

# Public Document Pack

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15 November 2021

## **Fire & Rescue Service Scrutiny Committee**

A meeting of the Committee will be held at **10.30 am** on **Tuesday, 23 November 2021** at **County Hall, Chichester, PO19 1RQ**.

**Note:** In response to the continuing public health measures, there will be limited public access to the meeting. Admission is by ticket only, bookable in advance via: [democratic.services@westsussex.gov.uk](mailto:democratic.services@westsussex.gov.uk)).

**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.     **Declarations of Interest**

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.

2.     **Minutes of the last meeting of the Committee** (Pages 5 - 8)

The Committee is asked to agree the minutes of the meeting held on 1 October 2021 (cream paper).

3.     **Urgent Matters**

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.

- 10.35 am 4. **Responses to Recommendations** (Pages 9 - 10)
- The Committee is asked to note the responses to recommendations made at the 1 October meeting from the Cabinet Member for Community Support, Fire and Rescue.
- 10.40 am 5. **West Sussex Fire & Rescue Service Statement of Assurance** (Pages 11 - 58)
- The statement provides assurance on financial, governance and operational matters and shows how the service paid due regard to the expectations set out in its Integrated Risk Management Plan and as part of the Fire and Rescue National Framework for England.
- 11.10 am 6. **End of September 2021 (Quarter 2) Quarterly Performance and Resources Report** (To Follow)
- A report by the Director of Law and Assurance, setting out the finance and performance position as at the end of September 2021.
- The Committee is asked to examine the data and supporting commentary for the performance and resources report and make any recommendations for action to the Cabinet Member for Community Support, Fire and Rescue.
- 11.55 am 7. **Work Programme Planning and Possible Items for Future Scrutiny**
- The Committee is asked to review its current draft work programme taking into account the Forward Plan of Key Decisions and any suggestions from its members for possible items for future scrutiny.
- (a) **Forward Plan of Key Decisions** (Pages 59 - 62)
- Extract from the Forward Plan dated 27 October 2021 – attached.
- An extract from 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.
- (b) **Work Programme** (Pages 63 - 66)
- The Committee to review its draft work programme for the year ahead taking into consideration the checklist at Appendix A.

12.10 pm

8. **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.

9. **Date of Next Meeting**

The next meeting of the Committee will be held on 13 January 2022 at 10.30 am at County Hall, Chichester. Probable agenda items include:

- Fire and Rescue Service Strategic Performance Report Quarter 2
- Priority Programme Update
- Communities Risk Management Plan

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 24 December 2021.

**To all members of the Fire & Rescue Service Scrutiny Committee**

**Webcasting**

Please note: this meeting is being filmed for live and subsequent broadcast via the County Council's website on the internet. The images and sound recording may be used for training purposes by the Council.

Generally the public gallery is not filmed. However, by entering the meeting room and using the public seating area you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

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## **Fire & Rescue Service Scrutiny Committee**

1 October 2021 – At a virtual meeting of the Fire & Rescue Service Scrutiny Committee held at 10.30 am Virtual meeting with restricted public access.

Present: Cllr Boram (Chairman)

Cllr Pendleton, Cllr Charles, Cllr Dunn, Cllr Milne and Cllr Turley

Apologies were received from Cllr Richardson

Also in attendance: Cllr Crow

### **11. Declarations of Interest**

11.1 No declarations were made.

### **12. Minutes of the last meeting of the Committee**

12.1 Resolved – that the Committee agrees the minutes of the meeting held on 18 June 2021.

### **13. End of June 2021 (Quarter 1) Quarterly Performance and Resources Report**

13.1 The Committee considered the end of June (Quarter 1) Quarterly Performance and Resources Report (copy appended to the signed minutes).

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

- The increase in the cost for building the Horsham Fire Station and Training Centre might possibly cause minor changes to what is planned and delay completion slightly, but not significantly
- The target for fire safety inspections of business premises has risen from 936 to 1,750 to provide a stretch target which is 5% of the service's overall risk-based inspection programme and include the highest risk premises (such as care homes)
- The service uses the latest technology to locate accidents including the app 'What Three Words' and a system that provides photographs from the scene
- Referrals for safe and well visits to houses occupied by vulnerable people are often made by fire service partners such as social services
- The service works with the Sussex Safer Roads Partnership that breaks down accidents by type of vehicle – this could be made available to the Committee

13.3 Resolved – that the Committee is provided with further data relating to Key Performance Indicator 41 (killed and seriously injured casualties per billion vehicle miles) with a breakdown of the types of accidents.

#### **14. Fire and Rescue Service Strategic Performance Report Quarter 1**

14.1 The Committee considered the Fire and Rescue Service Strategic Performance Report Quarter 1 (copy appended to the signed minutes).

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

- Carers were given fire safety training
- The contingency plan for a system breakdown in the Joint Fire Control Centre worked when called upon recently
- Calls that are not answered within seven seconds are usually multiple calls for the same incident and are usually answered within a second or two more
- Calls that aren't answered within seven seconds are investigated and counted in the overall targets which are being met
- The Committee thought a Task & Finish Group might be needed if call response times continued to miss targets
- The Committee wished to see target times as well as percentages for first appliance attendance
- One reason the availability of retained fire fighters increased in recent quarters was that they were working from home during lockdowns

14.3 Resolved – that the Committee asks: -

- i. For the service to provide previous quarters information for comparison as part of the core measures
- ii. For numbers as well as percentages for Core Measure 21
- iii. Democratic Services to work with the Fire and Rescue Service to provide an updated report on the Joint Fire Control Centre at its meeting in March 2022 following the Task & Finish Group in January 2021
- iv. The service to check the data contained in the table for Core Measure 19 for accuracy
- v. To monitor responses times, and consider whether a Task & Finish Group may be required if this Core Measure 16 remains red

#### **15. Priority Programme Update**

15.1 The Committee considered a report on the Priority Programme Update.

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

- The Committee was interested in timescales for the Operational Assurance Project
- The shadow Board has been running for several months and helped with decision-making
- Diversity champions were raising awareness of equality and diversity issues within the service
- Targeted activity had resulted in a significant increase in applications from under-represented groups, however the aim was still to appoint based on quality

15.3 Resolved – that the Committee asks the Fire and Rescue Service to ensure that timescales for the Operational Assurance Project are included in future reports

**16. Work Programme**

16.1 The Committee considered its work programme and made the following changes: -

- Call response times to be monitored
- The service's covid recovery plan to be added
- The inspection preparedness report to be taken off as the inspection had already taken place

**17. Date of Next Meeting**

17.1 The next meeting of the Committee will take place on 23 November 2021.

The meeting ended at 12.02 pm

Chairman

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**Cllr Duncan Crow**

Cabinet Member for Community Support,  
Fire and Rescue

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Councillor Kevin Boram  
Chairman, Fire and Rescue Scrutiny  
Committee

11 November 2021

Dear Councillor Kevin Boram

**Recommendations from Fire & Rescue Service Scrutiny Committee 1  
October 2021**

Thank you for your letter setting out the recommendations of the Fire and Rescue Scrutiny Committee meeting held on 1 October 2021. As requested, I am responding as Cabinet Member for Community Support, Fire and Rescue. For ease of reference, I have commented in turn to each of the recommendations.

- **KPI 41**

Resolved – that the Committee is provided with further data relating to Key Performance Indicator 41 (killed and seriously injured casualties per billion vehicle miles) with a breakdown of the types of accidents.

This is not a measure that the Fire and Rescue Service (FRS) proposed. I understand that this measure has been created by the team in Highways and is monitored by the Communities, Highways and Environment Scrutiny Committee.

- For the service to provide previous quarters information for comparison as part of the core measures.

It is worth noting that most of the Core Measures already have a visual showing previous quarters, those that don't are where the data recording methods (i.e., excel) don't allow it. The FRS is able to add an indicator in the current quarter's performance to indicate the comparison with that of the previous quarter should this be required. The FRS could alternatively ensure that the previous quarters' performance is represented on each measure.

- For numbers as well as percentages for Core Measure 21.

CM21 is Critical Special Service attendance – do the committee feel that the numbers of passes and fails will add to the narrative being told? The performance team feel that percentages are a more appropriate measure of success and it should be noted that the FRS do measure the number of

Critical Special Service calls, but this sits within an FRS Service Measure that is not shared with the committee. That said, anything exceptional would be included in the scrutiny narrative for the Core Measures presented to Committee Members.

- The service to check the data contained in the table for Core Measure 19 for accuracy.

The 2019/20 totals line was missing at the point of submission review and this issue has now been addressed and remedied.

- Democratic Services to work with the Fire and Rescue Service to provide an updated report on the Joint Fire Control Centre at its meeting in March 2022 following the Task & Finish Group in January 2021.

This will be drafted and will be submitted in line with the governance cycle for the March meeting.

- To monitor response times and consider whether a task and finish group may be required if this core measure 16 remains Red.

This measure has seen performance teams in West Sussex FRS and Surrey FRS work together to deep dive into the information to evaluate the output feeding the measure. This identified anomalies in the reporting matrix to be addressed improving reporting accuracy. This will be monitored to evaluate any future need of a Task and Finish Group.

- **Priority Programme Update**

Resolved – That the Committee asks the Fire and Rescue Service to ensure that timescales for the Operational Assurance Project are included in future reports

The Fire and Rescue Service will confirm timescales and plans for the January meeting.

I hope that you find these responses helpful,

Yours sincerely



Cllr Duncan Crow  
Cabinet Member for Community Support, Fire and Rescue

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## **Report to Fire and Rescue Service Scrutiny Committee**

**23 November 2021**

### **West Sussex Fire & Rescue Service Statement of Assurance**

#### **Report by Chief Fire Officer**

**Electoral division(s): All**

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#### **Summary**

The Fire Authority (FRA) is required to provide annual assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their Integrated Risk Management Plan (IRMP) and as part of the Fire and Rescue National Framework for England.

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

This Statement supports the West Sussex County Council Annual Governance Statement 2020-21. West Sussex Fire and Rescue Service publishes an Annual Statement of Assurance. Cabinet will be asked to approve the West Sussex Fire and Rescue Service Annual Statement of Assurance for 2020-21.

#### **Focus for Scrutiny**

West Sussex Fire Service statements of assurance should be published annually by fire and rescue authorities. Members should consider the report at the appendix and provide feedback on whether it demonstrates a focus on the annual performance of the service to make a valid assessment of assurance against the local fire and rescue service performance.

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#### **Proposal**

##### **1 Background and context**

- 1.1 The Fire and Rescue National Framework for England, published on 11 July 2012, sets out that: "Fire and rescue authorities must provide assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their integrated risk management plan and the requirements included in this Framework. To provide assurance, fire and rescue authorities must publish an annual statement of assurance."
- 1.2 As reported in a high level overview the West Sussex County Council Annual Governance Statement 2020-21, it references actions to reinforce service improvement in Fire and Rescue and Children's Services and contribution to its overall assurance of improved corporate capability and capacity.

## Agenda Item 5

- 1.3 This statement of assurance highlights the areas that have been delivered to address that as well as the original Integrated Risk Management Plan objectives that feed into that assured position.
- 1.4 Fire and rescue authorities are accountable for their performance and should be open to evaluation by the communities they serve. Information on their performance should be accessible, robust, fit-for-purpose and accurately report on effectiveness and value for money and this report provides that to the organisation with supporting data reviewed at the Fire and Rescue Service Scrutiny Committee.
- 1.5 Fire and rescue authorities are responsible for ensuring that their business is conducted in accordance with the law and proper standards, and that public money is properly accounted for and used economically, efficiently and effectively.
- 1.6 As some information has been presented throughout the year this has been highlighted to ensure that it is clear, accessible, and user-friendly within existing documents. There have been extracts, or links to these documents embedded into the statement of assurance.
- 1.7 The statement of assurance will be used as a source of information on which to base the Secretary of State's biennial report under section 25 of the Fire and Rescue Act 2004.
- 1.8 Fire and rescue authorities may wish to include a section in their statements of assurance on any potential improvements they have identified across their accounting, governance or operational responsibilities to communities, particularly where plans are underway. This report includes the annual report as well as the progress against preparations for the Community Risk Management Plan including its consultation which will commence in Quarter 3 2021/2022.
- 1.9 The statement of assurance should be signed off by an elected member of the relevant authority who is able to take responsibility for its contents, this has been entered into the Forward Plan of Key Decisions for a decision on 3 December 2021 by Cabinet.

