

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



21 September 2022

Fire & Rescue Service Scrutiny Committee

A meeting of the Committee will be held at **10.30 am** on **Friday, 30 September 2022** at **County Hall, Chichester, PO19 1RQ.**

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 - 10)

The Committee is asked to agree the minutes of the meeting held on 7 July 2022 (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 11 - 14)

The Committee is asked to note the responses to recommendations made at its 7 July 2022 meeting.

- 10.35 am 5. **Performance Report Quarter 1**
- (a) **Fire and Rescue Service Strategic Performance Report Quarter 1 2022/23** (Pages 15 - 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.
- (b) **End of June 2022 (Quarter 1) Quarterly Performance and Resources Report** (Pages 41 - 62)
- A report by the Chief Executive and Director of Finance and Support Services setting out the corporate performance, finance, workforce, risk and capital programme positions as at the end of June 2022.
- The Committee is asked to examine the data and supporting commentary for the Performance and Resources report and make any recommendations for action to the Cabinet Member for Community Support, Fire and Rescue.
- 11.40 am 6. **Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Tranche One and Two Inspection Report** (Pages 63 - 116)
- The Committee is asked to consider the inspection report and confirm its future plans for scrutiny of the Fire and Rescue service.
- 12.25 pm 7. **Work Programme Planning and Possible Items for Future Scrutiny**
- The Committee is asked to review its current draft work programme taking into account the Forward Plan of Key Decisions and any suggestions from its members for possible items for future scrutiny.
- (a) **Forward Plan of Key Decisions**
- There are currently no entries in the Forward Plan relating to the Committee's portfolio.
- 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 117 - 120)

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

8. **Requests for Call-in**

There have been no requests for call-in to the Scrutiny Committee and within its constitutional remit since the date of the last meeting. The Director of Law and Assurance will report any requests since the publication of the agenda papers.

9. **Date of Next Meeting**

The next meeting of the Committee will be held on 25 November 2022 at 10.30 am at County Hall, Chichester. Probable agenda items include:

- Fire and Rescue Service Strategic Performance Report
- Quarterly Performance and Resources Report
- Priority Programmes Report

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 10 November 2022.

To all members of the Fire & Rescue Service Scrutiny Committee

Webcasting

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

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

This page is intentionally left blank

Fire & Rescue Service Scrutiny Committee

7 July 2022 – At a meeting of the Fire & Rescue Service Scrutiny Committee held at 2.15 pm at County Hall, Chichester, PO19 1RQ.

Present: Cllr Boram (Chairman), Cllr Pendleton (until 4.15pm), Cllr Bence, Cllr Chowdhury (until 3.30pm), Cllr Evans, Cllr Milne, and Cllr Patel

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

1. Election of Chairman

- 1.1 Cllr Boram was proposed as Chairman by Cllr Pendleton and seconded by Cllr Bence. There were no other nominations.
- 1.2 Resolved – that Cllr Boram is elected Chairman of the Committee for the year.

2. Election of Vice Chairman

- 2.1 Cllr Pendleton was proposed as Vice-Chairman by Cllr Boram and seconded by Cllr Bence. There were no other nominations.
- 2.2 Resolved – that Cllr Pendleton is elected as Vice-Chairman of the Committee for the year.

3. Declarations of Interest

- 3.1 No declarations were made.

4. Minutes of the last meeting of the Committee

- 4.1 Resolved – that the Committee agrees the minutes of the meeting held on 4 March 2022.

5. Responses to recommendations

- 5.1 Resolved – that the Committee notes the responses to the recommendations.

6. Fire and Rescue Service Strategic Performance Report Quarter 4 2021/22

- 6.1 The Committee scrutinised a report by the Chief Fire Officer (copy appended to the signed minutes).
- 6.2 Summary of responses to committee members' comments and questions:
 - At the end of Quarter 4 2021-22, 19 of the 30 measures had a GREEN status, 5 were AMBER and 6 were RED. The Committee welcomed areas of significant improvement and success. Quarter 4 saw an overall improvement in performance, with the

following emergency response measures showing particular success:

