

Public Document Pack

Tony Kershaw

Director of Law and Assurance

If calling please ask for:

Rob Castle on 033 022 22546

Email: rob.castle@westsussex.gov.uk

www.westsussex.gov.uk

County Hall
Chichester
West Sussex
PO19 1RQ
Switchboard
Tel no (01243) 777100



30 December 2020

Fire & Rescue Service Scrutiny Committee

A virtual meeting of the Committee will be held at **10.30 am** on **Friday, 8 January 2021**.

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>Committee 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 30 September 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. **Forward Plan of Key Decisions** (Pages 11 - 14)
- Extract from the Forward Plan of Key Decisions dated 17 December 2020.
- Any Forward Plan published between the date of despatch of the agenda and the date of the meeting will be tabled at the meeting.
- The Committee is asked to consider whether it wishes to enquire into any of the forthcoming decisions within its portfolio.
- 10.35 am 5. **Fire and Rescue Service Strategic Performance Report Q2 2020/21** (Pages 15 - 36)
- 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. **West Sussex Reset Plan and Key Performance Indicators** (Pages 37 - 38)
- Report by Chief Executive.
- The Committee is asked to consider the Draft Reset Plan and Key Performance Indicators as set out in the appendices (to follow) as relevant to the portfolio area.
- 11.40 am 7. **Priority Programme Update** (Pages 39 - 46)
- Report by the Chief Fire Officer.
- The report provides an overview of the priority programmes of work during Quarter 2 of 2020/2021 including progress against the People Action Plan, the Improvement Plan and the Integrated Risk Management Plan Action Plan.
- 12.25 pm 8. **Fire and Rescue Service Independent Advisory Panel Closure** (Pages 47 - 54)
- Report by the Chief Fire Officer.
- The report provides an update on the Independent Advisory Panel's work going forward.
- 12.35 pm 9. **Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services Covid Inspection letter** (To Follow)
- The Committee to consider the results of the recent Covid Inspection.

- 12.55 pm 10. **Work Programme** (Pages 55 - 58)
- The Committee to review its draft work programme for the year ahead taking into consideration the checklist at Appendix A.
- 1.05 pm 11. **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.
- 1.06 pm 12. **Date of Next Meeting**
- The next meeting of the Committee will be held virtually on 26 March 2021 at 10.30 am. Probable agenda items include:
- Performance & Assurance Framework Core Indicators
 - Priority programmes: Integrated risk management plan update
 - Inspection Preparedness Report
 - Joint Control Room Task & Finish Group report
- Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 11 March 2021.

To all members of the Fire & Rescue Service Scrutiny Committee

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Fire & Rescue Service Scrutiny Committee

30 September 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 Barling (left at 12.28 after item 6 (Priority Programme Update)), Cllr Arculus, Cllr Edwards and Cllr Smytherman

Apologies were received from Cllr Pendleton

Also in attendance: Cllr Crow

7. Declarations of Interest

7.1 In accordance with the code of conduct the following interest was declared: -

- Cllr Smytherman in respect of item 6 (Priority Programme Update) as the manager of a block of flats in Worthing

8. Minutes of the last meeting of the Committee

8.1 Resolved – that the minutes of the meeting held on 3 June 2020 are approved as a correct record and are signed by the Chairman.

9. Urgent Matters

9.1 The Chairman reported that former Committee member, Cllr Michael Jones, had written to him expressing his disappointment that his Group (Labour) was no longer represented on the Committee. The Chairman said that he would forward the letter to the Governance Committee for its consideration.

10. Forward Plan of Key Decisions

10.1 There were no items in the Forward Plan of Key Decisions relating to the Committee's portfolio.

11. Fire and Rescue Service Strategic Performance Report Quarter 1 2020

11.1 The Committee considered a report by the Chief Fire Officer (copy appended to the signed minutes). The report was first introduced by Cllr Crow, Cabinet Member for Fire & Rescue and Communities who told the Committee: -

- The Performance and Assurance Framework (PAF) measures had been acted upon with deficiencies being picked-up
- There had been challenges in the first quarter of the year due to Covid-19

- West Sussex Fire & Rescue Service (WSFRS) had shown flexibility during the lockdown by taking on tasks outside of its normal duties
- Target CM6 (the number of safe and well visits carried out) had not been met due to lockdown restrictions, but this was now being addressed
- The target for first appliance attendance had been met for three quarters in a row – this was partly due to county crewing and the availability of retained fire fighters who were working from home during lockdown

11.2 Sabrina Cohen-Hatton, Chief Fire Officer, added the following: -

- Some safe and well visits had been carried out by phone or video
- The pent-up backlog had been cleared thanks to extra investment in the protection teams
- There were only 13 fire safety audits outstanding which would be cleared as soon as possible
- The increased availability of retained fire fighters had helped response times – it was hoped that this would continue
- Operation resilience was the service's top priority

11.1 Summary of responses to committee members comments and questions: -

- Although face to face safe and well visits could not take place for many people during lockdown, safety equipment was still delivered where necessary and phone/video visits were undertaken. These were not closed at this point but were followed up with in-person visits
- The number of 999 calls not answered within seven seconds mainly related to multiple calls reporting the same incident so did not affect fire engines arriving at the incident in time, as indicated by the response times being met
- Reporting the time taken to answer the first call for an incident would give a better reflection of the service's performance
- Response times were measured from the time a call was received to the time an appliance arrived on scene
- False alarm calls had a knock-on effect for call handling times
- Response times were affected by calls for road traffic accidents and animal rescues as locations for these were often imprecise
- The service was working on a pre-alert system whereby several stations would be put on standby immediately a call came in meaning the right one, when known, would be able to respond more quickly
- The figures reported for target CM14 (time taken by the joint control centre to answer 999 calls) were for West Sussex only – this would be made clearer in future
- Inspections of unsatisfactory premises had been hindered during lockdown as many were closed - this had now been addressed
- Response times of first appliances to critical fires was improving overall thanks to various innovations and the availability of retained fire fighters although response times to high risk areas

had reduced – **ACTION:** Sabrina Cohen-Hatton to provide the reasons why response times for the high level had reduced

- The number of retained fire fighters has increased in the service, resilience and flexibility were built into the service to cope with any change in circumstances should numbers reduce
- There was a query around local response times – the Chief Fire Officer offered to provide these to any councillor that requested them
- WSFRS resources were now managed centrally helping determine where they would be most effective
- Retained Liaison Officers helped the retention of retained fire fighters, the numbers of which might increase with more people continuing to work from home
- Vacancy rates for retained fire fighters had reduced – **ACTION:** Sabrina Cohen-Hatton to provide the exact figures
- Consideration would be given to a range of measures to increase retained firefighter recruitment, including extending the four-minute response time to five minutes, but this could not be done before the new Integrated Risk Management Plan had been developed
- The Crewing Optimisation Group had kept an engine available 176 times
- County crewing gave retained fire fighters the chance to do shifts in other stations and had stopped engines being unavailable on 202 occasions

11.4 Resolved – that the Committee: -

- i. Welcomes the work that has been undertaken concerning safe and well visits in the current situation
- ii. Notes the concerns regarding the joint control room, and reemphasised that a Task & Finish Group would examine this in further detail in January 2021
- iii. Congratulates the Fire and Rescue Service for its significant improvement in response times and will continue to monitor this to ensure this improvement continues

12. Priority Programme Update

12.1 The Committee considered a report by the Chief Fire Officer (copy appended to the signed minutes). The report was first introduced by Cllr Crow, Cabinet Member for Fire & Rescue and Communities who reminded the Committee that the inspection by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) had concentrated on prevention & protection improvements and clearing backlogs.

12.2 Sabrina Cohen-Hatton, Chief Fire Officer, told the Committee: -

- A huge amount of work had been carried out in prevention and protection following the inspection by HMICFRS with increased capacity in each area pivotal to the service's response to Covid-19
- Some work was still to be done around quality assurance processes and delivering training, but the key areas around

these had been completed e.g. agreement to provide a training centre at the new fire station planned for Horsham

- The cultural change of the service would take some time beginning with the People Action Plan
- The aim was for the service to be more than not discriminatory, it was to be anti-discriminatory

12.3 Summary of responses to committee members' comments and questions: -

- There were eight extra community safety posts focussing on fire safety at home, youth engagement, road safety and local risk management
- The retained liaison officers focus on recruitment and worked from fire stations so that they could provide cover, including as incident commanders, if necessary
- Inclusion officers would make sure that the service's policies and processes were not discriminatory with help from diversity champions
- The Committee heard that the Value for Money project was red. The Chief Fire Officer outlined how it had been completed initially, but was now being revisited as the Service had changed greatly. Given the additional work it was decided to reflect this within the same project, rather than closing, which was why the project status is reported as red
- The Business Safety Team would raise awareness of fire safety in high risk areas such as takeaways
- In light of new legislation following the Grenfell fire, the service has been liaising with the three buildings in West Sussex that had Aluminium Composite Material cladding and had plans to deal with blocks of flats that had other sub-standard cladding – **ACTION:** The Chief Fire Officer to provide details to the Committee on buildings with sub-standard cladding in the county
- Government funding had been used to employ two officers to help act upon the new legislation and pay for smoke hoods which will be carried on all engines
- WSFRS met regularly with three other fire and rescue services to work on collaborative projects such as joint procurement, integrated transport functions with the police and further work in ongoing to find collaborative opportunities for the training facilities in Horsham

12.4 Resolved – that the Committee: -

- i. Is assured of the progress going forward based on the evidence received at this meeting
- ii. Notes significant improvement in all areas of concern raised by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services inspection
- iii. Notes that changes in the culture of the service takes time but that positive progress is being made
- iv. Notes that the customer-centred value for money project red rating was raised and a satisfactory explanation was provided

- v. Notes the change to the West Sussex Fire & Rescue Service responsibilities resulting from the Grenfell tragedy were highlighted, including concerns regarding inflammable cladding

13. Statement of Assurance and Annual Report

13.1 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 Statement of Assurance focussed on five key areas and covered the period from April 2019 to March 2020
- The Annual Report sat behind the Statement of Assurance providing details of what the service had achieved

13.2 Summary of responses to committee members' comments and questions: -

- Some WSFRS sites such as training facilities at Horley and Worthing would be surplus to requirements once the new training centre in Horsham was open
- The Committee felt that the Statement of Assurance showed a stark contrast between where the service was eighteen months ago and where it was now. It also felt that the Annual Report informed residents of the wide variety of things the service had done in the past year

13.3 Resolved – that the Committee recommends to Cabinet the adoption of the Statement of Assurance and the Annual Report and notes that substantial progress has been made that will be highlighted in the following year's report.