## **2 Finance**

- 2.1 Conclusions from this inspection have 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 planning through the subsequent years of the Integrated Risk Management Plan.

## **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.

**5. Equalities and diversity**

- 5.1 There are no equality implications associated with the content of this report. One of the principal aims of the Statement of Assurance is to provide an accessible way in which communities, public sector authorities and partners may make a valid assessment of our performance. The information presented in the report will be reviewed continuously to ensure that it reflects and adheres to any changes or developments in equalities legislation.

Sabrina Cohen-Hatton  
**Chief Fire Officer**

Contact: [frs.governancesupport@westsussex.gov.uk](mailto:frs.governancesupport@westsussex.gov.uk)

**Appendix A – Statement of Assurance**

**Background papers**

None

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# West Sussex Fire & Rescue Service

Annual Statement of Assurance 2020-21



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## Foreword from Cabinet Member for Community Support, Fire and Rescue



Welcome to West Sussex Fire & Rescue Service's Statement of Assurance for 2020/21.

In a year where all our lives were affected by a global pandemic, this year's statement has specific relevance to provide the reassurance that your fire and rescue service contributed to the COVID-19 response and continued despite the challenges making West Sussex safer.

It is a requirement that all fire and rescue authorities must provide annual assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their Integrated Risk Management Plan (IRMP) and as part of the Fire and Rescue National Framework for England.

The Statement of Assurance for West Sussex Fire & Rescue Service is published annually, to provide an easy and accessible way for communities, government, local authorities, and partners to assess the Fire Authority's performance and governance arrangements.

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

**Duncan Crow, Cabinet Member for Community Support, Fire and Rescue**

## Introduction from the Chief Fire Officer



As Chief Fire Officer of West Sussex Fire & Rescue Service I am pleased to introduce our Statement of Assurance for 2020/2021.

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

The service has been progressing the key improvement areas, as highlighted in Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Inspection Improvement Plan as well as responding to organisational improvements as required.

Over the last year in response to the pandemic COVID-19, the service adopted its business continuity arrangements to be able to continue to provide services to the communities of West Sussex, whilst keeping its employees safe.

The professionalism and dedication of all our staff to respond effectively, and safely remains at the heart of the service.

We provide a 24/7 emergency response service to deal with fires, road traffic collisions and a wide range of emergencies. Our staff also deliver activities to prevent fires and road traffic collisions, improve community safety, enforce fire safety legislation, and reduce risk in the community.

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

**Dr Sabrina Cohen-Hatton**  
**Chief Fire Officer for West Sussex Fire & Rescue Service**

## Summary Statement

### *What is Statement of Assurance?*

Fire and rescue authorities must provide assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their Integrated Risk Management Plan (IRMP).

Statements of assurance should be open and transparent, demonstrating accountability to communities who expect to know how these services are being provided. This document outlines the way in which the West Sussex Fire & Rescue Authority and its fire and rescue service delivered the requirements contained in the National Fire and Rescue Framework and the authority's IRMP during 2020/2021.

## Service Executive Board

Our Service Executive board is made up of our three Principal Officers, supported by strategic advisors from Organisational Assurance & Governance as well as West Sussex County Council corporate functions representatives from HR and Finance.

### **Chief Fire Officer**

Sabrina Cohen-Hatton

### **Deputy Chief Fire Officer**

Mark Andrews

### **Assistant Chief Fire Officer**

Jon Lacey

Strategic Advisors to Service Executive Board:

*Senior Finance Business  
Partner*

*Head of Organisational  
Assurance & Governance*

*Senior Human Resources  
Business Partner*

## Governance

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

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

The county council is made up of 70 councillors who are each elected to represent one division every four years. Functions are allocated across the full council, the Cabinet and a range of committees.

The Constitution explains how the county council operates and decisions are made, and the procedures which are followed to make sure that these are efficient, transparent and accountable to local people. All members meet as the full council and they are responsible for deciding some of the overall policies and setting the budget each year. The Constitution has now been amended to ensure clear separation between the operational decision making of our Fire and Rescue Service and the scrutiny and role of County Councillors.

The WSCC Cabinet, or 'Executive', has ten members from the majority group on the council. The Cabinet proposes the key policy decisions of the council, which are subject to agreement by the full county council. Each Cabinet Member is allocated a portfolio of work for which they take personal responsibility. WSFRS is the responsibility of the Cabinet Member for Communities Support, Fire and Rescue. The Cabinet Member for WSFRS is Councillor Duncan Crow.

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

WSFRS is embedded within WSCC. As such, the service is linked to a range of key strategic planning areas that aids a holistic approach to keeping residents safe. These include emergency management, transport and spatial planning, the design of support for vulnerable people, flood risk management and the overall place shaping and democratic ownership of an area.

There has been additional funds added to the Fire & Rescue Service this year and in November 2020 it was reported to the [Regulation, Audit and Accounts Committee](#) that under the value for money risks, this progress was continues and the programme has been monitored to ensure it is providing the required outcomes on behalf of the public and our people.

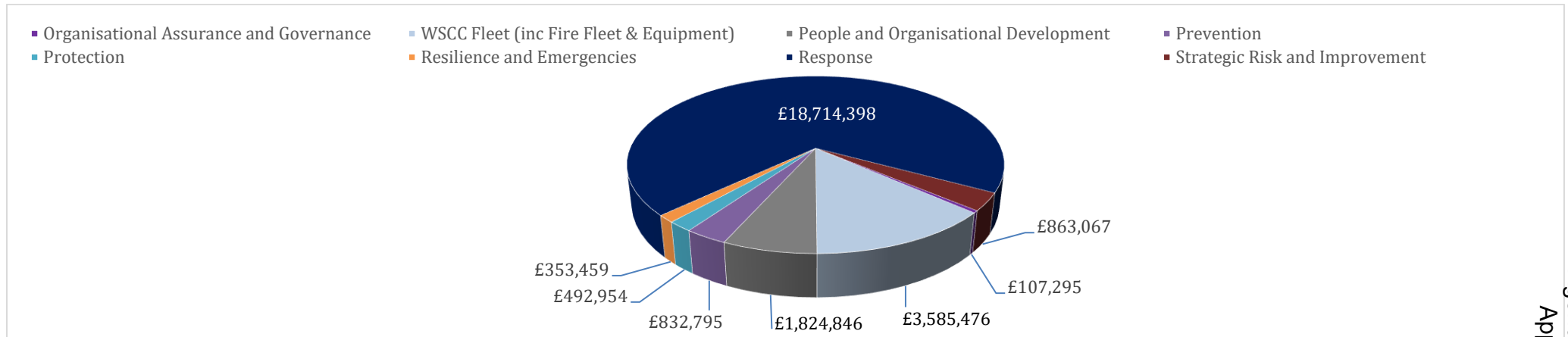
## Financial Performance Report

WSFRS is an integrated part of WSCC. As such, it receives a range of services provided centrally, either via county council back-office functions or corporately procured contracts. These include provision for payroll, pensions and human resources administration, human resources and organisational development advice and services, occupational health services, IT and communications, facilities management and estates maintenance, rates and utilities, insurances, legal advice and procurement services. There are now additional dedicated resources as part of our improvement plan that support the service in both human resource, performance and IT but remain within the county council teams.

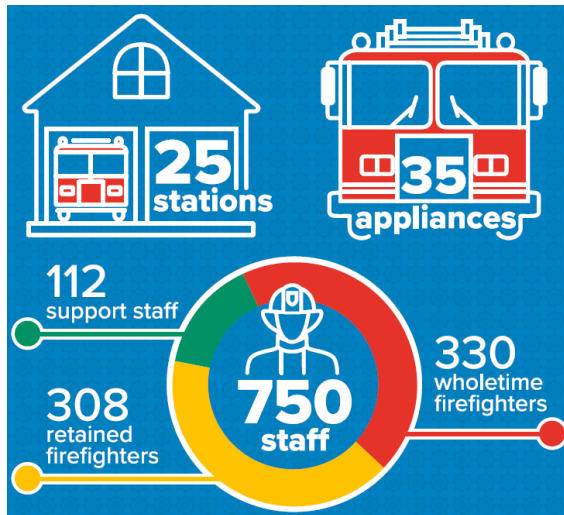
Apart from the additional resource, costs relating to these areas are accounted for as a whole and are not apportioned at FRS level. Best value and high-quality services in all these areas are sought and achieved council wide. Financial management for the FRS in areas including assets and estate, revenue provision, debt, and treasury management are covered under arrangements for the whole of the county council and, again, are not reported solely for the FRS.

### How your money is spent

The fire service's total net controllable expenditure delivering front line services for the 2020/21 financial year was £26.8 million. This is broken down in the graph. The Fleet is inclusive of the County Council Fleet as well as the Fire Service fleet as it is managed under one function. In addition to the existing FRS base budget, the county council agreed further funding over a three-year period to deliver the improvements required following the Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) report. In 2020/21, the Fire Improvement plan spent £2.3m, which is in addition to the spend shown in the graph.

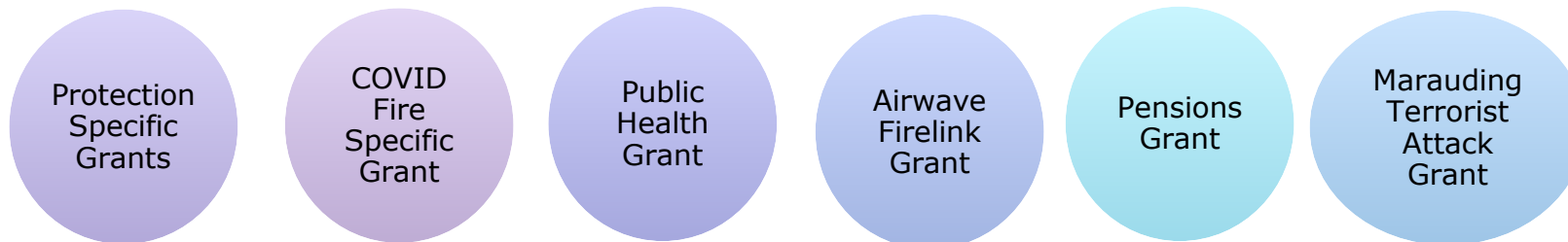


## Our People



At the end of March 2021 our workforce included a total of 330 wholetime firefighters, 308 retained On-Call and 112 support staff working for West Sussex Fire and Rescue Service.

During 2020/21 we received fire specific grants relating to:



In addition the County Council receive county council COVID grants, which supported additional spend relating to COVID-19. WSFRS monitored their activity through the Business Continuity Action Team (BCAT) and expenditure was made through the county council.

## Performance Assurance Framework

Our Performance Assurance Framework (PAF) provides structure and governance arrangements to ensure that the statutory obligations, functions and strategic commitments of the service are being successfully scrutinised and delivered.

As part of the [Our Council Plan](#) there was a clear intention to ensure a clear link from this through to our Performance & Assurance Framework with 4 key measures highlighted to provide assurance. This golden thread continues through our Core Performance Measures and through to Service objectives into team plans.