- Critical Fires -1st Appliance Attendance
 - Critical Fires -2nd Appliance Attendance
 - Critical Special Services -1st Appliance Attendance
- Annual figures for all instances of fires and fire casualties remained low. Accidental Dwelling Fires formed a key focus of the Service's prevention activity and the continued low numbers reflected the sustained work of teams to ensure that the most vulnerable people are kept safe from fire.
 - Sustained improvement and investment in technology had assisted the Service to achieve success in appliance attendance at critical fires.
 - Prevention work was noted as central to the Service's performance with the overall incidence of fires being reduced over the year.
 - The Chief Fire Officer confirmed that the service worked closely with Adult Services as well as in collaboration with partners to identify vulnerable people (including those with dementia) and ensure fire prevention work is targeted.
 - It was asked if targets should be revised upwards to strengthen the Service position. It was noted there would be a review of standards at the appropriate time with consideration given to the balance between available resources and performance aims.
 - It was noted that the Community Risk Management Plan (CRMP) which identifies and assesses all foreseeable fire and rescue related risks that could affect the community also looks at the resources in place and the activity needed to be undertaken to meet these risks and develop plans to improve safety. The CRMP addressed unwanted Fire Alarm Calls with the aim of reducing wasted fire service activity.
 - Committee members were reassured that every incident that the Service attends is subject to an operational review to determine whether a fire could have been prevented. Fires that cause injury are investigated by the Borough Commander and fatalities are reviewed forensically by the Chief Fire Officer/Deputy Fire Officer. The service analyses data/trends and uses this information in fire prevention work.
 - Safe and Well visits were discussed as areas for improvement as the target had not been achieved. The Service was determined that improvements would be made by exploring different ways of working, e.g. training fire fighters to spot potential fire risks in commercial property and offering support to district and borough councils to screen for potential fire safety risks. It was noted that the Grenfell Fire incident had produced learning and these safety messages would be promoted to Members.
 - Retained Fire Fighter availability was discussed as an area requiring improvement. It was noted that this was a national issue. The Chairman pointed out that a successful Task and Finish Group had been held, focusing on this issue and providing recommendations on future retention and recruitment. The Committee was confident that this performance would be improved upon.

- Comment was made that the Fire and Rescue website needed accessibility improvements. The Chief Fire Officer was asked to review the website.

6.3 Resolved – that

- i. The Committee supports the fire safety audit tool template for West Sussex County Council;
- ii. The Service continues to remind members of all councils of the resources available for supporting vulnerable people in the community;
- iii. The Service to assess the West Sussex County Council website for how easy fire safety information is able to be accessed by the public;
- iv. The Service to update the Committee on outcomes following the Performance Improvement Plan at an appropriate time; and
- v. To add “Ensuring outcomes are delivered” to Section 1.4 of the Performance and Assurance Framework cover report.

7. End of March (Quarter 4) Quarterly Performance and Resources Report

7.1 The Committee scrutinised this Quarterly Performance and Resources Report for Quarter 4 2021/22 (copy appended to the signed minutes) which is designed to provide assurance concerning the delivery of the statutory functions of the Fire Authority.

7.2 Summary of responses to committee members’ comments and questions:

- The financial overspend had been largely covered by staffing vacancies in the Communities Directorate.
- Progress was noted as good on the Horsham Fire Training Centre and Fire Station.
- Delays on the purchase of Fleet/Fire Equipment due to internal resourcing issues was noted. Funding had been reprofiled into the 2022/23 financial year.
- Corporate Risk 60, failing to deliver on the, ‘Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)’ improvement plan, was referenced by the Chairman. The Chief Fire Officer responded that an update would be given to the committee upon publication of the inspectorate’s report.

7.3 Resolved – that the Committee notes the report.

8. Priority Programme Update

8.1 The Committee scrutinised the Priority Programme update (copy appended to the signed minutes).

8.2 Summary of responses to committee members’ comments and questions:

- The IRMP (Integrated Risk Management Plan) had transitioned to the CRMP (Community Risk Management Plan);
- Challenges around the people plan and cultural change would take time as would challenges around working directives given the complex nature of the Service's shift systems - new computer software would help achieve compliance.

8.3 Resolved - that the Committee notes the progress reported in relation to the priority programmes.

9. West Sussex Fire & Rescue Service Annual Statement of Assurance

9.1 The Committee scrutinised the West Sussex Fire and Rescue Service Annual Statement of Assurance 2021/22 (copy appended to the signed minutes).

9.2 Summary of responses to committee members' comments and questions:

- The Chief Fire Officer offered to include data on wholetime fire fighters being relied upon for retained support under a dual contract system in future Statements of Assurance in order to show trends
- The Dynamic Cover Tool (DCT) maps areas of fire risk based on demographics, such as age and areas of deprivation
- The service focusses on the availability of retained fire fighters, considering this in conjunction with the good performance that had been achieved on arriving quickly at incidents.
- The Committee congratulated the Service on its achievements on developing the Horsham Training Centre and Fire Station, development of the CRMP and managing the HMICFRS inspectorate visit in November, during a difficult operational period and busy year.