14. Work Programme Planning

14.1 The Committee understood that the item 'Inspection Preparedness Report' scheduled for the next meeting would be presented at an appropriate time dependent on the date of the inspection being confirmed.

14.2 Resolved - that the Committee notes its work programme.

15. Possible Items for Future Scrutiny

15.1 The Fire Safety Bill was suggested as an item for future scrutiny and would be added to the work programme to be considered at the appropriate time.

16. Date of Next Meeting

16.1 The Chairman informed the Committee that the meeting scheduled for 27 November 2020 will now take place on 8 January 2021 and the meeting scheduled for 10 March 2021 will now take place on 26 March 2021. This is to fit in with the Strategic Performance Board meetings.

Agenda Item 2

The meeting ended at 12.52 pm

Chairman



Forward Plan of Key Decisions

The County Council must give at least 28 days' notice of all key decisions to be taken by councillors or officers. The Plan describes these proposals and the month in which the decisions are to be taken over a four-month period. Decisions are categorised according to the [West Sussex Plan](#) priorities of:

- **Best Start in Life** (those concerning children, young people and schools)
- **A Prosperous Place** (the local economy, infrastructure, highways and transport)
- **A Safe, Strong and Sustainable Place** (Fire & Rescue, Environmental and Community services)
- **Independence in Later Life** (services for older people or work with health partners)
- **A Council that Works for the Community** (finances, assets and internal Council services)

The most important decisions will be taken by the Cabinet. In accordance with regulations in response to the current public health emergency, Cabinet meetings will be held virtually with councillors in remote attendance. Public access will be via webcasting and the meetings will be available to watch online via our [webcasting website](#). The [schedule of monthly Cabinet meetings](#) is available on the website. The Forward Plan is updated regularly and key decisions can be taken on any day in the month if they are not taken at Cabinet meetings. The [Plan](#) is available on the. [Published decisions](#) are also available via the website.

A key decision is one which:

- Involves expenditure or savings of £500,000 or more (except treasury management); and/or
- Will have a significant effect on communities in two or more electoral divisions in terms of how services are provided.

The following information is provided for each entry in the Forward Plan:

Decision	A summary of the proposal.
Decision By	Who will take the decision - if the Cabinet, it will be taken at a Cabinet meeting in public.
West Sussex Plan priority	Which of the five priorities in the West Sussex Plan the proposal affects.
Date added	The date the proposed decision was added to the Forward Plan.
Month	The decision will be taken on any working day in the month stated. If a Cabinet decision, it will be taken at the Cabinet meeting scheduled in that month.
Consultation/ Representations	How views and representations about the proposal will be considered or the proposal scrutinised, including dates of Scrutiny Committee meetings.
Background Documents	The documents containing more information about the proposal and how to obtain them (via links on the website version of the Forward Plan). Hard copies are available on request from the decision contact.
Author	The contact details of the decision report author
Contact	Who in Democratic Services you can contact about the entry

Finance, assets, performance and risk management

Each month the Cabinet Member for Finance reviews the Council's budget position and may take adjustment decisions. A similar monthly review of Council property and assets is carried out and may lead to decisions about them. These are noted in the Forward Plan as 'rolling decisions'.

Each month the Cabinet will consider the Council's performance against its planned outcomes and in connection with a register of corporate risk. Areas of particular significance may be considered at the scheduled Cabinet meetings.

Significant proposals for the management of the Council's budget and spending plans will be dealt with at a scheduled Cabinet meeting and shown in the Plan as strategic budget options.

For questions contact Helena Cox on 033 022 22533, email helena.cox@westsussex.gov.uk.

Published: 17 December 2020

Forward Plan Summary

Summary of all forthcoming executive decisions in West Sussex Plan priority order

Decision Maker	Subject Matter	Date
Chief Fire Officer	Extension to Fuel Card Contract	January 2021

Chief Fire Officer

Extension to Fuel Card Contract	
<p>Fuel cards are used in County Council vehicles to allow staff to draw fuel from most fuel stations whilst on Council business.</p> <p>The initial period of the current contract for the provision of fuel cards will expire on 22 March 2021. This formed part of Decision OKD05 19/20 . The terms of the current agreement allow for the contract to be extended for a period of up to 24 months, until 22 March 2023.</p> <p>It is proposed that the Council takes the 2-year extension in order to:</p> <ol style="list-style-type: none"> 1. Maintain business continuity and; 2. Ensure the contract arrangement with the provider remains co-terminus with partners with whom the Council has aggregated its requirement to ensure best value. <p>The total value of the proposed contract extension is approximately £840,000.</p>	
Decision by	Sabrina Cohen-Hatton - Chief Fire Officer
West Sussex Plan priority	A Council that Works for the Community
Date added	10 December 2020
Month	January 2021
Consultation/Representations	Representations can be made to the Chief Fire Officer by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Paul Mace Tel: 033 022 25443
Contact	Erica Keegan Tel: 033 022 26050

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Fire and Rescue Service Scrutiny Committee

8 January 2021

Fire and Rescue Service Strategic Performance Report Q2 2020/21

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 Elected Member for WSFRS and Fire and Rescue Service Scrutiny Committee (FRSSC).

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 Quarter two Strategic Performance Report for the purpose of scrutiny of the Executive's approach to performance. This report covers data from the period of 1st July 2020 – 30th September 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.

Agenda Item 5

- 1.4 On behalf of residents, 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, 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 – FRS Scrutiny PAF Core Measures Report

Background papers

None

West Sussex Fire and Rescue Service Performance Report Quarter 2

Deputy Chief Fire Officer
Neil Stocker/Mark Andrews

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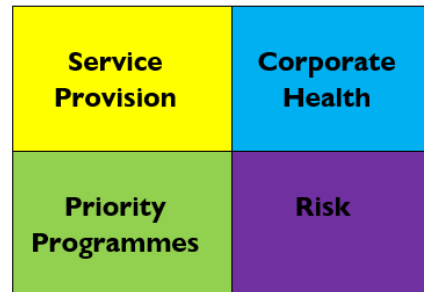
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Strategic Performance Board Quarterly Report

Quarter 2 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:



- 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 of 1st July 2020 – 30th September 2020.

Cabinet Member Summary

The performance information contained within this report for WSFRS is for the second quarter of 2020, a period which has continued to see the effects and impacts of COVID 19 on service delivery of WSFRS and wider county council services. Therefore, it is with great credit to all the teams that make up WSFRS that the impact of COVID 19 has not significantly affected the Service's performance in the delivery of its critical services to our residents. Of course, the organisation has had to adapt ways of working and with the support of technology and adaptation to services officers have ensured the resilience of the Service that delivers the vital support and risk reduction to the most vulnerable in our communities during this very testing period.

Officers continue to focus on the areas in this report where improvement still needs to be made and as the pandemic continues over the festive period we will again be focussed on the well-being and support to all our staff.

Chief Fire Officer Summary



The unprecedented circumstances in which we find ourselves and the restrictions and challenges set by the pandemic continue to put pressure on the fire and rescue and wider public services. However, as we have seen throughout the year what comes with challenge is opportunity and once again the fire and rescue service continue to maintain the critical regulatory duties of prevention, protection and response whilst adapting to this new way of working to support the efforts of the Sussex Resilience Forum in the wider business continuity and resilience effort for West Sussex.

The resilience of the fire and rescue service has been underlined with the very positive news that the Independent Advisory Panel that was established on the back of the last HMICFRS Inspection has now written to me recommending that the process of external assurance is concluded due to the significant and positive steps taken by the Chief Fire Officer and her team and the visible improvements that have been embedded across the Service. Alongside some of the improved core measure indicators contained within this report this a particularly pleasing quarter. Having said that there is still much to do, and I am confident that officers will continue to focus on all of the areas of improvement alongside the continued response and recovery arrangements from the pandemic.

Performance Summary

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

At the end of Quarter 2 2020-21 the following year to date performance against 31 Core Measures was recorded:

Of the 31 measures, 16 had a green status, 3 were amber, 10 were red and 2 are awaiting data.

