively completed, specifically with the Horsham site. This has now been prioritised for in-depth development and delivery in year 2,3 and 4. - year 2 line 12.	2	Completed
14	Development of the 4Fire programme with Surrey and East Sussex FRS – policy and guidance workstream.	This is being assessed in line with the National Operational Guidance work stream. This is a significant piece of work that will be delivered over the life of the IRMP action plan.	3	Completed



Outcomes from Year 1

No.	Project	Outcome	Which Strategic Priority this relates to	Status (Completed/Transferred to subsequent year/Closed)
15	Development of the 4Fire programme with Surrey and East Sussex FRS and Sussex Police – work focusing on occupational health.	This has been assessed and is not been progressed due to WSFRS Occupational Health provision under WSCC contract -4F position to be monitored and considered as part of WSCC/FRS contract renewal.	3	Completed
16	Investigate collaboration in implementing the National Operational Guidance.	Collaboration opportunities have been investigated and strong links made with Kent Fire and Rescue Service. The FC20 program will continually draw Surrey and East Sussex Fire and Rescue Services together to collaborate on policies and procedures.	3	Completed
17	Investigate opportunity with Sussex Police to support police demand management.	Arrangements have been made with the Pan Sussex operational board for ongoing work to continue with the Police to reduce demand on both services.	3	Completed
18	Develop our commercial FRS activity exploring opportunities with partner fire and rescue services and other agencies to create income potential.	In year 1 WSFRS and WSCC have made contact and developed the way we deliver commercial activity drawing on the county council experts. Improvements have been made in extinguisher maintenance and training activities and will continue throughout the IRMP action Plan	5	Completed
19	Work with WSCC strategic partner PricewaterhouseCoopers to identify opportunity within the WSCC Step Up transformation programme to develop our action plans for value for money.	Removed from IRMP plans as no longer WSCC strategy.	2	Completed

Agenda Item 6
Appendix A

Page 56



PREVENTION | PROTECTION | RESPONSE | PEOPLE

Year 2 Projects & Outcomes

April 2019 – March 2020

Agenda Item 6
Appendix A
Appendix 2

PREVENTION | PROTECTION | RESPONSE | PEOPLE



Outcomes from Year 2

No.	Project	Outcome	Which Strategic Priority this relates to	Status (Completed/Transferred subsequent year/Closed)
1	Deliver WSCC 2019/20 savings requirement for public protection and operations directorates.	This work has been delivered. Specific tasks were transferred into year 2 for the identification of TRU and Prevention funding/delivery options post March 2020 – year 2 lines 2 and 3.	5	Transferred to Year 2. Prevention 2020 and TRU projects incorporated as part of HMICFRS inspection. Completed.
2	Develop an improvement plan for WSFRS staff wellbeing benchmarked against College of Policing Blue Light Wellbeing Framework (amended by board to combine objectives Oct 2018).	Improvement plans established and will be developed further into year two, including the commencement of some implementation. Time frame extended to March 2020 - year 2 line 9 with a review of progress scheduled - year 3/4.	3	Transferred to Year 2 and subsequent People actions moved into People Action Plan. Completed.
3	Develop an embedded WSCC/FRS IT strategy to support the delivery of the IRMP Action Plan.	The business plan and key decision paper was approved in year 1. The FC20 project sets direction for future IT requirements and is now in the delivery phase. There have been significant improvements in technology through the strong partnership with the county council. FireWatch improvements have led the way in year 1 making the system more resilient and upgraded..	3	Completed, delivery will continue following the close of the FC20 project in year 2.

Agenda Item 6
Appendix A

PREVENTION | PROTECTION | RESPONSE | PEOPLE



Outcomes from Year 2

No.	Project	Outcome	Which Strategic Priority this relates to	Status (Completed/Transferred to subsequent year/Closed)
4	FC20 - Implement the transition to SFRS provision for mobilisation.	<p>A successful cut over on the 4th December 2019 was achieved and delivered on time. New technology significantly improved the way we work, Officer mobilisation and navigation was achieved. The FireWatch interface was complete and tested and delivered a more resilient automated system.</p> <p>Training Webinars and packages have been produced and released</p> <p>WSFRS will continue to deliver the TT roadmap with a incident reporting system, incident data management tool and the Dynamic Appliance Cover Tool will be completed in year 3. these systems are being delivered in collaboration with SFRS to realise efficiency and effective ways of working.</p>	3	<p>New fire control cut over - completed</p> <p>The IT road map will continue into year 3 and 4.</p>
5	Deliver costed options complete with implementation plans for the future provision of TRU activity beyond April 2020.	<p>Options have been developed in year 2 with WSCC HR, staff and Rep body engagement is ongoing.</p> <p>Due to the removal of the government section 31 grant funding for WSFRS Urban Search and Rescue unexpected additional funding and scoping work was required in year 2. Options were delivered in April 2020. the delivery of the chosen option will be completed in year 3.</p>	4	Completed
6	Deliver costed options complete with implementation plans for the future provision of prevention activity.	<p>This work included a new strategy and the restructure of the prevention team.</p>	1	Completed

Outcomes from Year 2

No.	Project	Outcome	Which Strategic Priority this relates to	Status (Completed/Transferred to subsequent year/Closed)
7	Complete the introduction of new FF tactics by the introduction of fog nails and smoke curtains and transferring to TDA for business as usual.	The project has delivered New Firefighting equipment, tactics and training packages to support evidenced based Firefighting (EBF). This includes: Smoke Curtains; Fog nail; Milwaukee equipment / SDS drill / concrete block; Appliance stowage	4	Completed
8	Complete the implementation of new Emergency Rescue Equipment to enhance our response to transport incidents.	The replacement of the Hydraulic rescue Equipment across the response fire engine fleet including TDA vehicles has been completed providing crews with enhanced capability to rescue people from improved vehicle safety. Heavy equipment was also implemented in key areas. Additional associated equipment was added to the fire engines to step forward on our approach to vehicle collisions and other rescues, this included small battery tools and mobile lighting.	4	Completed
9	Roll out new personal protective equipment (PPE) for all of our staff as part of a national collaboration.	New firefighting uniform was delivered in year 2 and is now in use by operational crews. This was delivered through a collaboration framework. One significant area of improvement was the introduction of the rescue jacket for use at road traffic collisions to assist the crews in specialist clothing in these environments.	4	Completed

Agenda Item 6
Appendix A

Page 60



PREVENTION | PROTECTION | RESPONSE | PEOPLE

Outcomes from Year 2

No.	Project	Outcome	Which Strategic Priority this relates to	Status (Completed/Transferred to subsequent year/Closed)
10	Develop and commence implementation of an improvement plan for WSFRS staff wellbeing bench marked against College of Policing Blue Light Wellbeing Framework.	In year 2 this project was delivered through the Mental Health First Aid/TACT work With an initial MHFA pilot rolled out and a Revised Trauma Support Team (TST) SOP. A Wellbeing Lead & Diversity & Inclusion Adviser have been recruited. This area of work is now being delivered through the new People Strategy that was launched in June 2020 under PEO-003 Values, Ways of Working & Wellbeing	3	Completed
11	Undertake a gap analysis of WSFRS policy to identify work required to fully comply with National Operational Guidance. (NOG).	A Service Gap analysis is complete that has assessed WSFRS compliance with the NOG. WSFRS will continue to plan for, and implement the NOG in year 3 and 4.	3	Complete
12	Implement the immediate emergency care (IEC) training across the operational workforce.	A bespoke IEC course was developed and approved by SECamb and the supporting process and documentation implemented to ensure compliance. The course was delivered to 36 members of staff who formed part of the initial trial. The IECR course is now considered to be the new WSFRS minimum standard for medical training for new recruits joining WSFRS. The provision and procurement of equipment to enable the response aspect, training delivery & MOC was funded by the training delivery department	4	Completed



Outcomes from Year 2

No.	Project	Outcome	Which Strategic Priority this relates to	Status (Completed/Transferred to subsequent year/Not completed)
13	Develop a customer centred strategy and conduct customer focused service review to provide options for delivery prioritisation.	<p>The Customer Centred Strategy review report was presented presented and agreed at the Program Steering Board (PSB). The recommendations have been agreed. This is now delivered through business as usual.</p> <p>The deliverable to 'Develop a customer centred strategy and conduct customer focused service review to provide options for delivery prioritisation ' has been completed .</p>	5	Completed
14	Development of the 4Fire programme with Surrey and East Sussex FRS – Training Learning and Development workstream.	<p>During this delivery year significant collaboration activity has taken place including</p> <p>Surrey FRS – 46 courses delivered. 46 now completed.</p> <p>Surrey FRS – Staff now live on the Learningpool system. Surrey all complete</p> <p>East Sussex FRS – 26 courses delivered . 11 courses pending ESFRS approval. 13 complete.</p> <p>Gatwick FRS - Agreed to come onto Learningpool and share training packages.</p> <p>Gatwick FRS – Go live agreed as 31st March 2020.</p> <p>Gatwick agreed to contribute £9000 to the development of training courses. Costs will then be shared four ways.</p> <p>Final areas of completion are an East Sussex review of courses & to establish what Gatwick FRS require in terms of core packages.</p> <p>The work will continue into year 3 as business as usual.</p> <p>This area of work was reviewed and from June 2020 is being delivered through BAU and also follow on actions through the new People Strategy under PEOP-004 Performance & Appraisals</p>	3	Completed

Outcomes from Year 2

No.	Project	Outcome	Which Strategic Priority this relates to	Status (Completed/Transferred to subsequent year/Closed)
15	Development of the 4Fire programme with Surrey and East Sussex FRS – Health and Safety workstream. (noise)	<p>The 3 Fire program has now grown into the 4Fire Programme with Kent joining. All WSFRS risk assessments are now reviewed and recorded onto the new risk assessment template and uploaded to risk the risk assessment database.</p> <p>Noise assessments have been undertaken at the Fire Service College in Nov 2019. All assessments have been uploaded to the Risk Assessment Database.</p>	3	Completed
16	Identify options for revenue generation through commercial FRS activity exploring opportunities with partner Fire and Rescue Services and other agencies.	<p>Income activity against annual target (£352k) as of end of Oct 2019 shows an achievement to date of 49%.</p> <ul style="list-style-type: none"> •Income = £207k •Costs = £160k •Surplus = £47k - Resulting in a current 23% margin <p>Incorrect historic income target remains an issue within current culture.</p>	5	Completed



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Fire and Rescue Service Scrutiny Committee

30 September 2020

Statement of Assurance and Annual Report

Report by Chief Fire Officer

Summary

The Fire Authority is statutorily required under the Fire and Rescue National Framework for England to produce an annual statement of assurance. The purpose of such a statement is to provide assurances that the Fire Authority follows the National Framework as set out by the Minister of State for Policing and the Fire Service in the following key areas:

- Finance details
- Governance
- Operational performance
- Framework requirements
- Future improvements

The Statement of Assurance is supported by an Annual Report that highlights key activity for the service last year, including the overall performance. The report covers the financial year from 1 April 2019 to 31 March 2020.

Focus for Scrutiny

That the contents of this report be reviewed along with attached draft submissions of the West Sussex Fire and Rescue Service Annual Statement of Assurance 2019-20 and the West Sussex Fire and Rescue Service Annual Report 2019-20 for comment by members of the Committee to Cabinet.

Proposal

1 Background and context

- 1.1 West Sussex Fire and Rescue Service produces a Statement of Assurance, supported by an annual report that details how the service delivers its vision, supporting plans and how it then reports on the progress made in the last year. The two draft documents have been produced for the financial year 2019-2020 and are attached:

- West Sussex Fire and Rescue Statement of Assurance 2019-2020
 - West Sussex Fire and Rescue Service Annual Report 2019-2020
- 1.2 Under the framework the statement of assurance should contain detail on governance arrangements, operational performance, financials and future improvements.
- 1.3 Fire authorities are accountable for their performance and should be open to evaluation to the communities they serve. Information should be accurate and transparent, robust and fit for purpose.
- 1.4 One of the principal aims of the Statement of Assurance is to provide an accessible way in which communities, government, local authorities and other partners may make a valid assessment of their local fire and rescue authority's performance.

2 Proposal details

- 2.1 West Sussex County Council is the Fire Authority for West Sussex Fire and Rescue Service (WSFRS) and is responsible for:
- Firefighting and rescue
 - Protecting people and property from fire
 - Promoting fire safety in the home
 - Providing special services for emergencies
- 2.2 Under the direction of the Cabinet Member for Fire and Rescue and Communities, WSFRS, within West Sussex County Council, has prepared a draft statement of assurance and annual report for 2020/21.
- 2.3 Decisions relating to the fire and rescue service will be scrutinised by the Fire & Rescue Service Scrutiny Committee which was established at the full county council meeting on 17 December 2019.
- 2.4 In the case of county council fire and rescue services the close working relationships that exist with other county council areas of responsibility such as adult care, children's services and public health are significant. This enables a holistic approach to keeping residents safe.

Annual Operational Performance report

- 2.5 During this financial year WSFRS attended 9,522 incidents in West Sussex with 1,914 being categorised as critical incidents. These are incidents where there is a risk to life or property. Of all these incidents, 1,334 were critical special services (such as a road traffic collision), while 580 were critical fires. We attended 234 incidents throughout the year to assist our neighbouring fire and rescue services. This is as a result of working with those services to send the fastest fire engine, regardless of county borders.

Integrated Risk Management Plan (IRMP) Action Plan delivery

- 2.6 Fire and rescue authorities have a statutory requirement to publish an Integrated Risk Management Plan (IRMP), which is supported by service plans that improve the safety of our residents and staff. Our IRMP covers the period 2018-22.
- 2.7 The plan outlines the following strategic commitments:
- Prevention – educating the community on how to reduce risks through safe and well visits, school visits and other training.
 - Protection – providing safer public spaces within the built environment, fire safety inspections and enforcement.
 - Response – sending fire engines and firefighters to emergency incidents. This can include fires, road traffic collisions and flooding.
 - People – how we address the challenges we face in delivering a highly trained, inclusive and diverse workforce.
 - Customer Centred Value for Money – ensuring everything we do is as efficient as possible and delivers what our communities need.
 - Partnership and collaboration – how we will work with other organisations to achieve our aims.
- 2.8 The service is midway through the current IRMP and development has commenced on the next iteration. The Improvement journey has gathered momentum and is now progressing well into our second year.

3 Other options considered (and reasons for not proposing)

- 3.1 The Fire Authority is statutorily required under the Fire and Rescue National Framework for England to produce an annual statement of assurance, therefore no other options can be considered.

4 Consultation, engagement and advice

- 4.1 Feedback from this meeting will be considered prior to the final draft being presented to Cabinet.