### **Keeping people safe from vulnerable situations.**

- OUTCOME - A timely and proportionate approach to prevention through Fire Safety Inspections of business premises
- OUTCOME – Support to people when they need it through Safe & Well Visits to those at highest risk

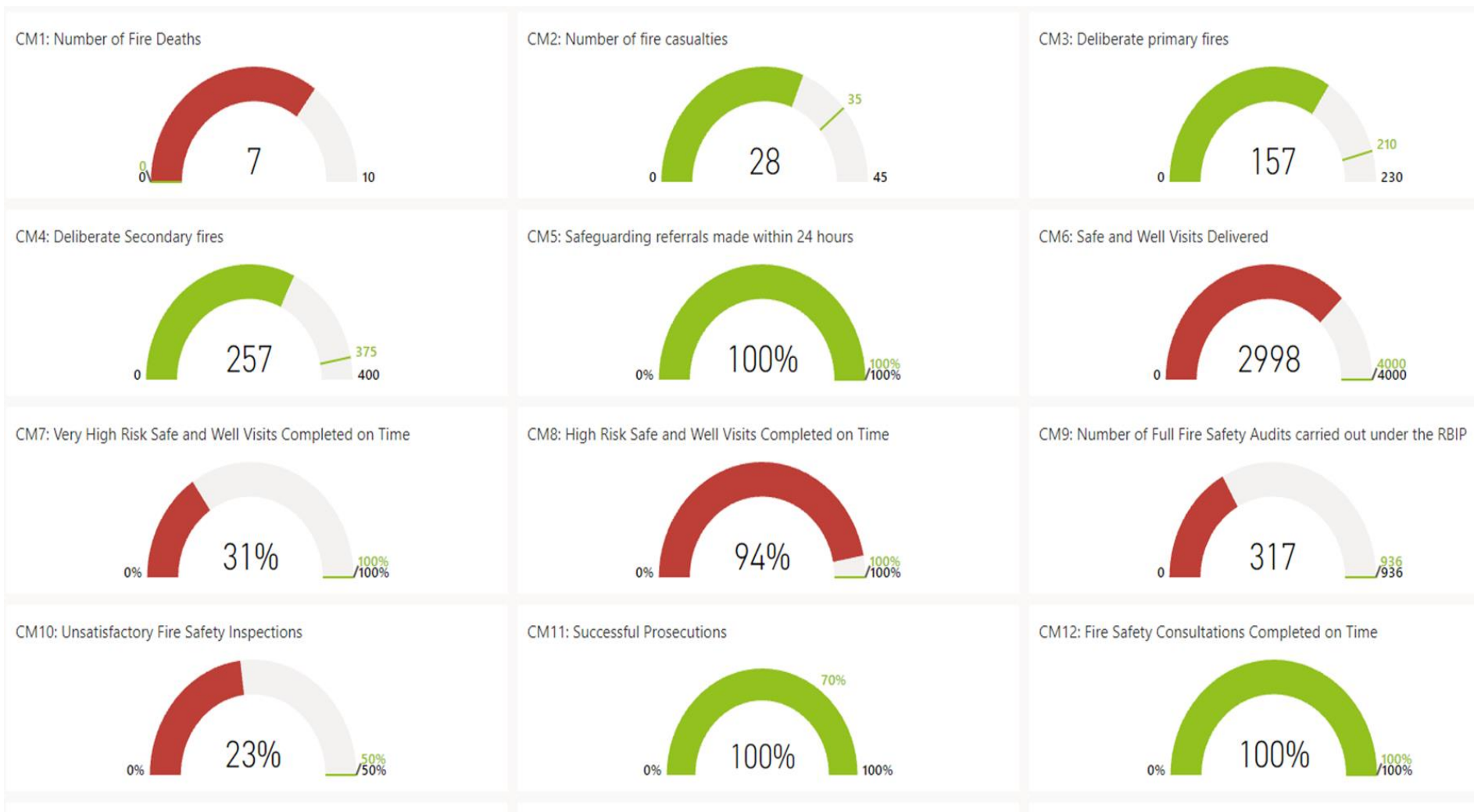
### **Helping people and communities to fulfil their potential.**

- OUTCOME - Safe and connected and cohesive communities measured through both Critical fires 1st Appliance Attendance and Critical Special Service attendance.

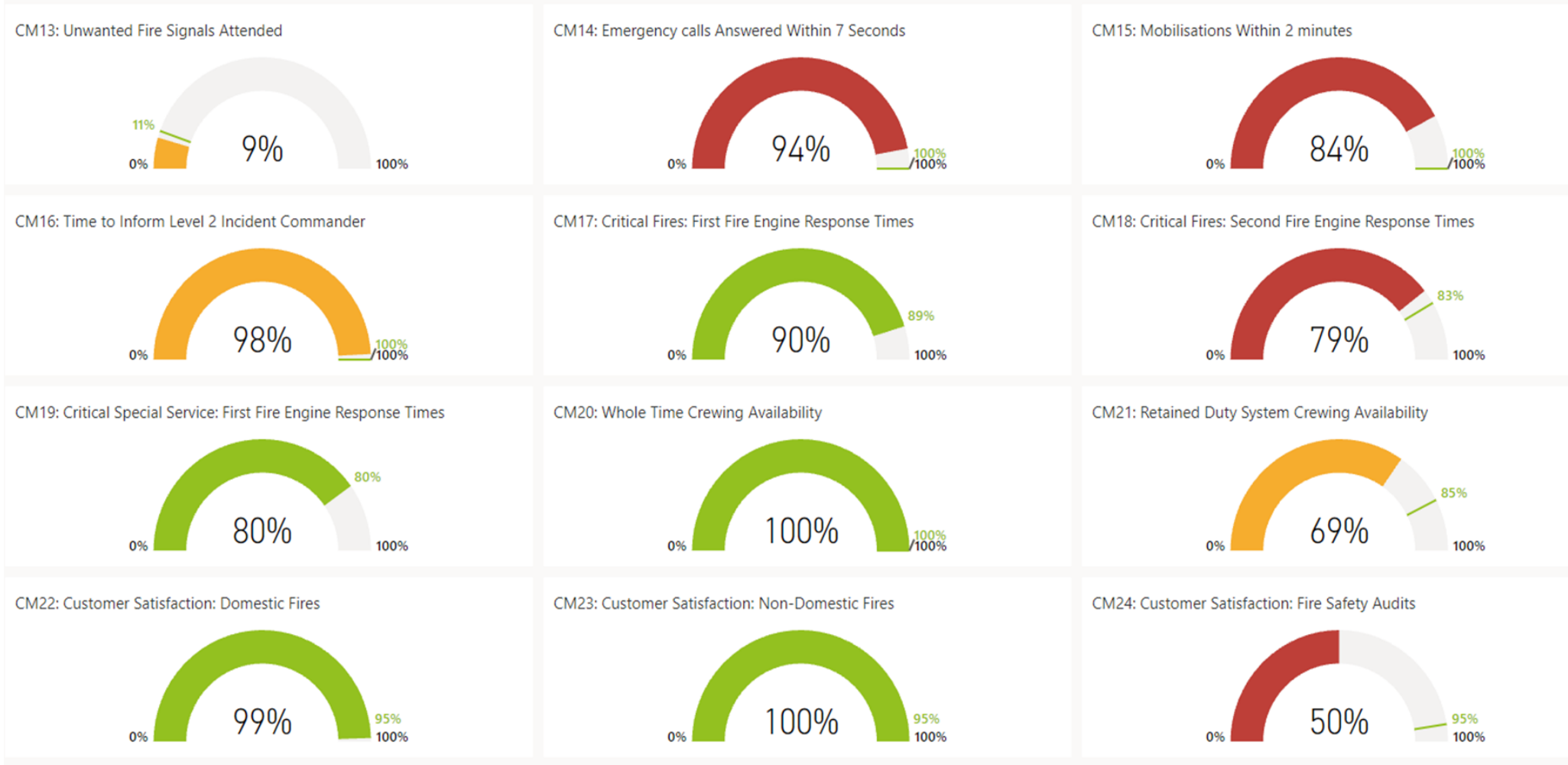
Keeping people safe from vulnerable situations through our safe and well visits and safeguarding which our performance is telling us has been met reported through our core measures. The PAF examines performance on a quarterly basis across the four elements of Service Provision, Corporate Health, Priority Programmes and Risk through a suite of core and service measures. This allows the organisation to respond and make informed decisions to ensure organisational aims and objectives are achieved through being intelligence and evidence led.

In the reporting year 2020-21 we tracked the performance of 31 Core Measures against end of year targets (see Appendix A). These core measures are subject to scrutiny at our Strategic Performance Board, Service Executive Board and by the FRS Scrutiny Committee.

A graphical representation of the year end to date reporting statistics has been provided as an overview. More detail can be found [here](#) on our Quarterly Performance Reports.







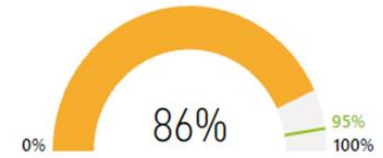
CM25: Customer Satisfaction: Safe and Well Visits



CM26: Proportion of Staff Not Sick



CM27: Eligible operational staff successfully completing fitness test



CM28: Eligible operational staff in qualification



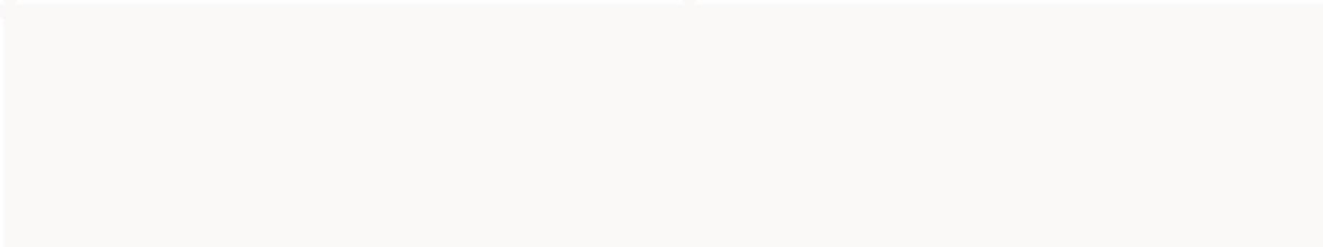
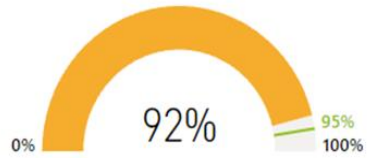
CM29: Fire Safety Inspectors Qualified



CM30: RIDDOR accidents reported on time



CM31: WSFRS Projects on Track



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

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) first inspected West Sussex Fire & Rescue Service (WSFRS) in the autumn of 2018 and the associated report can be found [here](#).

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

In January 2020 HMICFRS carried out a three-day revisit of WSFRS. The reinspection team paid specific attention to the Prevention and Protection areas, which were the main concerns raised in the report with regards to public safety and their findings can be found [here](#).

We implemented an Independent Advisory Board, that included representatives from the NFCC and the Local Government Association, who provided independent advice and assurance that we had processes and people in place to monitor and maintain progress against the improvement plan. This board was closed as a result of the progress and plans being implemented. [Link to report](#)

In January 2021 we participated in a HMICFRS COVID-19 assessment that saw the inspectorate report further progress and improvements across all areas of our improvement plan, whilst acknowledging that the pandemic has had an impact of the organisations ability to physically interact with their community. HMICFRS carried out a COVID specific inspection in October 2020 and HMICFRS noted, *"The fire and rescue authority maintained effective ways of working with the service during the pandemic. This made sure the service could fulfil its statutory duties as well as its extra work supporting the LRF and the tripartite arrangements" and that "Staff wellbeing was a clear priority for the service during the pandemic. It identified wellbeing problems, and responded to any concerns and further needs. Senior leaders actively promoted wellbeing services and encouraged staff to discuss any worries they had. In March 2020, the service carried out a staff impact survey."*

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

This was followed by a third HMICFRS revisit carried out in February 2021 where they noted in their report the amount of improvement work and change in the service continued to be significant. It was remarked that extra funding has been used to create an appropriately skilled and dedicated programme management team, which has since broadened its remit to include Organisational Assurance and Governance. The Inspectorate reported this brought an increased level of co-ordination and supports organisation-wide improvement.