9.3 Resolved – that: -

- i. Trend analysis be included in the next Statement of Assurance report on the level of whole time firefighters who are taking on a dual contract as retained firefighters; and
- ii. Any future visit to the Joint Fire Control Centre to cover risk mapping.

10. Retained Duty System Task and Finish Group Report

10.1 The Committee considered the Retained Duty System Task and Finish Group Report (copy appended to the signed minutes).

10.2 Resolved - that the Committee supports the Task and Finish Group's observations and recommendations.

11. Work Programme Planning and Possible Items for Future Scrutiny

11.1 The Committee considered its work programme and the Forward Plan of Key Decisions.

11.2 It was noted that the West Sussex Statement of Assurance 2021/22, as listed in the Forward Plan and as discussed at this meeting, would be considered at the Cabinet meeting on 20 July 2022.

11.3 Resolved that: –

- i. The item on Covid-19 be removed; and
- ii. The Inspection Report be added to the Work Programme (timing to be confirmed).

12. Date of Next Meeting

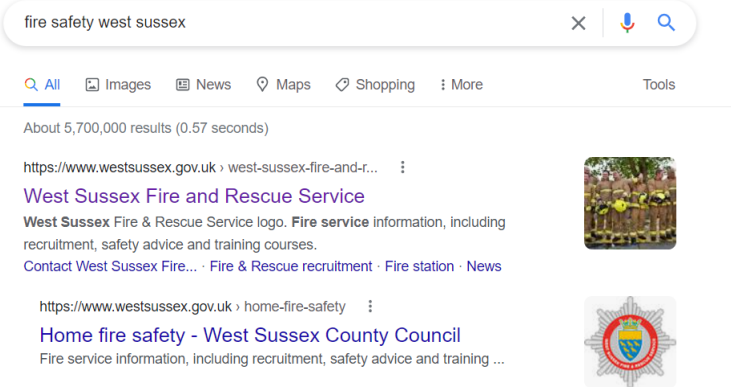
12.1 The next meeting of the Committee will take place on 30 September 2022.

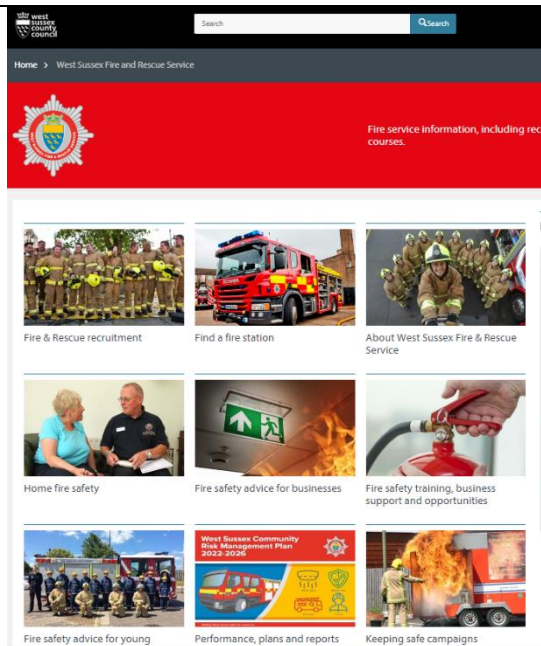
The meeting ended at 4.29pm.