5 Finance

- 5.1 Most of the Council's £26.8m Fire & Rescue Service budget is invested in frontline services including firefighting, rescue operations and community safety activity. This is summarised as the following:
- Firefighting and rescue operations: £22,011,154
 - Community Fire Safety: £4,352,772
 - Fire Service Emergency Planning and Civil Resilience: £390,071

- 5.2 In addition to the existing WSFRS base budget, the County Council agreed further funding over a three-year period to deliver the improvements required following the Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) report. In 2019-20, the Fire Improvement Plan spent £0.671m, which is included in the spend shown above.
- 5.3 HMICFRS revisited the service in January 2020, following the inspection in November 2018. In a letter to the Chief Fire Officer, the inspectors noted that the Fire and Rescue Service has made 'tangible improvements' in a number of areas and could see an 'accelerated pace with the improvement work over the past few months'.
- 5.4 Within the County Council back office support services (including Finance, HR, IT and Property) are treated as a corporate resource and are all held centrally and are not recharged to individual services, this means that the above costs relate only to the direct provision of the service itself.

6 Risk implications and mitigations

Risk	Mitigating Action (in place or planned)
Not adopting a Statement of Assurance (SOA)	All information supporting this informs the Council's Integrated Risk Management Plan (IRMP) to ensure the SOA is accurate and timely to support the service.
Not recording information accurately	WSFRS records information about every emergency call received. It analyses where, why and how incidents have occurred to help understand where incidents might happen in the future and how it is best placed to prevent them. It also uses the latest modelling software, demographic profiling, census data and information from partner agencies. This information informs a critical fire risk map, which is updated every year based on rolling data from the previous three years.
Not mapping critical risk	The critical fire risk map is part of our local Risk Management Plans, facilitates the targeting of prevention activity to prioritise resources to the most vulnerable residents and those communities at highest risk. This ensures resources are used efficiently to achieve the best possible outcomes for our communities. The critical fire risk map is part of our local Risk Management Plans and is used to assist in the targeting of prevention activity allowing WSFRS to focus on the most vulnerable residents and those communities at highest risk, thereby ensuring its resources are used efficiently to achieve the best possible outcomes for our local communities. They are also used as the basis for our Emergency Response Standards.

7 Policy alignment and compliance

- 7.1 This report has positive implications for the community, as adoption of a Statement of Assurance and Annual Report supports the positive benefits of an effective Fire and Rescue Service to all residents in West Sussex.
- 7.2 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.

Sabrina Cohen Hatton
Chief Fire Officer

Sabrina Cohen Hatton, Chief Fire Officer,
Sabrina.cohen-hatton@westsussex.gov.uk

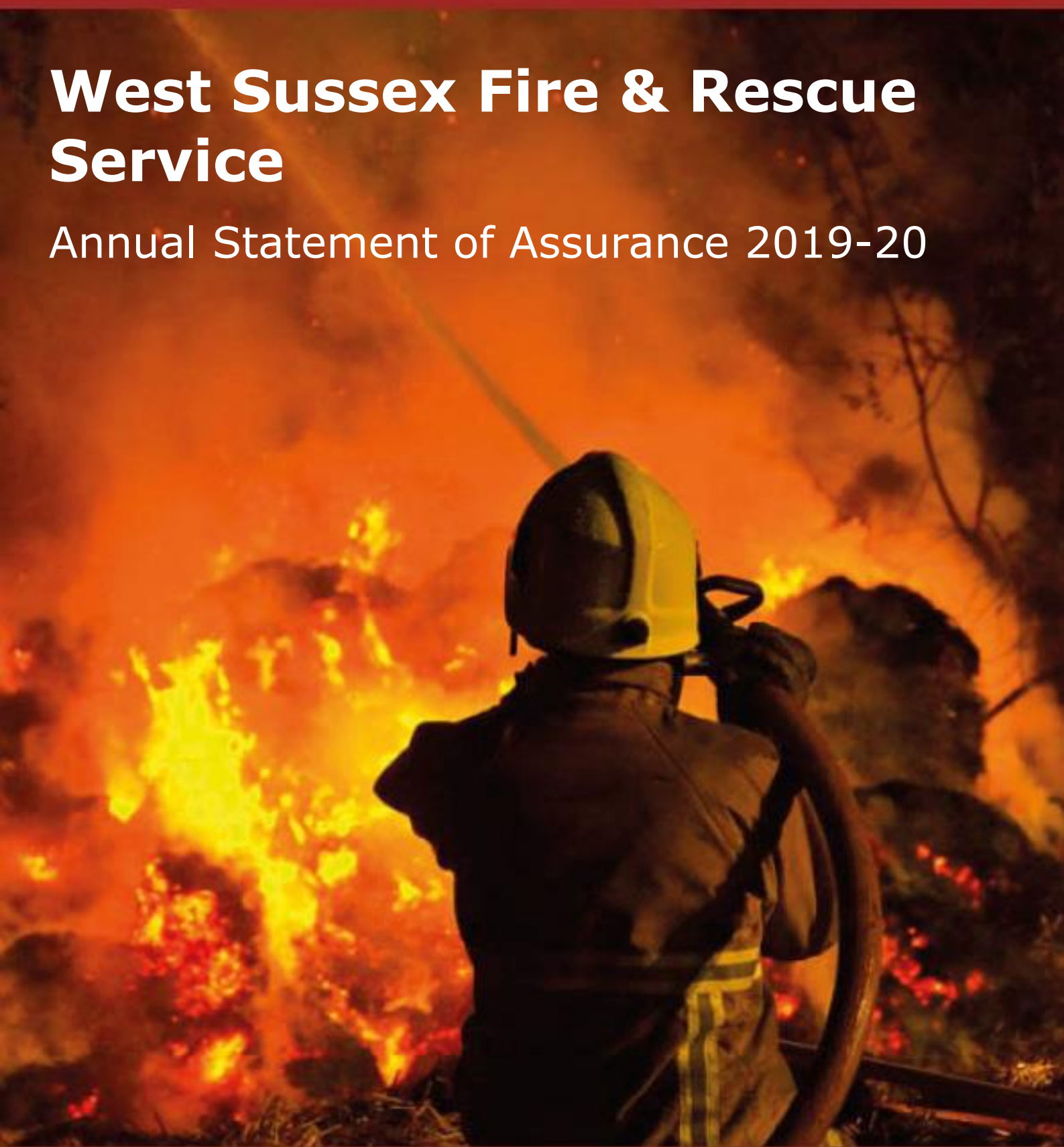
Appendices: **(A)** Statement of Assurance
 (B) Annual Report

Background papers: None

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West Sussex Fire & Rescue Service

Annual Statement of Assurance 2019-20



Contents

Forward.....	3
Introduction.....	3
What is a Statement of Assurance?.....	4
Governance.....	4
Your fire and rescue service.....	5
Financial performance overview.....	5
Managing risk.....	6
Operational Performance Report.....	7
National Resilience.....	10
Integrated Risk Management Plan.....	10
Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services.....	11
Legislation.....	19
Contact us.....	21

Foreward

Welcome to West Sussex Fire & Rescue Service's (WSFRS) Annual Statement of Assurance.



This Statement details the financial, governance and operational arrangements that were in place for the period 1 April 2019 to 31 March 2020. The Statement is produced in accordance with the Fire and Rescue National Framework 'Guidance on Statements of Assurance for Fire and Rescue Authorities in England.'

I am proud of the fire and rescue service we provide and of the people who work so hard to keep our communities safe.

On behalf of West Sussex Fire and Rescue Authority, I am committed to supporting the Chief Fire Officer to ensure West Sussex continues to have an effective, efficient and resilient fire and rescue service for the people of West Sussex, those who visit our county, and for the wider community in case of national emergency.

Throughout the service I have seen a high level of dedication from staff that leaves me in no doubt that our fire and rescue teams will continue to provide the best service possible for our communities now and in the future. For that insight I wish to thank the staff across the service.

Duncan Crow

Cabinet Member for Fire & Rescue and Communities

Introduction

As Chief Fire Officer of West Sussex Fire & Rescue Service I am pleased to introduce our Statement of Assurance for 2019/2020.

The Statement reinforces my commitment to provide our communities with clear information about how we manage public funds and assure the effectiveness of our financial, governance and operational fire service arrangements.



We provide a 24/7 emergency response service to deal with fires, road traffic collisions and a wide range of emergencies. Our staff also deliver activities to reduce fires and road traffic collisions, improve community safety, enforce fire safety legislation and reduce risk in the community. We continue to work closely with our neighbouring services, and other blue light responders, to maximise the benefit of public spending and ensure West Sussex remains a safe county.

We are committed to saving, protecting and improving the lives of people in our county; and that our community is assured they have a fire service able to respond to all reasonably foreseeable emergencies. When you need us, rest assured, our professional teams will continue to deliver the service West Sussex expects and deserves.

Dr Sabrina Cohen-Hatton

Chief Fire Officer for West Sussex Fire & Rescue Service

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 Integrated Risk Management Plan (IRMP).

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 West Sussex Fire & Rescue Authority and its fire and rescue service delivered the requirements contained in the National Fire and Rescue Framework and the authority's IRMP during 2019-20.

Governance

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

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

The county council 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.

The 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 together as the full council and they are responsible for deciding

some of the overall policies and setting the budget each year.

The WSCC Cabinet, or 'Executive', has nine members selected from the Conservative majority. 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. WSFRS is the responsibility of the Cabinet Member for Fire & Rescue and Communities and the county council holds the position of the Fire Authority. The Cabinet Member for WSFRS is Councillor Duncan Crow.

Decisions relating to the fire and rescue service and transformation plans of the service will be scrutinised by the Fire & Rescue Service Scrutiny Committee which was established at the full county council meeting on 17 December 2019.

WSFRS is embedded within WSCC. As such, the service is linked to a range of 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.

Planning and policy framework

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](#): The plan sets out how the county council plans to shape its services for the next five years.

[How the County Council spends your money](#)

WSFRS also operates under broader corporate policies on:

[Fraud and corruption](#)

[Equality and Inclusion policy](#)

[Pay Policy](#)

Your fire and rescue service

The FRS has three fundamental areas of focus: prevention, protection and response. Eight immediate response fire engines are based at six fire stations – Crawley, Worthing, Bognor, Littlehampton, Chichester and Horsham. These stations are permanently crewed using a system called Group Crewing.

There are also four fire engines crewed by wholetime firefighters working from 7am until 7pm, from Monday to Friday, at Shoreham, Burgess Hill, Haywards Heath and East Grinstead. They carry out immediate response and community safety work during these hours.

Many of our fire stations are crewed by Retained Duty System (RDS) firefighters who provide an agreed amount of cover 'on-call' via an alerting system. We do not underestimate the dedication and commitment required to be an on-call firefighter and work hard to support our staff who provide this invaluable service.

As with many other services across the country, we have seen a decline in the number of available RDS firefighters in recent years, however we are now seeing positive signs of improvement. Our retention and recruitment rates have improved over the last 12 months, we have employed 44 new RDS employees with 24 deciding to leave the service, in previous years the numbers of starters and leavers has been broadly the same.

However, we acknowledge that changes to the way we live, and the demands placed upon RDS members time means that being available to respond to emergency calls is often a challenge for individuals with

families and work pressures. Supporting and improving our RDS remains a key priority for WSFRS and we have established action plans within our IRMP to develop future options for the service.

From firefighter to Chief Fire Officer, at the end of this financial year we employed the full-time equivalent of 317 operational staff and 221.25 FTE RDS crew, along with support staff and volunteers. As staff leave through retirement or transferring to other services we continue to recruit and train the firefighters of the future. This gives us the opportunity to ensure that our workforce reflects the communities that we serve. The service we provide is thanks to the dedication, commitment and hard work of every member of the WSFRS team.

Financial performance overview

WSFRS is an integrated part of WSCC. As such, it receives a range of services provided centrally, either via county council back office functions or corporately procured contracts. These include provision for payroll, pensions and human resources administration, human resources and organisational development advice and services, occupational health services, IT and communications, facilities management and estates maintenance, rates and utilities, insurances, legal advice and procurement services.

Costs relating to these areas are accounted for as a whole and are not apportioned at FRS level. Best value and high-quality services in all these areas are sought and achieved council wide.

Financial management for the FRS in areas including assets and estate, revenue provision, debt, and treasury management are covered under arrangements for the whole of the county council and, again, are not reported solely for the FRS.

The fire service's total net controllable expenditure for the 2019-20 financial year was £26.8 million. This is broken down as follows.

How your money is spent

Most of the £26.8 million budget is invested in frontline services including firefighting, rescue operations and community safety activity.

This is summarised as the following:

- Firefighting and rescue operations - £22,011,154
- Community fire safety - £4,352,772
- Fire service emergency planning and civil resilience - £390,071.

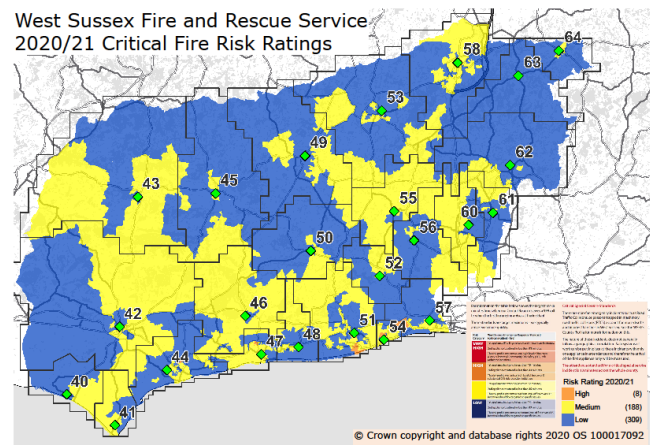
In addition to the existing FRS base budget, the county council agreed further funding over a three-year period to deliver the improvements required following the Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) report. In 2019-20, the Fire Improvement plan spent £0.671m, which is included in the spend shown above.

HMICFRS revisited the service in January 2020, following the inspection in November 2018. In a letter to the Chief Fire Officer, the inspectors noted that the Fire and Rescue Service has made 'tangible improvements' in a number of areas and could see an 'accelerated pace with the improvement work over the past few months.

Managing risk

As a service we must understand and identify our greatest risks in order to be able to effectively manage our resources.

We record information about every emergency call we receive and analyse where, why and how incidents have occurred to help us understand where



incidents might happen in the future and how we are best placed to prevent them.

We also use the extensive local knowledge of our firefighters and officers, alongside the latest modelling software, demographic profiling, census data and information from our partner agencies.

All this information is pulled together by our risk team in a Critical Fire Risk Map (pictured below) which is updated every year based on rolling data from the previous three years.

The critical fire risk map is part of our local Risk Management Plans and is used to assist in the targeting of prevention activity allowing WSFRS to focus on the most vulnerable residents and those communities at highest risk, thereby ensuring its resources are used efficiently to achieve the best possible outcomes for our local communities. They are also used as the basis for our Emergency Response Standards. All this information informs our Integrated Risk Management Plan (IRMP).