## Strategic Objectives of IRMP 2018-22

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

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

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

The West Sussex Fire & Rescue Authority set strategic priorities for the period of 2018-2022 based on thorough risk analysis.

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

The action plans we produce each year set out how we will meet the priorities in our IRMP, and how we will know we are being successful through clear performance targets that are linked to the outcomes that we want to achieve. Where there are competing priorities, we will focus resources on the area of greatest need. At times this may mean that the order in which we do things is subject to change. For example, new national priorities that have come forward as a result of the Grenfell Tower fire tragedy and our response and implementation of associated recommendations.

This report will look at each area of our service delivery; Protection, Prevention, Response, Strategic Risk and People and then summarise the progress against the five Strategic Priorities through projects.

## Protection

The WSF&RS Fire Protection Department supports public safety and business resilience.

They help businesses to comply with the Regulatory Reform (Fire Safety) Order 2005, ensuring that building owners or managers minimise the risk and likelihood of fire, understand duties and continue to monitor and maintain the arrangements required within the order, which includes supporting Firefighter Safety, with up-to-date premises risk information.

Our service delivery activities are detailed within our Fire Safety Enforcement Strategy [link](#) which details our risk-based inspection methodology and auditing schedules, linked to the priorities detailed within our current IRMP.

Annually planned inspection work is scheduled through our Risk Based Inspection Programme to ensure that we are effectively managing resources to target activity to drive down our highest levels of risk, within the full scope of our powers.

This year there have been new positions created within Fire Safety from Apprenticeship to Grade 10 defining a development pathway (1 apprentice, 3 Grade 8's and 2 Grade 8's recruited). 7 people have been trained to Fire Safety Level 4 and 4 people are undertaking Fire Safety Level 5.

The RBIP is a combination of the activities on known sleeping risks, specific risk premises, thematic risks and IRMP work. This also incorporates partnership protection risk management activity for sustainable safety and assurance of buildings, occupants, firefighters, infrastructure, environment, and communities. As such all are important contributory factors when reviewing premises risk ratings.

Specific premises risk may be identified following enforcement activity or based on other shared intelligence of emerging issues, specific premises will then be added to our inspection programme for further assessment or investigation (virtual or face-to-face).

Thematic Risk involves continuously reviewing incident data risk, partnership risk, enforcement activity, national and local issues to identify the Highest Risk Themes which will influence and direct inspections and other integrated fire protection activity to those properties and people of highest risk from fire. Additional activity is supported within our protection structure including:

- Addressing trends in analysis of fire statistics in West Sussex.
- Commerce & Community – such as Gatwick Airport
- Safety Advisory Groups – fire safety will reduce the risk at major public events through working in these partnerships.
- Heritage – Premises Risk Management and Fire Safety will work together to reduce risk and impact of fires at our heritage sites.
- Premises Risk Information: Fire safety inspectors will assist in the gathering of risk information and the pre planning for incidents through Site Specific Risk Information (SSRI)

Where inspectors identify premises that fall short of an acceptable standard of fire safety the inspectors will score the risk using the NFCC Fire Safety Matters System and take appropriate enforcement action. These options range from an Enforcement Notice to prosecution depending on the severity and circumstances of the case.

Service adjustments continue within policies and procedures, including additional resources and funding support following the outcomes of the Grenfell Tower fire phase one report and recommendations. With the introduction of revised legislation, specifically the Fire Safety Act 2021, giving greater clarity by extending the scope of the existing Fire Safety Order. This will enable the service to work more effectively with other regulators and those responsible for managing Building Safety, particularly our colleagues in the Housing sector with High rise residential buildings, within our Building Risk Review work. Our operational staff will have enhanced development and skills in fire safety training to better understand operational risks to firefighters from the complex and expanding built environment industry, working more closely with Fire Protection Teams in managing Premises Risk Information, audit activity, remediation assurance and business sector engagement.

## Prevention

COVID-19 has presented both opportunities and challenges when it comes to delivering our prevention work. The way we deliver our activity to reduce incidents and their impact generally relies on being able to meet in person particularly with those who are most vulnerable and may need additional support to take on board information. The COVID-19 restrictions, lockdown and shielding have meant that we have had to redesign the way we delivered all of our preventative programmes.

The aim of our prevention work is to reduce loss of life, injury and damage to property and reduce exposure to risk of our firefighters. We focus on those who are more likely to have a fire and less likely to be able to respond should a fire occur. This group of people tend to be those who are elderly with mental and physical health issues many of which are considered to be extremely clinically vulnerable and have been shielding for the majority of last year.

Those who have been shielding have been reluctant to have visitors to their home, even those who are able to support their safety and wellbeing. In addition, we have had to ensure that our staff are protected from COVID-19 and aren't responsible for transmitting it. These two factors have meant that we have had to completely redesign the way we deliver our Safe and Well Visits to ensure the safety of both customers and staff. We created a way to assess fire risk and deliver advice over the phone with a follow up visit being offered in person when government restrictions allowed.

In the last 12 months we found another way to use technology to help us communicate with people who are deaf and or have a speech disorder, it's using a transcribing App. The App immediately transfers conversation into text enabling someone to read the advice on a portable device.

In response to the impact of the pandemic and decrease in referrals we sought new ways to reach people both directly and indirectly. With the aim of generating visits, leaflets promoting SWVs were distributed in all emergency food parcels (over 8000) for vulnerable people, as well as at food banks and vaccination centres.

We identified the increased risk for people who were already known to us during the pandemic, and contacted 1600 to check on their welfare, assess whether their circumstances had changed and ascertain if a new Safe and Well Visit was required. This resulted in 100 people receiving a follow up visit.

The Pandemic brought us into contact with those that we might not have otherwise met through the delivery of COVID-19 specific welfare calls requested by the WSCC Community Hub. Our COVID-19 specific support started in March and included the following activities:

- 308 Urgent welfare checks
- 160 Urgent medical supplies

- 1467 Gov Shielding doorstep checks

We used these additional visits as opportunities to provide home fire safety advice, fit smoke alarms and pass on contact details for support.

In the year ending March 2021, our operational crews and Community Fire Safety Officers carried out 3,460 high priority Safe and Well Visits as well as 822 over the telephone, to those deemed most at risk.

During the 4,282 Safe and Well Visits the following activity was undertaken:



1635 – Smoke alarms installed  
957- Telecare smoke alarms provided



76 – Deaf alarm systems distributed

As a result, 4,282 homes are now safer, with early warning of a fire and tailored fire safety advice. The residents will now be aware of how they can reduce the likelihood of fire in their home and what to do in the event of one. Each customer has been given a booklet packed with fire safety advice as well as other information to support their health and wellbeing.

We work very closely with the County Council's technology enabled support provider who installs tele-linked smoke detectors. These linked alarms provide vital protection to some of our most vulnerable residents those with disabilities and or medical conditions, which make them unaware that there is a fire or able to move themselves to a place of safety.



452 – Other items of detection and Protection equipment provided



6440 – Additional information & support signposted

Community Fire Safety Officers followed up incidents where there was a fire by returning for a welfare check as well as offering additional advice and support, and to help residents consider how the risk of future incidents can be reduced.

Last year we raised safeguarding concerns about more 53 people and referred 597 individuals to other services or sources of support. Referrals were made to Carepoint, occupational therapy, telecare providers, the Prevention Assessment Team and local Wellbeing Hubs to support people with their care needs and for Attendance Allowance and Carer's Allowance to support them with their financial needs.



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

In the absence of community events we delivered our fire, road and water safety messages using a wide range of mediums, including social media, press releases, radio and television interviews along with YouTube videos reaching thousands of people. Our virtual open day was a huge success with 22,324 people watching the videos and 6,390 people responding to our posts.

## Road Safety

Our almost daily attendance at road traffic collisions means we know all too well how devastating the impact can be. Working with both national and regional organisations helps us develop our road safety initiatives and puts us in a better position to reduce the frequency and severity of collisions.

We, along with Brighton & Hove City Council, East and West Sussex County Councils, Highways England, East and West Sussex Fire and Rescue Services and Sussex Police make up the Sussex Safer Roads Partnership (SSRP). We used our combined expertise to help keep road users safer.

Since 2015, the SSRP has been fully funded using some of the speed awareness course fees, where drivers detected speeding are offered the opportunity to take an educational course rather than have a penalty fine and points on their driving licence. The reduction in road use during the last year has resulted in reduced attendance at speed awareness courses which will in turn impact on available funds for road safety initiatives.

## Community Volunteers

COVID-19 meant that opportunities for volunteers to come onto fire station and be part of community safety activity were very limited. Lockdown, shielding and limited access to technology also had an impact on the ways our volunteers could get involved.

Volunteers were still able to make a valuable contribution through carrying out over 100 welfare calls to check on people who were already known to us.

We have used the last year to deliver our plan to make volunteering even more rewarding based on the feedback from existing volunteers. This means developing training and broadening the role as well as helping make links with their local fire stations stronger.

Our volunteers are trained to identify fire risk and this knowledge transfers to their 'day jobs'. Whilst delivering items to one of their customers during their 'day job' a volunteer spotted someone who had a very high level of fire risk. They offered some advice at the time and referred the person for visit from one of our Community Safety Officers. The Community Fire Safety Officer was welcomed, whereas offers of support from other organisations had been previously been declined. At the end of the visit the person had the additional benefit of a linked smoked detector and had been issued with a smoker's blanket considerably reducing the level of her fire risk.

Volunteers remain integral to our prevention work and engagement with communities. We're very much looking forward to welcoming new volunteers into the service in 2021 and getting back out amongst our communities. We're always on the lookout for new volunteers, to find out more on our [Fire Rescue Service Community Volunteer](#) page.

## Road Traffic Collisions

Whilst recent years have seen some of the lowest fatal casualties there is still a lot of work to be done to influence road user behaviour and reduce the number of people who tragically lose their lives on our roads.

Between 1 April 2020 and 31 March 2021 there were 17 fatal reported road traffic collisions, which resulted in 17 deaths, this is the lowest that we've ever had in this 12-month period. The reduced number is likely to be result of the COVID-19 restrictions influencing how and when people travelled.

The majority of the deaths involved a car and were in the 25-69 age range. With the majority of incidents occurring midweek in the summer months in rural locations. More information can be found [here](#).

## Work with children and young people

Our staff are seen as positive role models and have the ability to educate and influence children and young people when it comes to making safer and more informed decisions.

We use specialist learning materials to develop their knowledge of fire and road safety. The COVID-19 restrictions, particularly school closures have limited our direct access to groups of children and young people so we designed and adapted our material so it could be accessed and delivered remotely. This involved creating lesson plans and information that could be accessed directly from our website by schools and parents and carers who were home schooling.

### [Learning Zone](#)

Feedback from web site was phenomenal with over 4000 visits to the page in the first 3 months post launch, with one school even taking to Twitter to share their session and say how much they loved it.

We also redesigned all our school's education material and started delivering sessions remotely via video link.



West Sussex Fire & Rescue Service @WestSussexFire · May 11

We love this!

Rainbow Class at @ArundelCofE held a Fire and Rescue Week and have shared their amazing work.



Well done everyone!

If you want to access our #LearningZone educational resources for primary children visit: [westsussex.gov.uk/campaigns/lear...](https://westsussex.gov.uk/campaigns/lear...)



Our specialist staff who would normally deliver sessions continued to deliver Firewise, our programme for children who have an inappropriate fascination with fire. They were also redeployed to support with the delivery of our welfare calls and implementation of our new fire safety information system. We have also used the time to design new programmes of specialist work that will be rolled out in 2021.

