

Public Document Pack

Tony Kershaw

Director of Law and Assurance

If calling please ask for:

Rob Castle on 033 022 22546

Email: rob.castle@westsussex.gov.uk

www.westsussex.gov.uk

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



5 January 2022

Fire & Rescue Service Scrutiny Committee

A virtual meeting of the Committee will be held at **10.30 am** on **Thursday, 13 January 2022**.

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

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

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

Tony Kershaw

Director of Law and Assurance

Agenda

- 10.30 am
1. **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 23 November 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.
 4. **Responses to Recommendations** (Pages 9 - 10)

The Committee is asked to note the responses to

recommendations made at the 23 November 2021 meeting from the Cabinet Member for Community Support, Fire and Rescue.

10.35 am 5. **Priority Programme Update** (Pages 11 - 16)

Report by the Deputy Chief Fire Officer.

The report provides an overview of the priority programmes of work during Quarter 2 of 2021/2022 including progress against the People Action Plan, the Improvement Plan and the Community Risk Management Plan Action Plan.

11.15 am 6. **Fire and Rescue Service Strategic Performance Report Quarter 2** (Pages 17 - 40)

Report by the Chief Fire Officer.

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

11.55 am 7. **Community Risk Management Plan Consultation Briefing** (Pages 41 - 92)

Report by the Deputy Chief Fire Officer.

This briefing paper introduces the 2022-2026 Community Risk Management Plan consultation document and outlines the decision-making timeline.

12.40 pm 8. **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 93 - 96)

Extract from the Forward Plan dated 22 December 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 97 - 100)

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

12.55 pm

9. **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.

10. **Date of Next Meeting**

The next meeting of the Committee will be held on 4 March 2022 at 10.30 am at County Hall, Chichester. Probable agenda items include:

- Performance and Resources Report – Quarter 3
- Update on Joint Fire Control Centre

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 17 February 2022.

To all members of the Fire & Rescue Service Scrutiny Committee

This page is intentionally left blank

Fire & Rescue Service Scrutiny Committee

23 November 2021 – At a meeting of the Fire & Rescue Service Scrutiny Committee held at 10.30 am at County Hall, Chichester, PO19 1RQ and via Microsoft Teams.

Present: Cllr Boram (Chairman)

Cllr Pendleton, Cllr Charles, Cllr Milne, Cllr Richardson, Cllr Turley and Cllr Albury

Apologies were received from Cllr Dunn

Also in attendance: Cllr Crow, Sabrina Cohen-Hatton (Chief Fire Officer) and Mark Andrews (Deputy Chief Fire Officer)

18. Declarations of Interest

18.1 There were no declarations.

19. Minutes of the last meeting of the Committee

19.1 Resolved – that the Committee agrees the minutes of the meeting held on 1 October 2021.

20. Responses to Recommendations

20.1 Resolved – that the Committee notes the responses to the recommendations.

21. West Sussex Fire & Rescue Service Statement of Assurance

21.1 The Committee scrutinised a report by the Chief Fire Officer (copy appended to the signed minutes).

21.2 Summary of responses to members questions and comments: -

- Although sophisticated evaluation work took place, it was difficult to establish a correlation between prevention work and the number of fires
- The Service received information from partners, including the NHS, to identify homes most likely to be at risk from fire and carried out Safe and Well visits to them advising on safety measures
- The Service had worked with some parishes where there had been fires in thatched properties
- Fatal fire reviews took place to identify areas of learning
- More details of proposals in the Community Risk Management Plan would be discussed at the Member session on 8 December and by the Committee at its 13 January meeting
- Seven 12-ton appliances were purchased and deployed around the county where they would be of most use

- Not all fire fighters had taken the fitness test as some were on light duties and covid restrictions had limited the number of tests possible
- The following suggestions were made for changes to the Statement of Assurance: -
 - Comparative data in the financial section
 - Commentary with the reporting statistics
 - Explanation of numbers on the Risk Ratings map
 - More narrative around recovery from major incidents such as the pandemic

21.3 Resolved – that the Committee requests: -

- i. That future reporting ensures that the equalities and diversity section on cover reports is more detailed.
- ii. That the Fire & Rescue Service provides further explanation on figures in the Statement of Assurance where possible, and provides comparative details on finance where available
- iii. The Service extends information on thatched properties more widely in areas that may benefit from this

22. End of September 2021 (Quarter 2) Quarterly Performance and Resources Report

22.1 The Committee scrutinised the end of September 2021 (Quarter 2) Quarterly Performance and Resources Report (copy appended to the signed minutes).

22.2 Summary of responses to members questions and comments: -

- Retained fire fighter staffing levels had improved thanks to crew optimisation and county crewing, but more needed to be done, hence this was a priority for the next four years
- Changes to technology and team structures when moving to the Joint Fire Control Centre had taken longer than anticipated leading to increased costs/overspend
- Response times by retained fire crews improved during the pandemic – to keep improving, it was proposed to use some whole-time fire crews in areas covered by retained crews in line with risk need and budget

22.3 Resolved – that the Committee asks Democratic Services to work with the Service on the terms of reference for task and finish group on retained firefighters to include potential staffing issues.

23. Work Programme Planning and Possible Items for Future Scrutiny

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

- Corporate Risk Register/Operational Risks to come off the work programme as a separate item as it was covered by the Fire and Rescue Service Strategic Performance Report

- Democratic Services and the Fire & Rescue Service to liaise to find a date for the Retained Fire Fighters Task & Finish Group to take place
- To include updates on Horsham Fire and Training Centre on future Priority Programmes reports

24. Date of Next Meeting

24.1 The next meeting of the Committee will take place on 13 January 2022.

The meeting ended at 12.46 pm

Chairman

This page is intentionally left blank

Cllr Duncan Crow

Cabinet Member for Fire & Rescue and
Communities

Tel: 0330 22 26413 (Direct)
duncan.crow@westsussex.gov.uk
www.westsussex.gov.uk

Cabinet Office
West Wing
County Hall
Chichester
PO19 1RQ



Cllr Kevin Boram
Chairman of Fire and Rescue Service
Scrutiny Committee

Via Email

23 December 2021

Dear Kevin,

Recommendations from Fire & Rescue Service Scrutiny Committee, 23 November 2021

I am writing to you in your capacity as Chairman of the Fire & Rescue Service Scrutiny Committee for West Sussex County Council to thank you for your letter, dated 9th December, regarding the West Sussex Fire & Rescue Service Statement of Assurance.

As noted, there were recommendations around adding more detail to, and widening the scope of, certain areas of the statement and this will be taken into account as we move forward with future statements and reports.

There were also suggestions for changes to be made to provide more robust background and information in further areas of the statement, such as improving the financial and risk map infographics as well as expanding the narrative around activity undertaken during the pandemic that saw the Fire and Rescue Service maintain frontline activity as well as supporting partners and the community.

I thank the Committee for its contributions and will endeavour to ensure that these recommendations and suggestions are fed into the West Sussex Fire & Rescue Service process for reviewing, preparing and publishing future Statements of Assurance.

I would like to take this opportunity to thank the members of the Committee for their role in acting as a critical friend in support of the West Sussex Fire & Rescue Service.

Yours sincerely

A handwritten signature in black ink that reads 'D. Crow'.

Cllr Duncan Crow
Cabinet Member for Fire & Rescue and Communities

This page is intentionally left blank

**Key decision: Yes/No/Not applicable
Restricted/Unrestricted
Ref:**

Fire and Rescue Service Scrutiny Committee

13 January 2021

Priority Programme Update

Report by Deputy Chief Fire Officer

Electoral division(s): All

Summary

This report provides an overview of the priority programmes of work during Quarter 2 of 2021/2022. This includes progress against the People Action Plan, the Improvement Plan and the Integrated Risk Management Plan (IRMP) Action Plan.

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

Focus for Scrutiny

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

Proposal

1 Background and context

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

- 1.1 The Inspectorate identified four 'causes of concern', as well as ten additional specific areas for improvement that the Service needed to address.
- 1.2 West Sussex Fire & Rescue Service HMICFRS, round two inspection commenced on Monday 20 September 2021.
- 1.3 The inspection was held over an eight-week period with a mixture of online interviews and in-person meetings. The inspection concluded on 22 November 2021.
- 1.4 The Inspectorate will now collate all the information into the report which we are expecting to see when the inspectorate publishes its findings from the second tranche of inspections.

2 Cause of Concern 1 - Preventing Fire and Other Risks

- 2.1 Recruiting additional volunteers was one of the last outstanding actions. Whilst it forms part of our business as usual activity it was one of the ways that we addressed the Inspectorate's recommendation that the Service "could do more to develop this group and increase its capacity to do prevention work".
- 2.2 All our volunteers have either been shielding or choosing to self-isolate through the pandemic which has proved challenging. A decision was made to delay recruitment until the covid restrictions eased earlier this year. It is vital the volunteers have a meaningful experience and are safe. There had been a lack of community-based activity to undertake and limited station contact due to covid restrictions.
- 2.3 We have now recruited an additional 16 volunteers which has doubled the numbers, bringing the total to 35.
- 2.4 We have also implemented a quality assurance framework to assure that our Safe and Well Visits (SWVs) are of the right quality and standard. Each step of the process is assessed by a desktop review, observed visits, and follow up review. We will aim to quality assure 5% of visits each year.
- 2.5 The mandatory Safeguarding training has also been evaluated and quality assured, concluding that our staff are confident and have the required level of knowledge to identify and take action to support vulnerable people. This is reflected in Core Measure 6 of our performance framework.

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

- 3.1 All actions have been undertaken with regards to this Cause of Concern and considerable work has been undertaken to enable us to recommence the activity now that there has been a lift in the covid restrictions. Work continues to embed and evaluate these actions and changes to ensure they provide a sustained improvement to performance and risk reduction for the community.

4 People Action Plan

- 4.1 There have been some key areas of focus this quarter relating to annual performance information as well as recruitment activity with associated positive action. Our ambition is to strengthen our ability to provide an excellent service to everyone in our community by diversifying our staff, promoting inclusion, and creating a fair and equal place to work. We recognise that different people bring different experiences, ideas, knowledge, and culture, and that this difference brings great strength and benefits to the fire and rescue service.
- 4.2 For example, our recent job advertisement stated 'we are currently underrepresented by women and people from different cultural backgrounds therefore would particularly welcome applicants from these groups'.
- 4.3 The recruitment campaign is targeted to attract a much broader demographic than is typically attracted to the role of a firefighter. The advertising campaign felt and looked different to the previous one undertaken in 2018.
- 4.4 Due to the easing of covid restrictions, teams have been more able to deliver face to face staff engagement albeit the service is carefully monitoring the covid cases and supporting information to ensure that guidelines are followed.

- 4.5 The annual review of the People Action Plan has been completed and will progress through to Service Executive Board (SEB) in January 2022, as well as the current focus on the impending inspection. This will also consider the future Community Risk management Plan (CRMP) delivery and our supporting plan. The plan will continue our improvement to:
- 4.5.1 Strengthen leadership and line management skills to support organisational cultural change, talent management and service delivery to the public.
 - 4.5.2 Develop our cultural, values and behaviours which make WSFRS a great place to work.
 - 4.5.3 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.
 - 4.5.4 Strengthen our ability to provide an excellent service by diversifying our staff.
 - 4.5.5 Continue our work on creating a fair and equal place to work.
 - 4.5.6 Continue to support the health, wellbeing and ways of working for all our staff.

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

- 5.1 Our workstreams will be underpinned by our WSFRS core values underpinned by the National Fire Chiefs Council (NFCC) Core Code of Ethics. The Code of Ethics was introduced by the NFCC following a national recommendation from HMICFRS in the State of Fire report. Developed in consultation with the sector, the Core Code is designed to help employees of the Fire and Rescue Service (FRS) act in the best way towards each other and while serving the public.



Figure 1. NFCC Core Code of Ethics diagram

Agenda Item 5

- 5.2 The Core Code sets out these ethical principles and helps us continuously improve our organisational culture and workforce diversity and assists us in supporting our community in the best way. It is effective only when we all consistently demonstrate the ethical behaviours. Everyone in every Fire & Rescue Service (FRS) is expected to follow the Core Code. This includes those working with, or on behalf of, the FRS.
- 5.3 The principles should be embedded within everything that FRSs and their employees do. FRSs will ensure that the principles of this Core Code are represented within policies and processes to ensure they are embedded and at the heart of day-to-day activity.
- 5.3.1 **Putting our communities first** - We put the interests of the public, the community, and service users first.
- 5.3.2 **Integrity** - We act with integrity including being open, honest, and consistent in everything that we do.
- 5.3.3 **Dignity and respect** - We treat people with dignity and respect, making decisions objectively based on evidence, without discrimination or bias.
- 5.3.4 **Leadership** - We are all positive role models, always demonstrating flexible and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.
- 5.3.5 **Equality, diversity, and inclusion (EDI)** - We continually recognise and promote the value of EDI, both within the FRS and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.
- 5.4 Each ethic has now got a lead in the organisation and a gap analysis is being completed against all service activity, which will lead to an action plan and this will be considered in Q4 2021/22.

6 Cause for Concern 4 - Ensuring Fairness and Promoting Diversity

- 6.1 A Diversity & Inclusion Steering Group has reviewed and supported the Diversity & Inclusion Advisor to achieve approval of the adoption of the People Impact Assessment process. This is now in place for all projects and decisions to ensure this lens is applied across all areas of the business.
- 6.2 The Promotions Board has been replaced with Assessment Centres. The service has now undertaken a Station and Area Manager Assessment Centre Process to ensure succession planning is completed in a timely manner and there has been positive feedback to date of the approach by both assessors and candidates.
- 6.3 A Dignity and Respect Framework has been introduced council-wide; this has been aligned to the Service and will be delivered and embedded alongside the Core Code of Ethics mentioned above. This is designed to affirm the expected standards and behaviours of staff, managers and senior leaders across the FRS.
- 6.4 A Shadow Board has been implemented, aimed at improving the connection and engagement between staff and the SEB and its decisions. This has been a great success as those who are part of the Board feel valued and that they are

able to contribute to decision making and more importantly understand the rationale behind decisions and direction of the Service.

7 Areas for Improvements updates

- 7.1 Local risk management plans have progressed well, with some activity having required adaptation due to the current pandemic. Community risk data is being updated monthly to ensure it is current information. As part of the current review, we will be putting forward recommendations that will include engaging with Members in the draft plans for 2022/23. This will be completed in conjunction with our new Community Risk Management Plan.
- 7.2 There has been a considerable amount of work done on closing some of the projects relating to the Areas for improvements. This includes:
 - 7.2.1 Breathing Apparatus (BA) Contract renewal
 - 7.2.2 Operational Assurance Project
 - 7.2.3 Health & Safety Improvement Project

8 Integrated Risk Management Plan 2018-22 (IRMP)

- 8.1 4Fire Strategic Board leads a series of collaborative projects including one on Incident Command and has more recently approved the commencement of a project relating to Breathing Apparatus procurement and supporting operational alignment which will be led by West Sussex. This project is to commence in Quarter 1 2022/23 following the recruitment of a joint resource to drive delivery.
- 8.2 The Statement of Assurance for the final year of our existing IRMP (Year 4 - 2021/22) has been planned to commence in Quarter 4 to ensure we have internal processes in place for elected member approval in Quarter 2 of 2022/23 as is required statutorily.
- 8.3 Community Risk Management Plan (CRMP) 2022 development has progressed well. A strategic steering group has been developed to ensure the appropriate momentum is applied to the risk analysis and associated staff and public engagement.
- 8.4 Public Consultation opened on 15 November 2021. This includes forward planning for the required scrutiny and governance for its approval and publication. The consultation is due to end on 21 January 2022 and our new CRMP is proposed to go live in Quarter 1 of 2022/23.

9 Other options considered (and reasons for not proposing)

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

10 Consultation, engagement and advice

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

11 Finance

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

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

11.1.2 Community Fire Safety: £4,352,772

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

12 Risk implications and mitigations

12.1 None.

13 Policy alignment and compliance

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

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

Sabrina Cohen-Hatton
Chief Fire Officer

Appendices: None

Background papers: None

Fire and Rescue Service Scrutiny Committee

13 January 2022

Fire and Rescue Service Strategic Performance Report Quarter 2 2021-22

Report by Chief Fire Officer

Summary

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

The PAF includes monitoring of service performance against 30 core measures that provide strong indication of organisational performance directly aligned to the delivery of the strategic commitments i.e. Integrated Risk Management Plan. This ensures the service is intelligence- and evidence-led and enables the Service to react early when performance is not to the required level.

Appendix A of the report is the Quarter One Strategic Performance Report for the purpose of scrutiny of the Executive's approach to performance. This report covers data from the period of 1 July 2021 – 30 September 2021.

Focus for Scrutiny

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

Proposal

1 Background and context

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

Agenda Item 6

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

2 Proposal details

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

Sabrina Cohen-Hatton, Chief Fire Officer

Contact Officer: Sabrina Cohen-Hatton, Chief Fire Officer

Appendix A - FRS Scrutiny PAF Core Measures Report Q2 2021-22

Background papers - None

West Sussex Fire and Rescue Service Performance Report Quarter 2

Deputy Chief Fire Officer
Mark Andrews

Contents

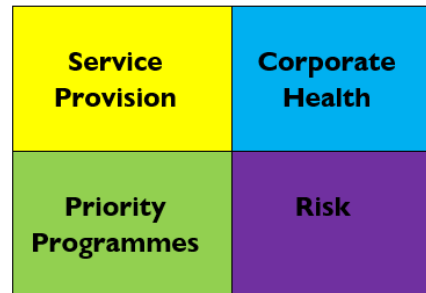
	Page
Report Overview	3
Cabinet Member Summary	4
Chief Fire Officer Summary	5
Performance Summary	6
Performance Dashboard	7-8
Areas of Significant Improvement and Success	9-15
Selected Measures – Red and Amber Status	16-25



Strategic Performance Board Quarterly Report

Quarter 2 2021-2022

- The aim of this Quarterly Performance Report is to summarise how West Sussex Fire & Rescue Service/Directorate has performed over the previous three months, and to capture how performance contributes cumulatively to the year-end performance outcomes.
- The report retrospectively presents information from the Performance and Assurance Framework (PAF) including the core measures and targets for the year which are current at the time of publishing. The report contains performance across the four elements of the PAF Quadrant namely:



- The explanations, mitigations and actions contained within this report are those endorsed by the Service Executive Board (SEB).
- This report covers data from the period of 1st July 2021 – 30th September 2021.

Cabinet Member Summary

The performance information contained within this report for WSFRS is for the second quarter of 2021/2022, a period which has continued to see the effects and impacts of COVID 19 on service delivery of WSFRS and wider county council services. Therefore, it is with great credit to all the teams that make up WSFRS that the impact of COVID 19 has not significantly affected the Service's performance in the delivery of its critical services to our residents.

Officers continue to focus on the areas in this report where improvement still needs to be made and as the pandemic begins to ease we will be focussed on how we can support economic and community recovery whilst maintaining the well-being and support to all our staff.

Chief Fire Officer Summary



This quarter finally saw the end of many of the Covid restrictions that had been in place over the course of much of the previous 12 months. Despite this we continued to see the impact of the test and trace and self-isolation which required significant staff diligence and coordination by the service to maintain essential operational availability.

The summer period saw a welcome return to many community safety events including our increasingly popular Virtual Open Day. This year's videos attracted a record 6262 views of the events which included a station and fire engine tour and practical demonstrations from our team at Billingshurst Fire Station.