This shows that, for the period covered by this report, most of the county was classified as low or medium risk. Where small pockets of high risk are identified we can target our resources in proportion to those needs.

Operational performance report

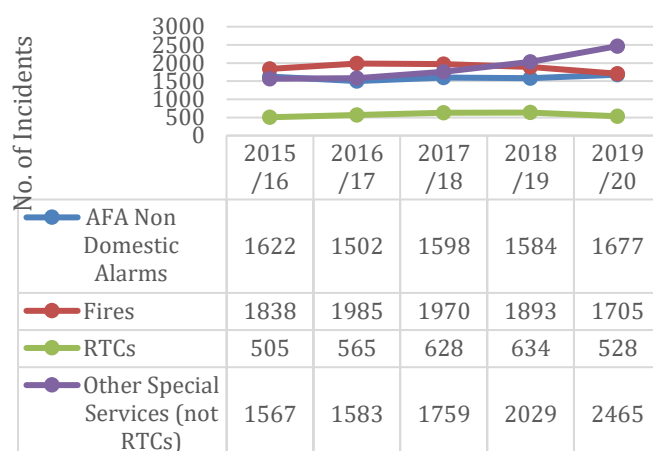
During this financial year WSFRS attended **9,522** incidents in West Sussex with 1,914 being categorised as critical incidents. These are incidents where there is a risk to life or property. Of all these incidents, 1,334 were critical special services (such as a road traffic collision), while 580 were critical fires. Please note these figures relate to incidents attended within West Sussex.

Past 5 years historic (annual) data	2015 /16	2016 /17	2017 /18	2018 /19	2019 /20
Critical Special Services	765	771	1007	1140	1346
Critical Fires	732	800	734	622	585
All Incidents	8552	8842	9241	9292	9582
Over the Border Calls	202	162	233	285	234

Our critical special service incidents have seen an increase from previous years as we are now using an improved method of measuring the incidents which fall into the critical special service category. This means incidents that previously may not have been categorised this way now are and will be for future reports. The higher number is mainly due to this change rather than an underlying rapid rise in critical specials services.

We attended 234 incidents throughout the year to assist our neighbouring fire and rescue services. This is as a result of working with those services to send the fastest fire engine, regardless of county borders.

Incidents attended by West Sussex
2015 - 2020

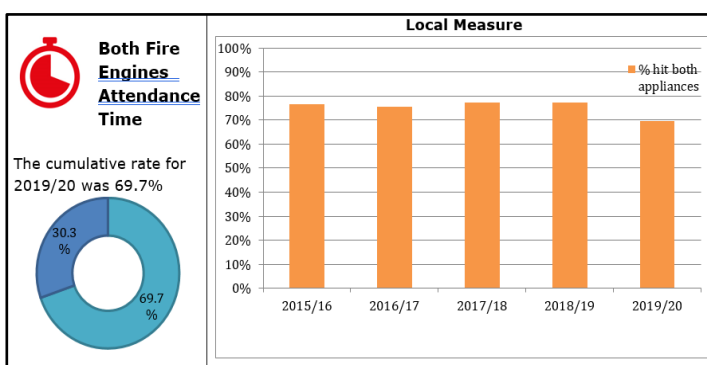
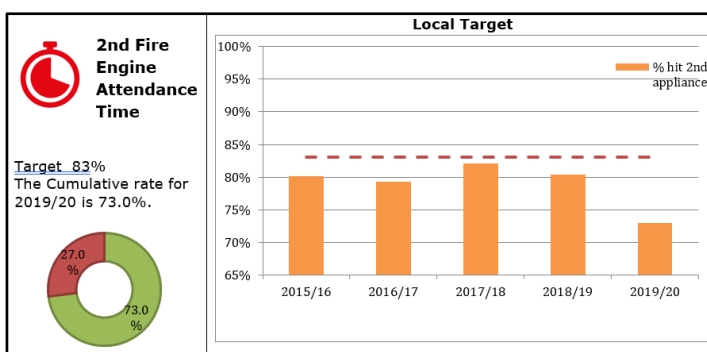
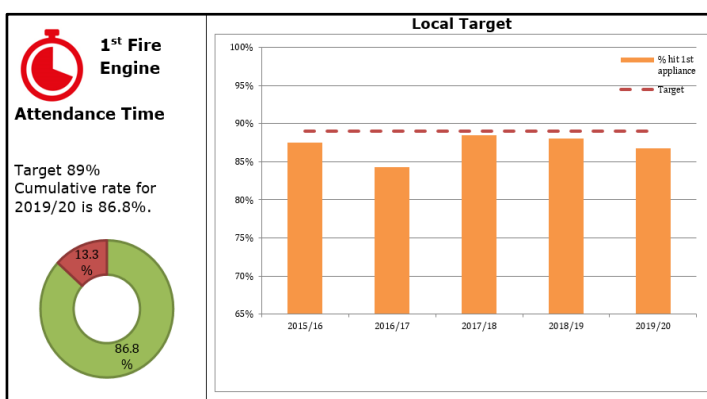
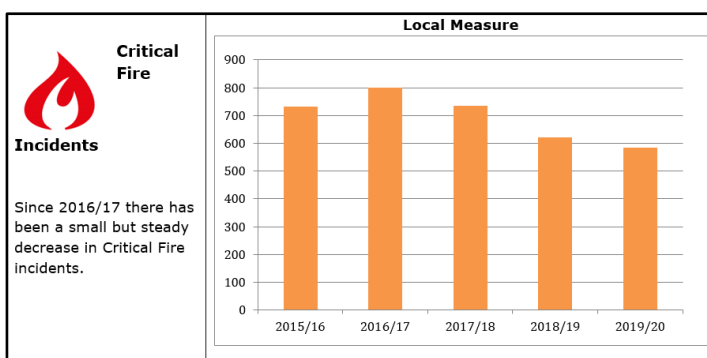


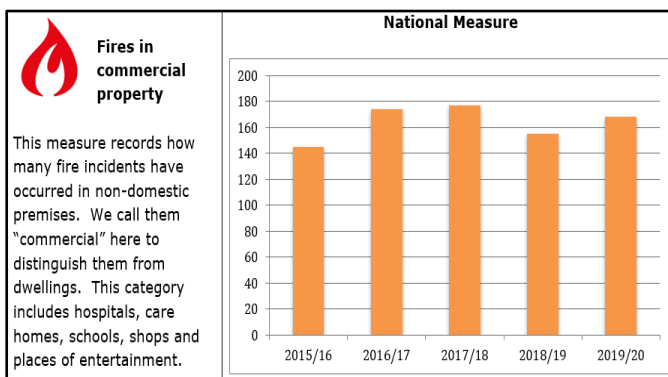
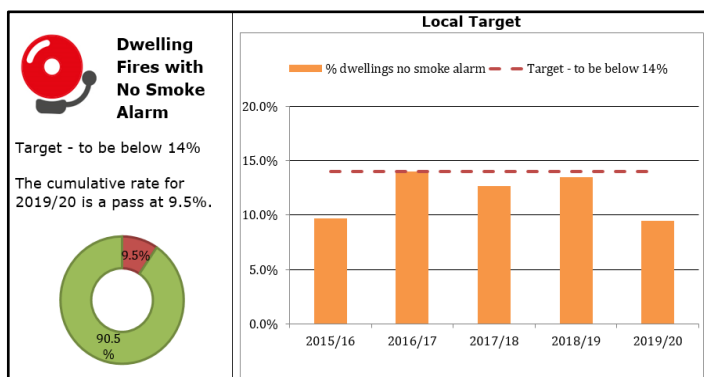
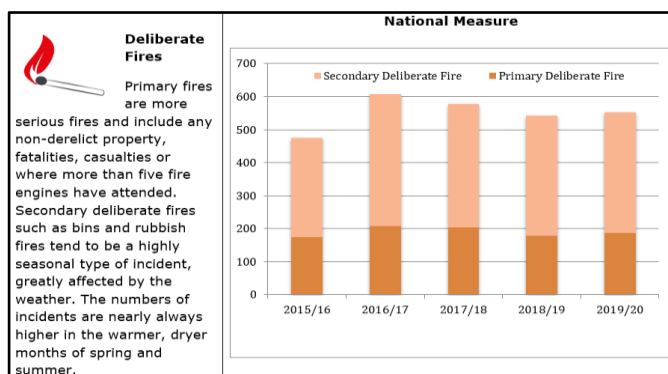
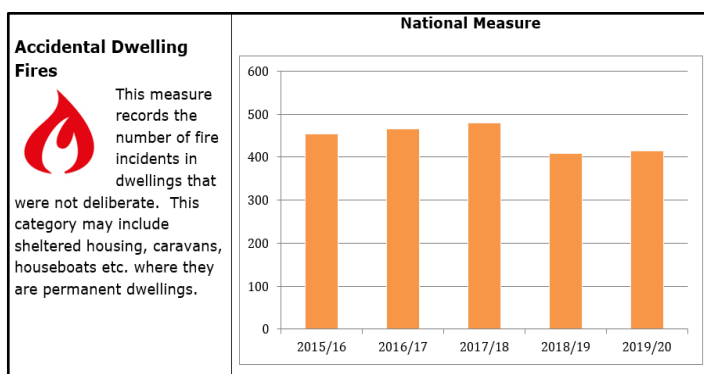
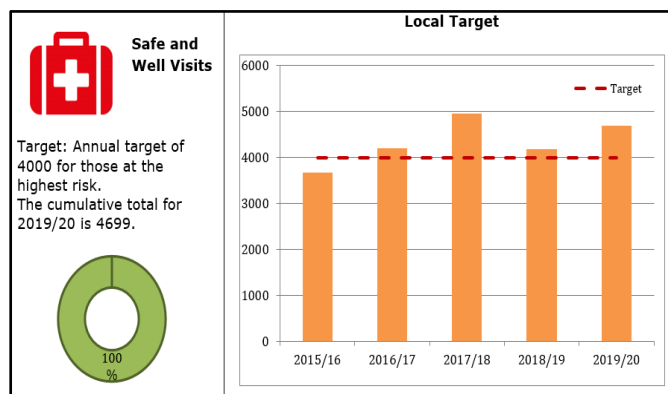
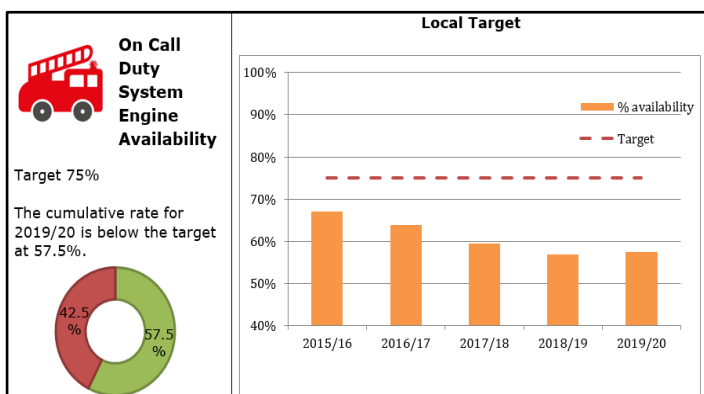
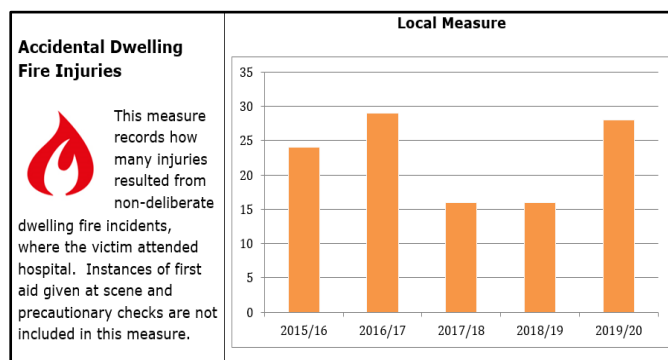
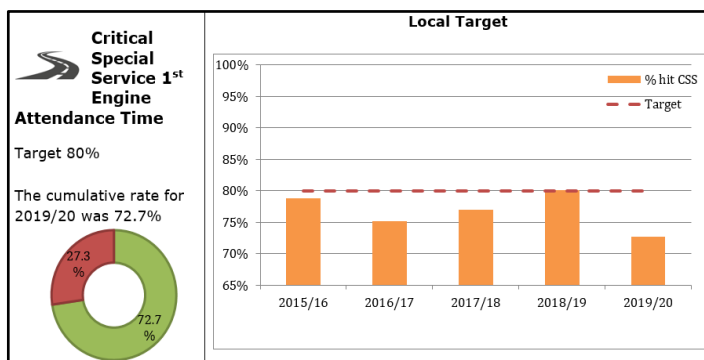
Operational performance targets and measures

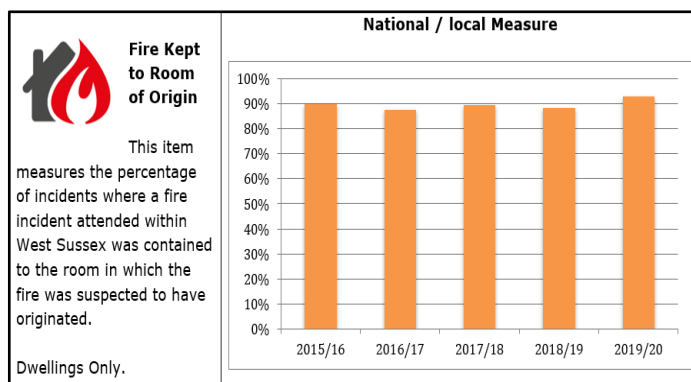
In order to ensure we deliver the commitments we have made in our IRMP we monitor our performance on a quarterly basis. In the reporting year 2019-2020 we had more than 60 key performance indicators and measures which were subject to both internal and external scrutiny. In this reporting year the Fire Authority chose 13 operational performance measures and targets that were reported on a quarterly basis as well as annually in this Statement of Assurance. Details of these are on the following pages.

As we strive for continuous improvement, we have recently undertaken a review of our performance indicators to ensure that they continue to measure our service in the most effective way. We have identified some amendments and some additional indicators that will be measured for the year 2020-2021. This ensures we scrutinise and manage our data to continually drive through improved performance.

#	Indicator	Measure/ target
1	Critical Fire Incidents	Measure
2	1 st Fire engine attendance time	Target
3	2 nd Fire engine attendance time	Target
4	Both appliance attendance	Measure
5	Critical special service attendance time	Target
6	On call duty system availability	Target
7	Accidental dwelling fires	Measure
8	Dwelling fires no smoke alarm	Target
9	Accidental dwelling fire injuries	Measure
10	Safe and well checks	Target
11	Deliberate fires	Measure
12	Fires in commercial property	Measure
13	Fire kept to room of origin	Measure







National Resilience

We have continued to support the National Resilience (NR) Programme which was a UK Government response to the threat of a 9/11 style attack on the UK and critical weather-related events in Sussex and Nationally.