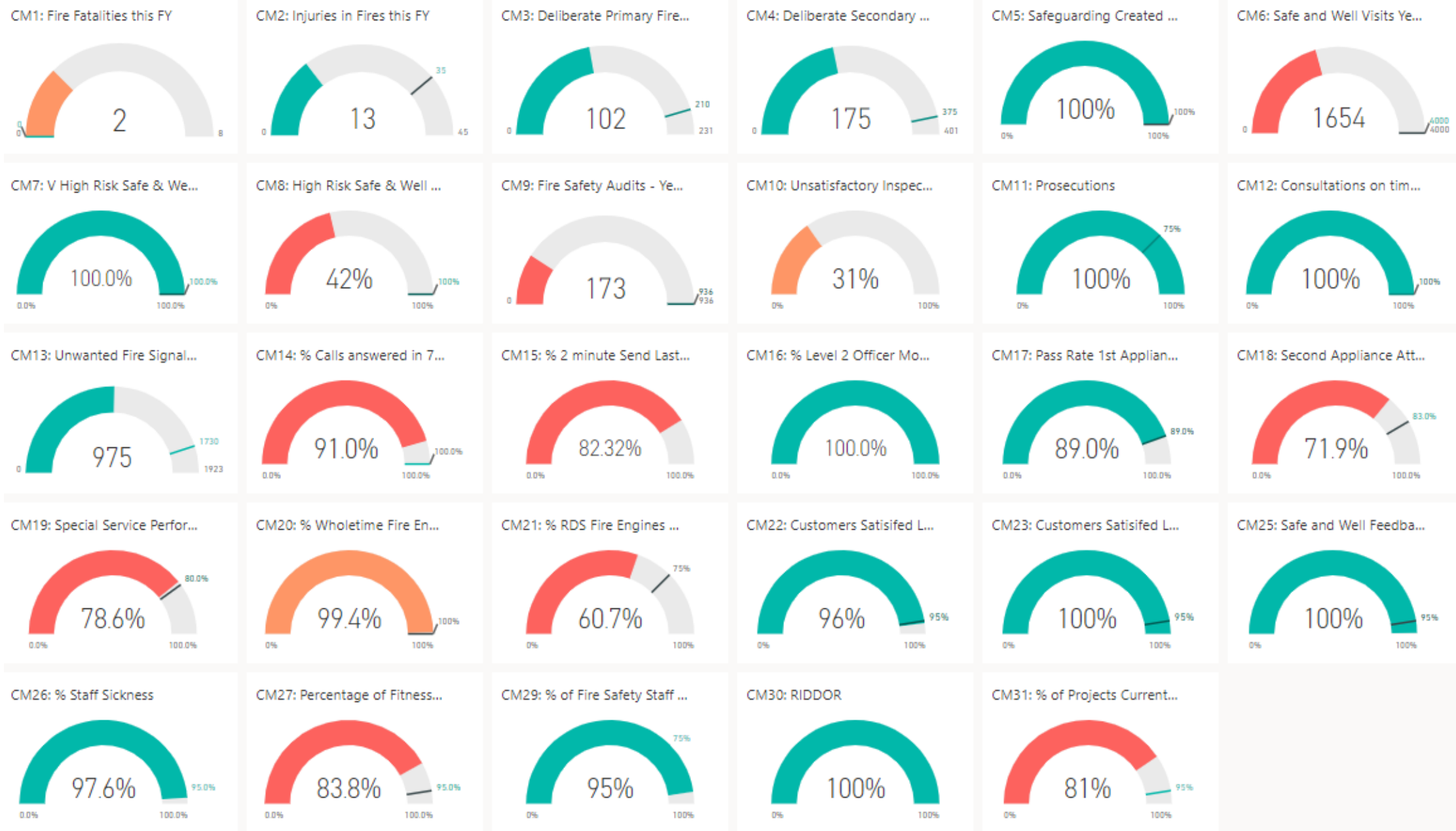
The two measures for which data is not yet available:

- 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.
- CM28: Qualification levels are maintained within Firewatch and the data for this measure is not yet available at this reporting level.

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

- CM 1 – Total number of Fire Deaths
- CM 6 – Number of Safe and Well Visits delivered
- CM 18 – Critical Fires – 2nd Appliance (Fire Engine) attendance
- CM 19 – Critical Special Service - 1st Appliance (Fire Engine) attendance
- CM 21 – Adequate Crewing on all retained Fire Engines

Performance Summary for all available core measures at the end of Quarter 2:



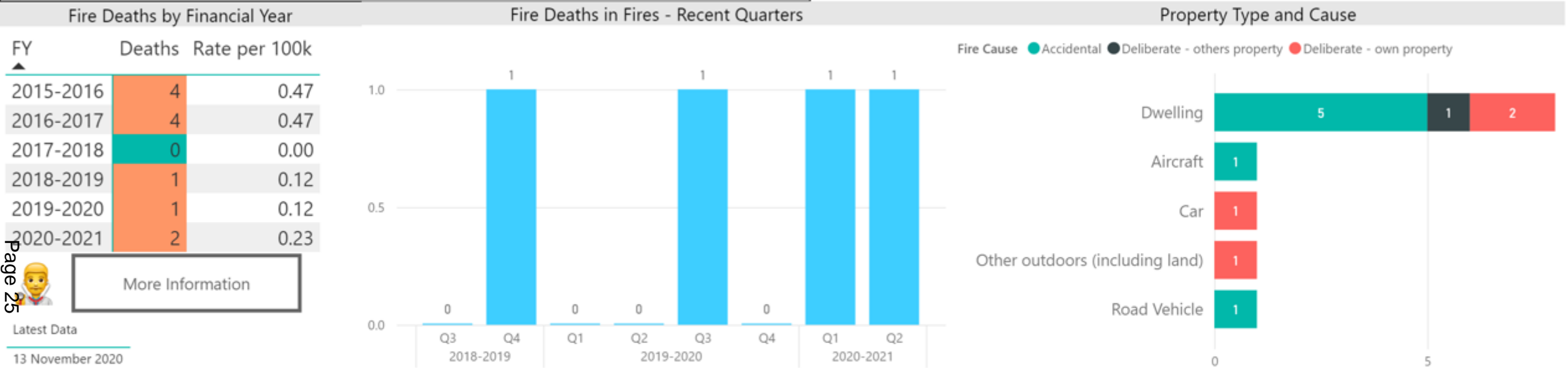
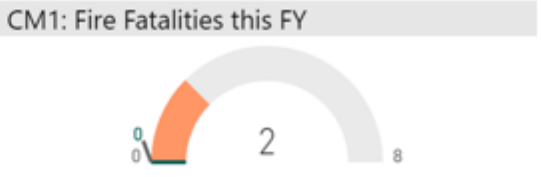
Selected Measures – Amber Status

Quarter 2
(July - September 2020)

CM1: Total number of Fire Deaths in West Sussex over a year period starting from April

The total number of deaths that occur as a result of a fire. This includes a person whose death is attributed to a fire, even when the death occurs weeks or months later. This includes injuries/fatalities resulting from all types of fires including dwelling fires, non domestic fires and vehicle fires, whether deliberate or accidental.

Annual Target: 0 Green, <7 Amber, 7+ Red.



Commentary and Mitigating Actions

One fatality occurred during this Quarter following a fire as a result of a road traffic collision in East Preston.

Recommendation to SPB: (Tolerate or Treat)

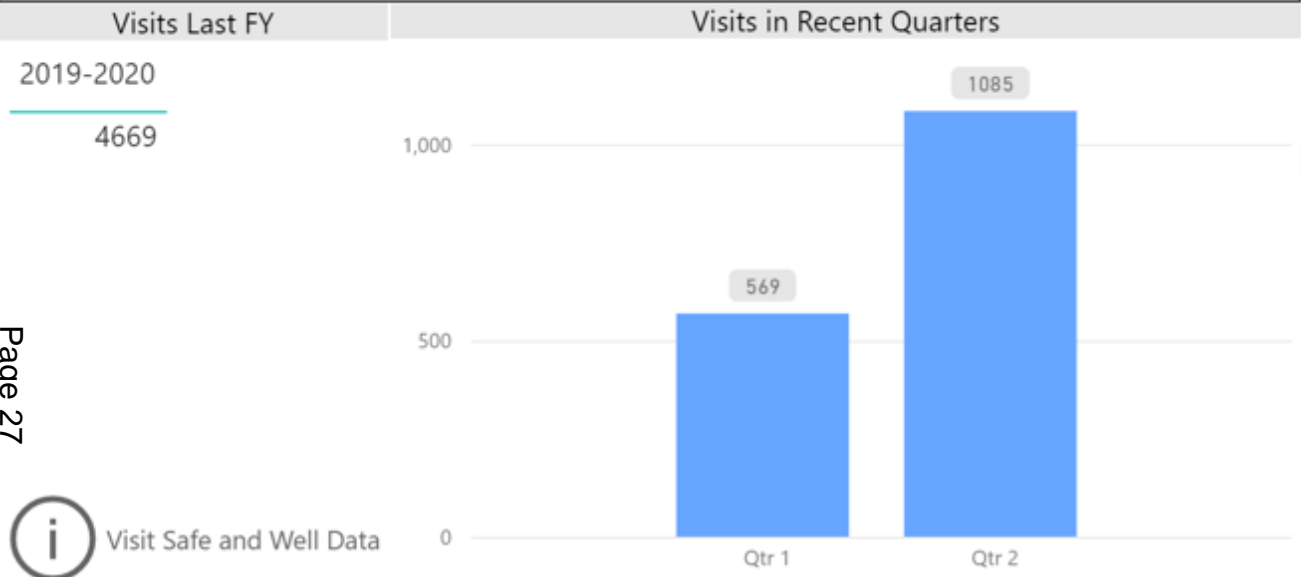
Treat: Recommendation that cases like this are referred to the Operational Assurance team for a deep dive case review to identify any learning that can be taken from such incidents and ensure that resources are targeted in the right area. The Deputy Chief Fire Officer will chair a new dedicated panel to review each fire fatality to ensure that any lessons that can be learnt from such cases can be applied.

Selected Measures – Red Status

Quarter 2
(July - September 2020)

CM6: Number of Safe and Well Visits (S&WV's) delivered to those who are at very high or high risk of dying or being injured in the event of a dwelling fire over a year period starting from April

Number of Safe and Well Visits (S&WV's) delivered to those who are at very high or high risk of dying or being injured in the event of a dwelling fire over a year period starting from April. Target: 4000 Safe and Well Visits per Financial Year.



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ID	Commentary and Mitigating Actions
	<p>The quarterly target based on the annual target of 4000 visits is 1000 visits each quarter. In Quarter 2, 1085 visits were made to the property to complete a Safe and Well visit. Q1 is the main impact for this measure having a red status, due to only 569 visits having been completed as a result of COVID restrictions.</p> <p>Due to Covid-19 it was not possible to enter every property until 10th August when the shielding arrangements ceased. From 10th August visits in person were resumed and every resident that did not receive an actual visit has been contacted and offered a visit. Where it was not possible to contact the resident they were written to, offering a visit at a later date. There are only three residents who did not receive a visit and still require one. Their visits are on hold at their request as they either require support from a family member or partner agency so at this point West Sussex Fire and Rescue Service is not able to book a date. The number of referrals remains lower than in previous years, it is anticipated that referrals will increase again over the forthcoming months and that the 4000 target remains achievable. Our ability to meet the 4000 targets is dependent on the number of referrals received and the impact of any further COVID restrictions.</p>

ID	Recommendation to SPB: (Tolerate or Treat)
	<p>Treat: Officers are currently undertaking work to ensure the remaining three visits are completed and continue to monitor the progress in Q3 and 4 towards the 4000 target. Year to date it is showing 346 below the expected level, however for Q2 we have exceeded the expected level of 1000 visits for the quarter.</p> <p>To ensure the quality of Safe and Well visits are maintained, officers from the prevention team will make calls to a selection of the visits completed, to check how the visit was conducted and what advice was provided ensuring it aligns with the Prevention Strategy.</p> <p>Work with partner agencies to promote referrals for Safe and Well Visits continues. Work in progress with crews, prevention teams and the corporate communications team to create new toolkits of fire safety campaign material to promote Safe and Well Visit take up and target vulnerable homes. Volunteers are also asked to 'nominate' people for a Safe and Well Visit in their personal networks who may be vulnerable. Visits continue to be offered over the telephone and by skype, although since August 11 when the first lockdown ceased visits are now taking place in person.</p>

Agenda Item 5
Appendix A

CM18: Critical Fires - 2nd Appliance Attendance

Response

Jon Simpson

Quarterly

CM18 : West Sussex FRS categorises risk into four types being Very High, High, Medium and Low. It has also set a different attendance time target against each risk type. Occasions where the second fire engine arrives at an emergency incident within the target number of minutes from time the emergency call was answered.