September also saw the return of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services for the second full inspection of our service. The inspection focussed on the 3 pillars of efficiency, effectiveness and people with a particular look at how well we have responded to the recommendations from the last full inspection. Other significant project work during this quarter included the continued preparation for the Community Risk Management Plan and final plans for the start of the new Horsham Training Centre and Fire Station.

I am particularly pleased to see that staff sickness remains very low in the Fire and Rescue Service which in the context of the pandemic is a positive reflection on the support and intervention provided by the service. We have recently changed occupational health provider and launched a service wide well-being app all to ensure that we continue to give the best support to staff to keep them well at home and at work.

Performance Summary

At the end of Quarter 2 2021-22, 13 of the 30 measures had a GREEN status, 5 were AMBER and 12 were RED.

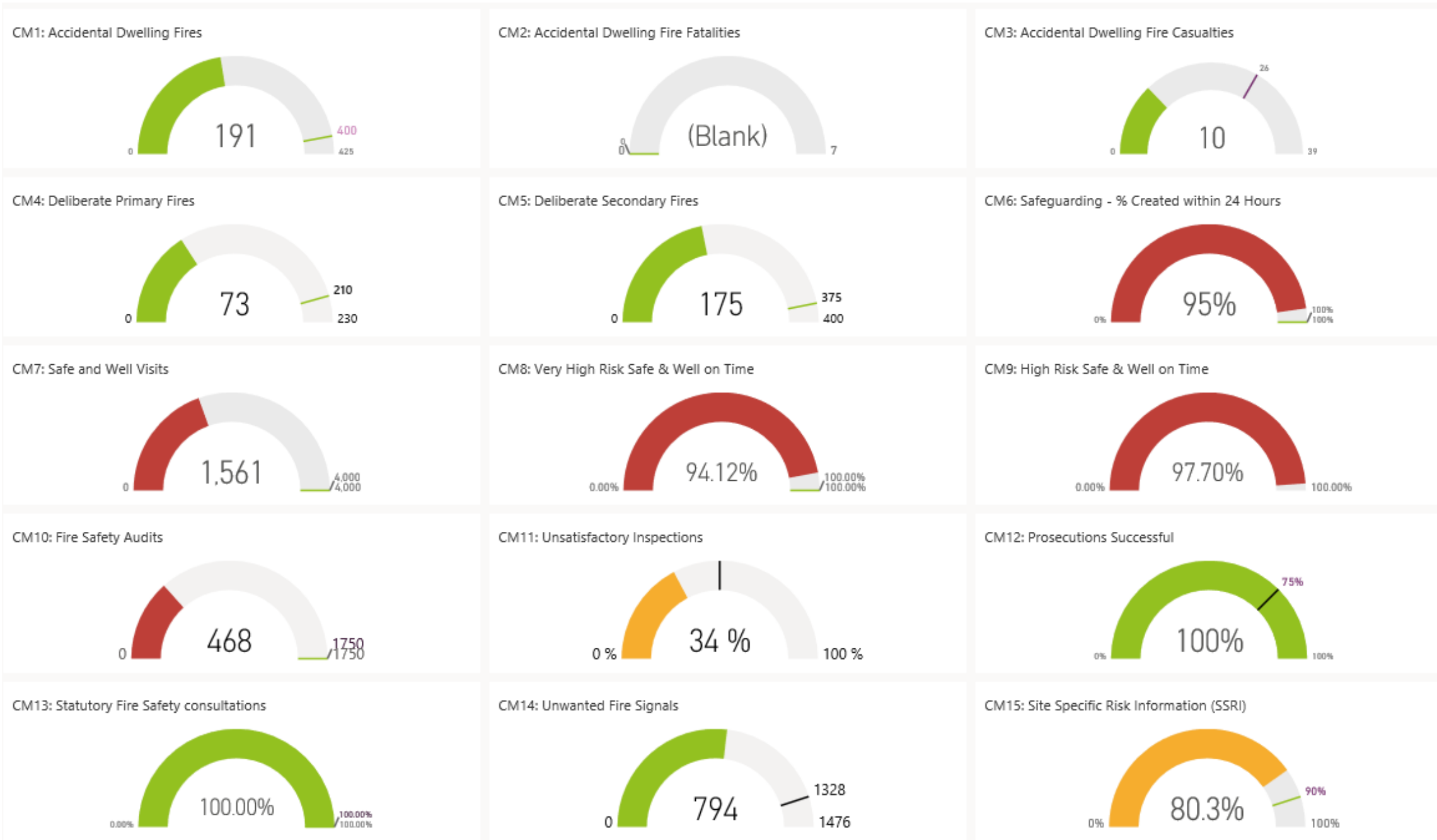
Of the 10 comparable measures that were red or amber last quarter:

- 7 measure showed a decline in performance and 3 showed improvements.
- 1 measure moved from AMBER to RED and one from RED to AMBER status.

Of the 12 comparable measures that were GREEN last quarter:

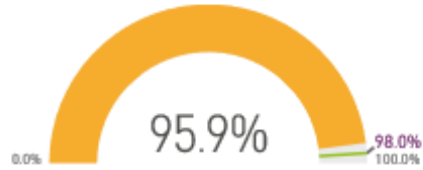
- 7 measure showed a decline in performance
- 4 measures moved to RED status and 1 measure moved to AMBER status.

Performance Summary for all core measures at the end of Quarter 2 (1 of 2):



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

CM16: 999 Calls Answered on Time



CM17: Time to Alert



CM18: Time to Inform L2



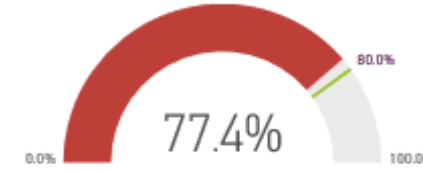
CM19: Critical Fires 1st Appliance Attendance Times



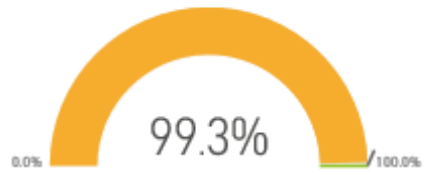
CM20: 2nd Appliance Attendance Times



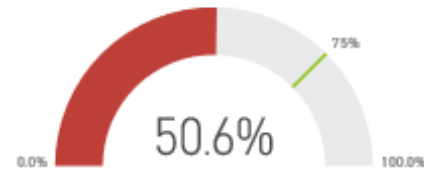
CM21: Critical Special Service Attendance Times



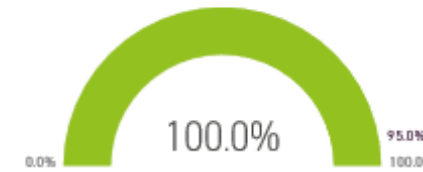
CM22: Immediate Response Availability



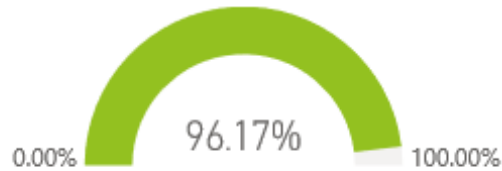
CM23: Retained Availability



CM24: Feedback Surveys - Customer Satisfaction



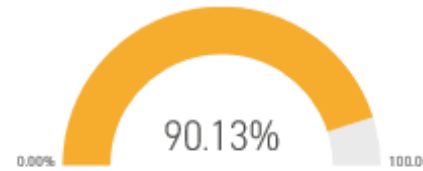
CM25: Proportion of Staff not Sick



CM26: Fitness Tests



CM27: Staff in qualification



CM28: Level 4 Qualification



CM29: RIDDOR



CM30: Risk Assessments



Areas of Significant Improvement and Success

Quarter 2

(1st July 2021 – 30th September 2021)

Areas of Significant Improvement and Success

The Performance and Assurance Framework of which this report is a part of has continued to demonstrate fire and rescue service performance and provide assurance to members and the public.

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

The following corporate measures showed notable success in Quarter 2:

- Core Measure 1: Accidental Dwelling Fires
- Core Measure 2: Accidental Dwelling Fire Deaths
- Core Measure 3: Accidental Dwelling Fire Casualties

Accidental Dwelling Fires (ADFs) and related casualties remain low with no fatalities. ADFs form a key focus of our prevention activity and these latest low numbers are a reflection of the continued work of our teams to ensure that the most vulnerable are kept safe from fire.

Other successes include:

- Core Measure 12: % of Successful Prosecutions
- Core Measure 18: Time taken to inform a Level 2 Officer

Core Measure 1: Accidental Dwelling Fires

88 accidental dwelling fires in Q2 2021-22

Current RAG Status GREEN

Total number of accidental dwelling fires in West Sussex over a year period starting from April

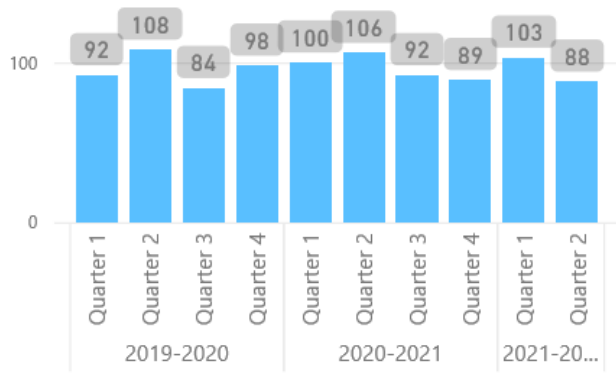
Annual Target:
 <400 Green
 400-425 Amber
 >425 Red

Service Owner:
Nicki Peddle
 Area: **Incidents**

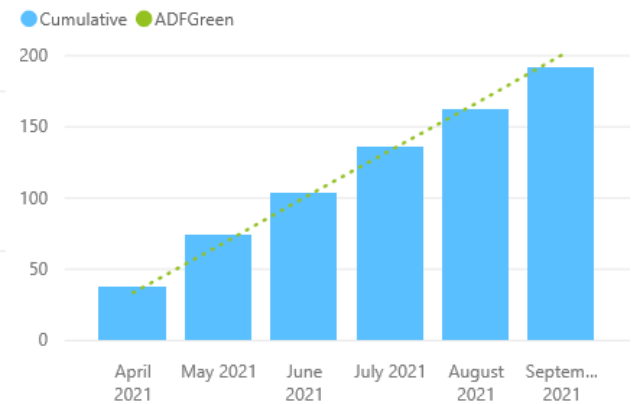
Accidental Dwelling Fires by FY

Financial Year	Count	Rate
2014-2015	462	0.00
2015-2016	456	53.84
2016-2017	469	55.38
2017-2018	481	56.36
2018-2019	412	47.88
2019-2020	382	44.21
2020-2021	387	44.79
Total	3049	0.00

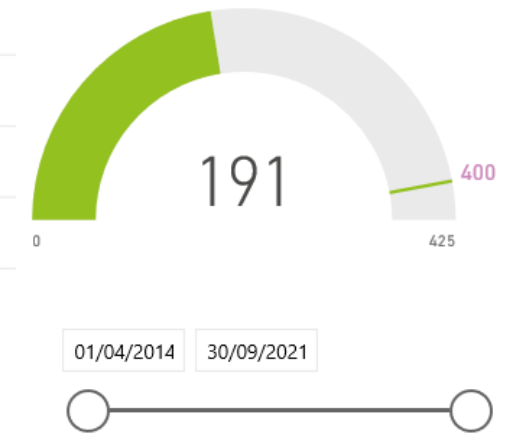
Count of ADFs Quarterly



Cumulative ADFs Monthly



ADFs



[More Information](#)

Page 29

Commentary
 88 Accidental Dwelling Fires in this quarter with the majority involving cooking. A key element of our Safe and Well Visits relates to kitchen safety, with recommendations on how to cook more safely, we also offer information about the meals on wheels service where appropriate. This figure is just slightly below Q2 in recent years with the overall trend showing an ongoing annual reduction.

Actions
 Treat: We will continue to deliver annual campaigns that are directed at the main causes of accidental fires in people's homes to raise awareness of the causes and provide preventative advice, specifically cooking related fires. This activity will take place at a targeted local level through the delivery of the local station's Local Risk Management action plan supported by the Prevention Team with the aim of driving this figure down further.

Agenda Item 6
 Appendix A

Core Measure 2: Accidental Dwelling Fire Deaths in West Sussex over a year period starting from April

0 accidental dwelling fire deaths in Q2 2021-22

Current RAG Status
GREEN

Agenda Item 6
Appendix A

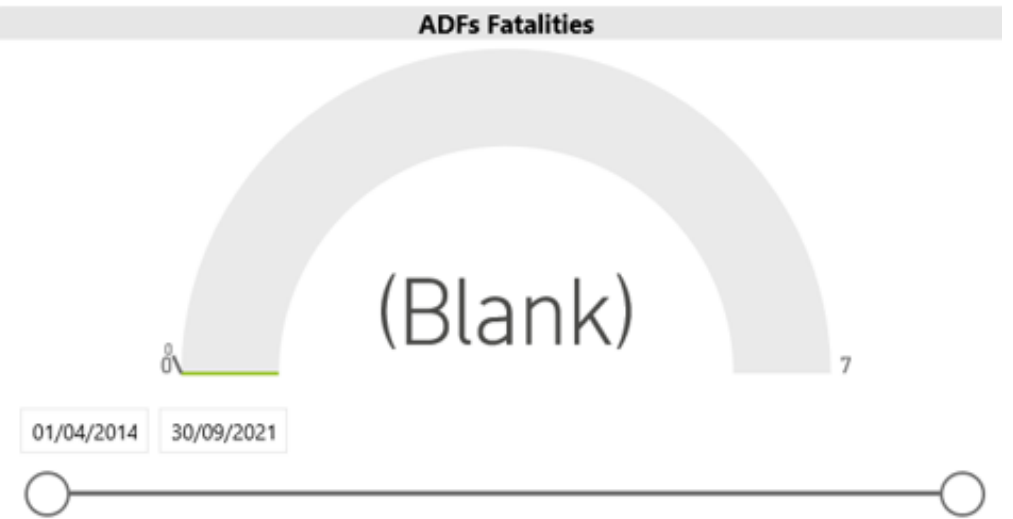
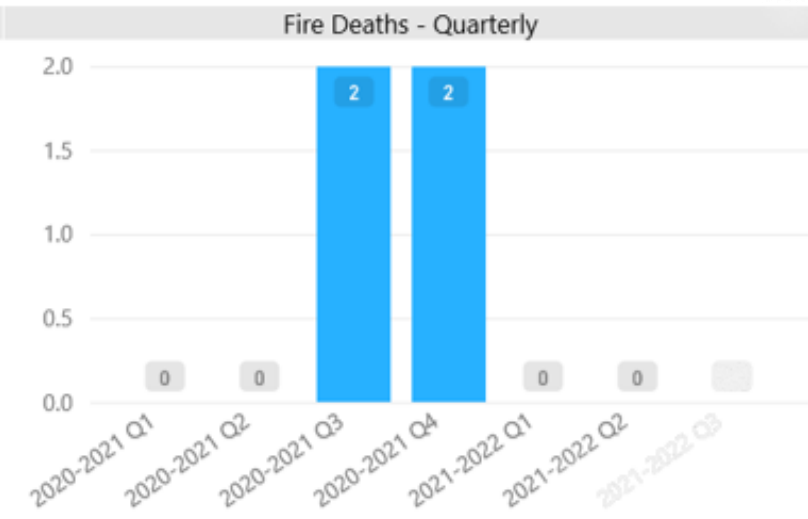
The total number of deaths that occur as a result of a Accidental Dwelling Fire. This includes a person whose death is attributed to a fire, even when the death occurs weeks or months later.

Annual Target:
0 Green
0-3 Amber
>3 Red

Service Owner:
Nicki Peddle
Area: **Incidents**

ADFs Fatalities by FY		
Financial Year	Count	Rate
2015-2016	1	0.12
2016-2017	3	0.35
2018-2019	1	0.12
2020-2021	4	0.46
Total	9	0.00

[More Information](#)



Page 30

Commentary
There have been no accidental dwelling fire fatalities during this quarter 2 reporting period which is consistent with previous years. Officers are reviewing this trend to better understand why this pattern continues and to determine why fatalities tend to occur later in the reporting year.

Actions
Treat: We will continue to apply the learning identified from serious and fatal fire incidents, using it to offer specific fire safety advice to prevent such incidents occurring. We continue to build relationships with partner organisations who can refer their customers and patients to us when they identify a fire risk.

Core Measure 3: Accidental Dwelling Fire casualties in West Sussex over a year period starting from April

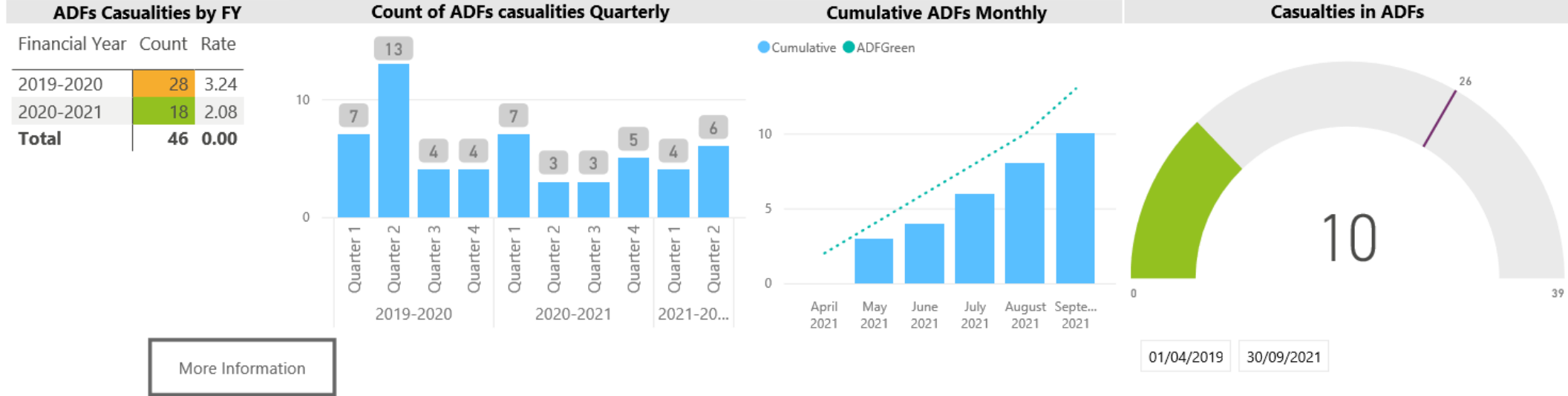
6 accidental dwelling fire casualties in Q2 2021-22

Current RAG Status GREEN

The total number of casualties resulting from an accidental dwelling fire in West Sussex over a year period starting in April. This is limited to a person who's injury is fire related and was severe enough to require hospital attendance.

Annual Target:
 <26 Green
 26 – 39 Amber
 >39 Red

Service Owner:
Nicki Peddle
 Area: **Incidents**



[More Information](#)

Page 31

Commentary
 Six casualties all with what appeared to be slight injuries as a result of smoke inhalation. The cumulative figures for Q1 and Q2 are the same as last year but show a 50% reduction on 2019/20. Two of these injuries were as a result of cooking, two were due to a fault in equipment and two where combustible materials were too close to a heat source

Actions
 Treat: Continue to monitor and identify trends, delivering appropriate fire safety messages through our Comms Team and delivery of the local community safety activity.