The Technical Rescue Unit (TRU) delivered National Urban Search and Rescue capability in financial year 2019/2020.

The Technical Rescue Unit (TRU) is partly funded by a Home Office grant of £408,800 to be the Strategic Reserve Urban Search and Rescue Team. This has enabled the team to respond to collapsed buildings and major transport incidents anywhere in the UK. Following the withdrawal of this funding we no longer provide this capability nationally.

The High-Volume Pumping (HVP) Unit based at Bognor Regis Fire Station is an NR asset. The HVP is able to pump much larger volumes of water than standard fire engines during flooding and large fires

We receive a grant to specially train and prepare a number of West Sussex firefighters to respond to terrorist incidents. This is known as a Marauding Terrorist Attack (MTA). This grant was for £49,357 in 2019/20. National Resilience Assets are

maintained and serviced under national maintenance contracts. Our ability to effectively deploy them is tested by assurance audits carried out by National Resilience Capability Officers.

Integrated Risk Management Plan

WSFRS has a statutory duty to consult on, and publish, as detailed in the Fire and Rescue National Framework, an Integrated Risk Management Plan (IRMP).

The Plan must cover a three-year time span and be reviewed and revised as often as is necessary to ensure fire and rescue authorities are able to deliver the requirements of the Framework. This review must include reaction to regional, or national events. This includes the introduction in 2018 of new legislation affecting fire & Rescue services requiring the duty to collaborate and the emerging risks identified from the 2017 Grenfell incident in London.

This plan identifies and assesses all reasonably foreseeable fire and rescue related risks that could affect our community, including those of a cross-border, multi-authority and/or national nature.

Once we have identified these risks, we review the resources we have in place and the activity we need to undertake to meet these risks. We then develop plans to improve the safety of our residents and staff. From this we developed the IRMP, with supporting strategies and action plans that cover the period 2018-22. This plan reflects how we will respond to the risk.

The plan outlines:

- **Prevention** – educating the community on how to reduce risks through safe and well visits, school visits and other training.

- **Protection** – providing safer public spaces within the built environment, fire safety inspections and enforcement.
- **Response** – sending fire engines and firefighters to emergency incidents. This can include fires, road traffic collisions and flooding.
- **People** – how we address the challenges we face in delivering a highly trained, inclusive and diverse workforce.
- **Customer Centred Value for Money** – ensuring everything we do is as efficient as possible and delivers what our communities need.
- **Partnership and collaboration** – how we will work with other organisations to achieve our aims.

To help us deliver the IRMP action plans as well as the areas of improvement and concern raised by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) we have introduced a Programme Steering Board to ensure effective controls are in place to manage risks, assumptions, issues and dependencies. This Board provides support, monitors progress, and makes recommendations that will enable Fire Programmes to be delivered on time, within cost and to our high-quality requirements, this ultimately drives the delivery of the change identified in our action plans.

We are measuring our progress in this board against project and programme milestones as well using our key performance indicators to measure success and report progress to the Fire Authority.

The IRMP provides a detailed understanding of our communities and the risks they face. It also considers wider issues outside of West Sussex including national risks, to

develop national resilience capabilities that are available to support our service when dealing with major incidents that stretch normal resources, such as major flooding.

In this Annual Statement of Assurance, we are reporting on year two of the action plan (2019-20), which has seen some significant progress with items of note being:

Completion of our transition to a joint fire control partnership arrangement. Joint Fire Control went live successfully on 4 December 2019. This has been established under a Fire and Rescue Services Act Section 16 agreement which details its governance, performance and funding.

The ongoing investment and modernisation of our firefighting equipment and techniques is key to firefighter and public safety. We have recently enhanced our firefighting capabilities with the introduction of Fog Nails, which complement the use of our new smoke curtains when resolving building/property fires. The Fog nails enable us to deliver water into rooms within a building and difficult to access areas such as roof spaces and basements. They create a fine misting effect that can dramatically reduce the temperature and spread of a fire. Being able to tackle a fire in this way means firefighters are kept safer, property can be preserved more effectively, and firefighting time is reduced.

The investment in upgraded heavy hydraulic rescue equipment which we use to rescue people from vehicles was delivered in this reporting year. Modern vehicles have increased safety designs to better protect people from harm, but this means that we now need more specialist heavier equipment to rescue people from them. We also use this equipment to rescue people from larger vehicles such as Large Good Vehicles' across our three Heavy Rescue Tenders. This equipment enhances the capability we already have on our frontline fire engines

and provides the specialist equipment required for these types of incident.

The completed procurement of seven new fire engines, which aligns to our strategy of a mix of 12 tonne and 18 tonne fire engines against the risk profile. All seven delivered this year are 12 tonne Volvos which we call Medium Rescue Pumps (MRP). The 12 tonne Volvo MRP is lower, shorter, narrower and has a much smaller turning circle than the 18 tonne Super Rescue Pumps (SRP). This will allow the MRPs to access more roads and be nimbler in crowded towns and narrow rural roads which will assist us in improving our response times. They will carry new equipment such as a 9 metre main ladder and Ultra High-Pressure Hose Reels, which offer new capabilities which will complement the equipment of the 18 tonne Super Rescue Pumps. This will ensure that at every significant fire the incident commander has a full range of tactical options, including Ultra High Pressure, 22mm Hose Reels, Compressed Air Foam and traditional lay flat hose of 70 and 52mm diameter. Which again will improve our effectiveness in firefighting and rescue operations.

We work together on a number of projects with our neighbouring services under 4Fire.

Projects that we have collaborated on date include working with East Sussex and Surrey fire and rescue services, and with Sussex and Surrey Police on a more efficient and effective fleet management programme, a joint approach to noise management and a joint e-learning platform for staff training.

The 4Fire collaboration has also included the delivery of a three-fire service wholetime training course developed and led by WSFRS. Gatwick FRS have now joined the three services with sharing the same learning platform for Maintenance of Competence (MoC) and training.

The 4Fire Integrated Transport Function initiative has delivered an outward facing 360-degree camera package will be fitted to all frontline fire engines. The first installation has taken place on our new 12 tonne fire engines. Front and rear facing cameras are also scheduled to be fitted to officer cars. This additional safety equipment will be for the purpose of public and responding crew's safety.

The West Sussex Fire & Rescue Service's health and safety team have completed over 25 noise assessments across the workplace, results and information are being shared with our collaborative partners of East Sussex, Surrey and Kent Fire and Rescue Services in the delivery of the 4Fire (Noise) initiative. This has significantly contributed to the understanding of the noise impacts of equipment used at incidents and during training activities may have on our operational crews. We have been able to improve crew safety by understanding this impact.

We have been working collaboratively with East Sussex Fire & Rescue, Sussex Police and the South East Coast Ambulance Service to assist with gaining entry to premises during medical emergencies. A delay in gaining access to properties can have a detrimental impact on the patient, by utilising crews we are able to gain swift access for ambulance crews using our equipment and training.

Fire and rescue support has also reduced the operational demand on Sussex Police colleagues who have previously undertaken this work. We have attended over 200 incidents of this type since January 2019 as part of a collaborative pilot project which has now been adopted as core business.

Personal Protective Equipment (PPE) (known commonly as firefighting uniform) is provided to all operational staff to protect them from a range of hazards encountered during the course of their operational duties. Our previous contract for the supply and management of fire kit ended in January 2020. Using a collaborative procurement solution established by Kent Fire & Rescue Service and following in-depth technical assessment and subsequent staff consultation on their preferred PPE solution, replacement fire kit was issued in January 2020. The new provision also includes a rescue jacket that can be worn at non-fire incidents and reflects the evolving role of a modern firefighter.

We have made improvements to the way that we allocate and arrange our crewing resources through the introduction of a new Service Delivery Centre to support and coordinate the use of our Wholetime and Retained Duty System staff. This will allow us to maximise the availability of our fire engines and will enable the most efficient use of our crewing resources in support of our core prevention and protection activities

We have conducted a review of the fleet of special fire engines that support unusual and larger incidents to improve our service capability where appropriate and provide future delivery options that will be delivered in 2020-21.

During this reporting year we have been introducing a new and improved IT risk management system to replace the current ageing database. Our investment is a specific, tried and tested risk management system that will improve service effectiveness and efficiency. Firefighter safety and improvements in public protection will also be realised. It provides a mobile application for front-

line Protection, Prevention and Response staff which is intuitive and easy to use; early feedback from future users in all areas has been very positive.

To support our staff wellbeing strategy over the past year we have:

Recognised that supporting the Health & Wellbeing in the most effective way requires direction and input from a Wellbeing professional. As a result of this we created a Health & Wellbeing Manager post, and successfully recruited to this position in June 2020. The Health & Wellbeing Manager will be responsible for managing the Physical Education Officer, ensuring that we have an aligned approach to the physical, mental and emotional health of our employees.

To support our managers, we have developed and published guidance on bullying and harassment in the workplace. The guidelines were developed with input from staff, managers and the representative bodies. In order to build on this support, we will also be rolling out other initiatives such as staff engagement surgeries at stations and within teams creating a space for staff to talk to someone about any concerns. We will also be developing a forum of diversity and inclusion champions, and in addition delivering training for both managers and staff to raise awareness and to improve the way in which we manage instances of bullying and or harassment. As a result of feedback sessions and engagement with staff we

have identified that many staff at WSFRS need help and support with a wide range of issues that are not necessarily related to work. This includes domestic violence, menopause and caring responsibilities. To ensure that there is a consistent approach across WSFRS we have developed and published a Staff Special Circumstances Support Policy, as well as guidance for staff and managers.

Last year we launched and ran our 'It's OK not to be OK' awareness campaign during the year to encourage staff to openly talk about their mental and emotional health with their line manager and colleagues so that support mechanisms are available to support our staff. This initiative supports our Employee Assistance Scheme, which is a confidential service that staff are able to access 24/7 to speak to someone if they are experiencing difficulties.

Our pathway was developed for referring staff to the occupational health team to ensure early intervention and that our occupational health providers are receiving relevant and up to date information. The review resulted in a clearer pathway for mental health referrals and early access to interventions for our staff.

Working with colleagues in WSCC to develop initiatives to support staff experiencing mental health issues. The aim is to create a work

environment where it is the 'norm' to discuss mental health and staff know where to go to access help. An initiative to introduce Mental Health First Aiders across WSCC and WSFRS is planned for implementation in 20/21.

We have identified that some of our staff have previously experienced a traumatic event as part of their job role. For some, this has included events that might have occurred sometime earlier, such as during time served in the armed forces. We therefore considered it important to embed Post Traumatic Stress Disorder (PTSD) training as part of the initial recruits' induction course from this year's intake, in order to create awareness.

Acknowledged that Covid-19 presented some challenges and we considered it important that we regularly provide our staff with appropriate guidance during the pandemic. Information provided to date includes:

- How to manage their mental wellbeing whilst working at home;
- Bereavement and the change transition;

In addition to this, managers were encouraged to hold regular wellbeing meetings (virtually) with team members. Where concerns were raised by managers or members of staff, further support was made available through the Employee Assistance Programme (EAP) or

telephone calls with Occupational Health.

As part of the development and delivery of our action plans for equality inclusion and diversity across the service over the past year we:

Recognised that the WSCC Values needed to be adopted by the service and in order to undertake this successfully, it needed to make some changes.

We recognise that the organisation is underrepresented by Black, Asian and Minority Ethnic backgrounds and female staff, and that currently our workforce does not reflect the diversity of the communities that we serve. This was also reflected in a lack of people from ethnic minority backgrounds applying for jobs with the service. As a starting point WSFRS decided to appoint a Diversity & Inclusion Adviser to support managers in the organisation to promote diversity and inclusion and give advice on appropriate actions to take to improve the diversity profile of the workforce, including attraction. This includes working with teams who engage with the community to ensure that all groups are involved in events, are consulted with and given the opportunity to contribute. Our Diversity & Inclusion Adviser is now a member of the Asian Fire Service Association (AFSA) Executive Leadership Team. We have engaged with the community and staff to ensure that we involve and reach all groups and arranged and promoted a number of events including:

WSFRS female Firefighters participated in a heat tolerance

research project led by the University of Brighton with UK Fire Research & Development and FireFit UK;
All female crew for International Women's Day 2020

Participated in Worthing and Brighton Pride Parades July and August 2019

Staff attendance at AFSA summer and winter 2019 conferences

Engaged with AFSA and other FRSs to begin sharing best practice on community engagement to improve business fire safety outcomes.

Planned to host AFSA regional development day (on hold until Mar 2021 due to COVID19) to share best practice and knowledge with invited delegates from across WSFRS, neighbouring fire and rescue services, Gatwick Airport Fire Service, Crawley Borough Council and services across WSCC.

We are working hard on plans to develop a new training centre and fire station in Horsham. We are continually seeking to improve our training offer to our teams and recognise that a reduction in fires and operational incidents reduces the opportunity for learning. The initial design was approved by WSCC on 18 February 2020 and we are now in the process of developing this design fully with an aim to submit planning submissions in 20/21.

Initially, the scheme progressed as part of the One Public Estate Programme but is now a standalone WSFRS project that will also support Joint Emergency Service Interoperability (JESIP) training where required. The current design will provide facilities for a new fire station, state of the

art live fire training facility and cold smoke training tower and the anticipated completion date for the project is Autumn 2022.

In order to ensure that we are aware of the risks at a local level and that our crews are prepared to respond to them, we have introduced a Local Risk Management Plan approach. This includes the development of an app that all firefighters can see, that provides a simple, visual overview of incidents and risks that are specific to the station area. It also provides an insight into the communities that live and work in that area, so that if those communities have specific needs, such as additional support for vulnerable people or for different language needs, we can prepare for them. An action plan, tailored to each individual station ground, is being developed based on that data and the professional knowledge of local station staff. This means that we are helping our crews not only to better understand the kind of incidents that they are likely to be called to, but also gives them the opportunity to fully prepare for them. Our prevention and protection activity, as well as exercise scenarios are being tailored to meet those specific risks, making sure that we are honing our knowledge and skills for the best outcomes possible for our residents.

Prevention work is delivered with the aim of reducing incidents and their impact, as well as supporting communities to take care of themselves wherever possible, through the provision of education, advice and equipment

Specialist staff within the Prevention team focus on residents who are most at risk from fire and those who are most at risk of death and injury on the road. Targeted programmes work on an individual and group basis with the most vulnerable adults and children with the

highest risk levels and most complex issues.