CM18 Targets:

11 minutes to a very high risk, 13 to a High, 15 to a Medium and 17 to a Low.
83% Target for green.

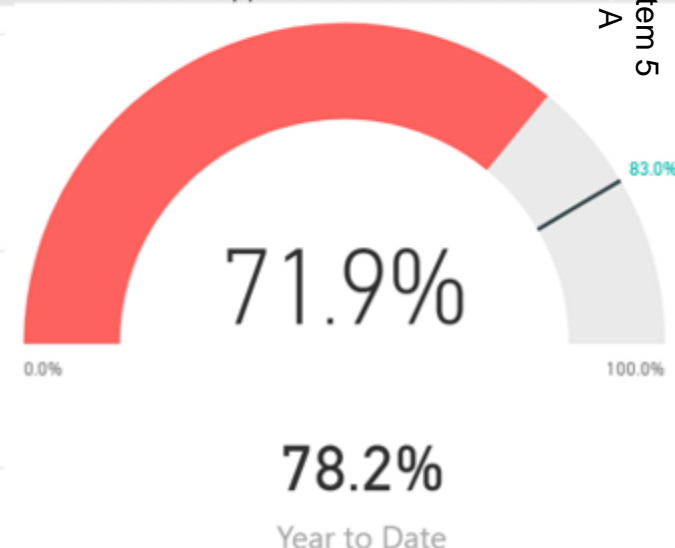
Second Appliance Attendance Rate by FY

FY	Very High	High	Medium	Low	Total
2015-2016	100.0%	84.2%	74.4%	77.6%	76.8%
2016-2017	72.7%	71.8%	74.8%	80.4%	76.5%
2017-2018		86.2%	79.0%	80.1%	80.0%
2018-2019		72.7%	76.5%	80.5%	78.1%
2019-2020		77.8%	76.0%	69.5%	73.0%
Average	75.0%	78.8%	76.1%	77.7%	77.0%

Second Appliance Attendance Pass Rate for Recent FY Quarters



CM18: Second Appliance Attendance Time Last Quarter



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Map



Table of Incidents

Commentary and Mitigating Actions

Our performance against this measure is currently below target however our second fire engine response times for Q2 2020/21 has improved by 4.9% on Q2 19/20. This has been achieved through increasing the availability of our Retained Duty System (RDS) firefighters through the aforementioned project which is having a positive impact. We recognise there is still more to do and to address this we're laying the foundations for the next IRMP utilising past performance and data to ensure continuous improvement.

The easing of lockdown measures during this quarter and the nature of the retained workforce has reduced the availability of Retained Duty System fire appliances which has an impact on the attendance times of the second fire appliance to critical fires. This measure has reflected the changes to restrictions post COVID for those with a primary employment who have returned to work post COVID.

Recommendation to SPB: (Tolerate or Treat)

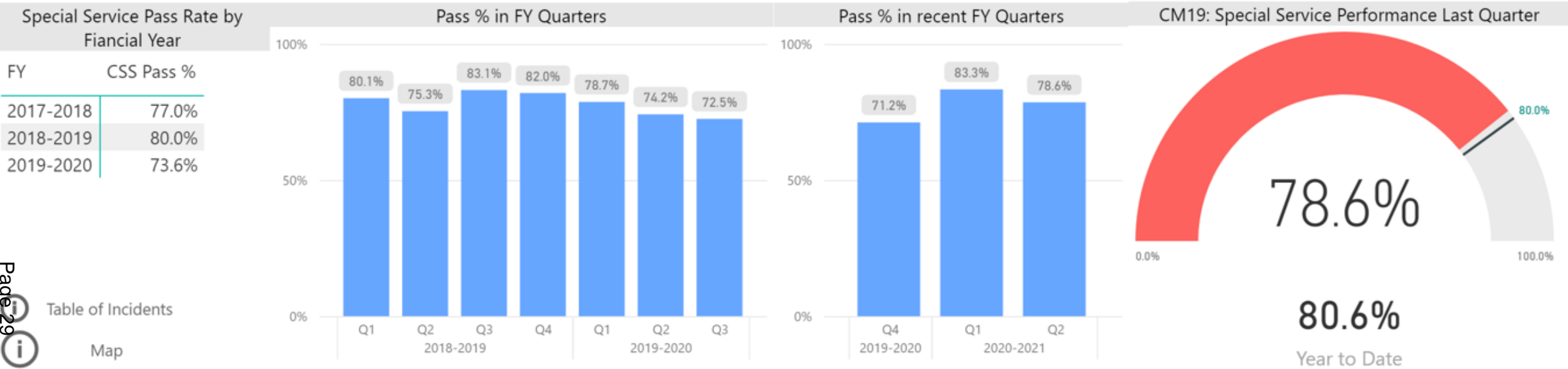
Treat: The retained Marginal Gains project is aimed at making incremental improvements to our retained availability, this is being expanded to include a station by station review of what is required at each Fire station.

Exploration of ways to maintain retained availability post lockdown to be reviewed through both the project and our business continuity governance.

CM19: Critical Special Service - 1st Appliance Attendance

CM19 : West Sussex FRS categorises risk into four types being Very High, High, Medium and Low. It has also set a different attendance time target against each risk type. Occasions where the first fire engine arrives at a critical special service incident within the target number of minutes from time the emergency call was answered.

CM19 Targets:
First Fire Appliance is in attendance at critical special service within 13 minutes.
Target: 80% Green.



Commentary and Mitigating Actions

Q2 performance is 78.6% which is a reduction from Quarter 1 of 4.7%. Year to date the status would be showing as Green at 80.6%. A comparison of Q2 2019/20 and Q2 20/21 shows an improvement of 4.4% has been achieved.

The easing of lockdown measures during this quarter and the nature of the retained workforce has reduced the availability of Retained Duty System fire appliances which has an impact on the attendance times of the second fire appliance to critical fires. This measure has reflected the changes to restrictions post COVID for those with a primary employment who have returned to work post COVID.

Recommendation to SPB: (Tolerate or Treat)

Treat: The retained Marginal Gains project is aimed at making incremental improvements to our retained availability, this is being expanded to include a station by station review of what is required at each Fire station. Exploration of ways to maintain retained availability post lockdown to be reviewed through both the project and our business continuity governance

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CM21: Adequate crewing on all retained frontline fire engines (based on 24/7 crewing)

Jon Simpson

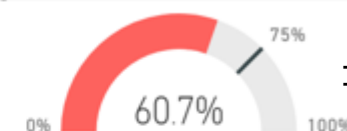
Response

Quarterly

Retained frontline fire engines are crewed mainly by on-call fire fighters who are based at stations in more rural locations and, when they receive the call via their pagers, leave their place of work or home and attend emergencies from the local retained station. Four qualified people are required on a frontline fire engine to ensure safety. This measure examines the percentage of hours where there are sufficient minimum qualified fire fighters (4 personnel) on retained fire engines.

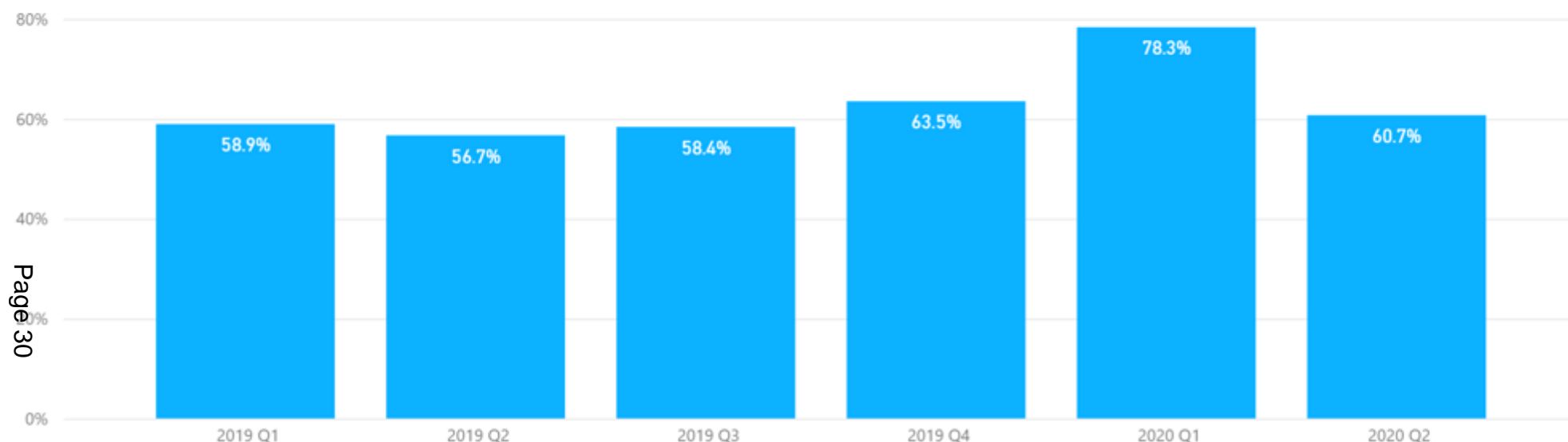
Target: Green: 75% - 100%
Amber: 65% - 74%
Red: <65%

Fire Engines On the Run



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Retained Fire Engines On The Run by Quarter (including current quarter to date)



Retained Fire Engines On The Run by Financial Year

Financial Year	% Retained Pumps On the Run
2018	59.2 %
2019	59.4 %

Commentary

Retained Duty System (RDS) Availability has declined in Q2 due to the easing of lockdown restrictions which allowed staff to return to their primary employment. Retained availability has improved by 4% compared to the same period in 2019/20.