## **Managing Risk**

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

We record information about every emergency call we receive and analyse where, why and how incidents have occurred. This helps us understand where incidents might happen in the future and how we are best placed to prevent them.

We also use the extensive local knowledge of our firefighters and officers, alongside the latest modelling software, demographic profiling, census data and information from our partner agencies. All this information is compiled by our Management of Information (MIT), Operational Assurance (OAT) and Risk team and used to create a Critical Fire Risk Map (pictured below) which is updated every year based on rolling data from the previous three years.

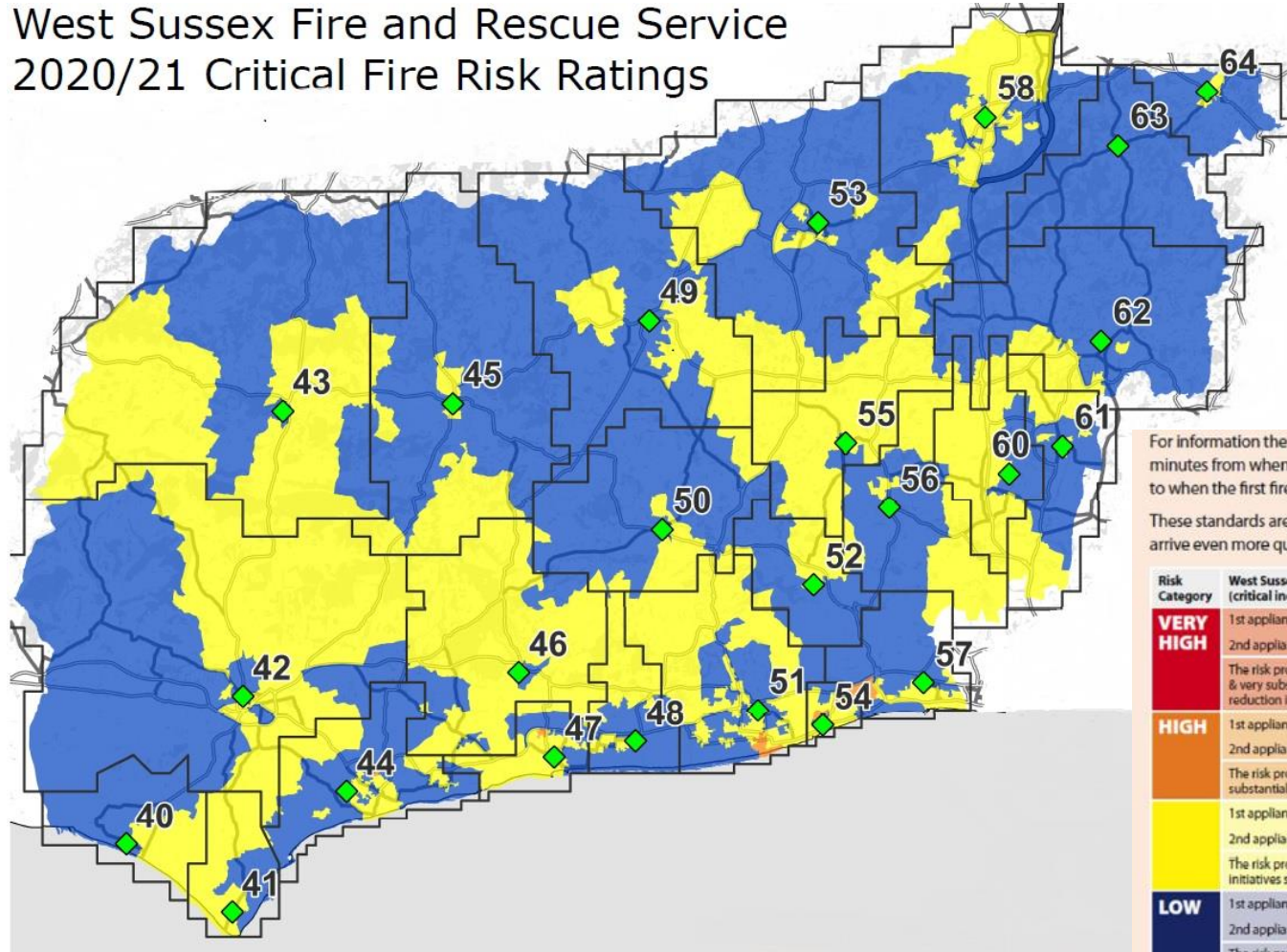
The critical fire risk map is part of our Local Risk Management Plans and is used to assist with the targeting of prevention and Protection activities at a local level, allowing WSFRS to focus on the most vulnerable residents and those communities at highest risk, thereby ensuring our resources are used efficiently to achieve the best possible outcomes for our local communities.

They are also used as the basis for our Emergency Response Standards and this information informs our Integrated Risk Management Plan (IRMP). This information shows that, for the period covered by this report, most of the county was classified as low or medium risk. There are fewer 'high risk' areas this year, a reduction to 3 when compared to 8 last year.

Where small pockets of high risk continue to be identified we can target our specialist Protection and Prevention activities to address the needs of those communities in order to reduce the risk. This map shows where our critical fire risk.

This helps us to target our prevention and Protection activities at a local level, allowing the service to focus on the most vulnerable residents and those communities at highest risk, thereby ensuring our resources are used efficiently to achieve the best possible outcomes for our local communities.

# West Sussex Fire and Rescue Service 2020/21 Critical Fire Risk Ratings



For information the table below shows the target time in minutes from when our Control Room receives a 999 call to when the first fire engine arrives at the incident. These standards are target maximums – we typically arrive even more quickly.

Risk Category	West Sussex Emergency Response Standard (critical incident – fire)
<b>VERY HIGH</b>	1st appliance (Fire Engine) to attend in less than 8 minutes. 2nd appliance to attend in less than 11 minutes. The risk profile warrants a very high level of fire cover & very substantial Community Fire Safety (CFS) risk reduction initiatives
<b>HIGH</b>	1st appliance to attend in less than 10 minutes. 2nd appliance to attend in less than 13 minutes. The risk profile warrants a high level of fire cover & substantial CFS risk reduction initiatives
<b>MEDIUM</b>	1st appliance to attend in less than 12 minutes. 2nd appliance to attend in less than 15 minutes. The risk profile warrants a medium level of fire cover, CFS initiatives should be targeted at specific issues
<b>LOW</b>	1st appliance to attend in less than 14 minutes. 2nd appliance to attend in less than 17 minutes. The risk profile warrants a minimum level of fire cover, CFS initiatives should be targeted at specific issues

### Critical Special Service Standards

These are non-fire emergency incidents such as Road Traffic Collisions, or persons trapped in machinery. road traffic collisions (RTCS) account for more deaths and injuries than fires in West Sussex. See the WSFRS County Profile for more information on this.

The nature of these incidents does not generally follow a geographical correlation. Safe systems of work can be put in place at these incidents with only one appliance in attendance and therefore the arrival of the first appliance only will be measured.

The attendance standard for a critical special service incident is 13 minutes across the whole county.

### Risk Rating 2020/21

High	(8)
Medium	(188)
Low	(309)

## Health and Safety

The Health and Safety team ensure the West Sussex Fire and Rescue Service takes due care of the health, safety and wellbeing of employees, service users and other persons who may be affected by its operations.



## Response

The overarching objective of West Sussex Fire and Rescue Service (WSFRS) is to help our residents and businesses to be safer, stronger and more resilient through prevention and protection activity. However, it is inevitable that emergencies will occur, and it is important that we are able to react by matching our resource to the risks we face.

Our emergency response arrangements are based on matching resources to risk and activity. The detail of these arrangements, and the rationale behind them, are described in our [Integrated Risk Management Plan](#) which is reviewed and refreshed every four years.

The majority of the incidents we respond to, can be adequately resolved through the deployment of personnel with the required skills and the equipment available on one or two of our fire engines. In ensuring that these fire engines are available, we will use a variety of different crewing and duty systems to efficiently align availability with risk and demand. We employ a mixture of wholetime and retained firefighters. Retained firefighters respond to emergency calls within their local area from either their home or main employment. Wholetime firefighters are primarily based at our fire stations and respond to emergency calls from their assigned fire station.

So that we have flexibility in matching our resources to risk, wholetime firefighters are employed on three different duty systems. These are: Group Crewing, which provides an immediate response 24/7; Day Crewing, which provides an immediate response during the day; and Crewing Optimisation Group, which is a team who operate from varying rural locations, 7am-7pm Monday to Friday, with the aim of improving the overall availability of fire engines which are crewed by retained firefighters. This last group is required due to challenges that occur through the use of retained personnel to provide fire cover.

Retained firefighters provide an invaluable cost-effective service, but this approach to the provision of emergency response creates challenges. The system has been used by fire and rescue services for several decades, however as the way we live and work has changed, we find that there are less people who work or live close enough to fire stations and can commit to being available for emergency calls during some of the key times that we need them, such as during the day.

The challenge this creates is ensuring that our fire engine availability aligns with our understanding of risk. To address the underlying factors that impact on the availability of retained firefighters we use a 'Marginal Gains' approach. We called it 'Marginal Gains' as we believe that by working on a case-by-case basis with each of our retained fire crews this can add up to a big difference in terms of our availability.

On a day-to-day basis, we address any potential gaps in cover by efficiently using our Crewing Optimisation Group in a targeted way. This is to make sure we have fire engines available where we need them, when we need them. We also use a 'county crewing' system to make the best use of any retained firefighters' surplus availability, where they will travel to another retained fire station to make up a full crew.

This approach of 'Marginal Gains' has seen WSFRS respond to the needs of our community with the nearest and quickest appliances across the County.

- The Crewing Optimisation Group made Retained appliances available on 752 occasions and attended 79 incidents.
- County crewing has seen RDS staff support strategic stations on 553 occasions.
- Appliances supported by those providing County crewing attended 284 incidents.

We will be looking at further options to address the root causes of the availability of retained firefighters in our next CRMP.

Incidents at county boundaries and those which require a significant commitment of resources for extended duration can create challenges for any service. To ensure these challenges are minimised we will work collaboratively with our neighbouring fire services to ensure the public always receive the most efficient response. When we draw on resources not directly under WSFRS control, through mutual assistance, we will ensure, as far as practical, there is a compatibility of equipment and procedures.

We will ensure we have the appropriate level of command for all incidents. All fire engines have a dedicated incident commander. Incidents that require personnel, services and equipment greater than those available on two fire engines, creates complexities that require a higher level of command competence. The resolution of the most complex emergency incidents also requires multi-agency groups of tactical and strategic managers meeting away from the incident to identify and address the wider impact. WSFRS will ensure we have the appropriate level of command available for all incidents by providing equipment and training to our middle and senior managers to enable them to respond to incidents, take on command or to attend off site meetings in order to take on the off-site responsibilities.

We will ensure we always have enough on duty commanders to create an initial safe system of work at two simultaneous incidents requiring multiple fire engines; where one requires a command team of senior and middle managers and the other requires a command team of middle managers.

There is also a range of potential incidents, that due to their location or complexity, require additional equipment for their resolution. These include fires where there is poor road access, accidents involving heavy goods vehicles or trains, or fires away from the water network. These incidents require the provision of specialist vehicles such as off-road vehicles, water carriers, aerial ladder platforms and high-volume pumps. Whilst these incidents require additional equipment, the training for the use of this equipment can be achieved with careful planning and location of vehicles within the training time available for firefighters. As such, we ensure we can meet this full range incidents through the provision of a specialist vehicle fleet crewed, when required, by personnel who also crew fire engines.

WSFRS have also assessed, within CRMP planning, that there is also a small range of possible incidents where a specifically trained specialist response is required.