The team has been restructured in 2020 to create capacity focussing on ensuring the team have the knowledge and skill to respond to pressures in specific areas of statutory delivery and to the areas of concern identified by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

The overarching principles of the restructure are as follows:

A risk-based approach – as defined in the IRMP

To support communities by responding to the greatest areas of risk, threat and harm, not just fire and road safety

To develop and expand the role of a firefighter in relation to prevention

To maintain and improve our resident's health and wellbeing

It is essential that the team focuses on working with the highest risk and most vulnerable groups in relation to core fire and rescue service activity. This means continuing our work with children who have a potentially dangerous fascination with fire (Firewise), Safeguarding, further developing the service's volunteer programme and the delivery of Safe & Well Visits (SWV) to residents who are most at risk and have a high likelihood of fire in their home. It also includes existing work with victims of domestic violence, and contributions to Multi Agency Public Protection Arrangements. The team will be able to extend its delivery to include the highest risk individuals and communities across the county to reflect the risks identified in the Integrated Risk Management Plan (IRMP).

The restructure is now complete, outcomes of the restructure will be evident in the service's corporate performance measures published in 2020/21.

Throughout 2019-20 Protection has been reviewing its service delivery including fire safety audits and enforcement arrangements in WSFRS which also addresses the concerns raised by HMICFRS.

A Fire Safety Enforcement Strategy (FSES) has been published which defines the fire safety risks in West Sussex and how we will address, these risks. This is the supporting rationale for us increasing our staffing level to respond to the risk profile in the county.

The Fire Safety team has been restructured to better align staff levels to the risk identified in both the IRMP and FSES. This has permanently increased the establishment by eight people in dedicated fire safety posts, following significant investment from WSCC.

The team name Business Fire Safety has been changed in favour of Fire Safety, as we are dealing with more premises under the Housing Act, working closely with our local housing authorities and the term business often caused confusion with the public 'who live in housing not businesses'.

The new structure has helped deliver an increase in output delivering 1,391 full premises audits; 259 resulted in notices being issued. This increase in output also cleared the audit backlog noted by the HMICFRS.

We successfully instigated the removal of high-risk cladding panels systems from a large hotel and a high-rise residential block. We will continue to work with our other 72 high-rise residential blocks, to directly support the work of the National

Protection Board in addressing risks. This is driven through our learning from past incidents such as Grenfell and ensuring the safety of residents is paramount.

We responded to 185 referrals to fire safety, relating to concerns from business partners and members of the public. A referral is a fire safety complaint from a member of the public or a professional partner. All referrals are immediately risk assessed and often receive a fast response from a fire safety officer. Where immediate action was required in some of these establishments in this year, we issued eight prohibition notices, which is where we can stop people using all or part of a building if considered unsafe to continue to do so. This resulted in one prosecution being heard and four further prosecutions currently going through legal process.

During March 2020 our operation was impacted by the Covid-19 crisis and we have maintained our ability to enforce during this period by the adoption of PPE and new techniques, in line with NFCC Guidance, such as telephone audits. However, the impact of Covid-19 will continue to change how we approach fire safety enforcement in 2020-21.

Type of Inspection	Description	Number undertaken in 19/20
Prosecutions under the Fire Safety Order 2005	As an enforcing authority, we use our power to prosecute the people responsible for serious fire safety failings that endanger people.	1 complete / 4 pending
Full Premises Audits under the Fire safety Order 2005	We proactively inspect buildings to ensure they are safe for people who use those buildings. We focus on the buildings people sleep in as there is most risk in those.	1391
Notices	We issue a range of legal notices to make the responsible person improve the fire safety of buildings when we find them to be substandard.	259
Enforcement Notices	One of the most powerful notices we issue to instruct responsible person to make changes to buildings to make them safer.	19
Fire Safety Referrals	We respond to concerns or complaints from members of the public or other agencies, some are minor but some are very serious and so it is vital we can respond to these 24/7 to protect the safety of people.	185
Building Regulations	We comment on building regulation applications for workplaces and public places, to ensure that new buildings are safe	694
Licensing Applications	We comment on building regulation applications for places that provide alcohol and entertainment to ensure that the buildings are safe for the public	619
Town and Country Planning Applications	We comment on these applications to ensure that there are hydrants and good access for fire engines in new developments	2110
Hydrant Inspections	To ensure we can access water for firefighting we test all hydrants in the county at least once every three years.	5246
Hydrants Repaired	In the last year we repaired 102 hydrants to maintain the water supply for fire fighting	102
Tier 2 Fire Investigations	Tier 2 are the most serious investigations, carried out by a specialist fire investigation officer, these are typically fires where people are seriously injured	18

The IRMP action plan link below details the outcomes of each delivery year and what will be delivered in future years, to view please see:

www.westsussex.gov.uk/fire-emergencies-and-crime/west-sussex-fire-and-rescue-service/performance-plans-and-reports/fire-rescue-service-integrated-risk-management-plan/

Our HMICFRS Improvement Plan can be found here:

<https://www.westsussex.gov.uk/fire-emergencies-and-crime/west-sussex-fire-and-rescue-service/performance-plans-and-reports/hm-inspectorate-of-constabulary-and-fire-and-rescue-services-hmicfrs-inspection-report/>

Her Majesty's Inspectorate of Constabularies Fire and Rescue Service (HMICFRS)

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspected West Sussex Fire & Rescue Service (WSFRS) in the autumn of 2018. The report was issued in June 2019.

This is the first time that Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) had inspected fire and rescue services across England. Their focus was on the service provided to the public, and the way we use available resources. The inspection assessed how effectively and efficiently WSFRS prevents, protects the public against, and responds to fires and other emergencies. They also assessed how well we look after the people who work for the service.

The service worked hard to address the issues that were raised.

To assist in the delivery of the Home Office Inspectorate findings we established an Improvement Board. We welcomed the report to enable continual improvement across our service.

In January 2020 HMICFRS carried out a three-day revisit of WSFRS.

The reinspection team paid specific attention to the Prevention and Protection areas, which were the main concerns raised in the report with regards to public safety.

They reported seeing a clear commitment to making further improvements and they could see an accelerated pace with the improvement work over the past few months, mitigating the risk to public safety.

The inspectors reported that West Sussex Fire & Rescue Service has made 'tangible improvements' in a number of areas and they could see an accelerated pace with the improvement work over the past few months, mitigating the risk to public safety.

They also recognised the new reporting line with the Chief Fire Officer reporting directly to the Chief Executive as part of the Executive Leadership Team (ELT) structure within WSCC. Recognition of recent National Fire Chief Council support and Local Government Association (LGA) involvement was also positive and new allocated funding from WSCC was recognised as a positive step towards increasing capacity.

The report can be found here:

www.westsussex.gov.uk/fire-emergencies-and-crime/west-sussex-fire-and-rescue-service/performance-plans-and-reports/hm-inspectorate-of-constabulary-and-fire-and-rescue-services-hmicfrs-inspection-report/

Legislation

The FRS 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) Must set out priorities and objectives for fire and rescue authorities in connection with the discharge of their functions.
- b) May contain guidance to fire and rescue authorities in connection with the discharge of any of their functions.
- c) 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 particular needs of our communities and the risks they face.

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

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

The Regulatory Reform (Fire Safety) Order 2005

This Order 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 October 1 2006.

Civil Contingencies Act 2004 Fire and Rescue Authorities are 'Category 1 responders' under the Civil Contingencies Act 2004.

This Act 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 IRMP.

Contact us

In an emergency you should always dial 999.

To find out more on West Sussex Fire & Rescue Service please follow the link to our website:

<https://www.westsussex.gov.uk/fire>

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

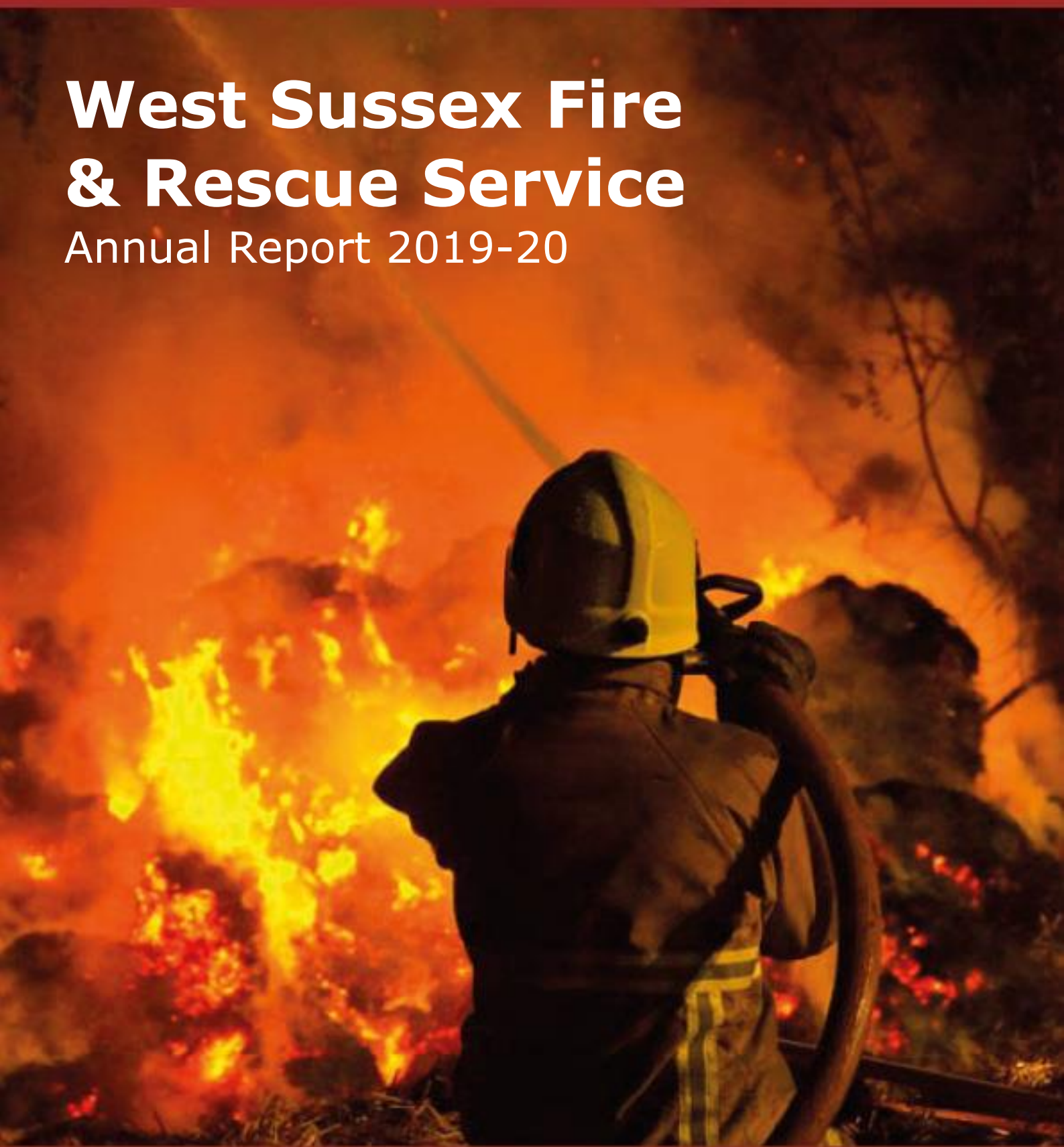
By telephone: 01243 777100

Or write to us at:
West Sussex Fire & Rescue Service
Headquarters
County Hall
Chichester
PO19 1RQ

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West Sussex Fire & Rescue Service

Annual Report 2019-20



Contents

The community we serve.....	4
Our 2018-19 structure.....	5
Protection.....	5
Prevention.....	6
Response.....	9
The Fire Control Project.....	11
Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services.....	11
Incidents of note.....	12
People.....	15
One Public Estate.....	18
Events of note.....	20
IRMP and the two boards.....	21
Awards and medals.....	21
What people thought about us.....	22
Contact us.....	22

Foreword

Welcome to the 2019/2020 West Sussex Fire & Rescue Service Annual Report.

This report tells you about what the fire service did last year, including the overall performance and some of the main highlights of their work.



This report covers the financial year from 1 April 2019 to 31 March 2020. The report can be found on the West Sussex Fire & Rescue Service (WSFRS)

section of the West Sussex County Council (WSCC) website as well as the Integrated Risk Management Plan (IRMP) 2018-22 and supporting strategies.

This year's Annual Report sees us moving forward with a new Chief Fire Officer, Sabrina Cohen-Hatton. Sabrina joined West Sussex in September 2019 and is helping to navigate us successfully through a challenging period following the publication of our first inspection report by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services in June 2019 which identified our areas for improvement. The West Sussex Fire and Rescue Authority is committed to the core purpose of providing our communities with sustainable, high quality firefighting, rescue and preventative services, and I want to thank all our staff who continue to work with great professionalism and dedication to help achieve this. The achievements from last year are clear evidence of this dedication.

Duncan Crow
Cabinet Member for Fire & Rescue and Communities

Introduction

Our people are at the heart of our fire and rescue service. I cannot thank our staff enough for their continued courage, effort and dedication. We are proud to serve the people of West Sussex. We are committed to saving, protecting and improving the lives of people in our county.

We will continually challenge ourselves and our practices to improve our service and make



a difference to people's lives. The inspection report of our service published by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services in 2019 identified our areas for improvement. We welcomed these findings so that we can improve our service and the impact that we can have. We know we have a lot to do, but we have a clear plan in place. I also want to note that in their follow up visit this year inspectors said we had made 'tangible improvements'.

We enjoy putting together our annual report as it gives us the chance to reflect on the accomplishments of our talented staff and to share it with you. In addition to this Annual Report, our Statement of Assurance for 2019-20 provides more details on our finances and performance.

When you need us, rest assured, our professional teams will continue to deliver the service West Sussex expects and deserves.

Dr Sabrina Cohen-Hatton
Chief Fire Officer

The community we serve

West Sussex is home to almost 859,000 people.

The four largest towns are Crawley, Horsham, Worthing and Bognor Regis. 21.3% of the county's population and 30% of businesses are in rural areas.

Arun District has the highest proportion of residents with 19%, while Adur, the smallest district, has the lowest, at less than 8%.

Over 506,000 people, around 59% of West Sussex population are of working age (16-64yrs). Almost 196,000 (23%) of the county population are 65 or over.

The county is the second most wooded in the UK – 19% woodland compared to the national average 9%.

West Sussex Fire & Rescue Service's headquarters, as well as that of West Sussex County Council, are based at County Hall in Chichester.

The county includes part of the South Downs National Park and coastal areas.

It has several stately homes, including Goodwood, Petworth House and Uppark House, alongside Arundel Castle and Bramber Castle.

More than half of our county is protected countryside, including the South Downs National Park. In addition, large areas of the county are designated as Areas of Outstanding Natural Beauty.

As well as major road and rail links, Gatwick Airport, which has over 46 million passengers each year, is also located in the county.

West Sussex covers 768 square miles, incorporating coastal strips in the south,

Gatwick Airport in the north-east of the county and significant rural area in between.

While West Sussex generally has a strong performing economy, there are pockets of deprivation notably in some of the coastal districts and in Crawley.