Chairman

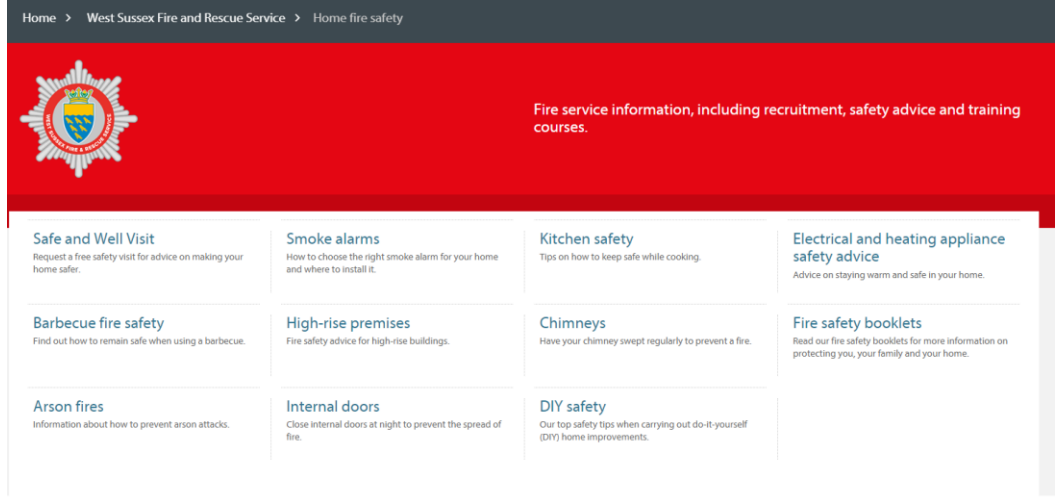
This page is intentionally left blank

Fire and Rescue Service Strategic Performance Report Quarter 4 2021/22

Recommendation	Responder	Response
The Service continues to remind members of all councils of the resources available for supporting vulnerable people in the community	Chief Fire Officer	The Service continues to build relationships with all service areas across the council and supports with signposting through our existing partnerships and county council processes.
The Service to assess the West Sussex County Council website for how easy fire safety information is able to be accessed by the public	Chief Fire Officer	<p>This has been reviewed if you search for Fire safety West Sussex the first search hit is West Sussex Fire and Service.</p>  <p>The screenshot shows a Google search interface with the query 'fire safety west sussex'. Below the search bar, there are navigation options: All, Images, News, Maps, Shopping, and More. The search results indicate 'About 5,700,000 results (0.57 seconds)'. The first result is 'West Sussex Fire and Rescue Service' with a thumbnail image of a fire station. The second result is 'Home fire safety - West Sussex County Council' with a thumbnail image of the council's logo.</p> <p>This leads to the home page of the Service’s section of the County Council’s website which has fire safety and home fire safety advice including safe and well visits.</p>



Within a search and 2-3 clicks an individual would be able to find both fire safety advice from a business perspective or individual Safe and well visit guidance.

		 <p>The screenshot shows the 'Home fire safety' page of the West Sussex Fire and Rescue Service website. It features a red header with the service's logo and the text 'Fire service information, including recruitment, safety advice and training courses.' Below the header, there are several tiles for different safety topics: 'Safe and Well Visit', 'Smoke alarms', 'Kitchen safety', 'Electrical and heating appliance safety advice', 'Barbecue fire safety', 'High-rise premises', 'Chimneys', 'Fire safety booklets', 'Arson fires', 'Internal doors', and 'DIY safety'. Each tile provides a brief description of the service or advice offered.</p> <p>https://www.westsussex.gov.uk/fire-emergencies-and-crime/west-sussex-fire-and-rescue-service/ https://www.westsussex.gov.uk/fire-emergencies-and-crime/west-sussex-fire-and-rescue-service/home-fire-safety/ https://www.westsussex.gov.uk/fire-emergencies-and-crime/west-sussex-fire-and-rescue-service/home-fire-safety/</p>
<p>The Service to update the Committee on outcomes following the Performance Improvement Plan at an appropriate time</p>	<p>Chief Fire Officer</p>	<p>The closure report for the Improvement plan on this agenda and Priority Programme updates to align with Community Risk Management Plan by exception to ensure that scrutiny adds value.</p>
<p>To add "Ensuring outcomes are delivered" to Section 1.4 of the Performance and Assurance Framework cover report</p>	<p>Chief Fire Officer?</p>	<p>Confirm this has been completed and added to all reports moving forward including this quarters report.</p>

West Sussex Fire & Rescue Service Annual Statement of Assurance

Recommendation	Responder	Response
Trend analysis be included in the next Statement of Assurance report on the level of whole time firefighters who are taking on a dual contract as retained firefighters	Chief Fire Officer	We will incorporate this into the next Statement of Assurance.
Any future visit to the Joint Fire Control Centre to cover risk mapping	Chief Fire Officer	We will add this to future visits.

Fire and Rescue Service Scrutiny Committee

30 September 2022

Fire and Rescue Service Strategic Performance Report Q1 2022/23

Report by Chief Fire Officer

Summary

West Sussex Fire & Rescue Service (WSFRS) monitors and reports on organisational and operational performance against a Performance and Assurance Framework (PAF) which includes review and scrutiny by the elected members at the Fire and Rescue Service Scrutiny Committee (FRSSC).