The introduction of the Service Delivery Centre (SDC), 3 additional Retained Liaison Officers (RLOs), maximising the use of the Crewing Optimisation Group (COG), who are a team of full time firefighters that are dedicated to supporting the availability of RDS fire stations, and the current County Crewing pilot have allowed the service to improve and maximise fire engine availability. The SDC proactively moves COG, County Crewing and RLO resources across our RDS fire stations by working closely with Response managers to offset crewing shortages. In Q2 the COG have supported the availability of 170 additional fire engines that otherwise may have remained unavailable if solely RDS crewed. In addition to this Q2 has enabled us to expand the use of County Crewing with a further 206 RDS appliances available during week day and weekend daytime periods. The County Crewing system utilises spare RDS staff to cover crewing deficiencies at other RDS fire stations for a specific period of time.

Actions

Treat: The retained marginal gains project is aimed at making incremental improvements to our RDS availability, this is being expanded to include a station by station review to ensure tailored approach at each fire station. Officers are further exploring ways to maintain retained availability post lockdown through options such as expanding the County Crewing pilot to include the use of off duty wholetime staff and expanding the number of stations that we deploy County Crewing staff to.

Areas of Significant Improvement and Success

Quarter 2
(July - September 2020)

Areas of Significant Improvement and Success

The Performance and Assurance Framework of which this report is a part of has continued to evolve over quarter 2 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 success in Quarter 2:

- **CM12 – Building Regulation Consultations** responded to within 15 days. 100% of these were completed within 15 days despite the additional factors that were in force in relation to COVID-19.
- **CM17 – Critical Fires – 1st Appliance (Fire Engine) Attendance** exceeded albeit by a small amount the 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 in a particularly challenging period with COVID 19.

The following corporate measures showed notable improvement in Quarter 2:

- **CM10 – Proportion of Unsatisfactory Fire Safety Inspections** – 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 and in the quarter the proportion of unsatisfactory inspections went from 5% in July to 49% in September. Showing a quarterly average increase from 18.2% in Q1 to 30.6% in Q2.

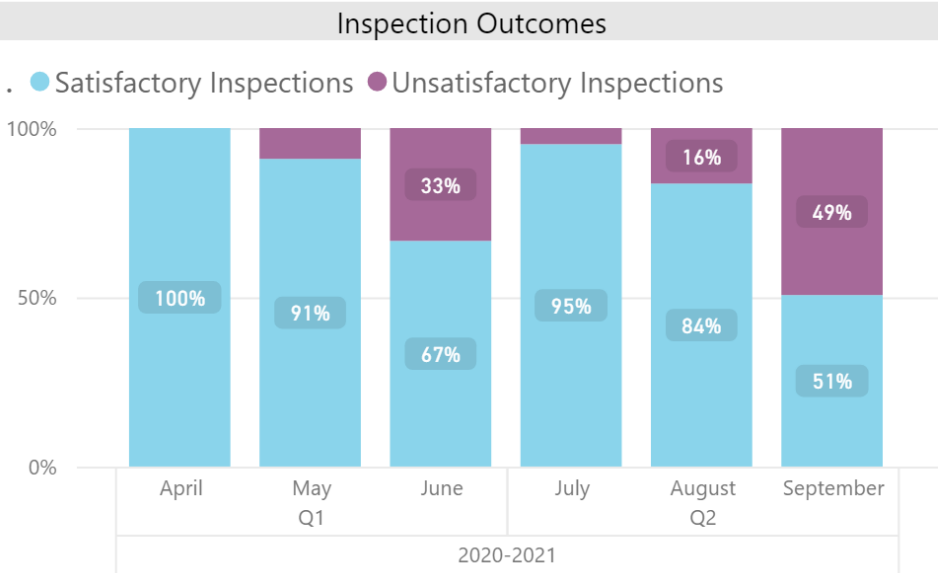
CM10: Proportion of Unsatisfactory Fire Safety Inspections

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.

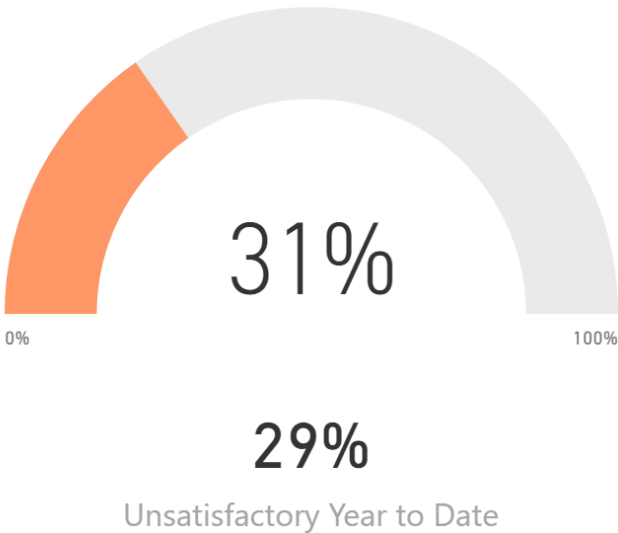
CM10 Targets:
>50% Green. <30% Red.

Quarterly

Inspection Outcomes				
FY	FYQ	Month	Satisfactory Inspections	Unsatisfactory Inspections
2020-2021	Q1		81.8%	18.2%
	Q2		69.4%	30.6%



CM10: Unsatisfactory Inspections Last Quarter



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Commentary and Mitigating Actions

There is National Guidance on better regulation, which directs the FRS not to repeatedly inspect 'broadly compliant' premises, since such premises are deemed at less risk and the burden of reinspection less of a priority. This measure is designed to keep our fire safety activity focussed on non-compliant (high risk) buildings. Officers continue to improve the way we 'score/rate' premises during Covid-19 desktop audits and continue to cleanse our data. All fire safety colleagues have been trained in these improvements, and we have seen an increase of 33% in September alone on this important fire safety measure.

Recommendation to SPB: (Tolerate or Treat)

Treat: Increased staff training, awareness and development of premises coding system, to correctly identify the higher risk premises most in need of inspection. Officers will continue to closely monitor this activity at protection monthly performance meetings to ensure full focus is maintained on auditing buildings that present the greatest risk of fire. The new fire safety system will also assist this measure by creating more agile and flexible ways of working so that higher risk buildings can be identified whilst out in the community by creating inspections following a fire or as a result of a complaint.

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CM12: Building Regulations Consultations within 15 days

Adrian Murphy Protection

Quarterly

Agenda Item 5
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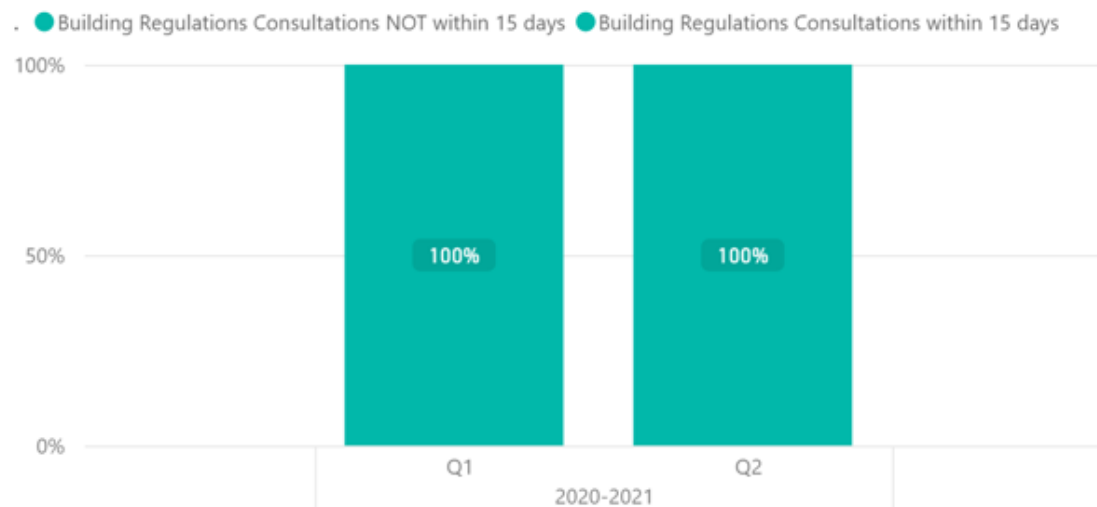
CM12 : The percentage of Statutory Fire Safety consultations completed within the 15-day time period.

CM12 Targets:
> 100% Green, < 100% Red

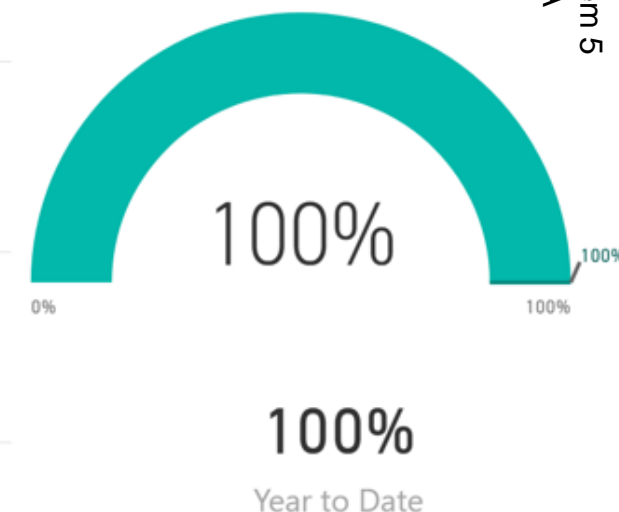
Successful Consultations

FY	2020-2021		Total
	Q1	Q2	
Building Regulations Consultations NOT within 15 days	0	0	0
Building Regulations Consultations within 15 days	123	119	242

Consultations Outcomes



CM12: Consultations on time Last Quarter



Commentary and Mitigating Actions

There is a requirement for Fire and Rescue Services to respond to statutory building and licencing consultations, within the Fire Safety Order. This measure is the percentage of consultations that WSFRS respond to within the allocated timeframe (which is usually within 15 days or longer if mutually agreed for complex cases). Consultations often arrive in unplanned clusters so require a flexible approach. The performance is at 100%, which reflects the additional resource that is being effectively and efficiently utilised to ensure this target is met.