Agenda Item 6
 Appendix A

Core Measure 12: Percentage of Successful Prosecutions

100% of prosecutions successful so far in 2021-22

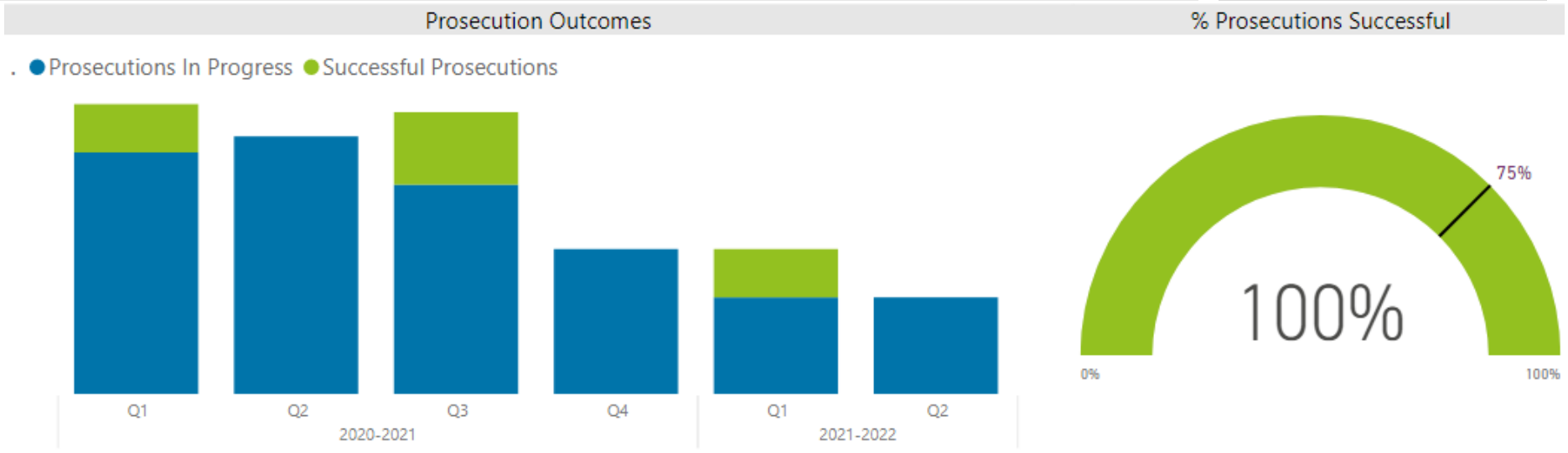
Current RAG Status
GREEN

The percentage of successful prosecutions under the Regulatory Reform (Fire Safety) Order 2005.

Annual Target:
>75% Green
< 75% Red

Service Owner:
Garry Collins
Area: **Protection**

Agenda Item 6
Appendix A



Page 32

Commentary
There are two prosecutions that the team continue to work towards. WSFRS have a well-developed Prosecution System which looks at each case to ensure it meets the strict criteria for sending to courts and is in the public interest to do so. This is led by a dedicated Enforcement Officer, who works closely with a WSCC solicitor to ensure that we have a thorough and robust approach to all prosecutions.

Actions
Treat: While it is pleasing that we are still achieving a 100% success rate in prosecutions, ideally all premises in West Sussex should be safe from fire and prosecutions should not be necessary. To assist our work towards this goal, all prosecutions are debriefed to ensure any learning is achieved. The outcome of these debriefs inform our risk-based inspection programme and the development of our community engagement, which aims to ensure that responsibilities under the Fire Safety Order are well understood.

Core Measure 18: Time taken by Surrey/West Sussex Joint Fire Control Room to inform or mobilise a Level Two Incident Command Officer to a Level One Incident with a life risk.

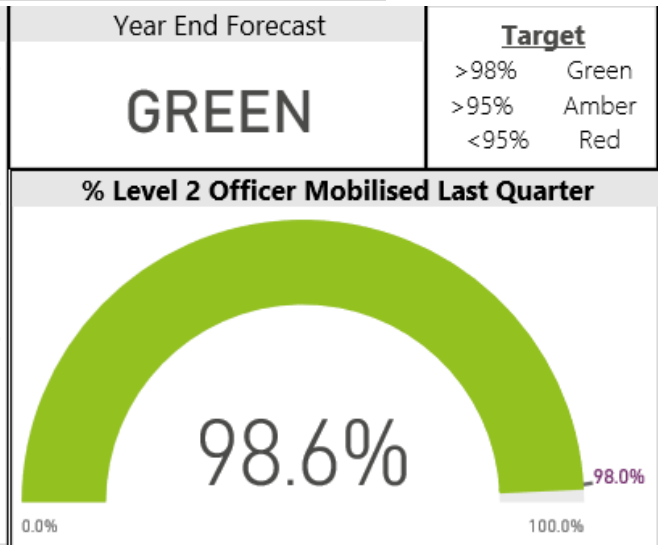
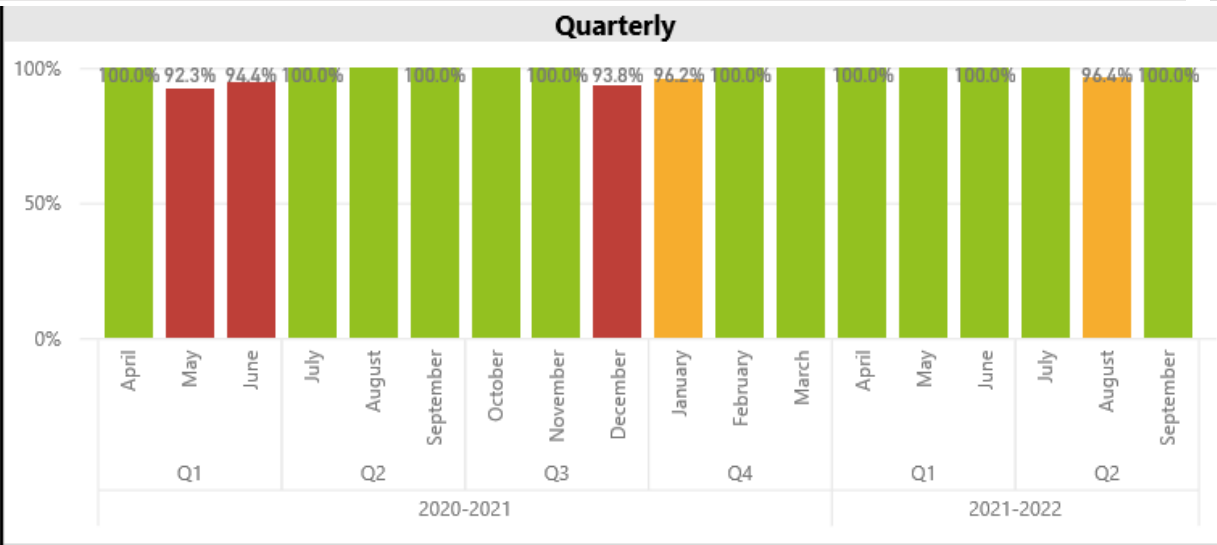
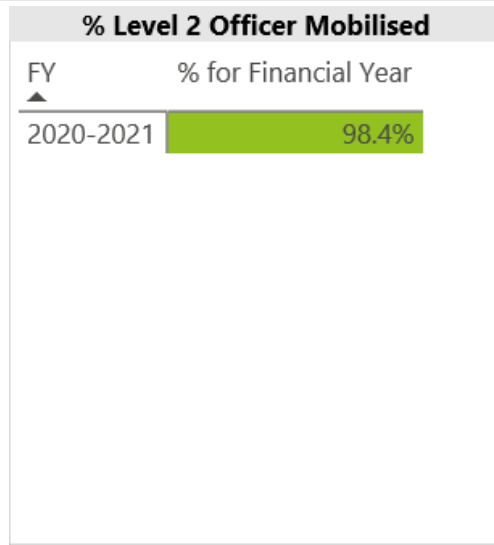
98.6% of incidents attended within target time in Q2 2021-22

Current RAG Status GREEN

WSFRS has adopted an Incident Command System which is taken from the National Model to effectively and safely manage incidents. This measure looks at how quickly the Joint Fire Control Room notify the right commander/officer to advise and/or take command of the incident. Performance target is 5 mins from receiving the call and 98% of all calls achieved Level 1 Incident – 1-3 pumps.

Annual Target:
 >98% Green
 95% - 98% Amber
 <95% Red

Service Owner:
Steve Ash
 Area: **Response**



Page 33

Commentary
 This has been achieved on 98.6% of all occasions. It should be noted that a failure to achieve the performance standard on a single occasion in a month can lead to a significant variation in the overall percentage for this measure.

Actions
 Tolerate: Discussions have taken place with JFC management regarding the importance of correct data recording. Monitoring of the accuracy of this data will continue.

Agenda Item 6
 Appendix A

Selected Measures (Red and Amber Status)

Quarter 2

(1st July 2021 – 30th September 2021)

Selected Measures (Red and Amber Status)

4 of our core measures are included in the West Sussex Council Plan:

- CM 7: Number of Safe and Well Visits (S&WV's)
- CM 10: Number of regulated buildings having received an audit
- CM 19: Critical Fires - 1st Appliance Attendance
- CM 21: Critical Special Service - 1st Appliance Attendance

Q2 performance against these 4 measures was examined in a meeting of the FRS Scrutiny Committee in November 2021, therefore though they are RED in status they are not included in detail again in this report.

The following red and amber measures have been selected for examination by the Scrutiny Committee:

- CM 15: % of Site Specific Risk Information (SSRI) that are currently in date
- CM 16: Time taken to answer the 999 call by Joint Fire Control Room
- CM 17: Time taken to alert the correct station by Joint Fire Control Room
- CM 23: Adequate crewing on all retained frontline pumping appliances
- CM 26: % of Eligible Staff with a Successful Fitness Test

Core Measure 15: % of Site Specific Risk Information (SSRI) that are currently in date (High Risk last 12 months, Medium risk last 36 months)

80.3% of inspections in date at end of Q2 2021-

Current RAG Status AMBER

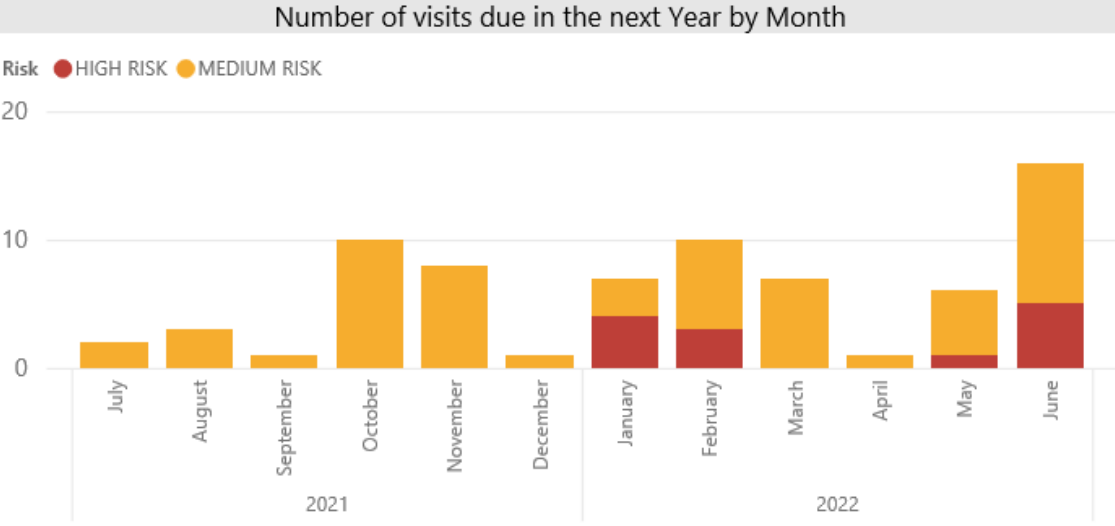
Premises that are identified as having specific risks to the community and to the firefighter are included in a regular programme of inspections to make sure that relevant information is made available to the firefighter prior to any call or visit. High Risk premises are inspected at least every 12 months and Medium risk every 36 months to ensure that risk information remains current and complete.

Annual Target:
 >90% Green
 60% - 90% Amber
 <60% Red

Service Owner: **Garry Collins**
 Area: **Protection**

Agenda Item 6 Appendix A

Performance in Previous Quarters			
FY	Qtr	% of SSRIs in date	Number of SSRIs out of date
2021/22	1	66.2%	177
2021/22	2	80.3%	101

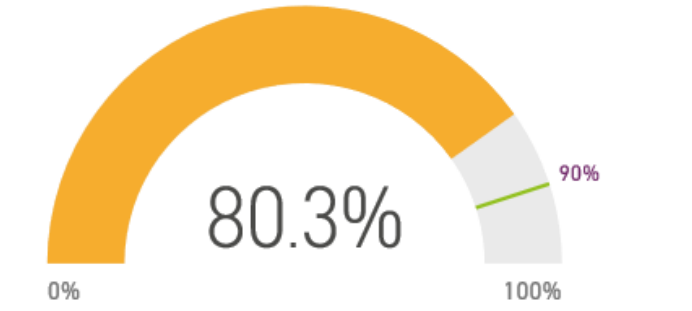


Year End Forecast

GREEN

% of SSRIs in Date

Target
 >90% Green
 60% - 90% Amber
 <60% Red



Page 36

Commentary
 Whilst this measure is still below target, it has increased by 14% with 76 high and medium risk SSRIs completed in Q2. We anticipate this measure moving to GREEN status by the end of the year due to enhanced productivity. The new Farynor system will improve the process for firefighters visiting sites and assessing the risks that they pose. Existing Premises Risk data has been fully cleansed and loaded into Farynor and we are in the process of entering emerging risks into the system. This activity has been paramount in developing a robust and controlled system and account for why there has been less capacity to quality assure work undertaken by firefighters. A training package has also been designed to support the Farynor roll out and face to face training will commence in Q3.

Actions
 Treat:
 The 101 overdue SSRIs have been loaded into Farynor to ensure that they are actioned during the first 3 months of using the system.
 The release of training across all stations will improve understanding on what actions need to be carried out when visiting a site. Training on the roll out of the Farynor system will include the use of tablets that upload to our Mobile Data Terminals to replace outdated paper-based processes, embedding a much more efficient process that is quicker and easier to undertake. All station-based training will be completed by the end of January 2022, including familiarisation of Station Managers, who will lead delivery, management and accountability. We are also rescheduling review dates for the entire SSRI database to ensure these are allocated more evenly throughout the calendar year.

Core Measure 16: Time taken to answer the 999 call by Surrey/West Sussex Joint Fire Control Room

95.9% of calls answered within 7 seconds in Q2 2021-22

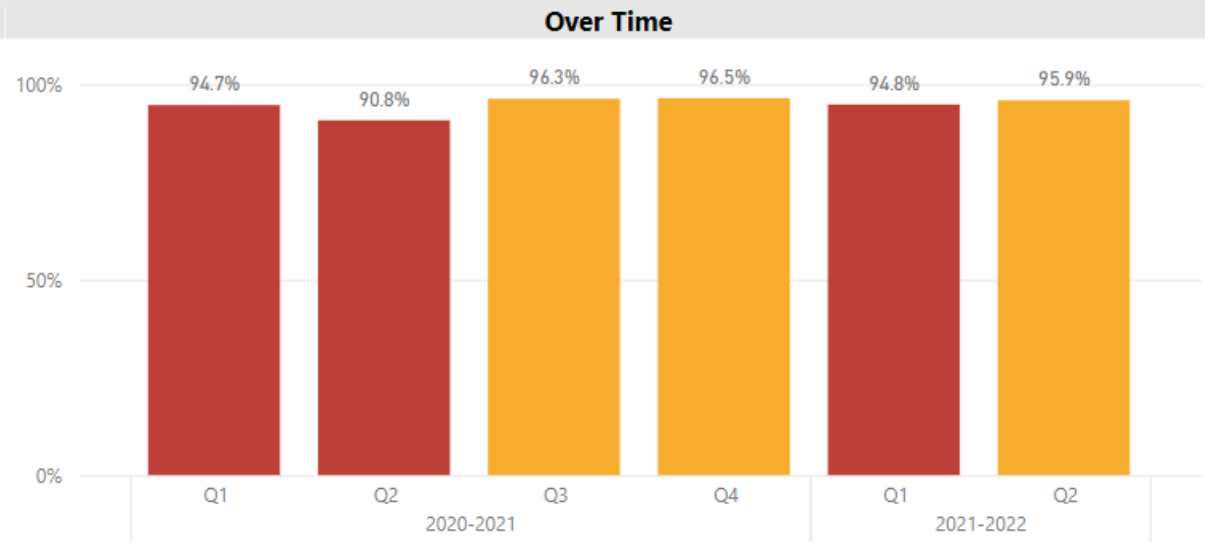
Current RAG Status AMBER

This measure looks at the time taken from when the Fire Control Room Operator answers the phone when a 999 call is received by Fire Control. The target is 98% of calls answered within 7 seconds. Data reflects the combined performance of West Sussex and Surrey Fire and Rescue Services as individual service data is not obtainable.

Annual Target:
 >98% Green
 95% - 98% Amber
 <95% Red

Service Owner:
Steve Ash
 Area: **Response**

% Calls answered in 7 seconds	
FY	Average of %
2020-2021	94.2%



Year End Forecast

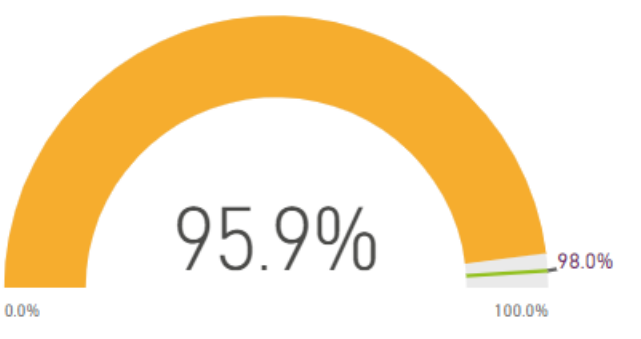
GREEN

% Calls answered in 7 seconds last quarter

95.9%

Target

- >98% Green
- >95% Amber
- <95% Red



Page 37

Commentary
 This measure records the time taken to answer a 999 call within the joint Surrey and West Sussex control room (JFC). It is not possible to distinguish between Surrey and West Sussex phone calls.