The PAF includes monitoring of service performance against core measures that provide a 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 West Sussex Fire and Rescue Service Performance Report Quarter 1 2022/23 for the purpose of scrutiny of the Executive's approach to performance. This report covers data from the period of 1st April 2022 – 30th June 2022.

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 2021 by Her Majesty's Inspector of Constabulary Fire and Rescue Services (HMICFRS) in the second round of full inspections. The full Inspection Report for the service was published on 27 July 2022. The report found that WSFRS has improved since it's 2018 inspection, noting the increased funding to expand our prevention and protection teams. The report also highlighted improvements in keeping people safe and secure from fires and other risks, but there are areas where the service needs to improve. These include making sure firefighters carry out enough prevention

activity, doing more to reduce unwanted fire signals, and continuing to make sure staff behaviour aligns with organisational values.

- 1.3 There is one cause of concern within the report which relates to people. The report states that 'The service hasn't done enough since the last inspection to improve how staff understand and display its expected values and behaviours'.
- 1.4 The Inspectorate has requested an updated action plan that demonstrates:
 - how we work with our staff and provides feedback in relation to issues involving values and behaviours; and
 - ensure that staff act in line with our values and are trained to identify and deal with non-compliance. The Service has now provided an action plan to respond to the cause of concern.
- 1.5 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.
 - Ensuring outcomes are delivered
- 1.6 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.
- 1.7 The role of scrutiny is also to contribute to the development of solutions and ideas to support continuous service improvement. The Fire and Rescue Service Scrutiny Committee may need to be flexible in the way it scrutinises the service and the Executive's decisions. On occasions, Members may wish to 'drill down' on certain specific issues but still at a strategic level with the focus being the interests of all West Sussex residents and businesses.

2 Proposal details

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

Sabrina Cohen-Hatton
Chief Fire Officer

Contact Officer: Sabrina Cohen-Hatton, Chief Fire Officer

Appendices

Appendix A - West Sussex Fire and Rescue Service Performance Report Quarter 1 2022/23

Background papers

None

This page is intentionally left blank

West Sussex Fire and Rescue Service Performance Report Quarter 1 2022/23

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	9-14
Selected Focus Measures – Red and Amber Status	15-21



Strategic Performance Board Quarterly Report

Quarter 1 2022-2023

The aim of the 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, namely Service Provision, Corporate health and where appropriate, Priority Programmes and Risk.

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

This report covers data from the period of 1st April 2022 – 30th June 2022.

Cabinet Member Summary

The performance information contained within this report for WSFRS is for the first quarter of 2022/2023.

After many months of consultation it was a pleasure to see the launch of the Community Risk Management Plan. I am extremely proud of this Plan and the direction it will take the Service over the next 4 years. I was also very pleased to be able to make my first visit to the site of the new Horsham Fire Station and Training Centre. I was able to see first hand the scale of the project and hear about some of the exciting innovation that will ensure we can provide the very best and most realistic training for our firefighters well into the future.

The Queen's Platinum Jubilee celebrations took place during the first weekend in June prompting a busy summer of events and open days for the Service. I am always so pleased to see the level of engagement and support for these events from across the Service and just how well attended these are by the public. It was also a good opportunity to promote our safe and well visits which appears to now be making a positive impact on our prevention performance.

Overall I am really pleased with the progress against a number of the attached indicators which shows that the recommendations and interventions applied by the service are starting to have a real and sustained effect.

Chief Fire Officer Summary



This quarter saw the formal launch of our Community Risk Management Plan, effectively our business plan for the next four years. The launch was marked by an event which was attended by well over a quarter of our fire service workforce who enjoyed presentations from all Heads of Service on their relevant service plans and updates on the relationship between the strategic objectives and the personal objectives for staff as part of their performance meetings.

Sadly there were two fatal fires during this quarter in Worthing and Chichester. Review meetings have already been undertaken for both incidents and lessons learned and recommendations are in progress to further refine our prevention plans to work more closely with GP surgeries. General Practitioners continue to provide an excellent local conduit to vulnerable people who may not be known to other services therefore provide an excellent referral opportunity for fire service intervention and safe and well visits.

The new fire station and training centre development at Horsham continues at pace with the construction well on target for the planned completion date of 20 March 2023. This quarter we saw the roof going onto the main fire station and works progress on the live fire training unit that will provide the state of the art fire training that will make such a difference to our service. The build has reached the halfway point with approximately 39 weeks to go when ownership will be handed over to the service in April 2023.