Recommendation to SPB: (Tolerate or Treat)

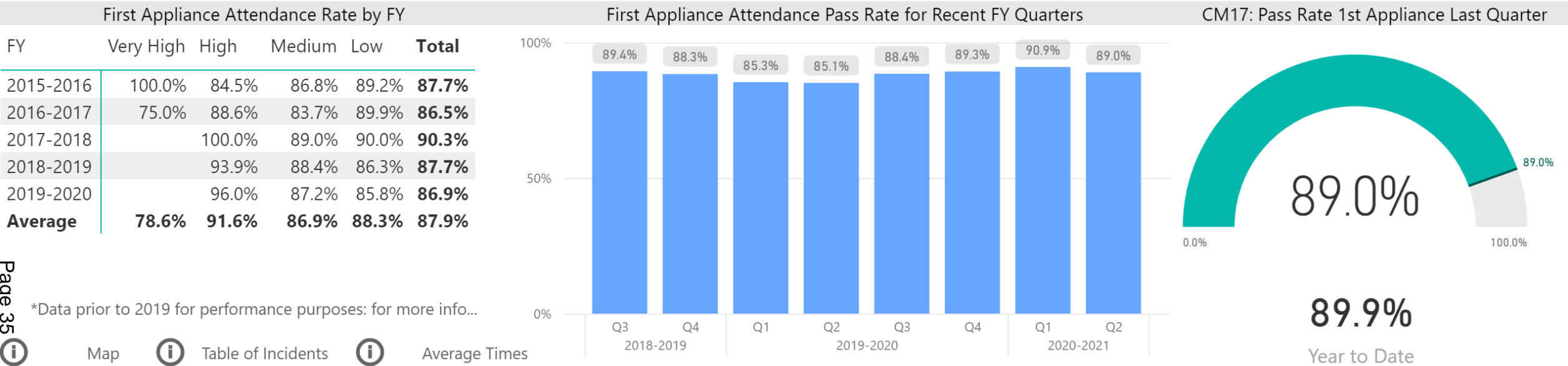
Monitor: Officers to continue to strengthen the process with regard to timely and quality of Building Regulations Consultation and ensure the appropriate allocation of resource upon receipt.

CM17: Critical Fires - 1st Appliance Attendance

CM17 : West Sussex FRS categorises risk into four types being Very High, High, Medium and Low. It has also set a different attendance time target against each risk type. Occasions where the first fire engine arrives at an emergency incident within the target number of minutes from time the emergency call was answered.

CM17 Targets:
8 minutes to a very high risk, 10 to a High, 12 to a Medium and 14 to a Low.
89% Target for green.

Last Updated
13/11/2020



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Fire & Rescue Service Scrutiny Committee

8 January 2021

West Sussex Reset Plan and Key Performance Indicators

Report by Chief Executive

Summary

The latest version of the West Sussex Reset Plan was presented to County Council in December 2020 for approval. The Plan has been developed through engagement with officers and partners building on the framework approved by County Council in July. The views and additional ideas of all members were sought at a session on 12 November 2020 and have been included within the latest version of the Plan.

The Performance and Finance Scrutiny Committee in December 2020 was asked to consider the expectations and principles which should drive scrutiny of corporate performance and how scrutiny committees can be supported in that task and in their contribution to setting performance measures. The committee recommended some over-arching principles to be followed; that KPIs needed to be SMART (specific, measurable, achievable, realistic, timely), include value for money type indicators to link to financial management, allow benchmarking information for comparison with key statistical neighbours and trend analysis to track progress.

During January each of the service scrutiny committees will focus attention on the priorities and outcomes specific to their area of council business and consider how scrutiny of performance may best be achieved in order to inform the proposals for Key Performance Indicators (KPIs). These measures will be included in the final plan which will be presented alongside the budget for approval at County Council in February 2021.

Focus for scrutiny

The Committee is asked to consider the draft Reset Plan (attached) in order to focus on the following areas for discussion:

- Are the priorities, outcomes, activities, KPIs and targets relevant to this Scrutiny Committee's remit?
- Do the proposed KPIs reflect the service priorities and enable Members to measure service performance and recognise issues or areas of concern in a timely manner?
- Do they deliver the overarching principles identified in relation to performance management; the KPIs are SMART, include VFM type indicators to link to financial management, allow benchmarking information so can compare with key statistical neighbours and trend analysis to track whether

the Council is improving or not?

- Do the Reset Plan KPI's support the service improvement journey?
- What support do you as scrutiny members need to assist you in scrutinising the outcomes of the Reset Plan?

The Chairman will summarise the output of the debate for consideration by the Committee.

1. Background and context

- 1.1 The background and context to this item for scrutiny are set out in the attached Appendices. As this is an internal overview report for the scrutiny committee the Equality, Human Rights, Social Value, Sustainability, and Crime and Disorder Reduction Assessments will be addressed as part of the overall Reset Plan and within individual projects and work streams.

Becky Shaw

Chief Executive

Contact Officer

Rachel Allan, Senior Advisor, 0330 222 8966, Rachel.allan@westsussex.gov.uk

Appendices

Appendix A – KPIs by Portfolio

Appendix B – Draft West Sussex Reset Plan

Background Papers

None

Report to Fire and Rescue Service Scrutiny Committee

8 January 2021

Priority Programme Update

Report by Chief Fire Officer

Summary

This report provides an overview of the priority programmes of work during Quarter 2 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 for Fire & Rescue and Communities.

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.

2. Cause of Concern 1 - Preventing Fire and Other Risks

- 2.1 HMICFRS found that prevention activity did not always align with the risk identified in the Integrated Risk Management Plan (IRMP). This included HMICFRS finding that the Service had a backlog of safe and well visits which officers have subsequently cleared.
- 2.2 Much of the improvement plan for this Cause of Concern has been completed and further assured through the Independent Advisory Panel but two areas of activity are still left to complete. These are the adoption of a Quality Assurance Process review and further recruitment of volunteers to assist with this crucial public safety work.

- 2.3 Despite the COVID restrictions, the additional resources added to the team and changes to working practices has meant the Service was able to respond to the pent-up demand of safe and well visits and get these visits up to date.
- 2.4 During this Quarter the Service was able to return to face to face visits in a controlled and safe manner which has resulted in this month exceeding the quarterly target of 1000 visits.

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.
- 3.2 The government is bringing forward changes that will improve building and fire safety. The proposed changes may have a significant impact to the Service's protection activity with an increase of buildings falling under the new regulation.
- 3.3 Much of the improvement plan for this cause for concern has been completed and assured through the Independent Advisory Panel. The one area of activity left to complete is the adoption of a Quality Assurance Process review.
- 3.4 Despite the COVID restrictions, the additional resources added to the team and changes to working practices has meant officers were able to respond to the pent-up demand of fire safety audits. The service adapted its approach by carrying out desktop audits and phone call reviews in order to ensure risk reduction activity continued throughout the pandemic.
- 3.5 The new IT system, Farynor, in Protection will further improve the efficiency and management of the Risk Based Inspection Programme by supporting remote working and providing real time inspection date. Therefore, implementation of this new system has been a priority.

4. IT system for Prevention & Protection

- 4.1 The old database that used to manage information in prevention and protection was unreliable, which affected the accuracy of the information.
- 4.2 The Prevention Team has now gone live with Farynor and has found it to be a vast improvement on the system it replaced. It enables the team to keep accurate and secure records and evidence the way it is supporting residents to remain safe and well in their homes.
- 4.3 Farynor is now also live in Protection which is a major step forward and will lead to new ways of working and efficiencies. The team will now be able to use mobile technology to locate premises and carry out the audits with the corporate mobile devices from the Council.
- 4.4 The service has successfully transferred the desktops on stations to Windows 10 devices, which was a key part of response going live with the Farynor system.
- 4.5 With the introduction of the new IT system, this will enable more robust data handling and accurate reporting, which in turn will allow the service to demonstrate more timely and reliable detailed performance reports.

5. People Action Plan

- 5.1 HMICFRS identified considerable areas of improvement required 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 separate priority programme of work.
- 5.2 The People Action Plan addresses concerns raised by the inspection report and is fully aligned to the Council's People Strategy. Key activity in this quarter 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 The Inspectorate reported that West Sussex Fire & Rescue Service (WSFRS) staff sometimes act in ways that go against its core values. This was leading to bullying in the workplace.
- 6.2 A dedicated review of the feedback of the latest staff pulse survey has been undertaken to ensure that the areas of concern are addressed by the People Action Plan, and where gaps are identified, put into place initiatives to address areas of concern.
- 6.3 Bi-monthly People Surgeries continue for operational and support staff on a rolling basis, specifically aimed at providing the opportunity to discuss concerns around health, wellbeing, performance or any other issues relating to people services. The first was in October 2020 and a clear forward plan of these outcomes has been completed.
- 6.4 The Core Behaviour Framework and appraisal form have been reviewed and indicators of leadership/management behaviours established. This has ensured a clear foundation, upon which staff are clear of expectations, what is unacceptable and also how to meet or exceed expectations. It clearly sets out expectations in terms of operational practices and leadership behaviours and has been incorporated into the WSFRS Induction Process.
- 6.5 To further strengthen the staff understanding of values the Service has integrated the National Fire Chiefs Council Leadership Framework into its appraisal process. Each of the Service's 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.
- 6.6 In alignment with the Council, Mental Health Knowledge Training will be compulsory for all managers which commenced in December 2020.
- 6.7 Seven Mental Health First Aiders have been identified following expressions of interest to be trained in 2021 to support both the wider wellbeing approach in the Service and more directly to support staff experiencing mental health matters, providing guidance and signposting to forums and organisations that offer expert help.
- 6.8 Wellbeing and Mental Health sessions for managers have also been rolled out virtually on recognising the signs of stress and how to have a meaningful discussion with team members about their mental health. Dates and times of sessions will include evening and weekend slots to ensure that the varied

working hours of the workforce are met. These sessions are hosted by the Service's Health and Wellbeing Manager and Diversity & Inclusion Adviser.