Actions
 The forthcoming move to a tri-service control room has led to a reassessment of this measure. The Public Emergency Call Service (PECS) code of practice sets a national performance standard of 95% in 10 seconds. This measure is due to be adopted under our new performance arrangements for the tri-service control. A retrospective analysis of all data for the last two quarters indicates that under this national performance measure all call taking across the last two quarters would have been within the required target. Additional in control - that are a consequence of moving to a control room servicing three counties will reduce the impact of multiple calls to the same incident on call answering times

Agenda Item 6
 Appendix A

Core Measure 17: Time between Surrey/West Sussex Joint Fire Control Room receiving the emergency call and the correct fire station being alerted

86.4% of stations alerted within 2 minutes in Q2 2021-22

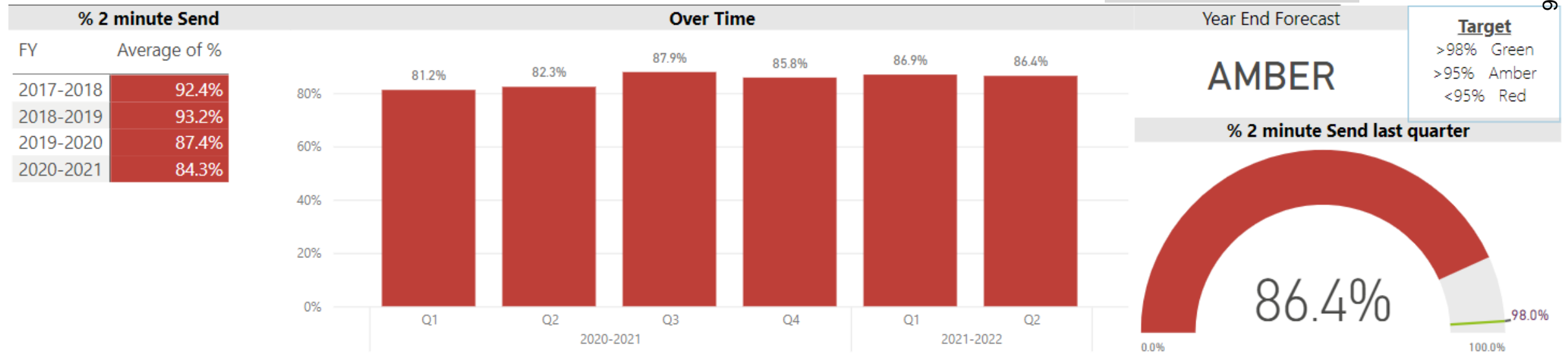
Current RAG Status RED

Agenda Item 6 Appendix A

This measure looks at the time taken from when the Surrey/West Sussex Joint Fire Control Room Operator answers a 999 call to when the nearest fire station/engine is alerted to the incident. 98% emergency incidents are alerted within 2 minutes of the Surrey/West Sussex Joint Fire Control Room receiving the call.

Annual Target:
 >98% Green
 95% - 98% Amber
 <95% Red

Service Owner: **Steve Ash**
 Area: **Response**



Page 38

Commentary
 This measure continues to be a challenge. A deep dive performance review has been commissioned by the chief fire officers of both services to understand the impact of specific factors in more detail, such as the impact of calls being received from mobile phones where the caller is unaware of their location, or the initial call being received by another emergency service. This has indicated some potential areas which need further examination and this work is ongoing. A full Response Q2 performance report has been produced.

Actions
 Treat: An action plan to address identified causal factors with timelines will be produced once the deep dive performance review has been completed. The move to a 3 service control room will be supported by revised governance arrangements led by the Deputy Chief Fire Officers in each service at a Strategic Board. At the top of this agenda will be performance monitoring to ensure that WSFRS get prompt action and tangible improvements to these indicators. This new governance includes strengthened escalation protocols to assist in holding Surrey County Council to account with any sustained under performance.

Core Measure 23: Adequate crewing on all retained frontline pumping appliances (based on 24/7 crewing)

50.6% adequate retained crewing in Q2 2021-22

Current RAG Status RED

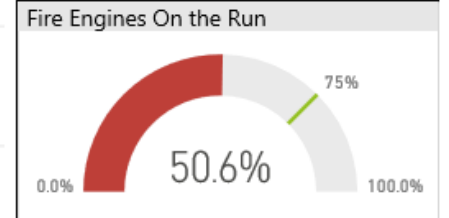
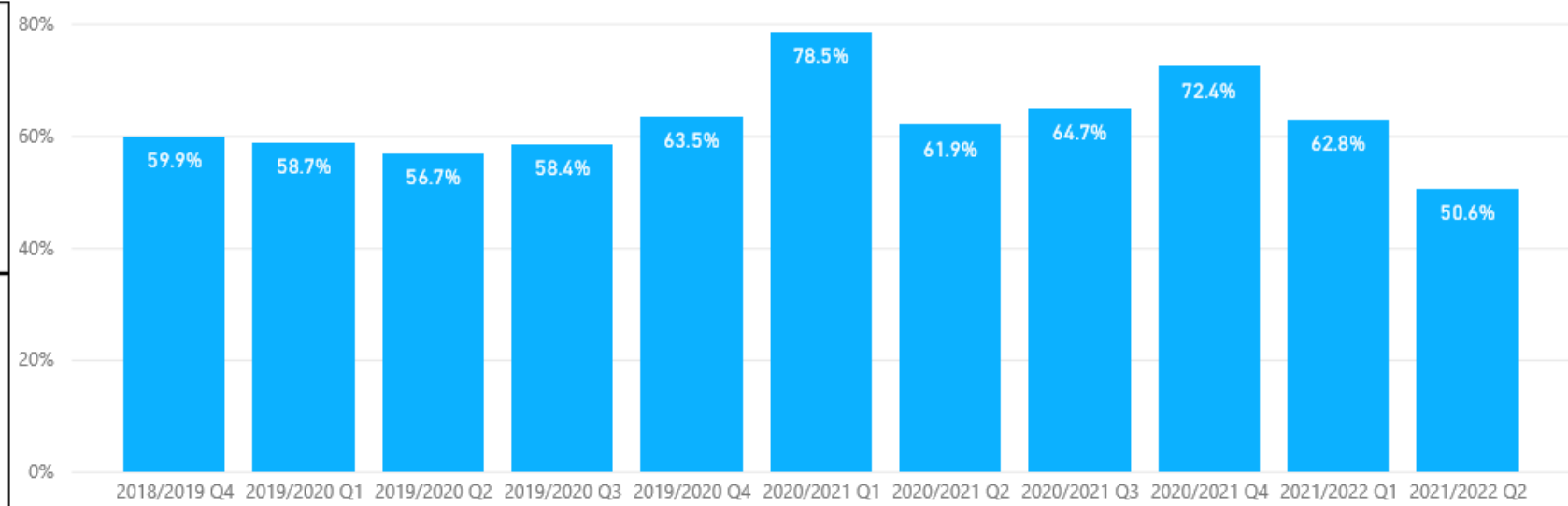
Retained frontline fire engines are crewed mainly by on-call fire fighters who are based at stations in more rural locations and, when they receive the call via their pagers, leave their place of work or home and attend emergencies from the local retained station. Four qualified people are required on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

Annual Target:
 >75% Green
 65%–75% Amber
 <65% Red

Service Owner: **Steve Ash**
 Area: **Response**

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

Financial Year	Total
2018/2019	59.9%
2019/2020	59.3%
2020/2021	69.3%



Financial Year to Date
56.6%

Date Range

01/04/2018 30/09/2021

Page 39

[Click Here for Detailed Station View](#)

Commentary

Three factors have led to the significant drop in the availability of retained crew this quarter. These are:

1. The retained firefighters contract allows hours of cover to be averaged over a reference period. The removal of COVID restrictions during this quarter meant that additional hours of cover that were provided whilst lockdown measures were in place (thereby increasing availability above trend) meant that individual retained firefighters could provide reduced cover during Q2 within the existing contractual arrangements (thereby reducing availability above trend). These were a one-off set of circumstances that will not be repeated.
2. Q2 saw the trial of the removal of the ability for a single individual to be both the driver and the officer in charge of a fire engine. This was a change carried out to increase firefighter safety. It was expected that this would have a 1.9% drop in availability. Further analysis is being undertaken
3. The Crewing Optimisation Group was used significantly to maintain crewing on immediate response fire engines working from wholetime fire stations, this reduced the capacity of this team to support RDS stations.

Actions

Treat: The circumstances surrounding the change in retained firefighters' hours are a one-off occurrence due to the pandemic and will not be repeated. Recent workforce planning actions have resolved issues that reduced the use of Crewing Optimisation staff on wholetime stations. Further analysis is being undertaken on the impact of the crewing change. At the start of the trial less than 2% reduction in availability was anticipated and firefighters need to work safely in dangerous environments to effectively deliver services. The proposals in the forthcoming Community Risk Management Plan include enhancing our retained operating model for better performance in the future.

Agenda Item 6
 Appendix A

Core Measure 26: Eligible staff with a successful fitness test

81.7% of staff with a successful fitness test.

Current RAG Status RED

Appendix A
Agenda Item 6

Fitness is important to the FRS as the work they do can be arduous and challenging. The service is required to have a fitness standard and to test all operational employees. This measure reflects the percentage of eligible employees who have completed and successfully passed their fitness test. Staff who are long term sick, on secondment, maternity leave or alternative duties are excluded from this measure.

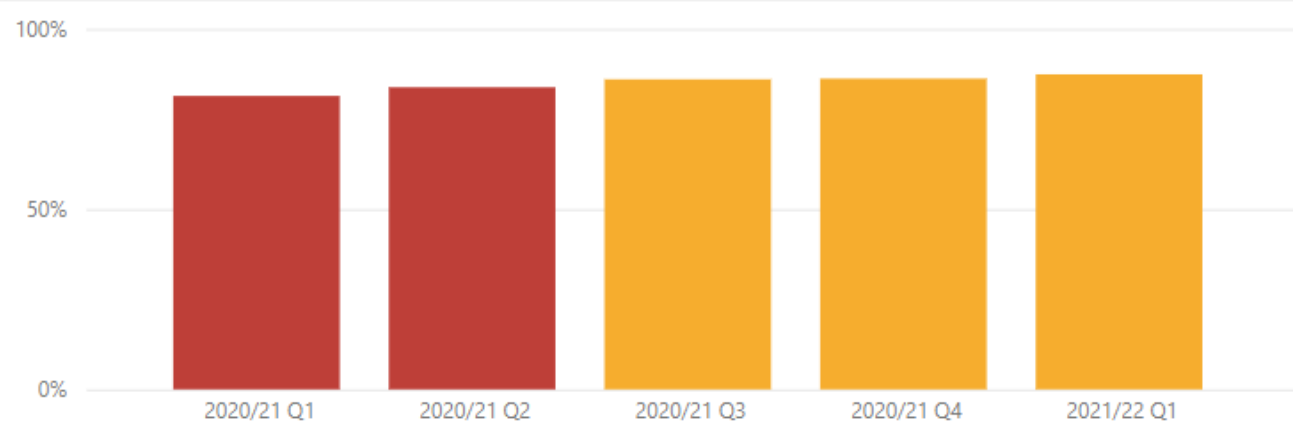
Annual Target:
 >95% Green
 85%–95% Amber
 <85% Red

Service Owner:
Cathy McDonnell
 Area: **POD**

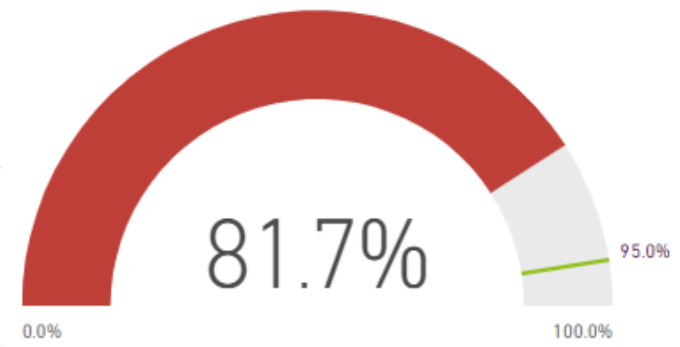
Performance in Previous Quarters

FYQtr	% of Fitness tests in time
2020/21 Q1	81.4%
2020/21 Q2	83.8%
2020/21 Q3	86.0%
2020/21 Q4	86.2%
2021/22 Q1	87.4%

Performance in Previous Quarters



Percentage of Fitness Tests in Time



Page 40

To:
 tember 2021

i Breakdown

Commentary
 We continue to work with service Physical Training Instructors (PTIs) to ensure fitness tests are completed and recorded on time. Fitness tests are currently completed in 3-month cycles which presents a risk that annual fitness tests falls outside of the 12 months renewal date. It is the responsibility of the individual and their line manager to ensure that fitness assessments remain in date.

Actions
 The Health & Wellbeing Manager will liaise with the Area Manager for Response regarding all staff members that have an out-of-date fitness competency.
 The Service Executive Board (SEB) has recently agreed amendments to our annual fitness standards that will align WSFRS to the newly introduced National Fire Chiefs Council fitness standards. These revised standards differentiate fitness level requirements between those carrying out firefighting duties and those carrying out Incident Command Duties; amend the testing cycle to ensure that fitness assessments must be completed within 12 months of the previous one and make clear the requirements for fitness and define where the responsibility of having an in date annual fitness competency lies.
 The PTI network will also be sent email reminders of the importance of completing the electronic fitness returns submission in a timely manner on the Firewatch system. The Service Fitness Advisor will monitor and quality assure the fitness assessments and will provide further support for those individuals who are unable to reach the required standard as well as providing regular feedback to managers to ensure that all fitness assessments are carried out in a timely manner.



West Sussex
Fire and Rescue
www.westsussex.gov.uk/fire

West Sussex Fire and Rescue Service Community Risk Management Plan (CRMP) Consultation

FRS Scrutiny Committee

13th January 2022

Page 41



Agenda Item 7



West Sussex
Fire and Rescue
www.westsussex.gov.uk/fire

What is a Community Risk Management Plan?

- Community risk management planning is a requirement under the National Framework (2018), produced by the Home Office and supported by the National Fire Chiefs Council (NFCC).
- Fire and rescue services must produce, review and update a CRMP that identifies and considers all foreseeable and existing strategic, operational and community risks relevant to the service, taking into account national, regional, and local influence as well as local and national policies.
- It helps us to work out where we need our staff and resources, so that we can respond to high-risk incidents and plan how to deliver our vital prevention and protection work.



**West Sussex
Fire and Rescue**

www.westsussex.gov.uk/fire

WSFRS Strategic Priorities

- Our current 4-year Integrated Risk Management Plan (IRMP) for the Fire & Rescue Service comes to an end in 2022.
- We are working to develop our new 4-year plan and are currently out to consultation with the public, staff and stakeholders on 6 key proposals.

WSFRS Strategic Priorities 2022-2026 (Our Council Plan Priorities)

- Preventing fires and emergencies from happening – [Keeping people safe from vulnerable situations](#)
- Protecting people, firefighters and property by making buildings as safe from fire as they can be - [Keeping people safe from vulnerable situations & safe and prosperous economy](#)
- Responding to fires and emergencies quickly and effectively - [Keeping people safe from vulnerable situations and helping people and communities to fulfil their potential.](#)
- Have a safe and valued workforce - [Helping people and communities to fulfil their potential.](#)
- Making best use of resources – [Making the best use of resources](#)



West Sussex
Fire and Rescue
www.westsussex.gov.uk/fire

Our 2022-2026 proposals



**West Sussex
Fire and Rescue**
www.westsussex.gov.uk/fire

Proposal 1: Enhance our retained operating model

Percentage of fire engine availability

Retained at one fire station



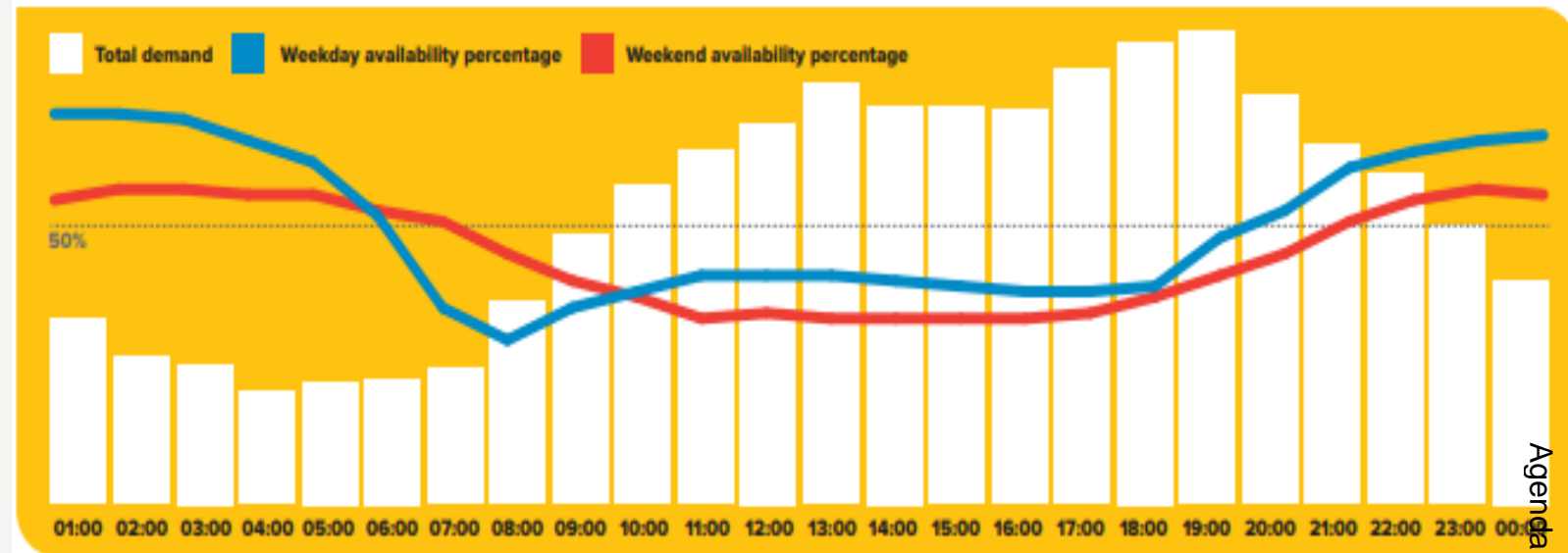
Retained at a wholetime fire station



Retained at a day crewed station



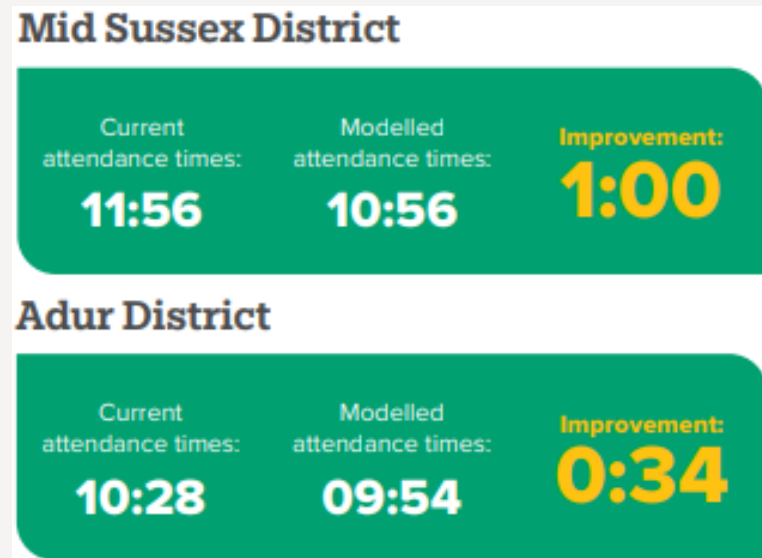
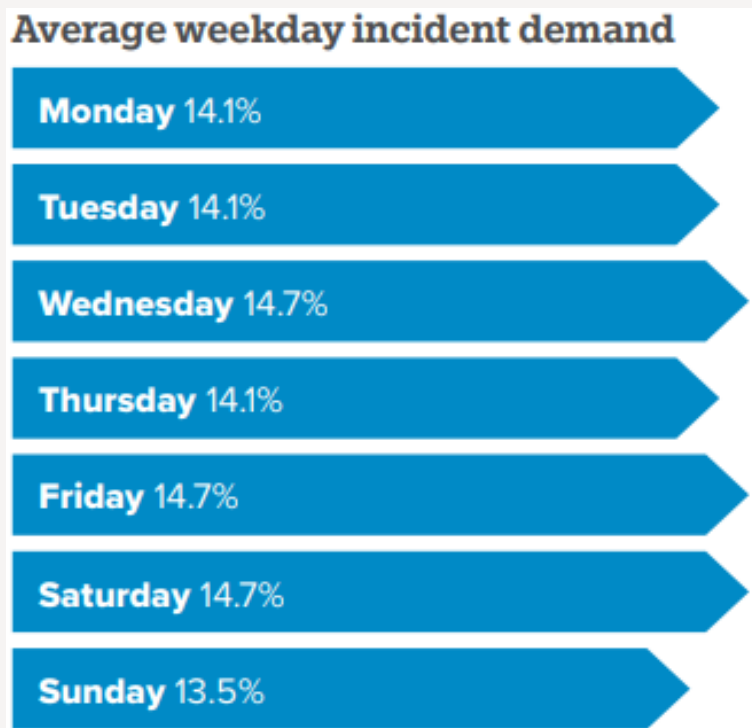
Retained and day-crewed pump availability by hour: 2018/19 and 2019/20