Employment rates in West Sussex are above the regional and national average, with around 426,000 economically active residents of working age. Around 71% of workers are full time and around a third of jobs in the county are in the health sector, retail or business administration and support services. Self-employment rates in West Sussex are 13.4% and above the average for both the South East and nationally, being particularly high in the more rural districts of Chichester and Horsham. The highest proportion of businesses are in the professional, scientific and technical sectors.

Average weekly earnings in West Sussex are above the national average but lower than the regional average, with higher earners working in Chichester and Crawley. West Sussex is a small firm economy with around 85% employing fewer than 10 people, though Crawley has one of the higher proportions of large businesses with over 250 or more employees.

West Sussex remains a desirable place to live and the average house price in the county is £328,196. This is above both the national (England) and regional average. In addition, the ratio of house price to earnings is higher in West Sussex than the regional and national average, with a range of variation across the county.

Much of the rural part of West Sussex includes the areas that lie within the South Downs National Park and two Areas of Outstanding Natural Beauty. The South Downs National Park is the most visited national park in the country. The attractiveness of the county, as well as

visitor attractions and the location on the south coast, result in leisure and tourism being an important sector for West Sussex.

Integrated Risk Management Plan

Our current Integrated Risk Management Plan (IRMP) runs from 2018 to 2022. Over the past two years the plan has been adopted and we have been developing action plans around the priorities.

To help us deliver the IRMP action plans and the areas of improvement and concern raised by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) we have introduced a Programme Steering Board to ensure effective controls are in place to manage risks, assumptions, issues and dependencies. The role of this Board is to provide support, monitor progress, and make recommendations that will enable Fire Programmes to be delivered to time, cost and quality requirements and ultimately drive the delivery of the change identified in our action plans.

Strategies have been developed for the following:

- Fire Safety Enforcement Strategy 2020-2022
- Customer Centred Value for Money Strategy 2018-2022
- Integration and Collaboration Strategy 2018-2022
- People and Culture Strategy
- Prevention Strategy 2019-2022
- Service Delivery Strategy 2018-2022

A review is being undertaken. You can read more here under 'Other internal reports': www.westsussex.gov.uk/fire-emergencies-and-crime/west-sussex-fire-and-rescue-service/performance-plans-and-reports/fire-rescue-service-reports

We will continue to measure our progress in these boards against project and programme milestones as well using our key performance indicators to measure success.

To view the full IRMP visit www.westsussex.gov.uk/fire-emergencies-and-crime/west-sussex-fire-and-rescue-service/performance-plans-and-reports/fire-rescue-service-integrated-risk-management-plan

Protection

During this year Business Fire Safety has restructured to align resources better to the risk identified in both the IRMP and RBIP. This has increased the establishment by eight people in dedicated fire safety posts, following significant investment from WSCC. In February 2020 Protection was revisited by the HMICFRS who reported in letter that all the concerns from their 2018 Inspection had now been addressed and good progress had been made.

The department name has changed from Business Fire Safety to Fire Safety as we are dealing with more premises under the Housing Act, working closely with our Local Housing Authorities and the term business often caused confusion with the public.

Following the restructure, we continued our inspections as part of our risk-based inspection programme, targeting those premises most at risk. These included care homes, high risk residential buildings, licenced premises and other high-risk public

spaces and events with large numbers of people.

As part of the risk-based inspection programme we carried out 1,391 audits of which 259 resulted in notices being issued. We also cleared the audit backlog which had been created as a result of the positive work to make residential buildings safer following the Grenfell tragedy and our commitment to work with high risk residential buildings. Initial planning for the next phase of the national Building Risk Review has also been completed and this work will commence in Summer 2020.

Sleeping accommodation remains a priority, working closely with the residents and the 'responsible person' for high-rise residential blocks. As such, we successfully oversaw the removal of high-risk cladding panels systems from a large hotel and a high-rise residential block. We continue to work with another 80 high-rise residential blocks to directly support the work of the National Protection Board in addressing Grenfell-like risks and ensuring the safety of residents. We then make sure that this key information is available to responding fire crews through the computer in the cab of the fire engines, known as a Mobile Data Terminal.

We responded to 185 referrals to fire safety concerns from business partners and members of the public. All referrals are immediately risk assessed and often receive an immediate response from a fire safety officer. Where immediate action was required in some of these establishments, we issued 8 prohibition notices. This resulted in one prosecution being heard and four further prosecutions are currently going through the legal process for breaches of fire safety legislation.

Enforcement notices were issued to establishments including restaurants, takeaways and residential flats. The team

also received 363 general fire safety enquiries during the year.



We assessed 2,110 planning applications during this year looking at the provision of water supplies and access for fire engines in case of an incident. These were examined and commented upon to ensure new buildings, or changes to existing building infrastructure, provided the required facilities. In addition, 5,246 hydrant inspections were carried out and 102 hydrant defects were identified and repaired.

With the continual changes to building infrastructure in the county, 694 statutory building consultations were examined and commented upon. Additionally, 619 licensing applications were received, reviewed and assessed to ensure fire safety standards were satisfactory. This also included licences for Houses in Multiple Occupation (HMO).

This represents a 57% increase in licencing consultations from the previous year.

Low level tier 1 fire investigations were carried out at all fires by operational crews. However, 18 fires required a full tier 2 investigation by our specialist fire investigators. The fire investigators worked alongside police and community teams to reduce fire risk or support police with arson prosecutions and to learn the causes of fires so they can be prevented in the future. This is a reduction of 47% in part due to our increased protection and prevention activities.

Prevention

The prevention work that we carry out is designed to reduce the number of incidents and their impact. It reduces loss of life, enables us to identify vulnerable residents who require additional support and can reduce the level of risk that our firefighters are exposed to.

Our prevention activity is focused on those who have a high level of fire risk and may have a limited ability to respond safely in a fire situation. This can include the elderly and people with mental or physical health issues.

So much of our prevention work is built around partnerships and the sharing of knowledge and intelligence. Our partners provide subject matter expertise in their specific fields and data to help us identify where there is the greatest level of community risk. The WSCC Communications and Engagement team play a crucial role in the delivery of our prevention work through the promotion and distribution of our safety messages as well as creating material to use in our safety campaigns

In the year ending March 2020, our operational crews and Community Fire

Safety Officers carried out 4,699 high priority Safe and Well Visits, to those deemed most at risk.

As part of a Safe and Well Visit our staff install smoke detectors and where there is a very high level of fire risk and risk of personal harm or loss of life, we recommend residents consider a linked smoke detector as part of a telecare package. When we meet residents, who have needs that we are unable to assist them with we make a referral to one of our partners for additional support.

During the 4,699 Safe and Well Visits we:

- Installed 2,635 ten-year smoke alarms
- Provided 1,940 telecare linked smoke alarms
- Distributed 153 deaf alarm systems
- Supported 47 domestic violence cases with specialist equipment and advice
- Provided 854 other items of detection and protection equipment, which includes fire aprons or blankets for vulnerable smokers with limited mobility

As a result, 4,699 homes are now safer, with early warning of a fire and tailored fire safety advice. The residents will now be aware of how they can reduce the likelihood of fire in their home and what to do in the event of one. At each visit we leave the resident with a booklet packed with fire safety advice as well as other information e.g., falls prevention, support to quit smoking, avoidance of scams and how to prepare for an emergency provided by our partner agencies along with their contact numbers.

The tele-linked smoke detectors are a vital lifeline protecting some of our most vulnerable residents with disabilities and or medical conditions, those who may be unaware that there is a fire or able to move

themselves to a place of safety. We are mobilised via the telecare call centre without the resident having to make the call, which on 33 occasions resulted in reduction in damage to someone's home and harm to the resident and on three occasions saved someone's life.

Community Fire Safety Officers, or local crews, will often return to a property after an incident to offer additional advice and support, and to help residents consider how the risk of future incidents can be reduced.

Being a trusted organisation gives us more open access to some individuals. To ensure we can provide the most appropriate help, our staff have been given safeguarding training to help them identify a wide range of issues.

Where required, we can refer people to other organisations we work with, or other relevant departments within WSCC. Last year we raised safeguarding concerns about more than 71 people and referred 642 individuals to other services or sources of support. Referrals were made to Carepoint, occupational therapy, telecare providers, the Prevention Assessment Team and local Wellbeing Hubs to support people with their care needs and for Attendance Allowance and Carer's Allowance, Winter Warmth to support them with their financial needs.

As part of our safeguarding responsibility we attend the Adult's Safeguarding Board and work closely with the Multi Agency Public Protection Arrangements and Multi Agency Risk Assessment Conferences where there is an identified fire risk.

Public Health colleagues have provided advice and content for the information we leave with residents when undertaking Safe and Well Visits for example information on falls prevention, smoking cessation and the five ways to wellbeing. They have also

provided advice on healthy eating, which has been included in our programmes of work for children and young people.

We carried out drop-in events to deliver safety measures to wider audiences. These included testing 328 electric blankets last year, which found 70 of them to be unsafe. The unsafe blankets were withdrawn from use and with the owners' permission disposed of, enabling the resident to sleep safely at night by preventing a potentially devastating fire in their home.

We are in a privileged position when we visit someone's home to undertake a Safe and Well Visit. We very often get to meet people who are shut away from the world in their personal struggle without any support. It's at times like this that we take the opportunity to carry out small acts of kindness which can make such a huge difference to someone's quality of life. During a Safe and Well Visit to a resident who had recently been discharged from hospital with a life limiting illness it became apparent that not only did they need a linked smoke detector they also had other needs. They were struggling financially, struggling to cook and their broadband connection was down. Our officer was able to put them in touch with the meals on wheels service, benefits support and quite quickly and easily fix the broadband issue. As a result of the visit not only had we helped reduce their fire risk, we had also reconnected them back with the outside world.

On another occasion when one of our firefighters visited a resident to carry out a visit, he noticed how cold they felt when he shook their hand. The coldness alerted him to the fact that all was not well. It became apparent that the resident was struggling with their mental health and taking care of them self. Having provided the resident with fire safety advice the firefighter was also able to recommend some partner agencies

who could offer support and assist them with getting social care.

Work with children and young people

We play a valuable role teaching children about fire prevention and road safety, from primary school age upwards.

We use specialist learning materials to ensure that we engage with children at the most appropriate level and can communicate information in a format they will be able to retain and share with others.

Last year we had contact with 16,186 pupils during 245 School Education Visits. We also saw 2,499 pupils through Junior Citizen events across the county. During Junior Citizens we work alongside several of our partner organisations, Sussex Police, Royal National Lifeboat Institution, Junior Neighbourhood Watch, Magistrates in the Community, Bike Ability and Sussex Community Rail Partnership to deliver interactive sessions on a variety of subjects, the children learnt how to keep themselves and others safe, and how to become good citizens in our communities.



Firefighters can be positive role models for young people. We work in partnership with a number of organisations such as schools, local community safety teams, Sussex Police

and Alternative Provision Colleges to discourage anti-social behaviour and last year 41 children were referred to our Firewise programme, which helps young people understand the potential consequences of experimenting with fires.

We also ran FireBreak, in partnership with county council colleagues from Youth Services and schools. It is aimed at young people aged between 12 and 14, and actively encourages students to become positive role models within their communities.

Students attended a fire station over five consecutive days, working alongside uniformed firefighters on a structured programme of events that combine classroom-based activities and practical training to promote teamwork, social awareness, self-discipline and to help reduce negative influences.

The course provides skills and experiences that will help support young people as they prepare to enter the world of work. In addition, it gives an insight into a career in the fire and rescue service and presents West Sussex County Council as an employer of choice.

We ran six of these courses during the year, working with a total of 65 students, including a tailor-made course for a special needs school. Sessions included crime and consequence delivered by a Police officer and water safety delivered by the Royal National Lifeboat Institution.

Not only did 65 students receive a lifesaving Heartstart qualification, feedback from parents and teachers noted that students were more engaged, more confident and had made significant personal achievements, for some it was 100% attendance, for others it was conquering a fear of heights or forming new friendships.

Community Volunteers

Our Community Volunteers have played a vital part in being able to offer advice and information to help keep our communities safe and engage with our residents. Volunteers provide connections and local insight into their home communities assist with the transfer of fire and road safety messages to their personal networks.

The volunteers have generously given over 1,100 hours of their time to support our community-based activity. They supported the operational crews at various community events across the county, including the 'Tea and Tips' events held at Chichester, Littlehampton, East Preston and Hassocks to mark 'Older Persons Day' and prevent social isolation. They also supported the operational crews with campaigns such as kitchen safety, electrical safety and Christmas drink drive.

Some of our volunteers were trained in the use of the virtual reality headsets and attended freshers fairs to provide road safety advice and give the students the experience of being in a virtual road traffic collision.

Volunteers supported electric blanket testing dates. They performed a crucial role in helping the days run smoothly by signing attendees in, directing them where to go and providing fire safety advice and other useful information to those waiting.

There have been many other occasions where the volunteers have made an extremely valuable contribution these include station open days, Safe Drive Stay Alive, Junior Citizens and Biker Down as well as performing a ceremonial function at official WSFRS events.

Towards the end of 2019, volunteers took part in several engagement sessions across the county, aimed reviewing the existing

volunteer programme. Their feedback was crucial in starting to shape what the Community Volunteers will look like going forward. We have created an action plan to further develop this area of our work. We would like to encourage more people to join us as a volunteer and intend to broaden the role.

Road Safety

We deal with the consequences of road traffic collisions on a daily basis. We work closely with our national and regional partners to do everything we can to reduce the number, and severity, of such incidents.

One of our key road safety collaborations is the Sussex Safer Roads Partnership (SSRP), a partnership which includes Brighton & Hove City Council, East and West Sussex County Councils, Highways England, East and West Sussex Fire and Rescue Services and Sussex Police.

All of the organisations in the SSRP work together to help make the roads of Sussex safer and, since April 2015, the SSRP has been fully funded using some of the speed awareness course fees, where drivers detected speeding are offered the opportunity to take an educational course rather than have a penalty fine and points on their driving licence.

Road Traffic Collisions

Over the course of last year there were 1,961 reported road traffic collisions (RTCs). Sadly 29 people lost their lives, 591 people were seriously injured and a further 1,998 people suffered slight injuries.

More information can be found following this link: www.westsussex.gov.uk/roads-and-travel/road-safety/road-accidents-and-casualty-data/

We are not asked to attend all collisions, but we were called to 516 incidents last year and carried out work to rescue casualties 70 times.

We work hard with a number of partners to try to reduce this number through initiatives such as Safe Drive Stay Alive.

Working with young road users

Almost 7,250 young people from local schools and colleges attended our hard-hitting road show Safe Drive Stay Alive. Sadly, the final show of the 2019/20 season had to be postponed due to COVID-19. The show is delivered in partnership with staff from Sussex Police, South East Coast Ambulance (SECamb), NHS and seriously injured victims, as well as relatives of those who have been killed on our roads.