WSFRS will respond to the following specialist incidents:

1. Confined space rescues
2. Hazardous materials incidents for rescues or environmental protection
3. Rescues at height

4. Animal rescues
5. Rescues from rivers and at flooding incidents
6. Terrorist incidents

To support these, we maintain a specialist Technical Rescue Unit made up of wholetime firefighters with additional training, that will be available 24/7.

To ensure we can form part of a multiagency response to marauding terrorist incidents we will provide a 12-person team to assist with the treatment of casualties, a specialist team to deal with any fire situation – where specialist PPE will need to be worn and ensure that we have sufficient specially trained officers that, as part national network, can co-ordinate our response with partner agencies.

We will ensure that we have access to the equipment services and personnel necessary to deal with other potential specialist incidents, by ensuring that we have robust arrangements for drawing upon national resilience arrangements – such as urban search and rescue or mass decontamination, where required.

When attending any of these incidents and bringing them to a successful conclusion will ensure that we meet our requirements towards the health, safety and welfare of our team members by having well developed policies and procedures drawn from national operational guidance; a competent work force trained in the application of these policies and procedures; robust dynamic and analytical risk assessment processes; and by ensuring that risk is always considered with respect to potential benefits in accordance with the firefighter maxim.

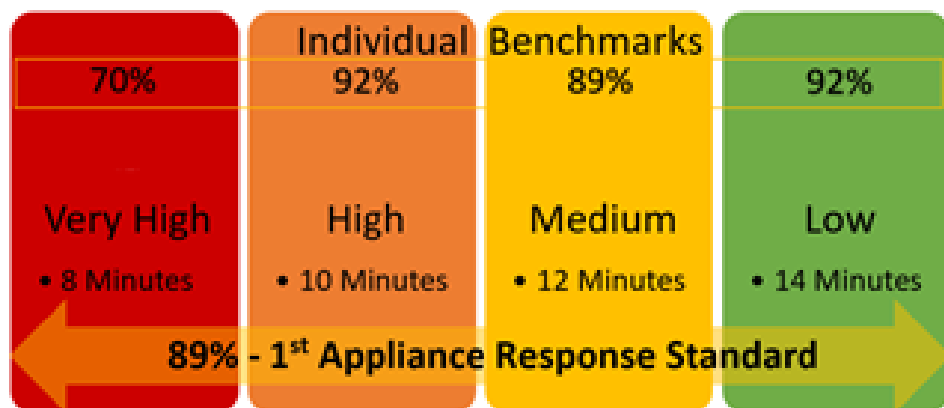


## The firefighter safety maxim

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

### First Appliance – Emergency Response Standard

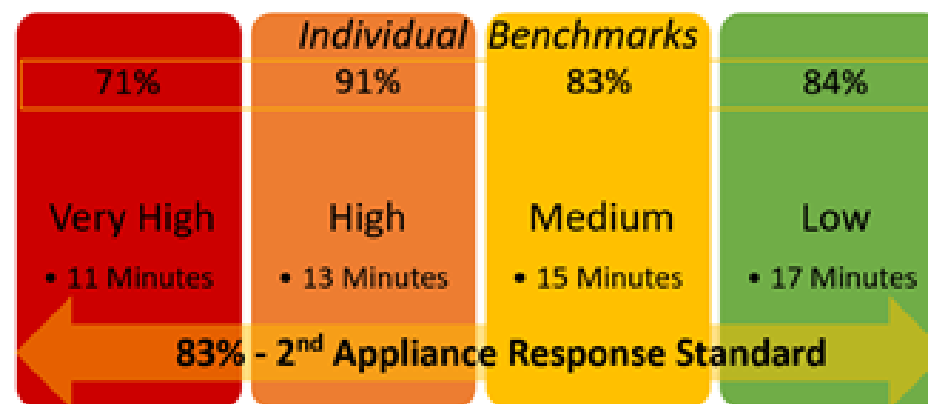
Against the critical fire risk grades of Very High, High, Medium, and Low, the below response standards show time of call to time in arrival to be less than:



**Our 1st Appliance Response Standard for this reporting period is 89%.**

### Second Appliance – Emergency Response Standard

Against the critical fire risk grades of Very High, High, Medium, and Low, the below response standards show time of call to time in arrival to be less than:



**Our 2nd Appliance Response Standard for this period is 83%**

Our Critical Special Services are non-fire emergency incidents such as Road Traffic Collisions, or persons trapped in machinery. Road traffic collisions (RTCS) account for more deaths and injuries than fires in West Sussex. The nature of these incidents does not generally follow a geographical correlation. Safe systems of work can be put in place at these incidents with only one appliance in attendance and therefore the arrival of the first appliance only will be measured. The attendance standard for a critical special service incident is 13 minutes across the whole county.

## National Operational Learning and Joint Organisational Learning

The sharing of notable practice or opportunities for development beyond our immediate service is extremely important. National Organisational Learning (NOL) and Joint Organisational Learning (JOL) platforms enable us to share our learning on a national level with the fire and rescue sector and partner emergency services. Each of these platforms are assisting emergency services to have an improved shared understanding of risk and how services have overcome these challenges. This promotes the safety and welfare of our communities and personnel.

### Operational Assurance

Responding to emergencies is core to our role as a fire and rescue service, where risk is at its highest, and our operational competence must be the very best. A person is operationally competent only when they can apply their training, skills, experience and knowledge at operational incidents or simulations safely. Within the National Occupational Standards (NOS) that apply to fire and rescue services, there is a requirement to implement a quality assurance system.

Such systems ensure:

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

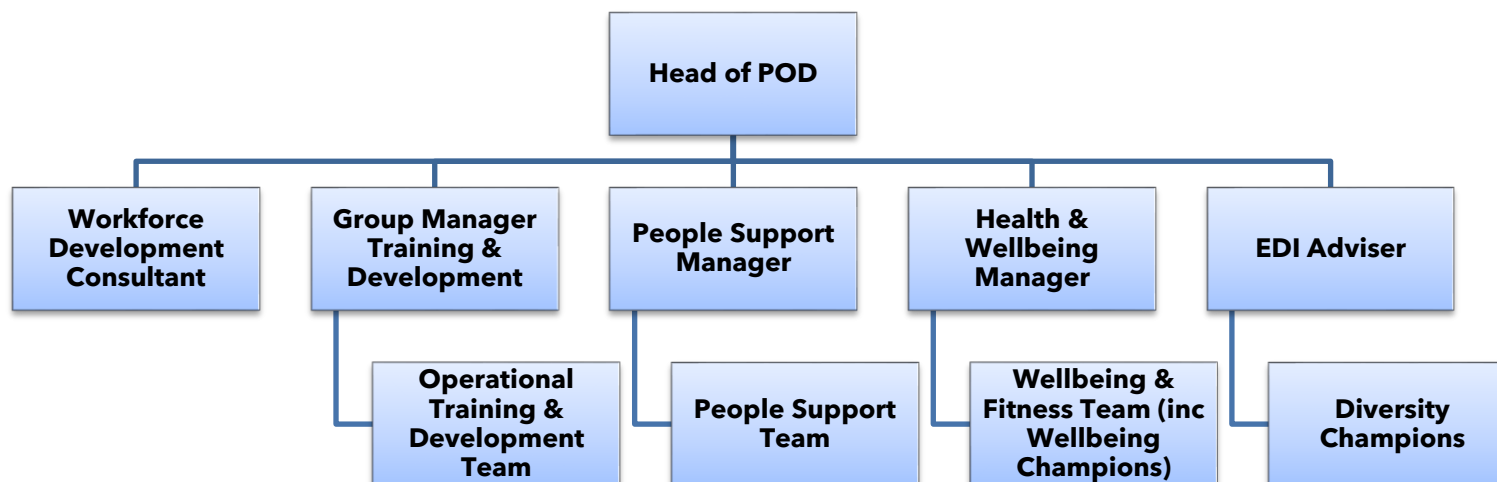
We implement operational assurance so that an appropriate quality management system is in place. To facilitate this, we undertake regular performance and review of all aspects of our operational performance with both operational and command debriefs for relevant incidents.

WSFRS have carried out multi-agency exercises ranging from smaller less complex incident types to larger more protracted scenarios with agencies such as South East Coast Ambulance Service, Gatwick Airport, Sussex Police and our wider Local Resilience Forum colleagues. These exercises also include cross border working with Hampshire, Surrey and East Sussex Fire and Rescue Services.

We have utilised virtual learning platforms during the COVID-19 pandemic with various teams across the service delivering training webinars and seminars which included subject matter experts both internally and externally and has been used widely for command development and assessment. Tabletop exercises have taken place involving West Sussex Fire and the Sussex Resilience Forum (SRF). To enhance learning experiences, the service uses the command virtual facilitation equipment XVR to build station risks and generate virtual incidents. The Operational Assurance team have carried out virtual performance review of operations utilising the Microsoft Teams

platform for presentations to the wider service and for organisational briefings including support for the services Fatal and Serious Fire review. As Sussex recovers from the pandemic, WSFRS has started to resume activities such as training, development, incident and exercise debriefs all now taking place in a COVID-19 compliant and secure way risk assessed by the organisations Health and Safety Team.

## People and Organisational Development



The People & Organisational Development Team is outlined below:

Our team is shaped by what we are aiming to achieve and sets the direction and focus for our people objectives, incorporating the six areas of improvement outlined in the NFCC People Strategy and our WSCC People Framework.

1. Strengthen **Leadership and Line Management** skills to support organisational cultural change, **talent management** and service delivery to the public.
2. Develop our **cultural values and behaviours** which make WSFRS a great place to work.
3. Provide high quality **training and development** opportunities that respond to the needs of our staff, our desired culture, our service model needs and ensures **performance** improvement of services to the public.

4. Strengthen our ability to provide an excellent service by **diversifying** our staff.
5. Continue our work on creating a **fair and equal** place to work.
6. Continue to support the **health, wellbeing and ways of working** for all our staff.

The Operational Training & Development teams are responsible for the delivery and/or commissioning of all Operationally related learning & development requirements within WSFRS. In doing this we ensure that all WSFRS staff are safe and competent in carrying out their day-to-day duties to deliver the best service in the best way. In particular we ensure that all front-line staff are highly skilled in responding to emergency situations across West Sussex.

All new firefighters attend basic training which is broken down into modules and each module is delivered and assessed by specialist Trainers and Assessors.

All front-line operational staff, inclusive of new starters, attend regular station training as detailed within their Station Training Plan in order to maintain their operational capabilities, competence and safety. They also attend centrally planned refresher training in order to support this maintenance of competence programme. An electronic course management system aids the monitoring of this training.

Breathing Apparatus refresher training takes place at dedicated training venues annually. Compartment Fire Behaviour Training ('Live Fire') capability is refreshed every two years.

Road Traffic Collision extrication techniques, trauma care, dealing with hazardous materials and working safely at height skills are refreshed over a two-year period.

The Water Rescue capability of the Services key water incident fire stations is validated by the staff attending two days of assessment every year.

All Incident Commanders, at all levels (Initial, Intermediate, Advanced and Strategic), are trained and assessed for their knowledge & understanding, skills and behaviours by a dedicated Incident Command Training team who are qualified in designing, delivering and assessing Incident Command training and development.

The Service delivers in-house Driver Training for its front-line firefighters. Once they are designated as an appliance Emergency Response Driver they then go on to attend a one-day emergency response driving refresher in line with National Standards. Driver Training also includes specialist driver training (including specialist vehicles, Officer and 4x4 training).

The Operational Learning & Development team manages the Services Accredited Centre; Skills for Justice are the awarding body. Visits by external standards verifiers annually assess and confirm that the Service operates to and maintains nationally accredited awarding standards and this assists in quality assuring the planning, delivery and review/improvement of training and assessment across the Service.