- 6.9 A wellbeing seminar has been planned with a focus on mental health for all staff to attend. The purpose of the wellbeing seminar is to raise awareness of mental health issues and the impact that this can have on individuals, particularly if they are unable to discuss with managers. The seminar will take place in summer 2021 and an annual Wellbeing Seminar on an ongoing basis.

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. It 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 Communications between staff and senior managers have improved through the use of the Big Exchange app, video briefings, online open question and 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.
- 7.3 A Fire and Rescue Service pulse survey has been undertaken during the quarter which was focussed on individuals job role, wellbeing of staff, how your role fits within the service and impacts of Covid-19.
- 7.4 A dignity and respect framework is in development by the Diversity and Inclusion Adviser, that is aimed at further outlining the expectations of staff, managers and senior leaders. It will detail how we work with our communities, as well as the benefits for WSFRS in meeting the expectations outlined.
- 7.5 This will be further supported with a newly designed half day dignity and respect workshop for managers. The workshop will focus on:
- Ensuring staff understanding of dignity and respect and ensuring that this is embedded within teams;
 - Recognising and addressing subtle forms of behaviour and language which is disrespectful;
 - The benefits for WSFRS, the team and individuals;
 - What is inclusion, and how dignity and respect is the starting point in creating an inclusive environment.
- 7.6 The Service has established a forum of volunteer Diversity Champions, we have eight staff that came forward and they will receive appropriate training and development to undertake the role. Our champions meet with the Diversity and Inclusion Adviser monthly and Chief Fire Officer on a six monthly basis to ensure that the service is fully inclusive.
- 7.7 A shadow board is planned for introduction in early 2021. This board will work alongside the Service Executive Board (SEB) and will be formed of a diverse group of staff with representation from across the Service. The idea is to promote engagement and provide opportunities to colleagues to take a greater

part in the decision-making process of the Service where they might not ordinarily have the chance to do so.

- 7.8 The Service has secured funding to address property-based issues with 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. The site surveys have been impacted by Covid-19 as the Service is unable to have individuals on station unnecessarily. This is monitored throughout the Business Continuity Action Team meeting and will be resumed as soon as the pandemic allows.

8. Areas for Improvements updates

- 8.1 The dedicated Fire and Rescue Service Scrutiny committee has now met twice, during which time it considered the Performance and Assurance Framework (PAF) for Fire and Rescue which focused on strategic objectives and outcomes for residents and service users. Additionally, the scrutiny committee scrutinises areas in greater depth through Task and Finish Groups. The Fire Authority made a decision to invest in a new fire station and training centre in Horsham on 28 August 2020 and a further Task and Finish Group is planned for January 2021 to focus on the performance of the Joint Control Centre, following a year of the new arrangements.
- 8.2 Opportunities have been actively explored to engage Members at all levels, ranging from inclusion of Cabinet Member on the improvement board to provide assurance of progress, to a more local level where the service is seeking to involve local Members in the development of Local Risk Management Plans.
- 8.3 The service has fully embedded a PAF which enables the monitoring and active management of performance against statutory responsibilities from a local level (including links to appraisal objectives) through to public reporting through the scrutiny process. This is a continuing process with the key activity focussed on the communication to all staff using an illustration to ensure wider understanding of its purpose and their contribution to it.
- 8.4 Local Risk Management data and plans have been introduced for each station area, which translates service objectives into community activity.
- 8.5 The Service Delivery Centre has focussed on ensuring operational resources are prioritised in the most efficient way. This has improved the availability of operational assets and reduced the burden on operational response managers of organising logistics, enabling them to focus on core activity such as training, prevention and protection work. This has been a useful asset during Covid-19 to ensure that availability is accurately forecast and any gaps filled in an efficient manner.
- 8.6 The Service has started to put measures in place to improve the availability of retained appliances, including investment in Retained Liaison Officers to support recruitment and retention, county crewing to utilise off-duty retained staff to cover shortfalls and acquiring new training facilities with an operating model that will guarantee access to retained firefighters at times that reduce the impact on their primary employment.

- 8.7 The improvement plan provides a useful roadmap, officers are focussed on the work on the current improvement plan whilst also recognising how this provides direction on to the next IRMP for 2022.

9. Integrated Risk Management Plan 2018-22 (IRMP)

- 9.1 The IRMP action plan sets out the Service's progress against the commitments made in the IRMP. The Year 3 annual review for the IRMP Action Plan has taken place.
- 9.2 The new 12 tonne fire engines have all been delivered to their new stations and firefighters have been provided with extra time to train and exercise on them, to ensure they are familiar with their new and improved functionality. All seven vehicles are now on fire stations and have been in use since 1 October 2020.
- 9.3 The Prevention 2020 project was created to restructure the prevention team and broaden the community safety offer beyond fire and road safety. The team focuses on working with the highest risk and most vulnerable groups in relation to core fire and rescue service activity. Continuing our work with children who have a potentially dangerous fascination with fire (Firewise), safeguarding, the delivery of Safe and 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.
- 9.4 The team will be extending its delivery to include the highest risk individuals and communities across the county to reflect the risks identified in the IRMP. These individuals and communities will be identified through risk profiling using multiple sources of information. They include the elderly and people with mental and physical health issues, people who live in rented social accommodation or Houses of Multiple Occupation, those who are carers, smokers, or those with dependencies, in addition to consideration of cultural risk factors. This project has now been closed and activity returned to business as usual with a key benefit achieved of a 33% increase in capacity within prevention which has demonstrated its value in the current pandemic and the addressing of the pent-up demand in a timely way.
- 9.5 The Technical Rescue Unit (TRU) is a dedicated team which provides mission critical, specialist operational capabilities to WSFRS that meets the community risk within West Sussex, in an efficient, effective way that supports the wellbeing of WSFRS staff. This project been prompted by the withdrawal of £457,000 Home Office Urban Search and Rescue (USAR) grant funding by government.
- 9.6 The loss of this National Asset is significant for the Service, however the team remains committed and fulfils a crucial function for the Service in delivering a range of other capabilities, which are important to the delivery of the IRMP and the safety of crews and the public.
- 9.7 These capabilities include animal rescue; swift water rescue and boats; advanced rope rescue, confined space rescues, including silos and trenches; heavy rescue with advanced cutting equipment.

10. Other options considered (and reasons for not proposing)

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

11. Consultation, engagement and advice

- 11.1 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.

12. Finance

- 12.1 Most of the Council's £26.8m WSFRS 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

13 Risk implications and mitigations

- 13.1 Further information on risk for the Fire and Rescue Service is contained in the [Integrated Risk Management Plan](#).

14 Policy alignment and compliance

- 14.1 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.
- 14.2 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, Sabrina.cohen-hatton@westsussex.gov.uk
Chief Fire Officer

Appendices: None

Background papers: None

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Report to Fire and Rescue Service Scrutiny Committee

8 January 2021

Fire and Rescue Service Independent Advisory Panel Closure

Report by Chief Fire Officer

Summary

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) produced its report on the inspection of West Sussex Fire and Rescue Service (WSFRS) in June 2019.

As a result of that inspection, an Independent Advisory Panel was established in line with a recommendation to the Minister for Policing and Fire and Rescue Services following his review of whether the service had the capacity and the capability to achieve the improvements required by the HMICFRS report.

One year on the Panel has now made the decision to close the process given the significant improvement made by the Fire and Rescue Service during that time. The Panel has written to The Fire Authority outlining their rationale for this decision where they make clear that the steps taken by the Chief Fire Officer and her team are such that the foundations for continued progress and improvement are now well embedded within the service.

Focus for Scrutiny

The Committee is asked to note the letter (attached at Appendix A) received from the Independent Advisory Panel and support the decision to close this part of the process of change for WSFRS and acknowledge the substantial progress made by officers to support the Panel in reaching this decision.

Proposal

1 Background and context

- 1.1 The Independent Advisory Panel was established in line with a recommendation presented to the Minister for Policing and Fire and Rescue Services following a report on whether the service had the capacity and the capability to improve. Its membership included National Fire Chiefs Council (NFCC) and Local Government Association (LGA) representation.
- 1.2 The panel recognised that there has been a significant amount of progress since the first meeting on 11 December 2019 and provided specific evidence of this progress against a number of areas which directly address the recommendations noted by the Minister in relation to staff wellbeing, concerns around member understanding and knowledge of the Fire and Rescue Service,

capacity and capability to deliver the required improvements as well as the sustainability of the change through to long term improvements.

- 1.3 This is the first step in the Fire and Rescue Services improvement transition and is an encouraging start ahead of proposed future inspection in 2021/22. It was particularly encouraging to note the Panel's comments on the positive impact that this work is having on staff and the confidence that 'the service is moving in the right direction in capable hands'. The role of the County Council was also recognised for the additional investment and scrutiny of performance that is now being invested into the service.
- 1.4 Cabinet considered the letter (at Appendix A) at its meeting on 15 December 2020, and acknowledged the positive trajectory and confidence demonstrated by the external Independent Advisory Panel and the progress made against the improvements required. It supported the decision to close this part of the process of change for WSFRS.

2. **Finance**

- 2.1 Closing this process has no financial implications to the Council.

3. **Risk implications and mitigations**

- 3.1 The Fire Authority and members of the Fire and Rescue Service Scrutiny Committee will continue to monitor the performance of the fire and rescue service to ensure that any risk from ceasing this process is mitigated through effective performance management through the Performance and Assurance Framework.

4. **Policy alignment and compliance**

- 4.1 This report has positive implications for the community as it supports the continued improvement journey of the Fire and Rescue Service to all residents in West Sussex.