This quarter also saw delivery of the first of our Leadership and Change workshops. This programme aims to help develop leaders across our service and support talent management which provides learning, information and guidance on the behaviours, expectations and practical skills required of our FRS managers at all levels.

Performance Summary

Scrutiny Committee Members to note that an annual review of the core measures was undertaken in April 2022 to ensure that the service continued to use those most effective in indicating performance on the statutory functions and requirements of West Sussex Fire and Rescue Service. As a result of that review, the core measures and targets detailed in this report may differ from those reported in the previous year 2021-2022.

At the end of Quarter 1 2022-23 the following performance against 29 core measures was recorded: 19 of the 29 measures had a GREEN status, 4 were AMBER and 6 were RED.

Of the 8 comparable measures that were RED or AMBER last quarter:

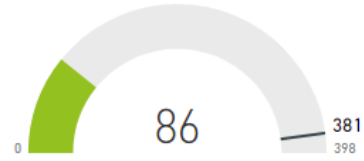
- 4 measures showed improvements in performance and 4 a decline.
- 1 measure moved from AMBER to GREEN
- 2 measures moved from RED to GREEN
- 1 measure moved from AMBER to RED

Of the 13 comparable measures that were GREEN last quarter:

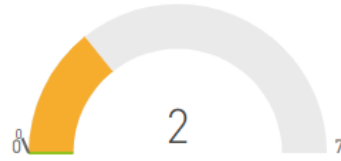
- 5 measures showed an improvement in performance and 1 a decline
- All measures remained GREEN this quarter

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

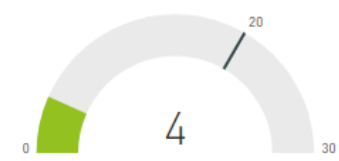
CM1: Accidental Dwelling Fires



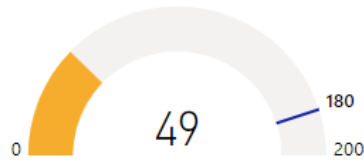
CM2: Accidental Dwelling Fire Fatalities



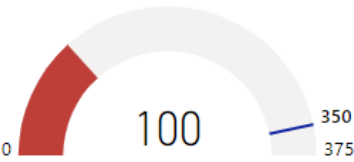
CM3: Accidental Dwelling Fire Casualties



CM4: Deliberate Primary Fires



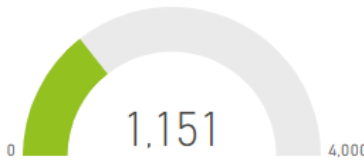
CM5: Deliberate Secondary Fires



CM6: Safeguarding - % Created within 24 Hours



CM7: Safe and Well Visits



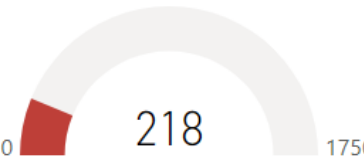
CM8: Very High Risk Safe & Well on Time



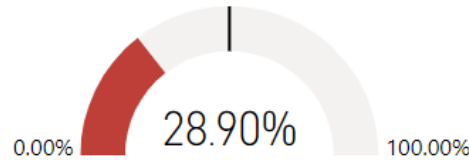
CM9: High Risk Safe & Well on Time



CM10: Fire Safety Audits



CM11: Unsatisfactory Inspections



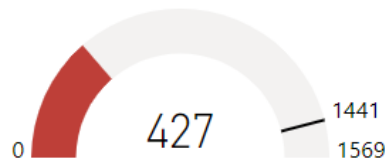
CM12: Prosecutions Successful



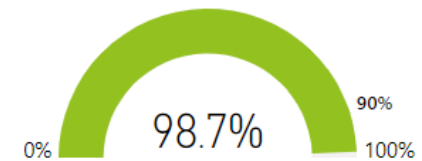
CM13: Statutory Fire Safety consultations



CM14: Unwanted fire signals

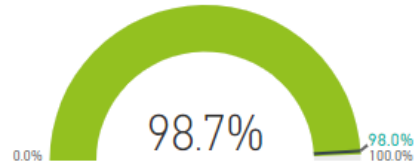


CM15: Site Specific Risk Information (SSRI)