West Sussex
Fire and Rescue
www.westsussex.gov.uk/fire

Proposal 2: Weekend protection, prevention and response improvements

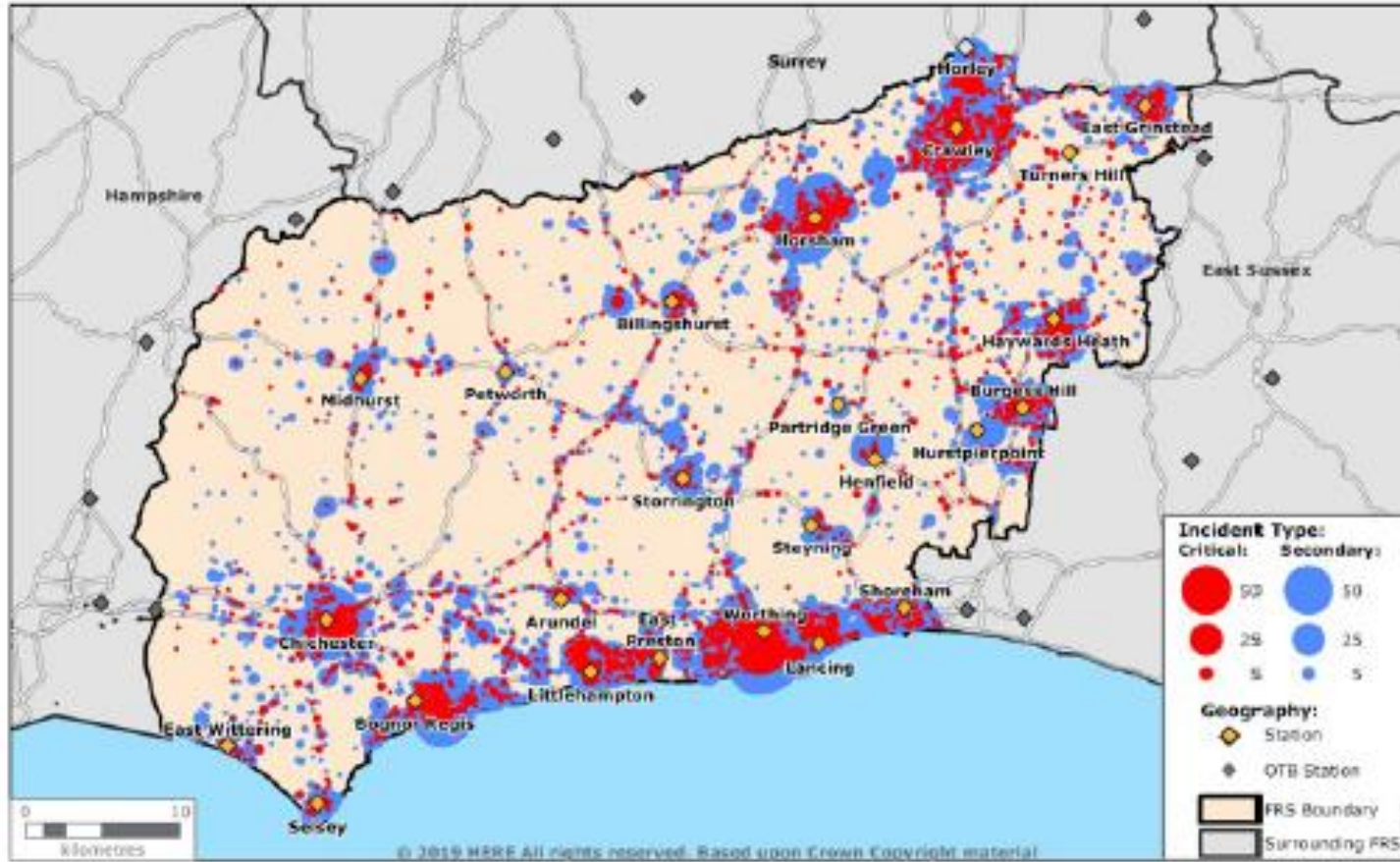


This proposal would increase the number of immediate response weekend daytime fire engines by 50%, from 8 to 12

Proposal 3: Improving protection, prevention and response performance in rural areas



West Sussex
Fire and Rescue
www.westsussex.gov.uk/fire



Rural community:

42%

of the population

Increased focus on rural prevention, protection and response activity

7am-7pm



West Sussex
Fire and Rescue
www.westsussex.gov.uk/fire

Proposal 1-3 Summary

- Consistent and resilient fire cover aligned to risk and demand, 7 days per week
- Improved availability of retained crewed appliances
- Improved emergency response performance in urban and rural areas – 13 second service wide improvements
- Greater capacity to deliver essential Prevention and Protection activity to reduce community risk.



West Sussex
Fire and Rescue
www.westsussex.gov.uk/fire

Proposal 4: Unwanted false alarms - changes to our response





West Sussex
Fire and Rescue
www.westsussex.gov.uk/fire

Proposal 5: Review of Emergency Response Standards



First fire engine response standards

- **Very high risk: less than 8 minutes** **70% target**
- **High risk: less than 10 minutes** **92% target**
- **Medium risk: less than 12 minutes** **89% target**
- **Low risk: less than 14 minutes** **92% target**

Benchmark: 89% target

Second fire engine response standards

- **Very high risk: less than 11 minutes** **71% target**
- **High risk: less than 13 minutes** **91% target**
- **Medium risk: less than 15 minutes** **83% target**
- **Low risk: less than 17 minutes** **84% target**

Benchmark: 83% target



**West Sussex
Fire and Rescue**
www.westsussex.gov.uk/fire

Proposal 6: Enhanced specialist capability and assets

Special appliances

The special appliance vehicles in WSFRS are:

- Four wheel drive (11 vehicles)
- Four wheel drive with Environment Agency equipment
- Water carrier (two vehicles)
- Incident Command Unit
- Command Support Unit
- Heavy rescue tender (three vehicles)
- Breathing Apparatus Support Unit (two vehicles)
- Boat (two vehicles)
- Unimog
- WSFRS drone
- High volume pump
- Aerial ladder platform (two vehicles)





West Sussex
Fire and Rescue
www.westsussex.gov.uk/fire

Any questions?

Report to Fire and Rescue Service Scrutiny Committee**13 January 2022****Community Risk Management Plan Consultation Briefing****Report by Deputy Chief Fire Officer****Electoral division(s): All**

Summary

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. The plan must identify and assess all foreseeable fire and rescue related risks to communities and ensure arrangements that have been put in place to prevent or respond to them.

The National Fire Chiefs Council (NFCC) has 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.

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.

Like all fire and rescue services we are accountable to the communities we serve, and consultation is one of the ways we provide the public, our partners and stakeholders with an opportunity to shape our priorities and ensure we are clear in outlining our priorities and the way in which we deliver our services.

This briefing paper introduces the 2022-2026 CRMP consultation document and outlines the decision-making timeline.

Focus for Scrutiny

Review the CRMP Consultation Document and the six key proposals. The Public Consultation commenced on 15 November 2021 and will close on 21 January 2022. The committee is asked to review the proposals as part of the consultation and note the decision-making timeline for the final published CRMP.

Proposal

1 Background and context

1.1 The Fire and Rescue National Framework for England (2018) explains the government's priorities and objectives for fire and rescue authorities in England. The framework identifies high level expectations but does not prescribe how individual fire and rescue services should conduct its day-to-day business; that is a role for the fire and rescue authority, in consultation with the communities and residents that it serves.

1.2 The framework details the following five priorities for fire and rescue authorities to:

- Make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents;
- Identify and assess the full range of foreseeable fire and rescue related risks their areas face;
- Collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide;
- Be accountable to communities for the service they provide; and
- Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.

1.3 The framework states that our plan must:

- Reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority;
- Demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources;
- Outline required service delivery outcomes including the allocation of resources for the mitigation of risks;
- Set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat;
- Cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework;
- Reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
- Be easily accessible and publicly available.

1.4 In accordance with the framework document and the newly published CRMP Fire Standard officers have undertaken a robust and detailed assessment of

foreseeable operational risk. This process has considered 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.

- 1.5 A programme of pre-consultation and engagement activities has also been conducted over the past 12 months in order to help shape the strategic direction of the CRMP proposals outlined within the draft plan.

2 Proposal details

- 2.1 In accordance with the requirements above and the recently published Community Risk Management Fire Standard, West Sussex Fire and Rescue Service (WSFRS) has developed a range of proposals based on our assessment of existing and future risks to the local community. A comprehensive 'Technical' Risk document underpins the risk methodology and draws from wide ranging risk data, National and Community risk assessments and detailed risk modelling. This can be found on the County Council's 'Your Voice Engagement Hub' at <https://yourvoice.westsussex.gov.uk/crmp>
- 2.2 The overarching principles of our new CRMP are that we are seeking to make West Sussex safer, stronger and more resilient by improving our Prevention, Protection and Response arrangements.
- 2.3 Our updated risk analysis demonstrates that there is no significant change to daytime risk or demand during both weekday and weekend periods, in fact Saturdays represent our busiest period. We also know that fire engines crewed by retained firefighters at the four day crewing stations are typically the least available type of resource. When balanced with a consistent level of risk and demand this CRMP represents a chance to improve and enhance emergency response performance, resilience, firefighter safety, and to optimise Prevention and Protection delivery, particularly in our day crewed locations and within our more rural communities.
- 2.4 The six consultation proposals are listed below, a more detailed 'What', 'Why' and 'How' rationale, along with supporting analysis can be found in the CRMP consultation document in Appendix A.
1. Enhance our retained operating model
 2. Weekend protection, prevention and response improvements
 3. Improving protection, prevention and response performance in rural areas
 4. Unwanted False Alarms - changes to our response
 5. Review of Emergency Response Standards (ERS)
 6. Enhanced specialist capability and assets
- 2.5 £1.3m of funding, along with a £1.150m on-going commitment has been included within the current Medium Term Financial Strategy, and as such there are enough planned financial resources to deliver on the proposals included within the CRMP consultation.

Agenda Item 7

- 2.6 The majority of the funding requested is to enable the improvements to our Prevention, Protection and Operational Response delivery model in order to address the community risks identified within West Sussex which is likely to require additional firefighters within our full time equivalent (FTE).
- 2.7 In addition to the likely increase in FTE within the Response team we will also need to support and enable projects to ensure delivery of the proposals and an additional £170k has been included to increase capacity across the service.
- 2.8 A breakdown is shown in the table below.

Function	2022/23	2023/24
	£	£
Response	1,130,000	980,000
Prevention	30,000	30,000
Protection	45,000	45,000
POD/People	55,000	55,000
Strategic Risk	40,000	40,000
	1,300,000	1,150,000

3 Consultation, engagement and advice

- 3.1 The CRMP forms the basis of the contract between West Sussex Fire and Rescue Authority and the communities and individuals we serve. As such it is vital that we consult and engage with the public, partners, stakeholders and our staff to ensure that our proposals meet expectations and provide confidence in our planned approach.
- 3.2 A wide-ranging internal engagement process has already been undertaken via a number of staff briefings, newsletter updates and over 25 separate team visits which were led by Heads of Service and members of the Operational Assurance team.
- 3.3 Business analysts have also undertaken a detailed review of existing IRMPs across all services in England, refining the full list down, firstly to a top 10 and then to a final 5, in line with Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) judgement. From these sample groups, best practice has been determined for length, structure, content and presentation. This information has then been used to build a recommended framework around which to construct West Sussex's forthcoming CRMP.
- 3.4 WSFRS has developed a consultation document that outlines the key changes and areas of improvement that we will plan to deliver during the lifetime of our new CRMP 2022-2026 (See Appendix A).
- 3.5 Feedback from the consultation will be considered in the final development of the full CRMP which will be completed in readiness for Service Executive

Board (SEB) approval on 7 February 2022, alongside a summary of the consultation findings and ready for the start of the final approval cycle. A high level CRMP decision timeline is included in Appendix B.

- 3.6 As part of this CRMP process officers have also taken an opportunity to review our strategic priorities in order to ensure our plan is relevant and consistent with both the County Council and NFCC's direction.
- 3.7 Officers have been embedded within the NFCC community risk programme which has included a project to develop CRMP consultation best practice and guidance. This working group has included The Consultation Institution and whilst the final guidance has not yet been approved or published, officers within this programme have been able to anticipate many of the proposals that will underpin the final guidance document to ensure they are captured as part of the WSFRS CRMP consultation process.
- 3.8 Consultation is an activity which should add value to the CRMP and assist to create a better understanding of the needs of local communities and stakeholders which FRS are seeking to support, and through a genuine exchange of views should help to create a CRMP that is more closely aligned to these needs.
- 3.9 Therefore, we must consult widely in line with governance and statutory legislation arrangements to ensure that our plans draw on the widest possible range of data and views and represent the best possible response to local needs and wishes.
- 3.10 Underlining good practice for consultation are the 'Gunning Principles' which govern stakeholder and public consultation where case law has defined that a consultation is only legitimate when the following four principles are met:
 1. Proposals are still at a formative stage. A final decision has not yet been made, or predetermined, by the decision makers.
 2. There is sufficient information to give 'intelligent consideration'. The information provided must relate to the consultation and must be available, accessible, and easily interpretable for consultees to provide an informed response.
 3. There is adequate time for consideration and response. There must be sufficient opportunity for consultees to participate in the consultation. There is no set timeframe for consultation, despite the widely accepted twelve-week consultation period, as the length of time given for consultee to respond can vary depending on the subject and extent of impact of the consultation.
 4. Conscientious consideration must be given to the consultation responses before a decision is made, decision-makers should be able to provide evidence that they took consultation responses into account.
- 3.11 WSFRS have developed a CRMP consultation approach based on these principles, we have worked closely with the County Council Senior Consultation and Engagement Officer and will continue to do so throughout our consultation to ensure compliance and best practice.

4 Finance

4.1 Revenue consequences

	Current Year 2020/21 £m	Year 2 2021/22 £m	Year 3 2022/23 £m	Year 4 2023/24 £m
Change from Proposal – Additional funding required to deliver proposals			1,300,000	1,150,000

5 Risk implications and mitigations

Risk	Mitigating Action (in place or planned)
Lack of public responses	A clear communications strategy in place to increase the public responses and a clear plan of engagement sessions both virtual and across the county.

Mark Andrews
Deputy Chief Fire Officer

Contact Officer: Jon Simpson, Area Manager Risk and Improvement,
 jon.simpson@westsussex.gov.uk

Appendices

Appendix A – West Sussex Community Risk Management Plan 2022–2026
 Consultation

Appendix B – CRMP Consultation Survey

Appendix C - CRMP Decision Timeline

Background papers – None

West Sussex Community Risk Management Plan

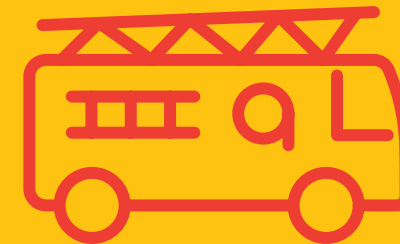
2022–2026 Consultation



PREVENTION



PROTECTION



RESPONSE



PEOPLE

Agenda Item 7
Appendix A

Making West Sussex safer for everyone.

Our consultation



Duncan Crow
Cabinet Member for Community Support, Fire and Rescue
West Sussex County Council



Sabrina Cohen-Hatton
Chief Fire Officer
West Sussex Fire and Rescue Service

A message from the Cabinet Member and Chief Fire Officer

West Sussex Fire and Rescue Service (WSFRS) helps people across the county to live safer, stronger lives while supporting businesses to stay safe and support the economy.

It's our job as a fire and rescue service to understand and manage risk. This helps us to work out where we need our staff and resources, so we can respond to high risk incidents and plan how to deliver our vital prevention and protection work.

We would like you to help to shape our new four-year plan for making West Sussex safer, stronger and more resilient.

Feedback from this consultation will be considered in the development of our new Community Risk Management Plan (CRMP). This plan will identify and assess all foreseeable fire and rescue related risks that could affect our community. Once we have identified these risks, we look at the resources we have in place and the activity we need to undertake to mitigate these risks and develop plans to improve safety. This document contains our proposals, the methodology we have used to produce them and information on how you can express your view.



“We would like you to help to shape our new four-year plan for making West Sussex safer, stronger and more resilient.”

Our vision, mission and priorities

Our Vision

Our vision in WSFRS is that we are all: **Proud to Serve.**

Our Mission

Our mission is: We work with our communities and partners every day to prevent emergencies, helping everyone to be safe and to improve lives in West Sussex. Emergencies will always happen and when they do, we are ready to respond as quickly as possible to help people in their time of need and to save lives.

We empower and support our people to be the best they can be, to deliver to the highest standards when serving our communities and to uphold the values of our fire and rescue service.



Strategic Priorities

West Sussex County Council Priorities

The Council Plan 2021-2025 sets out where West Sussex County Council (WSCC) will focus its efforts over the next four years and is organised around the following four priorities with an underpinning theme of climate change.

- **Keeping people safe from vulnerable situations**
- **A sustainable and prosperous economy**
- **Helping people and communities to fulfil their potential**
- **Making the best use of resources**

West Sussex Fire and Rescue Service Priorities

Our five CRMP priorities support the WSCC priorities.

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

Our Council Plan

Our Council Plan is WSCC's corporate plan for 2021-2025 and is available to view at www.westsussex.gov.uk/ourcouncilplan



Community Risk Management Plan methodology

Community risk management planning is a requirement under the National Framework, produced by the Home Office and supported by the National Fire Chiefs Council (NFCC).

This is to ensure that all fire and rescue services produce, review and update their CRMP in line with NFCC guidelines and in consultation with key stakeholders within their organisation and the community, making the plan accessible and publicly available.

The CRMP will be supported by service plans that further describe how the service reduces the identified risks. These identify the resources needed to deliver each plan, as well as highlight proposals for areas where we could improve the delivery of our service over the lifespan of the document.

We also review and respond to the findings of inspections from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

The CRMP methodology is one that all fire and rescue services must use to ensure that appropriate resources are available with the emphasis placed on prevention, protection, response and its people, taking into consideration the risk profile in West Sussex.