As part of the HMICFRS Improvement plan the People Causes of Concern are addressed through a specific programme that has been set up known as the People Action Plan. The latest version of this plan can be found [here](#).

To resource this, there has been the introduction of several new posts, including recruitment of a Head of People and Organisation Development, Health & Wellbeing Manager, Diversity and Inclusion Adviser, and Workforce Development Consultant have been critical in supporting the plan and its delivery.

### **Equality and Diversity**

The West Sussex Diversity and Inclusion policy statement sets out the County Council's commitment to deliver fair and inclusive services for all West Sussex communities. The policy statement shows how it promotes equality, tackles discrimination and meets its legal obligations as set out in the Equality Act 2010 and the Public Sector Equality Duty. West Sussex County Council is committed to equality of opportunity, valuing diversity, and eliminating unlawful discrimination. Our approach to diversity and inclusion is embedded in the four priorities in [Our Council Plan](#).

## Integrated Risk Management Plan Progress

In this Annual Statement of Assurance, we are reporting on the progress made at year three (2020/2021) of our priority programmes, which include the IRMP Action Plan, the HMICFRS Improvement Plan and the People Action Plan.

### Integrated Risk Management (IRMP) Projects (Completed by 31<sup>st</sup> March 2021)

*Strategic Priority 1 - Reduce the number of emergency incidents and their consequences through the continuous improvement of prevention, protection and response activities*

**12 Tonne Appliances** - This project introduced 12 tonne Fire Engines into the fleet to improve our response with two sizes of fire engine addressing the challenges eg. Narrower roads.

**Prevention 2020** - The Prevention 2020 project restructured the Prevention Team and broaden the community safety offer beyond fire and road safety. This included delivery of benefits such as increased prevention capacity, upskilling of the Service's operational crews, as well as consistency across prevention delivery.

**Phase 1 Restructure – Protection** - This project enabled the delivery of a Fire Safety Enforcement Strategy, a staffing model and resource level that matches fire safety risk and workloads in West Sussex.

**Service Delivery Centre** - The Service Delivery Centre (SDC) has focused 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.

**Group Crewing review** - The Service reviewed its wholetime crewing systems to ensure that they maximise the availability of fire engines and support the delivery of prevention and protection activity, this was to ensure any areas that were not ideal. We also undertook to deliver the SDC and the additional Retained Liaison Officers (RLOs).

**Firefighting tactics** - The ongoing investment and modernisation of our firefighting equipment, techniques & tactics is key to firefighter and public safety and we have continued this with the introduction of:

**PV-Stop** - PV Stop is a fire-retardant solution (water based, non-toxic) that acts as a liquid blanket to make photovoltaic panels safe in the event of a short circuit or fire. This cuts off the energy source (light), reducing occurrence of reignition and the subsequent risk to firefighters, residents and property.



The deployment of PV Stop reduces risks and provides benefits by:

- Reducing the time spent at incidents unnecessarily; and
- Removing the likelihood of electric shock to firefighters.

**Drones** – This initiative was to increase use of drones are used to capture footage to assess attended scenes by Police and Fire and Rescue.



This footage can assist in the safety of individuals, evidence of criminal behaviour and prevention and detection of crime.



*Strategic Priority 2 - As part of West Sussex County Council, work with local communities, districts and boroughs to keep West Sussex safe.*

**Farynor** - Outdated IT systems were causing considerable challenges in terms of maintaining appropriate data sets and working efficiently and were hampering activity in both Prevention and Protection. The 'Farynor' IT system has been introduced replacing the existing 'Terian' system and which is now live and 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.

*Strategic priority 3 - Collaborate with emergency services and other local and national partners to improve the service to the public.*

**Gaining Entry** - WSFRS gain entry to premises for South East Coast Ambulance to assist those that need urgent medical assistance to enable quicker medical attention to residents of West Sussex and reduce the demand on Sussex Police who are no longer able to provide this assistance.

**4Fire Health & Safety (Noise)** - West Sussex Fire & Rescue Service Health and Safety team has completed 34 noise assessments of risk, the results and information of which has been shared with our collaborative partners of East Sussex, Surrey and Kent Fire and Rescue Services therefore assisting in the delivery of the 4Fire (Noise) initiative.

*Strategic Priority 4 - Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.*

**People Action Plan**

As referenced previously the [People Action Plan](#) provides strategic focus in terms of delivering the key people priorities at WSFRS which are:





The People Action Plan was designed with five workstreams:



*Strategic Priority 5 - Provide customer-centred value for money services.*

**BA Contract renewal** - Through engagement with the Contracts and Procurement Legal Team and following their advice, a Direct Award Contract was awarded to Drager Safety UK Ltd, to run from March 2021 until March 2024. The new contract expires in March 2024, there is no provision for an extension within the contract as collaborative approach with other Fire and Rescue Services is being planned from this point.

## Integrated Risk Management (IRMP) Projects ongoing - Year 4 (2021-2022)

**Fleet Replacement Programme (five-year project)** - A considerable amount of work has been undertaken to review the specialist vehicles within the service to ensure they still meet the risk in the county and are planned into the capital programme for replacement ahead of the next IRMP. This review specifically included the High-Volume Pump (HVP); 4x4 capability; Aerial Ladder Platforms and Bulk Water Carriers.

**Hydra (Water Management System) Replacement** - The WSF&RS Water and Access Management Team currently operate an IT system known as Hydra which provides the functionality to maintain information about fire hydrants and emergency water supplies, map new and existing devices, support their routine inspection and maintenance, and enable basic reporting for performance management. The current anticipation is that a new water management system will go live in quarter 1 2022/23.

**Automatic Fire Alarms (AFA) Review** - Responding to false alarms is an unnecessary demand on the service, a major cause of this demand is the Unwanted Fire Signals (UwFS), that are generated by the Automatic Fire Alarms (AFAs) installed to protect many non-domestic properties. Introduction of Call Filtering through Joint Fire Control and also reducing demand through advice and where possible enforcement subject to future planning.

**Commercial opportunities** - The business opportunities project was set up for business improvement, advice guidance and hands-on support from corporate business-minded colleagues (Commercial Services). It also aimed to identify business-minded options for revenue generation (income and savings), where possible through commercial FRS activity.

**4Fire** - In strengthening the collaborative approach for the 4 Fire (4F programme) the service has led and implemented an Operational Alignment board to generate a specific focus on the key operational/interoperability benefits between Kent (KF&RS), East Sussex (ESF&RS) and Surrey Fire & Rescue Service (SF&RS).

**Vehicle Camera Solution** - A combined procurement activity will conclude with the anticipated implementation of the camera solution in West Sussex in 2021/22

**Technical Rescue Unit (TRU) Review** - The Technical Rescue Unit (TRU) is a dedicated team which provides mission critical, specialist operational capabilities. The support provided to Urban Search and Rescue, part of the UK's national resilience, was determined as no longer required in 2019 however funding was secured to ensure we maintain this capability.

**National Operational Guidance (NOG)** - West Sussex Fire and Rescue Service has a responsibility to provide up to date operational guidance to its staff to ensure it can meet three (Priority 1, 3 and 4) of the 5 key priorities highlighted in the Integrated Risk Management Plan (IRMP). The initial focus was NOG Gap Analysis has been completed to highlight the strategic decisions that fire and rescue services need to take as an organisation to support the adoption of the National Operational Guidance in service and design of options for the

implementation of NOG. Future years will focus on implementation and collaboration with neighbouring services to ensure it is as efficient as it can be.

**Customer Centered Service Review (CCVFM)** - WSFRS continues to explore opportunities through re-investment and collaborative partnership's whilst ensuring we take every opportunity to engage with our customers and stakeholders with key communications via social media and other information platforms.

**Contaminants** - The Service is working to reduce the potential risk posed by contaminants that occur as a result of operational exposure to smoke from fires, in order to protect the health of our firefighters.

**Local Risk Management Plans** - Since the introduction of Integrated Local Risk Management Plans last year, the Service has embedded the process to set station objectives, based on local risk. The data provided on the Community Risk Data app has been updated and all firefighters have access. In addition, each Watch is given responsibility for reporting achievements against those objectives.

**Workwear** - The approval of the new workwear design and allocation has been completed and the necessary contracts in collaboration with our colleagues in the WSCC Commercial Legal Team have been put in place. Delivery is planned for 2021/22 and will be rolled out with a supporting guidance for all personnel to the workwear expectations and standards.

**999 Eye** - 999eye is a web-based technology that allows control room staff to view live-streamed video footage from passers-by at incidents. Currently this technology is live in Joint Fire Control for fire calls exclusively.

**Boss Mobile** - Browser of Operational System Status or 'BOSS' provides a web-based view of operational activity and information from the Vision mobilising system to other departments or personnel across the service by use of an internet browser such as chrome or explorer.

## Future Improvements in the service

### Horsham Fire Station and Training Centre

This new facility will be a significant step forward for the Service ensuring we continue to meet the needs, demands and risks of our communities and staff. The Fire and Rescue sector is continually learning with incidents such as the Grenfell Tower tragedy highlighting new and emerging hazards which we, as a Service, must be able to evolve and respond to. Developing this new centre will allow us to do that by:

- Training more firefighters, which is important to meet the recruitment levels required in the coming years.
- Providing a centralised location, with more modern and effective training facilities, including realistic 'live fire' and incident command facilities.
- Creating an inclusive workspace that is key to ensuring an effective and diverse service, which will also help to meet the needs of our diverse communities.
- Reducing carbon emissions through energy efficient buildings and renewable energy sources, and
- Reducing our firefighters' exposure to potential contaminants through zoning clean areas within the building.



Investment through the County Council's capital programme has been secured, the layout has been designed and planning consent has been granted. The project is now in the latter stages of the detailed technical design, after which construction will commence. The current programme aims to see the building completed in 2023.

## Community Risk Management Plan (CRMP) 2022-26 Planning

The National Fire Chiefs Council (NFCC) have commissioned a Community Risk Management (CRM) project that aims to develop robust, and evidence based digital guidance that supports a consistent approach to the CRM planning process. The project has seen a change in terminology from IRMP to CRMP.

The development of the CRMP 2022-2026 has moved into its delivery phase and a strategic steering group has been developed to ensure the appropriate momentum is applied to the risk analysis and associated staff and public engagement.

This includes forward planning for the required scrutiny and governance for its approval and publication. The CRMP is the West Sussex Fire Authority plan for our future activities to ensure we have the Prevention, Protection and Emergency Response plans, people and equipment to manage the risks faced by our communities in an effective and efficient way. This will also have a West Sussex Fire Sustainability Plan to ensure the service is contributing to the climate agenda.

To create the plan we must understand the full range of risks to people, property and the environment, risks that are constantly changing. We make sure we have the most up-to-date information available to us and by analysing this information we can understand changes over time and identify trends that will impact our Service and the communities we serve.

The CRMP is the Fire Authority's commitment to West Sussex. All fire and rescue service staff have been given the opportunity to input into the document during the scoping phase, where we identified all of the issues that are the business of the FRS, along with all of the internal and external controlling factors that have an impact. Individual service areas then risk assessed each of the issues scoped. This included how likely they were to materialise, their harm and prioritised them according to overall risk.

The CRMP is supported by service plans to further describe how the service reduces the identified risks, identifying the resources needed to deliver each plan, as well as highlighting proposals for areas where we could improve the delivery of our service over the lifespan of the document. These proposals will be put to the residents of West Sussex in a public consultation in late Quarter 3 & 4 2021/22 and those that are carried forward will be included in the CRMP when it is published in 2022.