It brings to life difficult messages to make young people aware of their responsibilities as new or potential drivers, or as passengers travelling with their friends, and of the devastating consequences that can occur otherwise.

We also engaged with 95 motorcyclists through our Biker Down programme, which promotes rider safety at events across the county and helps make motorcyclists aware of what to do in the event of a collision, as well as the courses and advice available to them. This is delivered in partnership with the Sussex Police.

Advice and information for all drivers can be found on the SSRP website www.sussexsaferoads.gov.uk.

Response

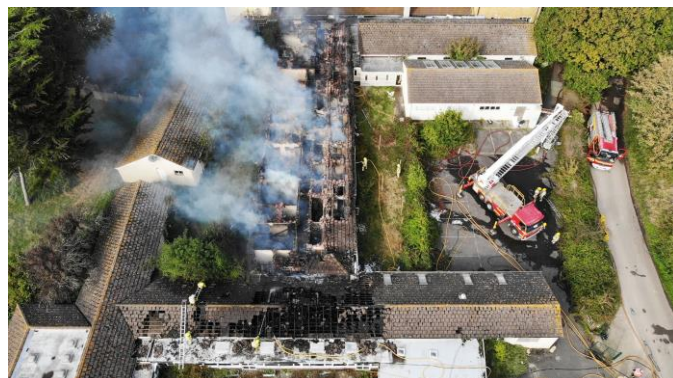
We will work every day with our communities and partners to prevent emergencies, make people safer and improve lives in West Sussex. Emergencies

happen and when they do, we will be ready to respond professionally and as quickly as possible in order to help people and save lives.

The Integrated Risk Management Plan (IRMP) 2018-22 sets out the Fire Authority's risk assessment for fires and rescues in West Sussex and outlines how we are equipped to deal with the risks and incidents identified in the IRMP.

These risks include building fires and road traffic collisions which are directly covered in the Fire and Rescue Services Act 2004. As well as other incident types such as animal rescues and flood responses which are discretionary for the Fire Authority.

We send the quickest fire engine to every incident, this being the fire engine that can get there before any other fire engine. This means on some occasions a fire engine from another service will be the first on scene as we operate on borderless mobilising with neighbouring services.



For each incident type we know how many firefighters and what equipment will be needed to initially resolve incidents, we ensure we send this in what we call a 'Pre-Determined Attendance'

Speed and weight of attack are important however, the quality of work on scene is also critical to how well we resolve an incident. We work hard to ensure our crews are well

trained and well equipped. We also ensure that the people who have the responsibility for being in charge of an incident are well supported with tactical advice and specialist support where required.



We utilise a number of different crewing systems across the service to provide twenty four hour operational cover, seven days a week, three hundred and sixty five days a year to our communities, the type of crewing system used will be based on the risk and demand in each geographical area.

We have eight immediate response, wholtime crewed fire engines based at six fire stations – Crawley, Worthing, Bognor, Littlehampton, Chichester and Horsham. These stations are permanently crewed using a system called Group Crewing.

There are also four fire engines crewed by wholtime firefighters working from 7am until 7pm, from Monday to Friday, at Shoreham, Burgess Hill, Haywards Heath and East Grinstead.

Many of our fire stations are crewed by part time Retained Duty System (RDS) firefighters who provide an agreed amount of cover 'on-call' via a pager system and respond to their station when there is an incident. We use RDS firefighters at 23 of our 25 fire stations, 14 of which are crewed entirely by on-call employees. There are a

number of challenges in maintaining the availability of our RDS appliances, changes to the way we live, and the demands placed upon our time have made it challenging to recruit and retain the number of RDS firefighters that we need.

We have made a number of improvements to increase our RDS availability.

- We have introduced a new Service Delivery Centre to support and coordinate the use of our Wholtime and RDS staff. This allows us to maximise the availability of our appliances and to respond as quickly as possible to incidents by having more appliances available and ready to respond.
- We have also introduced three additional Retained Liaison Officers (RLOs) to support our retained managers. Our Retained Unit Leaders have to balance their managerial responsibilities with their full-time employment. The RLOs provide additional support to these managers and their stations with retention and recruitment activity, additional managerial support and they also provide operational cover across West Sussex as qualified incident commanders. This further supports and contributes to the availability of our RDS appliances and the day to day management of our RDS stations.
- We have also introduced 'County Crewing' to maximise RDS availability. This involves redeploying RDS personnel from their home station to other RDS stations to increase the number of RDS appliances that are available. This enables us to attend incidents as quickly as possible across the county.

Keeping our firefighters safe is of paramount importance, we are constantly reviewing and investing in new equipment and techniques to make our firefighters both safer and more effective. These developments are fully supported through quality training programmes developed by our People and Organisational Development team.

- New fire appliances:** We have completed the procurement of seven new 12 tonne Medium Rescue Pumps (MRP) and have recently taken delivery of the first one. The 12 tonne Volvo MRP is lower, shorter, narrower and has a much smaller turning circle than our 18 tonne Super Rescue Pumps (SRP). This will allow the MRPs to access more roads and be more manoeuvrable in crowded towns and narrow rural roads which will assist us in improving our response times. They will carry new equipment such as a nine-metre main ladder and Ultra High-Pressure Hose Reels, which offer new capabilities that will complement the equipment of our 18 tonne Super Rescue Pumps. This will ensure that at every significant fire the incident commander has a full range of tactical options that will improve our effectiveness in firefighting and rescue operations. These appliances will be located at Worthing, Crawley, Henfield, East Grinstead and Haywards Heath fire stations.



Fog nails: We have introduced this new equipment to compliment the use of our new smoke curtains in support of our enhanced firefighting tactics. Fog nails enable us to deliver water into rooms within a building and difficult to access areas such as roof spaces and basements. They create a fine misting effect that can dramatically reduce the temperature and spread of a fire. Being able to tackle a fire in this way means firefighters are kept safer, property can be preserved more effectively, and the fire can be extinguished more quickly.

Heavy hydraulic rescue equipment: We have upgraded the tools we use to rescue people from large vehicles such as LGV's across our three Heavy Rescue Tenders.

New Personal Protective Equipment (PPE): New firefighting and rescue PPE has been issued to all our staff as part of a national collaboration.

Drone: Our drone is now fully operational and will support our Incident Commanders decision making by providing enhanced situational awareness, particularly at larger and more complex incidents. The drone is operated by our Technical Rescue Unit and specially trained officers.

Enhanced Medical Support Packs: We have upgraded the medical equipment that we carry on our appliances for use by staff with enhanced Immediate Emergency Care (IEC) qualifications. This enables us to provide improved care when first in attendance at operational incidents.

New equipment procurement is based on the lessons learnt from previous incidents. We debrief incidents to ensure that we update training, procedures and equipment to continuously improve how we respond.

Collaboration

Gaining entry: We have been working collaboratively with East Sussex Fire & Rescue, Sussex Police and the South East Coast Ambulance Service to assist with gaining entry to premises during medical emergencies. A delay in gaining access to properties can have a detrimental impact on the patient, by utilising fire and rescue crews we are able to gain swift access for Ambulance crews using our equipment and training. Fire and rescue support has also reduced the operational demand on Sussex Police colleagues who have previously undertaken this work. WSFRS have attended over 200 incidents of this type since January 2019 as part of a collaborative pilot project which has now been adopted as core business in WSFRS.

National Operational Learning and Joint Organisational Learning:

The sharing of notable practice or opportunities for development beyond our immediate service is extremely important. National Organisational Learning (NOL) and Joint Organisational Learning (JOL) platforms enable us to share our learning on a national level within the fire and rescue sector and partner emergency services. Each of these

platforms are assisting emergency services to have an improved shared understanding of risk and how services have overcome these challenges. This promotes the safety and welfare of our communities and personnel.

Operational Assurance

Responding to emergencies is core to our role as a fire and rescue service, where risk is at its highest, and our operational competence must be the very best. A person is operationally competent only when they can apply their skills, knowledge and understanding at operational incidents or in a realistic simulation.

Within the National Occupational Standards (NOS) that apply to fire and rescue services, there is a requirement to implement a quality assurance system.

Such systems ensure:

- we deliver our services to a standard expected of the communities we serve
- our operational staff have the necessary skills, knowledge and understanding in order to fulfil the vast array of operational demands placed upon them
- continuous development of a safe, and competent operational workforce
- that issues are managed and rectified in an appropriate and timely manner.

We implement operational assurance so that an appropriate quality management system is in place. To facilitate this, we undertake regular performance and review of all aspects of our operational performance.

We have carried out 26 multi agency exercises ranging from smaller less complex incident types to larger more protracted scenarios with agencies such South East Coast Ambulance Service, Gatwick Airport and Sussex Police. These exercises also include cross border working with

Hampshire, Surrey and East Sussex Fire and Rescue Services.

We are keen to learn from national learning to ensure we continue to improve our performance at incidents, cope with future changes in the operational environment and continue to provide the best service to the public and improve firefighter safety.

The Joint Fire Control project

In August 2018 the Fire Authority made a decision to start work on a project to assess how we were fulfilling our statutory duty for receiving and acting upon emergency calls for help and present options for our future mobilisation function. The options were presented in January 2019 and approved by the cabinet member.

The chosen option was to enter into a collaboration with Surrey Fire & Rescue Service (SFRS) and demonstrated value for money, the suitability of tried and tested technology and to address the wider IT strategy for the fire and rescue service. WSFRS teamed up with our county IT partners to deliver the project during 2019.

The full statutory duties for mobilisation of West Sussex resources were passed to SFRS, this included a new personnel asset management system that was implemented with enhanced resilience and functionality including a full interface to automate the availability of firefighters and fire engines. This system frees up control operators to carry out essential mobilising operations and streamlines the end user experience. As part of the wider IT strategy the team improved firefighter safety, the service introduced new computers in the cabs of fire engines, the computers hold critical safety information on risks within the county that are now shared across both services. We also addressed

improvements in resilience of our IT systems that are linked into the mobilisation systems and improved the way we track our officers and dynamically mobilise them making our officer resource more effective. Other new systems included how we report on fires to the Home Office. We work to continue the collaboration with SFRS in the alignment of our procedures to improve cross boarder working.

The new control function went live on 4 December 2019 delivering the statutory function on time and within the project budget. This new collaboration will see year on year savings moving forward.

The project team delivered significant benefits to the service in collaboration with SFRS and we continue to develop this collaboration in 2020.

Her Majesty's Inspectorate of Constabularies Fire and Rescue Service (HMICFRS)

HMICFRS inspected WSFRS in the autumn of 2018.

This is the first time that HMICFRS has inspected fire and rescue services across England. Their focus is on the service we provide to the public, and the way we use resources available. The inspection assessed how effectively and efficiently WSFRS prevents, protects the public against, and responds to fires and other emergencies. They also assessed how well we look after the people who work for the service.

The report was issued in June 2019 and can be found here: www.westsussex.gov.uk/fire-emergencies-and-crime/west-sussex-fire-and-rescue-service/performance-plans-and-reports/hm-inspectorate-of-constabulary-and-fire-and-rescue-services-hmicfrs-inspection-report/

The service has put in place a robust Improvement Plan which can be found here: <https://www.westsussex.gov.uk/fire-emergencies-and-crime/west-sussex-fire-and-rescue-service/performance-plans-and-reports/hm-inspectorate-of-constabulary-and-fire-and-rescue-services-hmicfrs-inspection-report/>

In January 2020 HMICFRS carried out a three-day revisit of West Sussex Fire & Rescue Service.

The reinspection team paid specific attention to the Prevention and Protection areas, which were the main concerns raised in the report with regards to public safety.

They reported seeing a real commitment to making further improvements and they could see an accelerated pace with the improvement work over the past few months, mitigating the risk to public safety.

Other notable areas seen positively by the reinspection team included governance changes, the Programme Management Office's ability to support driving improvements forward with staff and the establishment of the Independent Advisory Board to support the improvement journey.

They also recognised the new reporting line with the CFO reporting directly to the Chief Executive now places the CFO as part of the Executive Leadership Team (ELT) structure within WSCC. Recognition of recent National Fire Chief Council support and LGA involvement was also positive and new allocated funding from WSCC recognised as a positive towards increasing capacity.

Incidents of note

Westhampnett

Fire crews were alerted to a fire at Westhampnett Household Waste Recycling

Site at 8.25pm on Tuesday 2 April 2019. On arrival, crews found a developing fire in the main building of the centre. At the height of the fire four fire engines and the aerial ladder platform were at the scene.

During the initial stages of the fire we allowed the fire to burn under control with the fire service in attendance at all times. This incident involved multiple agencies including the Environment Agency, Viridor, West Sussex County Council and local council representation. The controlled burning decision was based on the environmental impact of firefighting water runoff and the risk it may have posed to the local lakes, weather conditions at the time also assisted a controlled burn approach. Residents living nearby were kept informed throughout the fire, advice was given to ensure minimal exposure to smoke, and data from nearby air quality stations was continually monitored.

A couple of weeks later there was a second fire at the site, involving a waste vehicle. This was quickly brought under control. On 4 March 2020 there was another fire at the site involving around 200 tonnes of waste. Firefighters worked quickly to stabilise the fire and managed to save a number of nearby lorries and items of heavy plant from fire. The professional response made by WSFRS and our partners helped to minimise the impact on the environment.



Shell garage fire

At 9.31 on 6 May 2019 Sussex Control Centre received multiple calls to a camper van fire on a petrol forecourt at the Shell service station at Fontwell.

Three appliances from Chichester, Bognor and Worthing along with a water carrier from Petworth were mobilised. Six sets of breathing apparatus, two firefighting jets and one foam jet were used to extinguish the fire.

A cordon remained in place for some time after the fire was extinguished due to residual LPG gas from the auto gas supply. This had a large impact on the A27, with traffic diverted. Officers worked closely with Sussex Police to ensure drivers were aware of the impact and were urged to avoid the area.

The garage remained closed for some time due to extensive damage.



RTC East Wittering

The service received a call to a serious road traffic collision (RTC) at 8.44pm on 31 July 2019, on Bracklesham Lane, Bracklesham, involving four cars with persons trapped and a car on fire.

Crews were faced with multiple casualties and one person still trapped in a car on its side that was on fire with flames beginning to enter the passenger compartment.

The trapped casualty was quickly rescued by crews as a result of decisive and courageous actions by crews the fire was extinguished.

First aid was given to a total of seven casualties by crews, these actions undoubtedly saved further lives.

Firefighters were supported by multiple ambulance crews and the helicopter emergency medical service (HEMS). Sadly, this was a fatal incident and the service carried out many forms of community engagement with those affected by the incident in the days following the crash.

Texaco Garage fire

At 2.12am on 15 September 2019, SCC received a call to a fire at the rear of the Texaco Garage in Copthorne Road, Crawley.