To achieve this WSFRS will identify and consider all foreseeable and existing strategic,

operational and community risks relevant to the service. In doing so we will also consider national, regional, and local influences, taking account of local and national policies.

WSFRS will consider the needs of the community, our stakeholders and all our partners through consultation to include consideration of their existing plans and risks.

To achieve this WSFRS have a number of key stages which look internally at WSFRS data sources and externally working with our partners.

These include:

- **Horizon scanning for local, regional, and national influences which may affect service objectives.**
- **Critical fire risk maps**
- **Community Risk Data displayed in Power BI and Local Risk Management Plans (LRMP)**
- **Data produced in our Statement of Assurance and West Sussex Life**
- **Ongoing engagement with personnel/ staff across WSFRS and WSCC**
- **National and community risk registers**

The identified risks from these and other data sources are analysed using the Risk Evaluation Cycle.

Risk Evaluation Cycle



Community Risk Management Plan methodology



What is risk?

The NFCC have defined risk as a combination of the likelihood and consequences of hazardous events.

Risk is the potential for an emergency to occur, that may threaten life, cause damage or harm to people, property, or the environment, including an impact on critical infrastructure, or protracted demand on emergency service resources.

We identify, assess and research our foreseeable risks, drawing on local incidents, feedback and learning from significant local and national events. This is reviewed every year to identify our priorities, set our objectives and measure our performance.

The requirement to produce a plan

The government sets out priorities for Fire and Rescue Authorities through the Fire and Rescue National Framework for England (2018). The framework is available from our website (see below).

Our current Integrated Risk Management Plan (IRMP)

Our 2022-2026 plan, which will replace our IRMP, is called a Community Risk Management Plan (CRMP) in line with national guidance from the NFCC. Our current IRMP is available from our website (see below).

Statement of assurance

We must provide assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in our IRMP. Our statement of assurance is available from our website (see below).

Safer West Sussex Partnership

The Safer West Sussex Partnership (see website below) is the multi-agency strategic community safety executive which aims to reduce crime and disorder, vulnerability and inequality through a series of cross cutting strategic priorities and county wide work streams.

West Sussex Life

West Sussex Life is a statistical report providing a range of information about West Sussex and is available from our website (see below).

yourvoice.westsussex.gov.uk/crmp

Community and national risks

WSSCC and the Fire Authority have a number of statutory duties placed upon us to ensure that we consider the risks and hazards that can impact the residents of West Sussex.

We are active members of the Sussex Resilience Forum (SRF), a partnership within East and West Sussex and Brighton & Hove that includes the emergency services, local authorities, Environment Agency and health agencies along with voluntary and private agencies.

The SRF assesses the non-malicious risks (i.e. hazards, rather than threats) that are most likely to happen, the impact these would have across the county and ensures that adequate planning, response and recovery arrangements are in place. These plans include pandemic outbreaks which formed the basis of our response to the unprecedented events triggered by COVID 19.

The SRF also publishes a Community Risk Register, designed to inform people about the risks that could occur where they live, so they can think about what they can do to be better prepared in their homes, communities and businesses.

For national and malicious events, such as terrorism, there is a National Risk Register (NRR) which provides information on the most

significant risks that could occur in the next two years and which could have a wide range of impacts on the UK. The NRR also sets out what the UK government, devolved administrations and other partners are doing about them, as well as information and advice for the public.

Climate change

Climate change is one of the biggest challenges we will ever face in our county.

Human activity has already led to 1°C of global warming from pre-industrial levels.

This is resulting in damaging impacts on lives, infrastructure and ecosystems already being felt by communities across West Sussex.

WSSCC approved a climate change strategy, which is intended to provide a framework which will shape and influence all day-to-day activity. The strategy also sets five priority commitments to:

- **Mitigate the effects of climate change by reducing carbon emissions (aligning with an ambitious target to be carbon neutral by 2030)**
- **Adapt and be resilient to a changing climate**
- **Source and use resources sustainably**
- **Support and grow our local green economy**
- **Transform how we work**

Our Climate Change Vision

“In 2030, WSSCC is carbon neutral and climate resilient, using our limited resources wisely. WSSCC has enabled positive actions and behaviours across our county to mitigate and adapt to climate change”

Climate Change Strategy

More information on our climate change strategy is available from our website below.

Local Risk Register

More information can be found on the Sussex Resilience Forum via our website below.

National Risk Register

Government information can be found via our website below.

yourvoice.westsussex.gov.uk/crmp

Help us to shape our services!

Public consultation

We would like you to answer six questions as part of our public consultation based on the proposals within this document. You'll be helping to shape our four-year plan for making West Sussex safer. Visit our consultation website below in order to take part and give us your views.
yourvoice.westsussex.gov.uk/crmp

We encourage you to complete this online version of this questionnaire, but you can also complete the paper questionnaire and return it in the FREEPOST envelope included.

We will continue to provide regular updates through the WSCC engagement hub.

Accessibility

If you need this information in an alternative format then please contact us on 01243 786211 or via email at yourfireservice@westsussex.gov.uk

If you are deaf or hard of hearing and have an NGT texting app installed on your computer, laptop or smartphone, you can contact us on 18001 01243 786211.



Proposal 1: Enhance our retained operating model

On-call, retained and RDS firefighters

On-call firefighters, retained firefighters and RDS (Retained Duty System) firefighters are different names for the same role.

A retained firefighter is a paid person employed by a fire and rescue service who is 'on call' to respond to a range of emergencies and to engage with their community. They have everyday lives and jobs, until their pager sounds - then they become professional firefighters.

Retained firefighters come from all areas of the community. For example, they could be people who are at home, in full or part-time employment, working for themselves, studying at college or university, or not otherwise employed.

They are exceptional people who give their time to assist the fire and rescue service and help protect their communities.

Impact of COVID-19

Several of our retained fire engines, including those at Hurstpierpoint, Steyning and Worthing, saw a substantial increase in availability in March 2020, coinciding with the start of the COVID-19 pandemic.

What

We need to increase the availability of our retained firefighters across West Sussex and ensure that our retained capabilities are matched to our community risks, providing long term viability and resilience.

Why

Our retained firefighters provide the most efficient and effective means for us to deliver our service in rural, low activity geographical areas. We have a challenge with retained firefighter recruitment and retention and need to ensure that we have the right people, in the right locations, at the right time, with the right skills, equipment and training.

How

Our proposal is to develop an operational response model to maximise retained availability in strategic geographical areas aligned to community risk.

Supporting analysis

WSFRS currently deploys 35 fire engines across 24 stations and this deployment plan has been in place since April 2015.

Over the past five years there has been a steady decline in the availability of retained and day-crewed fire engines, with substantial variation by retained station. In 2019/20, eleven retained fire engines were available for less than 50% of the time across the year, 10% higher than in 2018/19.

Retained availability is lowest during daytime hours, both on weekdays and at weekends. Retained fire engines at day-crewed stations are typically the least available type of resource.

Current deployment

Our 35 fire engines are deployed across 24 stations. The breakdown between duty systems is as follows:

- **23 retained fire engines, 14 of which are at retained only fire stations, the remaining 9 are located on our Immediate Response and Day Crewing stations.**
- **8 fire engines at wholtime stations, providing an immediate response capability, 24 hours a day, 7 days a week**
- **4 fire engines at day-crewed stations, providing an immediate response capability, 7am to 7pm, Monday to Friday.**



Proposal 1: Enhance our retained operating model

Current deployment: fire engines

23 fire engines

located at retained stations



8 fire engines

Located in wholtime stations

4 fire engines

Located in day crewed stations

Availability analysis

WSFRS record availability data for each retained fire engine. Analysis of this data has identified that the average retained fire engine availability has declined over the last 5 years as shown in the following graph.

The data displayed on the right shows that retained fire engine availability has dropped by an average of 10.7%.

To address the availability of our retained fire engines, we propose to develop an operational response model to increase the availability of our retained firefighters across West Sussex and ensure that our retained capabilities are matched to our community risks, providing long term viability and resilience.

Percentage of fire engine availability

Retained at one fire station



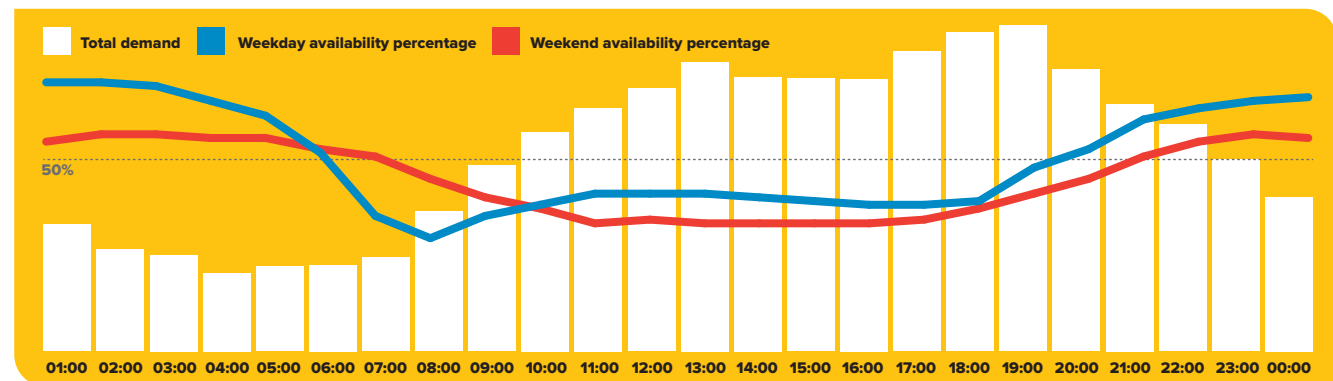
Retained at a wholtime fire station



Retained at a day crewed station



Retained and day-crewed pump availability by hour: 2018/19 and 2019/20



Proposal 2: Weekend protection, prevention and response improvements

Immediate response fire engines

In our areas of higher activity and risk we provide immediate response crews. On these stations wholetime firefighters provide an immediate response 24 hours a day, all year round.

We currently have four specific stations that provide an immediate response on weekdays between 7am and 7pm.

Outside of these hours, our retained staff provide cover at these stations.

This proposal would increase the number of immediate response weekend daytime fire engines by 50%, from 8 to 12.

What

Our four Day Crewing Stations at Burgess Hill, East Grinstead, Haywards Heath and Shoreham currently maintain an immediate response capability 7am-7pm Monday to Friday. During this time they also undertake protection and prevention activities.

Why

Following a comprehensive review of risk and incident data, there is no significant change to daytime risk or demand during both weekday and weekend periods, in fact Saturdays represent our busiest period. Fire engines crewed by retained firefighters at the four Day Crewing Stations are typically the least available type of resource, so this change represents a chance to improve and enhance emergency response performance, resilience, firefighter safety, and to optimise prevention and protection delivery to reduce the risks within our communities.

How

Our proposal is to extend the current model at these stations to provide immediate response cover, and protection and prevention activity 7am to 7pm seven days per week with a new flexible crewing model. By extending the response cover over the weekend we will have greater flexibility and capacity for completing Safe and Well Visits, delivering community safety events and working with businesses to support their fire safety responsibilities.

Supporting analysis

The information referenced here is based on the WSFRS Analysis Report – Analytical and Modelling Support 2021/22 by Operational Research in Health.

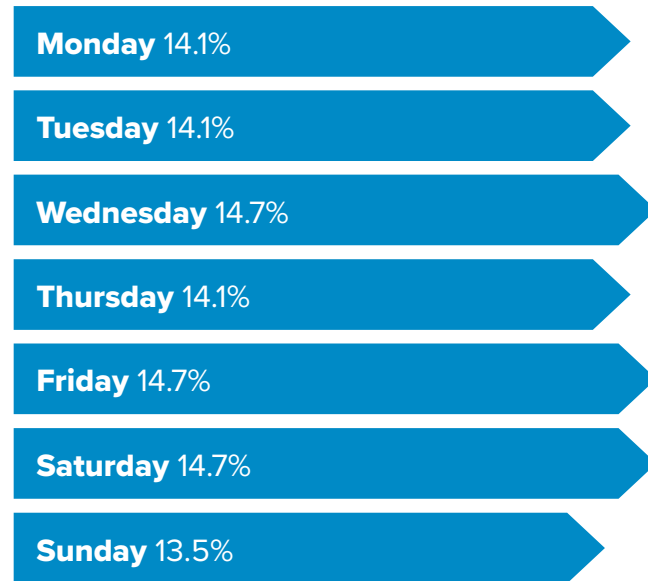
Demand by weekday

Incident demand in West Sussex was at its highest level for five years in 2019/20, an increase of 11.8% from 2015/16.



Proposal 2: Weekend protection, prevention and response improvements

Average weekday incident demand



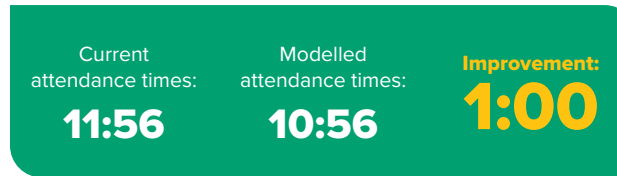
As shown in the data above, demand is highly consistent across all days of the week.

Improvement in response times

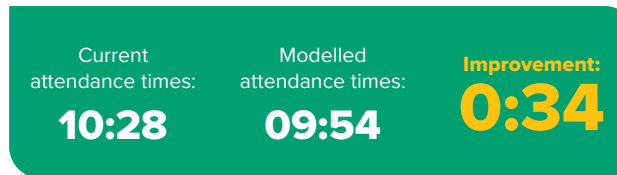
Our modelling of five day crewing against seven day crewing shows a improvement in overall response times of 13 seconds to all incidents across West Sussex, with the average response of the first fire engine to all incident types decreasing to 10 minutes and 13 seconds.

The data below demonstrates the modelled improvements to response times to all incidents in the Mid Sussex and Adur geographic areas, which is where our four day crewing stations are located.

Mid Sussex District



Adur District



Service-wide improvement

A 13 second service-wide improvement to ‘all incidents’, and an 11 second improvement to ‘critical incidents’ would also be achieved with this proposal.

All incidents

All incidents are all emergency incidents that occurred within the WSFRS area which were attended or mobilised to.

Critical incidents

Critical incidents are defined as incidents that are likely to involve a significant threat to life, structures and the environment.

Incident demand

Incident demand is the forecasted pattern of service requirement at specific times, based on detailed previous incident data.

Proposal 3: Improving protection, prevention and response performance in rural areas



What

We propose to maximise fire engine availability and optimise prevention and protection activity in rural areas primarily covered by retained firefighters.

Why

Historically our activity to reduce fires and resultant injury, death and damage to domestic properties has been focused in the more densely populated areas where we have the highest number of incidents. The rural community, who make up 42% of our population, live in areas deemed to be low on our critical fire risk map. These areas are primarily covered by retained firefighters and there are ongoing challenges regarding rural retention and recruitment, leading to low availability and emergency response performance challenges, as well as limited capacity for prevention and protection activity.

How

The Crewing Optimisation Group (COG) is a team of wholetime firefighters who operate from varying rural locations, 7am – 7pm Monday to Friday, with the aim of dynamically improving emergency response performance based on our understanding of community risk.

We propose to enhance and modernise the existing COG provision to include seven days per week, 7am to 7pm cover and to provide an increased focus on rural prevention and protection and response activity.

Supporting analysis

The number of responses by station varies significantly and is in part a reflection of fire engine availability. Where there is a retained fire engine that is frequently unavailable, vehicles from nearby stations will often respond into these areas.

Rural community:

42%

of the population

Increased focus on rural prevention, protection and response activity

7am-7pm

Proposal 3: Improving protection, prevention and response performance in rural areas

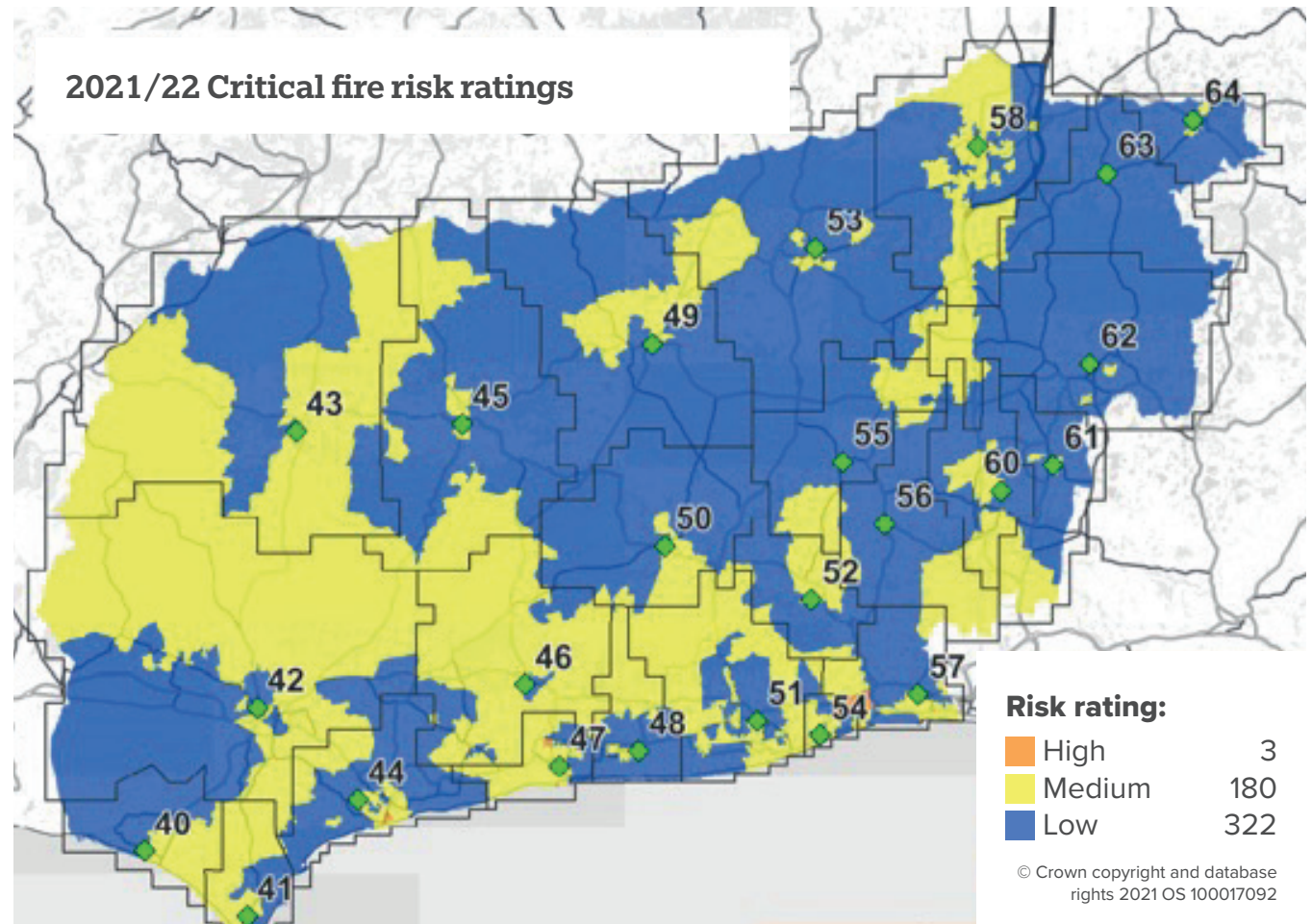
Critical fire risk map

We define the critical fire risk for each Lower Super Output Area (LSOA) in the county. LSOAs are made up of output areas and are created for census data by the Office of National Statistics and are the lowest level at which census estimates are provided. LSOAs align to local district boundaries.