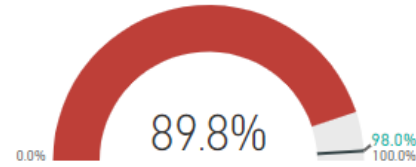


Performance Summary for all core measures at the end of Quarter 1 (2 of 2):

CM16: 999 Calls Answered on Time



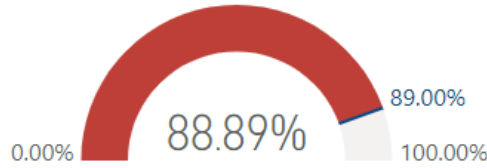
CM17: Time to Alert



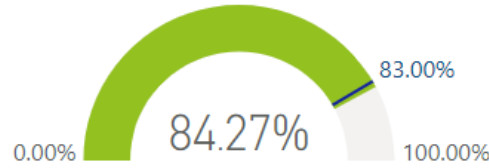
CM18: Time to Inform L2



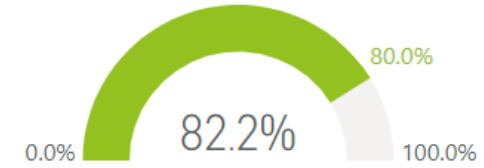
CM19: Critical Fires 1st Appliance Attendance Times



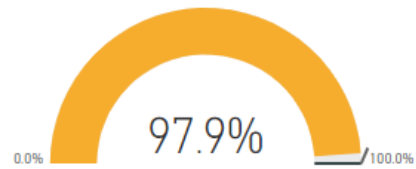
CM20: 2nd Appliance Attendance Times



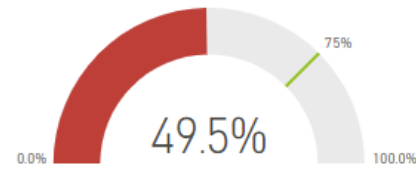
CM21: Critical Special Service Attendance Times



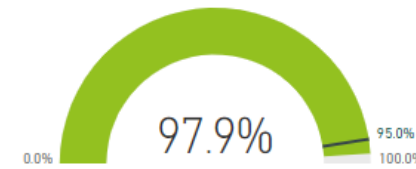
CM22: Immediate Response Availability



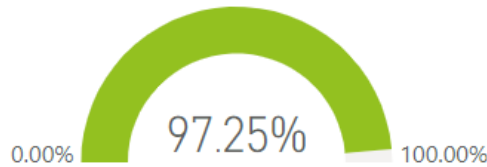
CM23: Retained Availability



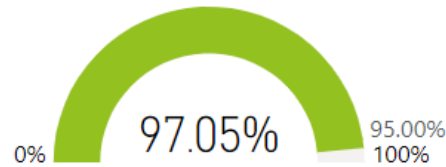
CM24: Feedback Surveys - Customer Satisfaction



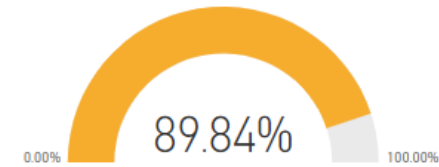
CM25: Proportion of Staff not Sick



CM26: Fitness



CM27: Staff in qualification



CM28: RIDDOR



CM29: Risk Assessments



Areas of Significant Improvement and Success

Quarter 1

(1st April -30th June 2022)

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.

Quarter 1 saw sustained good performance in many areas, with the following measures showing particular success:

- CM 7: Safe and Well Visits delivered to households with at least one vulnerability
- CM 20: Critical Fires - 2nd Appliance Attendance
- CM 21: Critical Special Services - 1st Appliance Attendance
- CM 26 : Eligible Staff with a successful fitness test

In addition to those examined in this report, accidental dwelling fires and fire casualties remained low. Accidental dwelling fires form a key focus of our prevention activity and these continued low numbers reflect the sustained work of our teams to ensure that the most vulnerable are kept safe from fire.