On arrival the crew was faced with a well-developed fire in a garage workshop and requested a further three appliances be mobilised. Due to the challenges with water supplies a further two appliances and two water carriers were requested.

As a result of the structure collapsing crews used one jet, three high pressure hose reels, three ground monitors and two fog nails to contain the fire.

This was a complex incident, but crews worked effectively to extinguish the fire and prevent extensive spread of fire to neighbouring properties.

Bognor fire

At 1.45am on 28 October 2019, the service responded to a fire in Bedford Street at the back of a business property, a fridge retailer.

This fire grew rapidly and spread to the building and resulted in a significant fire loss of the retail shop. At its height there were six fire engines on the scene and the aerial ladder platform (ALP) was also in attendance.

A full range of firefighting techniques was used including fog nails, compressed air foam (CAFs) and using the ALP as a water tower to prevent the fire spreading further.

Haywards Heath College fire

At 1.29pm on 27 January 2020, we were mobilised to a fire in Central Sussex College.

On arrival crews from Haywards Heath were faced with a developing fire in a void behind the external fascia.

The incident commander immediately requested more resources and an Aerial Ladder Platform (ALP) this was followed by a further request for resources. In total 10 fire appliances from along with the ALP and the Technical Rescue Unit attended.

Crews extinguished the fire using main jets and fog nails as well as using the ALP and TRU cutting equipment to remove the external fascia to ensure no hidden fire spread in the internal voids. Crews used a wide range of equipment available to them in order to bring this fire under control and prevent further spread to the rest of the building.

Storms Ciara & Dennis

In mid-February 2020 the service responded to several incidents following the outbreaks of Storms Ciara and Dennis.

During Storm Dennis West Sussex Fire & Rescue Service received around 200 flooding-related calls in one 12-hour period.

These varied from flooded properties to people trapped in their vehicles in floodwater.

Firefighters from across the county used specialist water rescue techniques and equipment to assist residents who had become stranded in several different situations to ensure they were brought to safety.



People

Operational Training Team (OTT) are responsible for ensuring we have a safe, competent and well-trained workforce by delivering all operational training requirements.

The team provide a diverse range of training including:

- wholetime and retained recruit initial training
- Breathing apparatus initial and maintenance training
- Incident Command initial and maintenance training
- Emergency Response Driver initial and maintenance training
- Water Rescue initial and maintenance training
- Immediate Emergency Care (Trauma) initial and maintenance training

During 2019-20 282 courses were delivered at WSFRS venues at Worthing and Horley with live fire and specialist training courses facilitated by the OTT at the Fire Service College, Moreton-in-Marsh, Gatwick and Hampshire FRS.



The OTT team are also responsible for the continued review and updating of the 2 yearly Maintenance of Competence programme for firefighters.

A wholetime recruit initial training course took place between September 2019 and November 2019 with 12 new wholetime firefighters successfully passing the course.



This was the second cohort of successful candidates from our Wholetime recruitment campaign held in 2018.

Eight retained (on-call) assessment days were facilitated by People Support. This resulted in four retained (on-call) recruit initial courses for 44 new starters.

During 2019-20, the service retention rate improved compared to last year's data with the main reason for wholetime leavers being retirement and retained (on-call) being personal circumstances.

One Public Estate



One Public Estate (OPE) is a national programme, jointly managed by the Cabinet Office, MHCLG and the Local Government Association, which brings public sector organisations together. By working in partnership, we can look at how we can use our land and buildings collaboratively to:

- Improve public services to residents, visitors, employees and businesses in the county.
- Renew and rationalise the public estate so there is a reduction in the amount of money we spend on buildings.
- Free up much needed land for the development of housing, commercial and employment space.
- Support local economic growth.
- Generate capital receipts and income.

WSFRS has established clear principles to inform and guide the design and development of new FRS facilities including:

Operational

- Stations are located in appropriate places to optimise emergency response, minimise response times and add value to their communities.
- Stations provide a great working environment that encourages recruitment and retention, supports diversity and inclusion and the wellbeing of staff.

- FRS working environments encourage and support cultural and behavioural change.
- Our buildings are smarter, more flexible, modern, and sustainable, supporting service improvement and able to adapt to changing service demands.
- The FRS estate provides training facilities that meet the needs of a modern fire service.

Estate

- Increased value from estate, through sharing of sites, co-location/integration with other services, additional development.
- Sustainable buildings that are cheaper and easier to maintain/run.

Partnership

- Supports collaboration with blue-light services and other agencies.
- Contribution to delivery of partnership outcomes through One Public Estate and other partnership-delivered initiatives.
- Proactive engagement and co-operation with partner organisations within local communities.
- Economies of scale with associated savings and efficiencies through joint development/occupation.

Horsham Fire Station and Training Facility:

WSCC are currently engaged in delivery of a new Fire Station and Training Centre at Highwood, Horsham. (Update September 2020: Funding was agreed at Cabinet for this project).

The project responds to risks identified within the Integrated Risk Management Plan (IRMP) 2018-2022.

In addition, the recent HMICFRS report identified areas for improvement aligned with items within the IRMP, such as: diversity and inclusion, firefighter skills, recruitment and retention and ensuring the adequacy of the WSFRS estate.

Fire and Rescue Services training and preparedness for dealing with high rise scenarios is also a significant area under national scrutiny and the new facility would provide the training to address this requirement within West Sussex.

The scheme aims to:

- Provide a new operational Fire Station, accommodating whole-time crews, fire appliances and other key teams such as People and Organisational Development (incorporating the training delivery department).
- Provide a new, centralised training centre for the Fire Service to replace the facility at the former Horley fire station and the Worthing site including an upgraded and enhanced training offer with live fire training, incident command and breathing apparatus training.
- Release the Horsham and Horley estates and part of the site at Worthing.

This project was previously approved up to and including the appointment of the main contractor (Willmott Dixon) in October 2019 to complete the design phase works, after a successful tendering process.

The service is currently seeking governance approval in September 2020 to complete the project, including the submission of a planning application, leading to a start on site of construction works around July 2021.

It is anticipated that the construction works will require circa 16 months to complete, with full handover of the facilities around November 2022.

Burgess Hill:

This project will see the redevelopment of several sites within public sector ownership at The Brow.

Proposals include the creation of a new tri-service blue light centre, children's and adults' services, alongside new housing and commercial space to support regeneration in the area, a feasibility report is expected in late summer 2020.

Chichester:

Feasibility funding was awarded in the latest round of OPE funding to explore the potential to relocate and re-provide Chichester Fire Station, potentially alongside other blue-light services.

Initial work on this proposal will start shortly.

Relocation of this station would enable new modern facilities to be provided for WSFRS, and land to be released at Chichester Northgate for new housing, commercial and retail uses as part of the Chichester Vision.

A highways study at the location is being carried out of the Summer of 2020, this will provide key information to understand how the site could be used.

Events of note

As a service we are invited to attend a number of national and local events throughout the year. These include attending the Service of Remembrance in London as well as local services across the country.



Throughout the year our staff undertake several charity events. These include car washes, annual ladder climbs and other events to raise money for local and national causes.



In December 2018, two of our firefighters walked the length of the South Downs Way to raise money for The Fire Fighters Charity and Macmillan. They completed the 100-mile trek over the course of five days.

We hold community open days across the county for the public to come into fire stations, meet the crews and experience what it is like to be a firefighter. We also promote community and fire safety advice.

This year our Wholetime recruits took part in a 24-hour breathing apparatus challenge raising money for the Firefighters Charity, the Kent Surrey & Sussex Air Ambulance and Macmillan. The total amount raised was £1,440.



We also hold our annual Christmas Carol Service at Chichester Cathedral where staff and the public are invited to attend.

In February 2020, a number of our staff attended a celebration of all emergency service workers held by the High Sheriffs of East and West Sussex at Lancing College.



Awards and Medals

Each year the work of our firefighters is honoured with an awards ceremony held at the Baron's Hall in Arundel Castle.

The latest event, which took place in September 2019, saw long service and good conduct (LSGC) medals awarded to wholetime and retained (on-call) firefighters for two decades of outstanding service to their communities. Meritorious medals were given to all staff who had served an incredible 40 years.

Serving firefighters and teams within the service were also singled out for their courage, dedication to the service and selflessness in the last year.

Organisations and partners who have supported the fire service throughout the year were also recognised, alongside volunteers and individuals who contributed to The Fire Fighters Charity.

The event was sponsored by Gatwick Airport.



What people thought about us

We send out a customer feedback survey following fires. Overall, 99% of respondents were satisfied with the way the fire service dealt with their incident and 94% of respondents were very satisfied with our service.

The comments received included:

“Control of the situation – quick response - sympathetic in dealing with me at a very stressful time.”

“The officers were very knowledgeable and professional. Answered any questions we raised.”

“Managed to get us back in the building and up and running again very quickly. Helpful and friendly.”

“Very grateful. Totally awesome team. Excellent leadership.”

“Calm, awesome, non-judgmental.”

“The speed of arrival, the way they contained the fire to a small area of the kitchen without spoiling the surrounding rooms with water.”

“The team arrived very promptly on Christmas Day evening and were in very good spirits. We were very impressed indeed.”

Contact us

In an emergency you should always dial 999.

To find out more about West Sussex Fire & Rescue Service, please follow the link to our website: www.westsussex.gov.uk/fire

Your views and comments on this Annual Report are very welcome.

If you have any 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
County Hall
Chichester
PO19 1RQ

In addition, members of the community can get involved with our work and receive updates through our Facebook (<https://www.facebook.com/wsfrs>) and Twitter ([www.twitter.com/WestSussexFire](https://twitter.com/WestSussexFire)) pages or through their local county councillor.

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Draft Fire and Rescue Service Scrutiny Committee Work Programme March 2020 – March 2021

Topic/Issue	Other information	Timing
Performance & Assurance Framework Indicators		30 September 2020
Priority programmes: IRMP update, Improvement update		30 September 2020
Statement of Assurance		30 September 2020
Work Programme Planning	Standing item on each agenda.	30 September 2020
Performance & Assurance Framework Core Indicators		27 November 2020
Priority programmes: IRMP update, Improvement update		27 November 2020
Inspection preparedness report		27 November 2020
HMICFRS Covid Inspection Report		27 November 2020
Work Programme Planning	Standing item on each agenda.	27 November 2020
Performance & Assurance Framework Core Indicators		10 March 2021
Priority programmes: IRMP update, Improvement update		10 March 2021
Joint Control Room TFG Report		10 March 2021
Work Programme Planning	Standing item on each agenda.	10 March 2021
FUTURE ITEMS TO BE TIMETABLED	<p>Corporate Risk Register/Operational Risks (Part of June agenda, discussion as to whether further work needs to be timetabled)</p> <p>Impact of COVID-19 on the FRS (wider discussion required on how best to scrutinise this work across the council, and at what point is appropriate)</p>	

Appendix A – Check List

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Scrutiny Work Planning Guide and Checklist

1. Principles

- (a) Scrutiny should improve outcomes for West Sussex by providing:
 - Robust challenge to the executive and service performance; and
 - Timely opportunities to influence budget and policy planning
- (b) Scrutiny holds the executive to account and should be objective, evidence-based, transparent and constructive
- (c) It acts as a critical friend to the decision-maker to enable the most effective delivery of the Council's priorities.
- (d) It takes a strategic perspective, focussing on the wider community needs and outcomes for all residents and service users
- (e) It should aim for consensus and avoid party politics.

2. Work Programme Planning

The Committee plans its business and considers what to scrutinise. Business emerges from sources including:

- The Forward Plan or items referred by a Cabinet Member
- Member requests for an item to be considered.
- Performance issues identified from the Total Performance Monitor or other sources
- A proposed decision being 'called-in'.
- The annual process of developing budget and corporate priorities.

Committee members should have a good understanding of the budget and performance issues for their portfolio. The Committee should prioritise business to ensure time for detailed scrutiny of the most important issues within the resources available, using the checklist at paragraph 5.

Scrutiny Committees should have a **clear focus on the objectives and desired outcomes** for their work. This should inform work prioritisation, planning agendas and the approach to managing meetings. The Committee should do so by use of the checklist set out below which should focus on key lines of enquiry.

Performance and Finance Select Committee (PFSC) should ensure all scrutiny arrangements are effective and are dealing with the most important issues for the Council. It may do so by receiving and considering scrutiny committee work programmes from time to time. An annual report for PFSC allows it to monitor the scrutiny work programme and developments and to highlight best practice and training needs. As set out in Standing Orders, paragraph 8.12), the scrutiny work programme should be reviewed by the end of May each year by PFSC and then by County Council.

3. Agenda Planning

A pre-agenda meeting (PrAM) is held two weeks before the formal meeting attended by the chairman and vice-chairman, Democratic Services officers, and the officers preparing reports. It is a brief session of no more than one hour to:

- Ensure the agenda and approach meet the needs of the committee

- Agree scrutiny aims or outcomes from each item
- Plan the management of the meeting (timing, presentations, witnesses)
- Decide whether a pre-meeting would be helpful
- Discuss what information members may need for effective scrutiny

The pre-agenda meeting should identify the key lines of enquiry for scrutiny of the subject and ensure that the report covers what is required for the scrutiny focus. Its role is not to review draft reports.

Agendas should be short to allow time and focus to produce meaningful outcomes. Items for information only must not be taken. Information gathering and questions of detail should be dealt with outside formal meetings.

4. **Committee Tasks**

Task	Objective
Programme setting	<ul style="list-style-type: none">• Agree outline committee work programme
Programme planning	<ul style="list-style-type: none">• Prioritisation of business• Prepare a balanced work programme to ensure priority items have sufficient time• Consider the best and most timely approach
Performance and Budget	<ul style="list-style-type: none">• Review the Performance Monitor quarterly to identify issues for the committee.
Agenda planning	<ul style="list-style-type: none">• Defining the scrutiny aims of agenda items• Identification of witnesses and evidence
Project Work	<ul style="list-style-type: none">• Set up Scrutiny Task and Finish Groups (TFGs)• Identify other ways to carry out work
Publicity	<ul style="list-style-type: none">• Identify how best to promote the work of the committee and how to engage the public

5. **Business Planning Checklist**

Priorities - Is the topic

- a corporate or service priority? In what way?
- an area where performance, outcomes or budget is a concern? How?
- one that matters most to residents? Why?

What is being scrutinised and Why?

- What should the scrutiny focus be?
- Where can the committee add value?
- What is the desired outcome from scrutiny?

When and how to scrutinise?

- When can the committee have most influence?
- What is the best approach - committee, TFG, one-off small group?
- What research, visits or other activities are needed?
- Would scrutiny benefit from external witnesses or evidence?

Is the work programme focused and achievable?

- Have priorities changed – should any work be stopped or put back?
- Can there be fewer items for more in-depth consideration?
- Has sufficient capacity been retained for future work?