The risk score for each LSOA is derived from three years weighted historical data, drawing on information from:

- dwelling fire rate, taking the number of households into account
- other critical building fires
- dwelling fire casualties rate taking the population into account
- the level of deprivation from the national index of multiple deprivation.

Based on the risk score, each LSOA is given a critical fire risk grading of very high (red), high (amber), medium (yellow) and low (blue). This gives us a risk map showing the level of risk across West Sussex.



Proposal 3: Improving protection, prevention and response performance in rural areas

A rolling three years of data is used as the basis of the critical fire risk. This allows us to keep our 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.

Incident locations

The highest incident concentrations for all incident categories are typically in the urban areas, with particularly high density of incidents in Worthing and Crawley. Many critical special service incidents occurred along the road networks due to road traffic collisions.

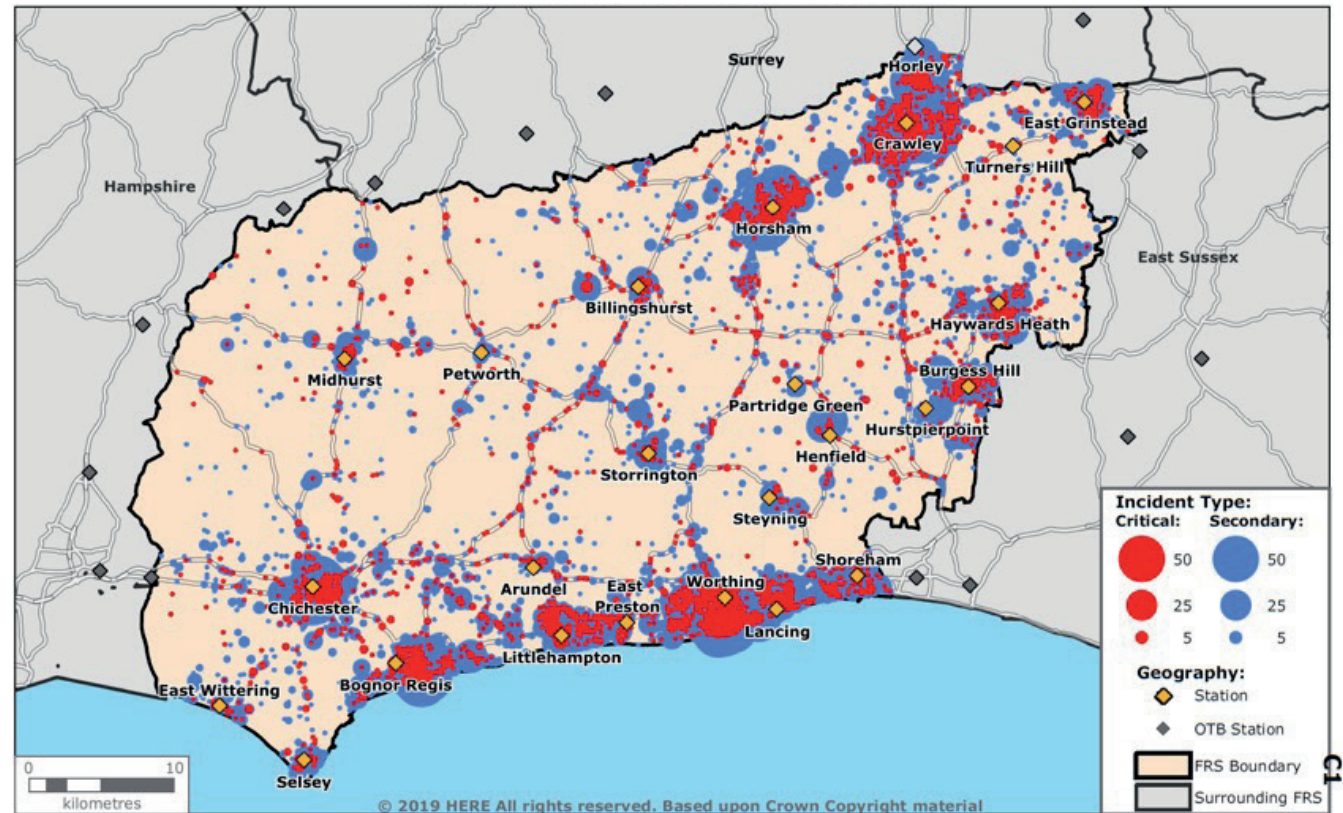
The following map shows the location of our critical and secondary incidents across West Sussex, where:

- **Critical incidents are incidents likely to involve significant threat to life, structures or the environment.**
- **Secondary incidents are incidents unlikely to involve significant threat to life, structures or the environment.**

Year-on-year, there has been little change to the pattern of incidents.

Geographical distribution of critical and secondary incidents

Two year sample period:
April 2018 - March 2020



Proposal 3: Improving protection, prevention and response performance in rural areas

Response performance to incidents

The percentage of first fire engine responses within target to all critical fire incidents was 83.8% and this is below our response target.

The Worthing region had the highest percentage of incidents within the response targets for first fire engine response of 98.0%, and second (91.9%) followed by Crawley.

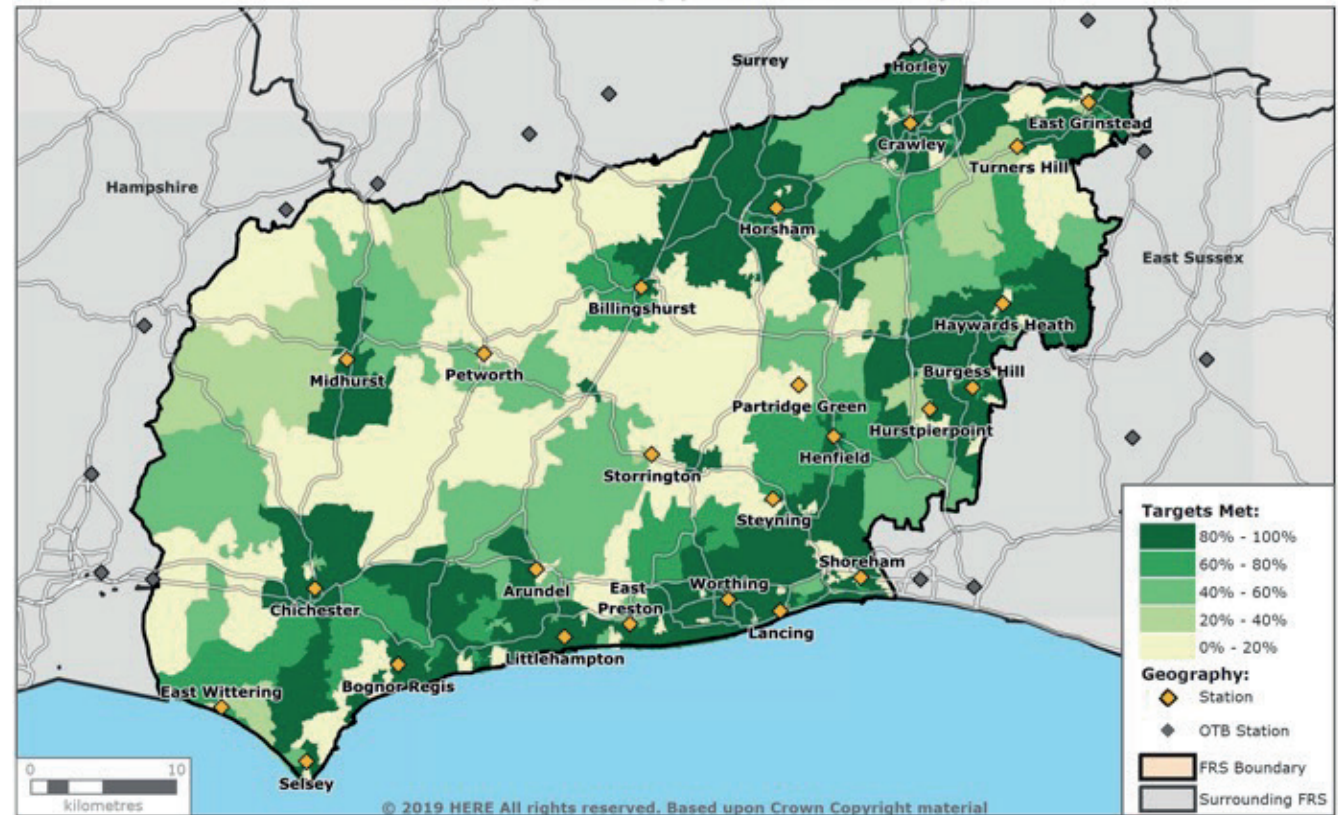
The Chichester North region had the lowest percentage of incidents within the response targets for first fire engine response of 46.6%.

As you can see from this map, performance is typically highest (dark green) in the urban areas of the county. Longer response times (yellow/green) are in areas provided by retained crews where demand and risk is typically lower.

By aligning our incident location, response performance to incidents and critical fire risk map data, we can create a comprehensive understanding of the risks across West Sussex.

Performance by West Sussex Fire and Rescue Service targets: First fire engine

Two year sample period:
April 2018 - March 2020



Proposal 4: Unwanted false alarms - changes to our response

Domestic fire alarm

False alarms that occur due to domestic alarms are not deemed to be unwanted fire signals. Our fire safety advice is to 'get out, stay out and call us out' when a fire alarm sounds in a domestic property!

Non-domestic fire alarm

Non-domestic automated fire alarms account for 19% of all calls received by WSFRS. Of these alarms, 98.8% were false alarms.

What

In its simplest form an automatic fire alarm system contains a means of detecting a fire and a means of raising the alarm. The automatic nature of these systems means there is a potential for the alarm to be raised by the system when a fire is not present. This is called an unwanted fire signal and is a false alarm.

Why

While firefighters are responding to false alarms, they are not available for other emergencies. Responding to these false alarms wastes essential resources and potentially puts lives at risk, and disrupts other activities, such as community fire safety work.

How

Based on your feedback, we propose to undertake one or more of the following approaches to reduce these false alarms.

- **Measure 1** - Take a risk based approach where, in low risk commercial properties, we will no longer automatically respond to fire alarm actuations. This approach would be managed through the careful filtering of emergency calls at our Joint Fire Control arrangement with Surrey Fire and Rescue Service.

- **Measure 2** - Introduce a charging scheme for responding to false alarms to encourage and promote the appropriate management and maintenance of automatic fire alarm systems to reduce the number of false alarms. Research shows that engaging with businesses and getting building owners to revisit their system design can also have a significant impact on the reduction of false alarms.
- **Measure 3** - Use new technological developments to change the way that businesses manage potential false alarms and how we then consequentially respond. This would allow us both to better assess the incident type and severity and to determine the most suitable response without automatically sending a fire engine to the property. If a fire is confirmed, we will always respond by sending the nearest fire engine.

Supporting analysis

False alarms

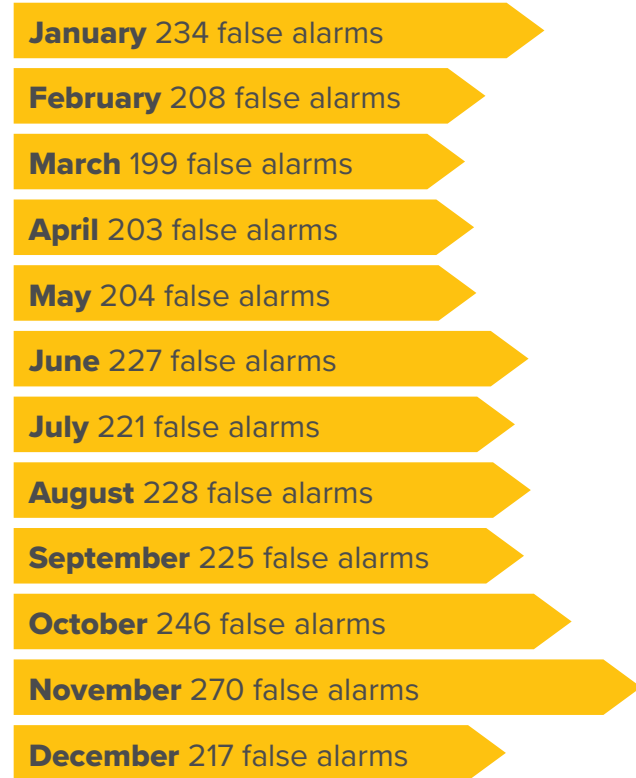
Responding to false alarms places an unnecessary burden on business owners and occupants, whilst increasing the demand on our emergency response services, reducing the overall effectiveness and resilience of our resources.

Proposal 4: Unwanted false alarms - changes to our response

A major cause of this demand is unwanted fire signals, that are generated by the automatic fire alarms installed to protect many non-domestic properties.

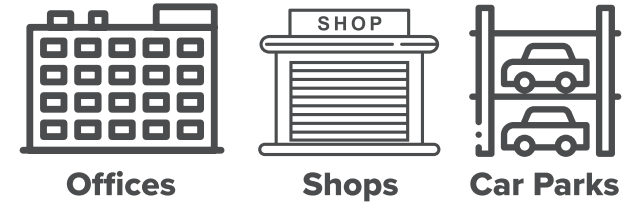
The following data shows the number of false alarms received by WSFRS between April 2018 and March 2020.

False alarms attended by month



On average, we respond to and attend just over 23 unwanted fire signals every week. The type of unwanted fire signals we respond to and attend are shown in the data below.

Attended false alarms by type



28.4% of all false alarms or unwanted fire signals



= 4,800 hours*
 ...in lost time that could be put to fire prevention and training instead of attending false alarm calls.
*approximately

In West Sussex, purpose-built offices, shops, warehouses, factories and multi-storey car parks accounted for 28.4% of this year's false alarms / unwanted fire signals. This equates to approximately 4,800 hours per year which could be used more effectively for activities such as training and prevention.

Proposal 5: Review of Emergency Response Standards

What

We propose to review our existing Emergency Response Standards (ERS).

Why

Since the early 2000s there have been no national response measures or targets for fire and rescue services in England. Instead, measures about how long it takes firefighters to respond are determined locally by the Fire Authority.

Our current ERS, which came into effect on 1 April 2009, are based on assessing levels of critical fire risk within the county into very high, high, medium and low categories and prioritising the fastest response to critical incidents in the areas of greatest community risk.

How

We propose to maintain our existing ERS while we undertake a review based on the new national risk methodology which is currently being developed by the NFCC. When complete, we will consult with you if any changes to our ERS are proposed.

Emergency Response Standards

These standards measure the time taken from us receiving your 999 emergency call to the time that our first (and when relevant second) fire engine arrives at the incident.

For critical special service incidents, such as road traffic collisions we have a 13 minute response standard for all areas of the county.

Although this model gives a very detailed breakdown of performance against the standards we have derived, we want to ensure that such measures are clear and easy to understand.

First fire engine response standards

- **Very high risk: less than 8 minutes** **70% target**
- **High risk: less than 10 minutes** **92% target**
- **Medium risk: less than 12 minutes** **89% target**
- **Low risk: less than 14 minutes** **92% target**

Benchmark: 89% target

Second fire engine response standards

- **Very high risk: less than 11 minutes** **71% target**
- **High risk: less than 13 minutes** **91% target**
- **Medium risk: less than 15 minutes** **83% target**
- **Low risk: less than 17 minutes** **84% target**

Benchmark: 83% target

Community Risk Management Project

The NFCC Community Risk Management Project is currently developing best practice guidance for assessing risk. More information is available on our website yourvoice.westsussex.gov.uk/crmp

Proposal 6: Enhanced specialist capability and assets

What

We propose to undertake a risk-based review of our specialist capability and asset requirements to ensure they are fit for purpose, both now and for the future.

We will undertake a further consultation on any significant changes to our response arrangements.

Why

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 our frontline fire engines.

There are 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, aircraft or trains, fires that require a specialist media for extinguishing, or fires distant from water supplies.

These incidents require the provision of specialist vehicles and personnel.

How

Our overall aim is to future proof our specialist capability aligned to known and future risks.

To achieve this, we propose to undertake the following:

- **Carry out an incident task analysis, based on historical incident data and potential incident types that may occur within West Sussex.**
- **Review our compliance with our statutory responsibilities including those that apply to ensuring the safety of our own workforce and our environmental responsibilities, to determine what equipment we require.**
- **Determine the capabilities available within neighbouring fire and rescue services to identify where services can be delivered collaboratively.**
- **Where there is a widespread potential risk, we will seek to ensure the equipment is available within our frontline fire engine fleet.**

- **We will redesign our specialist capability so that we have the full range of equipment required in the right place to respond to potential incidents, based on our understanding of current and future risks.**

In undertaking this review we will be seeking to have a more sustainable specialist vehicle fleet with the lowest possible emission levels.

Further consultation

Once we have completed our risk-based review of our specialist capability and asset requirements, we are proposing to undertake a further consultation with you on any significant changes to our response arrangements.



Proposal 6: Enhanced specialist capability and assets

Special appliances

The special appliance vehicles in WSFRS are:

Four wheel drive (11 vehicles)

Based at Selsey, Chichester, Midhurst, Bognor Regis, Petworth, Littlehampton, Horsham, Shoreham, Crawley, Haywards Heath and East Grinstead.

Four wheel drive with Environment Agency equipment

Based at Storrington.

Water carrier (two vehicles)

Based at Petworth and Burgess Hill.

Incident

Command Unit

Based at Haywards Heath.

Command Support Unit

Based at Bognor Regis.

Heavy rescue tender (three vehicles)

Based at Chichester, Worthing and Crawley.

Breathing Apparatus Support Unit (two vehicles)

Based at Chichester and Horsham.

Boat (two vehicles)

Based at East Wittering and the Technical Rescue Unit.

Unimog

A specialist all-terrain multi-purpose vehicle based at the Technical Rescue Unit in Horley.

WSFRS drone

Based at the Technical Rescue Unit.

High volume pump

Based at Bognor Regis.

Aerial ladder platform (two vehicles)

Based at Worthing and Horsham.



Our people

Our people are our most valuable asset in terms of delivering our service to you.

We want to ensure that our organisation is a great place for them to work, where everyone is treated with dignity and respect and are able to work in an empowered, collaborative and innovative way to support our communities.

The fire service is made up of operational staff (firefighters) and support staff.

Our operational staff consist of both wholetime and retained firefighters:

- **Wholetime firefighters are primarily based at our fire stations and respond to emergency calls from their assigned fire station.**
- **Retained firefighters respond to emergency calls within their local area from either their home or main employment.**

Maintaining retained firefighter availability is a challenge nationally and future legislative changes may increase this challenge to both availability and recruitment.

Equality, inclusion and diversity

We aim to strengthen our ability to provide an excellent service by diversifying our staff, promoting inclusion and creating a fair and equal place to work.

Health and wellbeing

The health and wellbeing of our staff is our priority, and we support this through a range of methods such as mental health first aid, post incident debrief and an employee assistance programme that supports our staff and their families helping them to bring their whole self to work.

Development opportunities

We are committed to the development of our staff and provide opportunities for training, development and qualifications that enable high performance and career progression, within a supportive environment.



Prevention

We work with our communities to improve their safety, health and wellbeing through activities that educate them to make safer decisions.

Our community risk reduction work is designed to reduce the number of incidents and reduce the likelihood of people being injured or killed and at the same time protect outdoor spaces and help preserve the environment.