Sabrina Cohen-Hatton
Chief Fire Officer

Sabrina Cohen-Hatton, Chief Fire Officer Link No: External 033022 24993 |
internal 24993E-mail: Sabrina.Cohen-Hatton@westsussex.gov.uk

Appendix A – Fire Improvement Independent Advisory Panel letter

Background papers

None



NFCC
National Fire
Chiefs Council

The professional voice of the
UK Fire & Rescue Service

National Fire Chiefs Council
West Midlands Fire Service
99 Vauxhall Road
Birmingham
B7 4HW

Telephone +44 (0)121 380 7311
Email info@nationalfirechiefs.org.uk

To

Cllr Paul Marshall

Cllr Duncan Crow

I am writing as the chair of the Independent Advisory Panel (IAP) for the West Sussex Fire & Rescue Service. This board was established in line with a recommendation presented to the Minister for Policing and Fire and Rescue Services following a report on whether the service had the capacity and the capability to improve. Its membership included National Fire Chiefs Council (NFCC) and Local Government Association (LGA) representation (which included a representative who is also working with the wider County Council in their parallel improvement journey around Children's Services). Two members of the board were also part of the delegation that prepared the report that was presented to the Minister.

We met on the 11th November 2020 and at the close of the meeting we all agreed that it was time to end this part of the process of change for West Sussex and we hope you can endorse that decision. We spent some time going through a presentation from the Chief Fire Officer Sabrina Cohen-Hatton reviewing actions so far and the plans ahead.

It was evident that she and her team have done an excellent job in establishing the foundations needed to grow the transformation of the service. There is clear recognition that it will take time and sustained effort to reach their ambitions, but the necessary action plans are in place. A continuation of the panel now seems redundant given the progress made.

Listed below are the actions taken also including points raised by the Minister and I hope they give you confidence that the service is moving in the right direction in capable hands.

The report to the minister commented on the lack of funding which had a disproportionate impact on the service, and a lack of effective oversight by the council. This is now being addressed through an additional £5.1m (over three years) and changes to governance and structure, with the Fire and Rescue Service now under a single leadership model reporting directly to the Chief Executive.

The service reviewed its financial position against the statutory duties required and a further uplift of £1m was secured in February 2020 and is built into the base budget. The board have discussed the resourcing requirements with the service and have seen that the additional capacity has allowed the service to respond robustly to establish the improvements required. It is clear that the additional resources have improved the resilience of the service, which is evident through their ability to respond and adapt to the pressures of the COVID-19 pandemic.

The additional capacity has enabled the service to improve the way that resources are used to support crewing, prevention and protection work, the way risk is understood and to increase capacity to deal with people and training related issues which were starkly highlighted in the improvement report.

The report to the Minister recommended a full review of the services improvement plan to consider capacity, capability, priorities, timescales and performance indicators. The service has invested in programme management capacity and skills and fully revised its improvement plan, and reprofiled the funding requirements over a three-year period to deliver it. This additional capacity has enabled the service to effectively focus its resources in the most efficient way to improve the service. The commitment of the council to maintain its commitment to the improvement journey in terms of focus and funding remains steadfast despite the financial pressures for future years presented by the pandemic.

HM Inspectorate of Constabulary and Fire and Rescue Services re-visited West Sussex Fire & Rescue Service in January this year. Following their visit, they recognised the quickening of pace of improvements since October 2019 and found a clear commitment and saw tangible improvements, especially since October 2019, in mitigating the risks to public safety that they had initially identified. It was particularly pleasing that HMICFRS found that staff felt supported. There has since been a significant amount of work throughout the service, particularly in prevention and protection. Both directorates have received greater resourcing, have restructured and have new, sound strategies that link activity into the IRMP. The service has invested in new IT systems which are now live and improve the reliability of data, performance monitoring and more efficient, mobile ways of working.

There has been an overwhelming amount of progress since the board first met on 11th December 2019. Four clear key priorities have been set out in the updates on progress of key areas as follows:

- Our People;
- Member Engagement;
- Business Planning Process and
- Operational Resilience and Assurance.

These priorities directly address the recommendations noted by the Minister in relation to staff wellbeing, concerns around member understanding and knowledge of the fire and rescue, capacity and capability to deliver the required improvements as well as the sustainability of the change through to long term improvements.

I summarise some of the notable achievements to date across the four priorities below:

People

The service has a significant programme of work relating to improving issues relating to people, with clear strategic priorities underpinned by a People Action Plan. A restructure created a position for a strategic lead to increase capacity here to ensure cultural change and people aspects are the cornerstone of business processes. Some key examples are:

- A clear vision and mission statement linked to its values and the behaviours staff are expected to display.
- A staff engagement strategy, which included independently facilitated listening groups that sought to further understand the causes of the people issues identified by the inspectorate

- A new appraisal system links personal objectives, performance and behaviour to the vision and mission and a Core Behaviour Standards & Expectations framework based its values and the NFCC Behaviour Framework.
- A new transfer & moves process that is transparent and is based on feedback from staff
- The introduction of a new process for promotion and talent management that is more transparent and addresses concerns raised by staff through staff engagement
- The introduction of a Diversity and Inclusion Advisor and 8 Diversity Champions
- A leadership development programme, including a Level 5 Operational Management Apprenticeship scheme
- Bimonthly People Surgeries
- A revised approach to wellbeing & inclusion
- Leadership development providing managers with skills required to lead through change
- Clear guidance on what constitutes bullying and how complaints will be dealt with has been issued, with staff now using formal processes more frequently to report inappropriate behaviour, demonstrating improved confidence in the service processes.
- Some innovative examples, such as the introduction of a Shadow Board, where members with lived experience of being in an underrepresented group review decision papers and provide input to the Service Executive Board to ensure the impacts on all members of the service are considered.

Business Planning

The service has fully reviewed its business planning processes and restructured to create capacity and align new internal governance processes that have reduced bureaucracy and enabling more efficient decision making with clear routes.

- The service has fully embedded a Performance and Assurance Framework which enables the monitoring and active management of performance against statutory responsibilities from a local level (including links to appraisal objectives to assist staff with understanding how their activity contributes to service objectives) though to public reporting through the scrutiny process.
- Local Risk Management Data and Plans have been introduced for each station area, which translates service objectives into community activity.
- The service has commenced their development of their next IRMP, which will include a full review of community risks and how to further improve operational resilience
- Data visualisation has been improved with the introduction of PowerBI and a roadmap for future improved use
- Introduction of the Design Authority Group (DAG) to ensure subject matter expert advice is fed into the business planning process and ensures alignment with wider county council business requirements.
- The service has been fully engaged with the development of the West Sussex Reset Plan with the wider County Council, ensuring Fire & Rescue Service priorities are appropriately represented.

Member engagement

The recommendations to the Minister noted that the County Council should continue its plan to improve the governance and scrutiny of the Fire and Rescue Service, with a view to securing an identity for the service with supportive development for Members in WSFRS related matters. Securing opportunities for effective Member engagement in its activities has since been a clear priority for the service.

There is now a dedicated Fire and Rescue Scrutiny committee, ensuring Members have the time and space to fully scrutinise the activity and performance of the service. The committee has now met twice, during which time they considered the Performance and Assurance Framework for Fire and Rescue which focused on strategic objectives and outcomes for residents and service users. Additionally, the scrutiny committee can scrutinise areas in greater depth through 'Task and Finish Groups'. This format was used to ahead of the Fire Authority decision to invest in a new Fire Station and Training Centre in Horsham on the 28th August and a further Task and Finish Group is planned for January to focus on the performance of the Joint Control Centre, following a year of the new arrangements.

The service also invested in a new bespoke development program for Members, based on the LGA guidance for good governance in Fire and Rescue Services, ensuring that those charged with scrutiny and governance have the full range of knowledge, skills and understanding to do so effectively.

The service actively explores opportunities to engage members at all levels, ranging from including the Cabinet Member on the improvement board to provide assurance of progress, to a more local level where the service is seeking to involve local Members in the development of Local Risk Management Plans.

Operational Resilience & Assurance:

The service recognises the critical importance of operational resilience and has made significant progress in assuring this. One of the recommendations noted by the Minister included a reference to the unsustainability of the operational rota at strategic level due as it solely relied on two officers, the Chief Fire Officer and the Deputy Chief Fire Officer. The service has since reintroduced the Assistant Chief Fire Officer position and introduced a new strategic officer operating model which included upskilling Area Managers to provide added resilience to ensure that West Sussex always has strategic operational cover to deal with major and significant incidents.

A Service Delivery Centre has been introduced which focuses on ensuring operational resources are prioritised in most efficient way. This has improved the availability of operational assets and reduced the burden on operational response managers of organising logistics, enabling them to focus on core activity such as training, prevention and protection work.

The service recognises the extent of the challenge presented by the retained duty system, which are challenges similarly faced by all Fire and Rescue Services who operate this duty system. They have clear steps in place to improve the resilience of retained appliances, including investment in Retained Liaison Officers to support recruitment and retention, county crewing to utilise off-duty retained staff to cover shortfalls and acquiring new training facilities with an operating model that will guarantee access to retained firefighters at times that reduce the impact on their primary employment.

The inherent challenges that the retained duty system presents make operational resilience challenging, however the improvements the service have made have seen an improved direction of travel. The Performance and Assurance Framework includes core measures relating to the availability of operational assets and response times, thus enabling the service to monitor performance and ensure Members have an opportunity to regularly scrutinise this on behalf of the public.

In conclusion the demonstration above of the progress to date leads me to believe that the steps that West Sussex Fire and Rescue Service have taken to improve the service are significant. It will undoubtedly take time to fully embed the improvements, and the service has a clear plan in place to do so. It is therefore my intention to close the Independent Advisory Panel. I will also be asking Roy Wilsher in his role as Chair of the National Fire Chiefs Council to write to the Minister and advise him of the progress made.

My thanks to the advisory team who have given their time generously to support this process. It has been a pleasure to observe the progress made and I applaud Sabrina, her team and a good service which will undoubtedly grow further.

Kind Regards

Ann Millington QFSM
Chief Executive Kent Fire and Rescue Service

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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 Core Indicators		8 January 2021
Priority programmes: IRMP update, Improvement update		8 January 2021
HMICFRS Covid Inspection letter		8 January 2021
Independent Advisory Panel – update		8 January 2021
Work Programme Planning	Standing item on each agenda.	8 January 2021
Performance & Assurance Framework Core Indicators		26 March 2021
Inspection preparedness report		26 March 2021
Priority programmes: IRMP update, Improvement update		26 March 2021
Joint Control Room TFG Report		26 March 2021
Work Programme Planning	Standing item on each agenda.	26 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> <p>Fire Safety Bill</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?