# Appendix A - Framework Requirements

## **Planning and policy framework**

WSFRS operates as part of WSCC, which sets a clear framework for the work the service does. The key documents relating to this area are the [West Sussex Plan](#) - it sets out how the county council plans to shape its services for the next five years supported by the corporate services including [how the County Council spends your money](#). WSFRS also operates under broader corporate policies on:

- [Fraud & Corruption Policy](#)
- [Equality & Inclusion Policy](#)
- [Pay Policy](#)

The FRS works within a clear legislative context. Key legislation documents are as follows:

### **The National Fire and Rescue Service Framework for England 2018**

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

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

### **Fire and Rescue Services Act 2004**

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

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Promote fire safety</li> <li>• Fight fires</li> <li>• Protect people and property from fires</li> <li>• Rescue people from road traffic incidents</li> </ul> | <ul style="list-style-type: none"> <li>• Deal with other specific emergencies, such as flooding or a terrorist attack</li> <li>• Respond to the needs of our communities and the risks they face.</li> </ul> |
|---|--|

**Fire and Rescue Service (Emergencies) (England) Order 2007** -The Fire and Rescue Service Emergencies (England) Order 2007 outlines the additional statutory duties of the Fire and Rescue Services Act 2004 for fire authorities.

The duty requires authorities, where provision of resources has been made by central government, to respond to incidents, both within and outside the authority area, involving Chemical, Biological, Radiological and Nuclear hazards (CBRN) and Urban Search and Rescue (USAR).

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

**The Regulatory Reform (Fire Safety) Order 2005** -This Order is a statutory instrument, applicable only in England and Wales, which places the responsibility on individuals within an organisation to carry out risk assessments to identify, manage and reduce the risk of fire. It became law on October 1 2006.

**Civil Contingencies Act 2004 Fire and Rescue Authorities are 'Category 1 responders' under the Civil Contingencies Act 2004.**-This Act sets out the full set of civil protection duties, including assessing the risk of emergencies happening (ranging from widespread flooding to terrorist attacks) and using this to inform contingency planning. Fire and Rescue Authorities must ensure that emergency plans and business continuity management arrangements are in place.

**The Equality Act 2010** -This Act is designed to reform and harmonise equality laws, to increase equality of opportunity and to have regard to the desirability of reducing socio-economic inequalities. It is designed to legally protect people from discrimination in the workplace and in wider society.

**The Policing and Crime Act 2017** -The Act makes three key provisions pertaining to the FRS:

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

Further legislation which applies to the Fire Authority can be found within our IRMP.

## Contact us

In an emergency you should always dial 999.

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

Your views and comments on this Statement of Assurance are very welcome. If you have feedback or any questions, please get in touch with us.

By email: [wsfrs@westsussex.gov.uk](mailto:wsfrs@westsussex.gov.uk)

By telephone: 01243 777100

Or write to us at:

West Sussex Fire & Rescue Service Headquarters, County Hall, Chichester, PO19 1RQ

## Appendix B - Service Performance and Assurance Framework– Core Measures

Core measure	20/21 Year-end Figures	19/20 Figures
CM1 - Number of Fire Deaths	7	2
CM2 - Number of fire casualties	28	78
CM3 - Deliberate primary fires	157	182
CM4 - Deliberate Secondary fires	257	371
CM5 - Safeguarding referrals made within 24 hours	100%	Not measured
CM6 - Number of Safe and Well Visits (S&WV's) delivered to very high or high risk	2998	4669
CM7 - % of Very High Risk Safe and Well referrals completed within 1 working day	31.10%	Not measured
CM8 - % of High Risk Safe and Well referrals completed within 7 working days	93.90%	Not measured
CM9 - Number of Full Fire Safety Audits carried out under the RBIP	317	Not measured
CM10 - % of Unsatisfactory fire safety audits	23%	Not measured
CM11 - % of successful prosecutions under the Regulatory Reform (Fire Safety) Order 2005	100%	Not measured

Core measure	20/21 Year-end Figures	19/20 Figures
CM12 - % of Statutory Fire Safety consultations completed within the 14-day time period each financial year	100%	Not measured
CM13 - Number of Unwanted Fire Signals attended year on a year	1476 (9% reduction)	1615
CM14 - % of emergency calls answered within 7 seconds by Joint Fire Control	94.20%	Not measured
CM15 - % of mobilisations within 2 seconds by Joint Fire Control	84.30%	Not measured
CM16 - % of notifications of a level 2 Incident Commander to life risk calls within 5 minutes by Joint Fire Control	98.40%	Not measured
CM17 - % of occasions the first fire engine meets it's emergency response standard at a critical fire incident.	90.30%	87%
CM18 - % of occasions the second fire engine arrives at a critical fire incident within it's emergence response standard.	78.80%	72.90%
CM19 - % of occasions the first fire engine meets it's emergency response standard at a critical special service incident.	80.10%	73.60%



Core measure	20/21 Year-end Figures	19/20 Figures
CM20 - Adequate crewing on all wholetime frontline pumping appliances	99.90%	99.70%
CM21 - Adequate crewing on all retained frontline pumping appliances (based on 24/7 crewing)	69.30%	59.40%
CM22 - % of domestic dwelling respondents satisfied with the overall service from WSFRS	99%	99%
CM23 - % of commercial/business respondents satisfied with the overall service from WSFRS	100%	96%
CM24 - % of commercial/business respondents satisfied with the services with regards to Fire Safety Audits by WSFRS	50% (only 2 responses received)	93.70%
CM25 - Domestic dwelling respondents satisfied with the service regards their Safe and Well Visit by WSFRS	99.00%	Not measured
CM26 - % of working time lost to sickness across all staff groups. Target is less than 5% sickness absence	97.80%	Not measured

Core measure	20/21 Year-end Figures	19/20 Figures
CM27 - Eligible operational staff successfully completing fitness test	86.20%	Not measured
CM28 - Eligible operational staff in qualification	91.70%	Not measured
CM29 - % of Fire Safety Inspectors qualified or working towards to Level 4 Diploma Level	100%	Not measured
CM30 - % of RIDDOR accidents that are investigated and reported on time	100%	100%
CM31 - % of WSFRS projects that are on track to be delivered within agreed tolerances	92%	Not measured

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## 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 [Cabinet Member](#) portfolios.

The most important decisions will be taken by the Cabinet. Due to the continuing public health measures, there will be limited public access to the meeting. Admission is by ticket only, bookable in advance via: [democratic.services@westsussex.gov.uk](mailto:democratic.services@westsussex.gov.uk). 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 website. [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:

<b>Decision</b>	A summary of the proposal.
<b>Decision By</b>	Who will take the decision - if the Cabinet, it will be taken at a Cabinet meeting in public.
<b>Date added</b>	The date the proposed decision was added to the Forward Plan.
<b>Month</b>	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.
<b>Consultation/ Representations</b>	How views and representations about the proposal will be considered or the proposal scrutinised, including dates of Scrutiny Committee meetings.
<b>Background Documents</b>	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.
<b>Author</b>	The contact details of the decision report author
<b>Contact</b>	Who in Democratic Services you can contact about the entry

### Finance, assets, performance and risk management

Each month the Cabinet Member for Finance and Property 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 Katherine De La Mora on 033 022 22535, email [katherine.delamora@westsussex.gov.uk](mailto:katherine.delamora@westsussex.gov.uk).

**Published: 27 October 2021**

## Community Support, Fire and Rescue

### Cabinet

<b>West Sussex Fire and Rescue Service Annual Statement of Assurance and Annual Report 2020-21</b>	
<p>The Fire Authority (FRA) is required to provide annual assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their Integrated Risk Management Plan (IRMP) and as part of the Fire and Rescue National Framework for England.</p> <p>This Statement reinforces the commitment to provide our communities with clear information about how we manage public funds and assure the effectiveness of our financial, governance and operational fire service arrangements.</p> <p>All partners involved have been asked to formally endorse the Annual Statement of Assurance 2020-21. West Sussex Fire and Rescue Service also publishes alongside the Statement of Assurance, an Annual Report. Cabinet will be asked to approve the West Sussex Fire and Rescue Service Statement of Assurance and the Annual Report for 2020-21.</p>	
<b>Decision by</b>	Cllr Marshall, Cllr Urquhart, Cllr Waight, Cllr N Jupp, Cllr Russell, Cllr A Jupp, Cllr Lanzer, Cllr Hunt, Cllr Crow, Cllr J Dennis - Cabinet
<b>Date added</b>	5 October 2021
<b>Month</b>	December 2021
<b>Consultation/ Representations</b>	Representations concerning this proposed decision can be made to the Cabinet Member for Fire & Rescue and Communities, via the officer contact, by the beginning of the month in which the decision is due to be taken.
<b>Background Documents</b> (via website)	None
<b>Author</b>	Sabrina Cohen-Hatton Tel: 033 022 24993
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

**Cabinet**

<b>West Sussex Fire and Rescue Service Community Risk Management Plan 2022-26</b>	
<p>The Fire and Rescue National Framework for England (2018) requires all Fire and Rescue Authorities to produce an Integrated Risk Management Plan (IRMP) that covers at least a 3-year period. We are now in the fourth and final year of our existing 2018-2022 IRMP and have developed a new Community Risk Management Plan (CRMP) covering 2022-2026 [per guidance from the National Fire Chiefs Council (NFCC), there has been a change in terminology from IRMP to CRMP].</p> <p>During the planning process, we consider our community risks, using a range of sophisticated analytical tools to identify where incidents might happen, when they might occur and how serious they could be. Using this data alongside historical information about demand allows us to identify options to better target our resources, including firefighters and appliances, more effectively, resulting in a better balance of prevention, protection and response activities. This plan then clearly communicates this to the public, reinforcing the services commitment to our communities.</p> <p>The Cabinet is recommended to endorse the West Sussex Fire and Rescue Service Community Risk Management Plan 2022-26 on behalf of the County Council.</p>	
<b>Decision by</b>	Cllr Urquhart, Cllr Russell, Cllr Marshall, Cllr Lanzer, Cllr Hunt, Cllr Crow, Cllr N Jupp, Cllr Waight, Cllr J Dennis, Cllr A Jupp - Cabinet
<b>Date added</b>	27 October 2021
<b>Month</b>	March 2022
<b>Consultation/ Representations</b>	<p>A programme of pre-consultation and engagement activities has been conducted over 12 months in order to help shape the strategic direction of the Community Risk Management Plan.</p> <p>A 10 week, formal consultation, runs from 15<sup>th</sup> November 2021 to 21<sup>st</sup> January 2022, open to public and staff and supported by public, staff and representative body engagement.</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Fire &amp; Rescue and Communities, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
<b>Background Documents</b> (via website)	None
<b>Author</b>	Sabrina Cohen-Hatton Tel: 033 022 24993
<b>Contact</b>	Erica Keegan Tel: 033 022 26050

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**Draft Fire and Rescue Service Scrutiny Committee Work Programme  
March 2021 – March 2022**

<b>Topic/Issue</b>	<b>Other information</b>	<b>Timing</b>
Work Programme Planning		Standing item
Fire and Rescue Service Strategic Performance Report		Standing item
Performance & Assurance Framework Core Indicators		Standing item
Priority programmes: CRMP update, Improvement update		Standing item
The Statement of Assurance & Annual Report		23 November 2021
Performance & Assurance Framework Core Indicators		13 Jan 2022
Priority programmes		13 Jan 2022
Communities Risk Management Plan		13 Jan 2022
Update on Joint Fire Control Centre		7 March 2022
Recruitment diversity		TBC
The Community Risk Management Plan		TBC
A task & finish group on retained fire fighters		TBC
Corporate Risk Register/Operational Risks		TBC
Impact of COVID-19 on the FRS (Recovery Plan)	Wider discussion required on how best to scrutinise this work across the council, and at what point is appropriate	TBC
Fire Safety Bill		TBC
CM16 call response times to be monitored and possibly a TFG established if they continue to be red		

**Appendix A – Check List**

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## **Scrutiny Business Planning Checklist**

### **Priorities - Is the topic**

- a corporate or service priority? In what way?
- an area where performance, outcomes or budget are a concern? How?
- one that matters 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?

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