By using accurate data, intelligence, sharing knowledge and learning with our partners we are better able to identify and target those who are most at risk.

The knowledge we gain from working with other organisations and engaging with communities means that we are better able to understand and meet the diverse needs of the people we serve.

By putting people at the centre of our risk reduction work and through taking an inclusive approach we will be better placed to make them safer.

We know certain groups are more at risk from harm in the event of a fire, for example those living with disabilities, or experiencing deprivation, those with health and social care needs and those who are vulnerable and become victims of abuse and crime.

When assessing the level of risk we also take account of the risk presented by the building construction and its location.

Further strengthening our working relationships with organisations like the police, social care, private care providers and general practitioners will mean that we can work together to reduce risk at the earliest opportunity and continue to safeguard those who need support or protection from harm.

Very often an introduction from another organisation is all we need to meet people we seldom or never hear from. Equally we frequently introduce the people we meet to other organisations and supply them with information to help keep them safe and well.

To be able to deliver our prevention role our staff and volunteers need to be competent and appropriately trained. We will continue to develop our capacity to deliver prevention work through increasing the numbers of people who are equipped to carry out this work and expanding their training. This increased capacity will extend our reach beyond our traditional high risk urban areas into the more remote parts of our county.

It is only by assessing and understanding the outcomes of our work that we will truly know whether it is having the right impact and being delivered to the right standard. Broadening the way we review and evaluate our work will demonstrate its effectiveness and efficiency, and result in its ongoing development to ensure that it meets the needs of our communities adapting as their needs change.



By putting people at the centre of our risk reduction work and through taking an inclusive approach we will be better placed to make them safer.

Prevention

Safe and well visits

In 2020/2021 we provided safety and wellbeing advice to 4,282 homes during our Safe and Well Visits. We also supplied and or installed 3,122 pieces of equipment including smoke alarms.

We will continue to prioritise our work to visit those who have the greatest likelihood of a fire in their home and are most at risk of death or injury.

Children and young people

We have well established programmes that provide children and young people with a vital foundation of fire safety knowledge, providing information about smoke alarms, burns and what to do in the event of a fire in their home.

Another essential area of work are our tailor made sessions with children and young people who have a curiosity with fire or deliberately set fires.

Acting early to educate them about the dangers and divert them away from the activity can save lives.

Road safety

We attend more incidents on the road than fires. Our incident data shows that younger drivers are far more likely to be involved in a collision, forming 19% of all road traffic collisions in West Sussex.

We are part of the Sussex Safer Roads Partnership and work together to reduce death and injury on the roads. We target the most at risk road user groups through initiatives such as Safe Drive Stay Alive and Biker Down aimed at bikers who are another group most likely to be killed or seriously injured on our roads.

More information on Safe Drive Stay Alive and Biker Down is available at yourvoice.westsussex.gov.uk/crmp.



Protection

We provide support and advice to premises, such as hospitals, care homes, hotels and other businesses so they have effective fire safety plans.

The Fire Safety Team also manages data gathered on premises that represent a particular risk to firefighters, the public, property or to the environment. Mobile data terminals on our fire engines allow firefighters to have access to safety critical property-based hazard information at the scene of an incident.

The Fire Safety Team:

- **Delivers an inspection programme to target high risk and vulnerable premises. These include residential care homes, high rise living, hospitals and specialised risks such as Gatwick Airport.**
- **Responds where there are fire safety breaches that require an intervention by a fire safety inspection.**

The Fire Safety Team supports businesses to comply with the Regulatory Reform (Fire Safety) Order 2005 and other legislation, so that building owners or managers minimise the risk of fire, understand duties and continue to manage and maintain the arrangements required within the order.

As with all fire services around the country, we are now reviewing our policies and procedures, particularly within higher risk occupancy in residential blocks, including specialised housing, extra care, older people housing and student accommodation, in line with the outcomes of the Grenfell Tower fire phase one report.

Fire Investigation Officers

Our Fire Investigation Officers identify risks and causes of fire. Learning from incidents provides our prevention and protection teams with important information that helps to prioritise inspection programmes.

Automatic false alarms

We attended 1,476 false alarms caused by commercial fire alarm systems. Our team work to reduce this number by providing advice and guidance to businesses. This has the positive impact of reducing the need for a fire service attendance.

Sprinklers

WSFRS are members of the British Automatic Fire Sprinkler Association. We support the provision of sprinklers in commercial and domestic settings.

More information on British Automatic Fire Sprinkler Association is available at yourvoice.westsussex.gov.uk/crmp



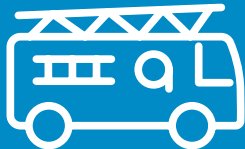
We provide support and advice to premises, such as hospitals, care homes, hotels and other businesses so they have effective fire safety plans.



Response



We ensure that our responding personnel have access to a wide range of risk information required to allow them to deliver a safe and effective emergency response.



Emergencies happen and when they do we are ready to respond with a safe, competent and well-trained workforce in the quickest time possible in order to help people and save lives.

We respond to a variety of emergencies, which include fires, road traffic collisions, specialist rescues, flooding and hazardous materials incidents.

Our objectives for response are:

- **efficient and resilient arrangements that ensure we can safely and effectively respond to emergencies when they occur**
- **competent and confident operational and fire control personnel who can use the hazard and control measure approach provided in the National Operational Guidance, applying risk assessment, decision-making and risk management skills to provide a safe and effective response to emergencies**

- **ensure we can quickly and efficiently gather the information required to send the appropriate response, even if that resource is not under the control of WSFRS, and to communicate information received in the control room appropriately**
- **ensure that our responding personnel have access to a wide range of risk information required to allow them to deliver a safe and effective emergency response**
- **develop a learning culture that acts on learning from operational and non-operational activity, as well as external sources to improve our operational response and embeds the management of learning into policies, procedures, tailored guidance and training.**

Our Joint Fire Control with Surrey Fire and Rescue Service, and soon East Sussex Fire and Rescue Service, is where highly trained control room staff deal with emergency calls, mobilising the nearest and quickest vehicles with firefighters and equipment to successfully deal with incidents.

We continually monitor advancements in vehicles, equipment, training and personal protective equipment, ensuring our firefighters have the most up-to-date equipment and methods enabling them to carry out their work safely and effectively. Our firefighters are an integral part of delivering our prevention and protection activities.

We continually monitor and review all our activities to ensure we provide the most appropriate response to the risks faced by local communities and businesses.

Response

Our fire stations

We have 25 fire stations, 35 front line fire engines, and a range of specialist vehicles.

Our firefighters

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.

Attendance times

Our standard is to mobilise our fire engines within two minutes of receiving the initial call. We expect a wholetime crew to leave the station within 75 seconds during the day and 105 seconds at night, or for a retained station it is five minutes and 15 seconds.

Responding across borders

We respond by sending the quickest fire engine to every incident. On some occasions a fire engine from a neighbouring fire service will be the first on scene as we operate border-less mobilising with our neighbouring services.

Our journey of improvement

In the last IRMP cycle we have undertaken several projects to improve the effectiveness and efficiency of our response activity.

These include a Technical Rescue Unit Review, the introduction of Local Risk Management Plans, RDS marginal gains project and a new Service Delivery Centre.



Collaboration and partnership working

WSFRS has a long history of excellent partnership working to help us achieve our organisational goals. We particularly work closely with Kent, Surrey and East Sussex fire services.

This includes our collaboration with 4Fire partners across various workstreams, one of which is our Joint Fire Control with our partners at Surrey Fire and Rescue Service and East Sussex Fire and Rescue Service.

We also work closely with our partners within West Sussex, for example, the Safer West Sussex Partnership which brings together Community Safety Partnerships and other organisations to provide a co-ordinated approach to reducing crime and anti-social behaviour in the county. We also work with district and borough councils and telecare providers.

Our response to emergencies often involves joint activity with other blue light services. By working collaboratively with a range of partners such as police, ambulance, cross border fire and rescue services and community groups, we can tackle complex problems and increase our capability and capacity more effectively.

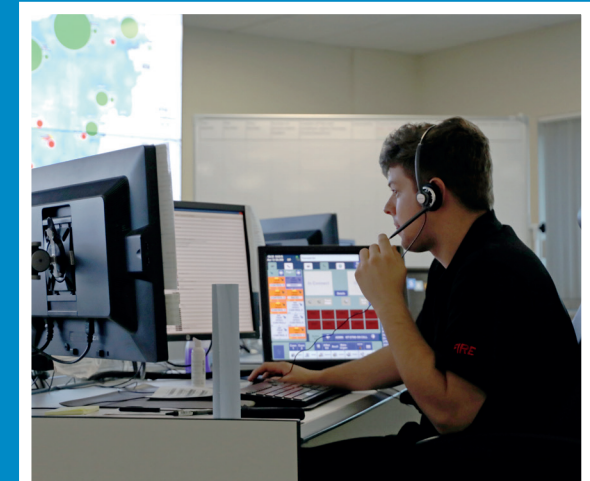
We also work in collaboration with South East Coast Ambulance Service and other health care providers to support and improve the lives of West Sussex residents and improve community resilience.



Working Together

Police, fire and ambulance services work together to improve the efficiency and effectiveness of emergency services through closer collaboration.

A key driver for this is the Policing and Crime Act 2017, more information is available at yourvoice.westsussex.gov.uk/crmp

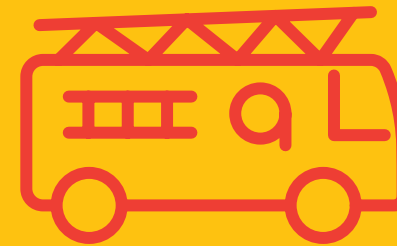




PREVENTION



PROTECTION



RESPONSE



PEOPLE

To what extent do you agree or disagree with the following proposals:

PLEASE TICK ✓ ONE BOX

We would like you to answer six questions as part of our public consultation. You'll be helping to shape our four-year plan for making West Sussex safer.

Take part in the survey via our consultation website.

yourvoice.westsussex.gov.uk/crmp

**Closing date for responses:
21 January 2022**

We encourage you to complete the online version of this questionnaire, but you can also complete the paper questionnaire and return it in the FREEPOST envelope included to arrive by the same date.

We will continue to provide regular updates through the West Sussex Fire & Rescue Service website.

www.westsussex.gov.uk/fire

Proposal 1: Enhance our Retained Operating Model

We propose to increase the availability of our retained firefighters across West Sussex and ensure that our retained capabilities are matched to our community risks, providing long term viability and resilience. Do you:

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

Proposal 2: Weekend Protection, Prevention & Response improvements

We propose to extend the current model at Burgess Hill, East Grinstead, Haywards Heath and Shoreham fire stations to provide immediate response cover, and protection and prevention activity 7am to 7pm seven days per week with a new flexible crewing model. Do you:

- Strongly Agree
- Agree
- Neither agree nor disagree

- Disagree
- Strongly disagree

Proposal 3: Improving Protection, Prevention & Response Performance in Rural Areas

We propose to enhance and modernise the existing COG provision to include 7 days per week, 7am to 7pm cover and to provide an increased focus on rural Prevention and Protection & Response activity. Do you:

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

Proposal 4: Unwanted False Alarms - Changes to our Response

In its simplest form an automatic fire alarm system contains a means of detecting a fire and a means of raising the alarm. The automatic nature of these systems means there is a potential for the alarm to be raised by the system when a fire is not present. This is called an unwanted fire signal and is a false alarm.

To what extent do you agree or disagree with the following proposals:

PLEASE TICK ✓ ONE BOX

We are considering implementing one, or more, of the following approaches, which may collectively reduce the burden of unwanted fire signals and would like to understand your view on each one:

Measure 1

We propose to take a risk based approach where, in low risk commercial properties, we will no longer automatically respond to automated fire alarms. This approach would be done through the careful filtering of emergency calls and would become a pan-Sussex approach for East and West Sussex Fire and Rescue Services.

Measure 2

We propose to introduce a charging scheme for responding to false alarms to encourage and promote the appropriate management and maintenance of automatic fire alarm systems to reduce the number of false alarms. A poorly designed system can result in fire detectors going off when there is no fire. Research shows engaging with businesses and getting building owners to revisit their system design can have a significant impact on the number of false alarms.

Measure 3

We propose to use new technological developments to change the way that businesses manage potential false alarms and how we then consequentially respond. This would allow us both to better assess the incident type and severity to determine the most suitable response without automatically sending a fire engine to the property. If a fire is confirmed, we will always respond by sending the nearest fire engine.

- | | | | |
|------------------------------|--------------------------|--------------------------|--------------------------|
| | Measure 1 | Measure 2 | Measure 3 |
| ➤ Strongly Agree | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ➤ Agree | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ➤ Neither agree nor disagree | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ➤ Disagree | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| ➤ Strongly disagree | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Proposal 5: Review of Emergency Response Standards

We propose to maintain our existing Emergency Response Standards (ERS) while we undertake a review based on the new national risk methodology which is

currently being developed by the NFCC. When complete, we will consult with you if any changes to our ERS are proposed.

Do you:

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

Proposal 6: Enhanced Specialist Capability and Assets

We propose to undertake a risk-based review of our Specialist capability and asset requirements to ensure they are fit for purpose, both now and for the future and undertake a further consultation on any significant changes to our response arrangements. Do you:

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

About You

How does this information help?

- » It helps us make sure that we are seeking the views of everyone in society.
- » By understanding more about the make up of the communities in the county, we can make better decisions about how to provide accessible information and appropriate services to everyone and see where there may be gaps.
- » It can help contribute to decisions about where to direct our services, and to identify any areas of the community who aren't making the most of the services that are available to them.
- » We also have a statutory duty to show that we are eliminating unlawful discrimination and promoting equality of opportunity. As an organisation we need to consider the impact that race, sex and transgender, disability, age, sexual orientation and religion or belief may have on the life chances of members of our communities.

Age

- 11 or under (please go to end of survey)
- 12-19
- 20-49
- 50-59
- 60-69
- 70-79
- 80 and over
- Prefer not to say

Sex

Are you:

- Male
- Female
- Prefer not to say

Gender Re-assignment

Is your present gender the same as the one assigned to you at birth?

- Yes
- No
- Prefer not to say

Ethnicity

What is your ethnic group?

White

- English/Welsh/Scottish/Northern Irish/British
- Irish
- Gypsy or Irish Traveller

- Any other White background

Mixed/multiple ethnic groups

- White and Black Caribbean
- White and Black African
- White and Asian
- Any other Mixed/multiple ethnic background

Asian/Asian British

- Indian
- Pakistani
- Bangladeshi
- Chinese
- Any other Asian background

Black/African/Caribbean/Black British

- African
- Caribbean
- Any other Black/African/Caribbean background

Other ethnic group

- Arab
- Any other Ethnic Group
- Prefer not to say

Religion

What is your religion?

- Buddhist
- Christian (including Church of England, Catholic, Protestant and all other Christian denominations)
- Hindu
- Jewish

About You

- Muslim
- Sikh
- No religion
- Any other religion
- Unknown
- Prefer not to say

- Unemployed
- Carer
- Volunteer
- Other
- Prefer not to say

Disability

Do you consider yourself to have a disability or long-term illness?

- Yes
- No
- Prefer not to say

If yes please state what your disability is: **Tick all that apply**

- Physical impairment
- Sensory impairment
- Mental health issue
- Learning disability
- Long-term illness
- Other

Employment Status

What is your employment Status? **Tick all that apply**

- Full-time Employment
- Part-time Employment
- Self-employed
- Looking after Home
- Retired
- Student

Pregnancy and maternity

Are you currently pregnant or have you been pregnant in the last 26 weeks?

- Yes
- No
- Prefer not to say

Geographical area

Please enter your full postcode in the box below. (Please include the space as it appears in your postcode e.g. BN18 1ND):

Any Other Comments

Please use this space and additional paper for any comments and / or concerns we may not have considered already as part of the consultation process.

West Sussex Fire and Rescue Service will use this survey to collect some personal data (e.g. age, sex) to comply with a statutory duty to consult on the West Sussex Community Risk Management Plan. This data will be processed in accordance with the 2018 Data Protection Act, the General Data Protection Regulations and any subsequent relevant data and will only be used for the purpose stated. The data we collect will be held securely on computer for a period of up to eighteen months before being appropriately destroyed. West Sussex County Council is registered as Data Controller (Reg. No. Z6413427). For further details and information about our Data Controller, please visit www.westsussex.gov.uk/privacy-policy.

CRMP Decision Timeline

Scrutiny Committee	13/01/22
Consultation ends	21/01/22
Cabinet	15/03/22
CRMP 2022-2026 Go Live	01/04/22

This page is intentionally left blank



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. 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:

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

Finance, assets, performance and risk management

Each month the Cabinet Member for Finance 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.

Published: 22 December 2021

Community Support, Fire and Rescue

Cabinet Member for Community Support, Fire and Rescue

West Sussex Fire and Rescue Service Estates Improvement Plan	
<p>Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services report on West Sussex Fire and Rescue Service (WSFRS) in 2018/19 identified areas where the service requires improvement. It is important that the service's estates strategy has a clear objective aligned to and supporting the vision for the WSFRS.</p> <p>A number of the findings are in areas where there may be asset-based solutions required, to address physical conditions in order to facilitate improvements in areas such as:</p> <ul style="list-style-type: none"> • Use of resources and affordability of services • Promote the right values and culture • Ensure fairness and promote diversity <p>The Orange Fire Stations Guide was subsequently commissioned to establish and record the requirements of WSFRS for all fire stations. This was not intended to replace current Building Regulations, British Standards, Codes of Practice, Building Bulletins or any other statutory legislation but does set out the expectations of West Sussex County Council (WSCC). Upon completion, a survey report, of all fire stations, was undertaken against these requirements to establish current conditions at each facility.</p> <p>The Estates Improvement Plan clearly sets out the prioritisation of work to address the gaps between current state and that recommended through the guidelines.</p> <p>All partners involved have been asked to formally approve the Estates Improvement Plan. The Cabinet member for Community Support, Fire and Rescue is recommended to do so, on behalf of the County Council.</p>	
Decision by	Cllr Crow - Cabinet Member for Community Support, Fire and Rescue
Date added	24 November 2021
Month	December 2021
Consultation/ Representations	Representations concerning this proposed decision can be made to the Cabinet Member Community Support, Fire and Rescue and Communities, via the officer contact.
Background Documents (via website)	None
Author	Mark Andrews
Contact	Erica Keegan Tel: 033 022 26050

Cabinet**West Sussex Fire and Rescue Service Community Risk Management Plan 2022-26**

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].

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.

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.

Decision by	Cllr Waight, Cllr Marshall, Cllr Lanzer, Cllr Hunt, Cllr Russell, Cllr Crow, Cllr N Jupp, Cllr A Jupp, Cllr J Dennis, Cllr Urquhart - Cabinet
Date added	27 October 2021
Month	March 2022
Consultation/ Representations	<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 15th November 2021 to 21st 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 & Rescue and Communities, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Sabrina Cohen-Hatton Tel: 033 022 24993
Contact	Erica Keegan Tel: 033 022 26050

This page is intentionally left blank

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

Topic/Issue	Other information	Timing
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
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		4 March 2022
Recruitment diversity		TBC
A task & finish group on retained fire fighters		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

This page is intentionally left blank

Scrutiny Business Planning Checklist

1. 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?

2. 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?

3. 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?

4. 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?

This page is intentionally left blank