Core Measure 7: Number of Safe and Well Visits (S&WV's) delivered to households with at least one vulnerability

1151 at the end of Q1 2022-23

RAG Status GREEN

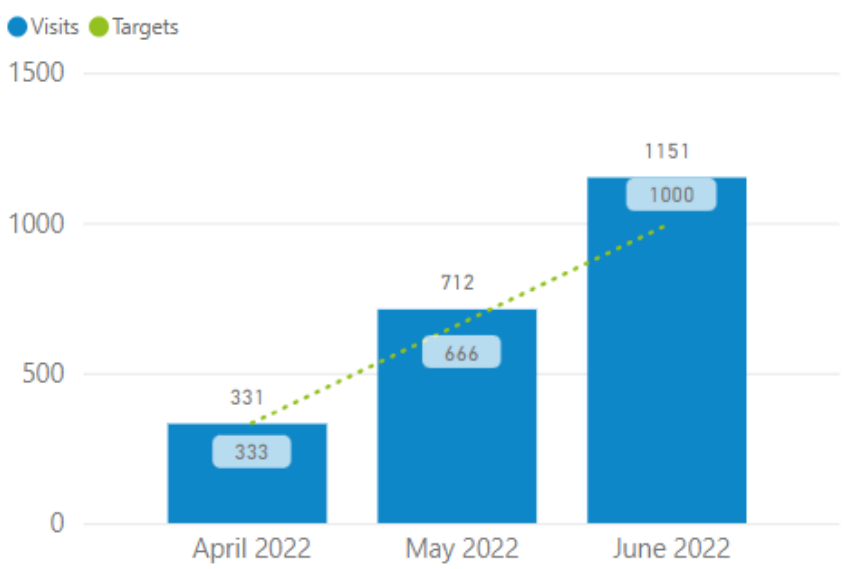
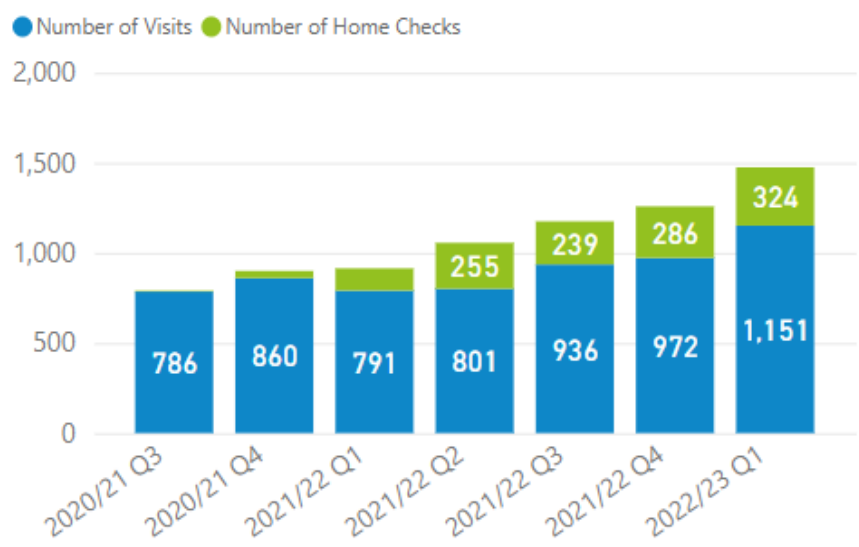
Number of Safe and Well Visits (S&WV's) delivered to those who are at risk of dying or being injured in the event of a dwelling fire over a year period starting from April.

Target:
4000+ Green
3500 – 3999 Amber
<3500 Red

Service Owner:
Nicki Peddle
Area:
Prevention

Financial Year	Visits	Rate per1000
2018/19	4175	4.83
2019/20	4669	5.4
2020/21	2998	3.47
2021/22	3355	3.88

National Average: 4.6 HFSCs per 1000 in 20/21
% Visits by FY values are as reported using previous definition of High or Very High Risk



Commentary
In Q1 we carried out 1,151 Safe and Well Visits and 324 home checks. We have seen a month on month increase in visits so far in 22/23 which we attribute to the remedial actions taken, the ongoing development of referral pathways and more customers being receptive to having someone visit their home, although some are still cautious due to Covid. Staff based at fire stations have undertaken reactive post-incident as well as proactive referral generation activity.

Actions
Treat: We continue to promote Safe and Well Visits through our health and social care partners and train their staff to recognise and respond to fire risk. In addition, customer details are being shared to increase referrals of Safe and Well Visits. We have also shared our data with Trading Standards so they can support vulnerable people who we have recently visited and may be most at risk of scams. Crews use local data to drive and target prevention activity to areas where our most vulnerable residents live and we make the most of every opportunity to deliver focused community safety activities following incidents at residential properties. This is leading to more prevention activity being delivered to those at risk, particularly those who are in the vicinity of an incident.

Agenda Item 5a Appendix A

Core Measure 20: Critical Fires – 2nd Appliance Attendance

84.3% in Q1 2022-23

RAG Status GREEN

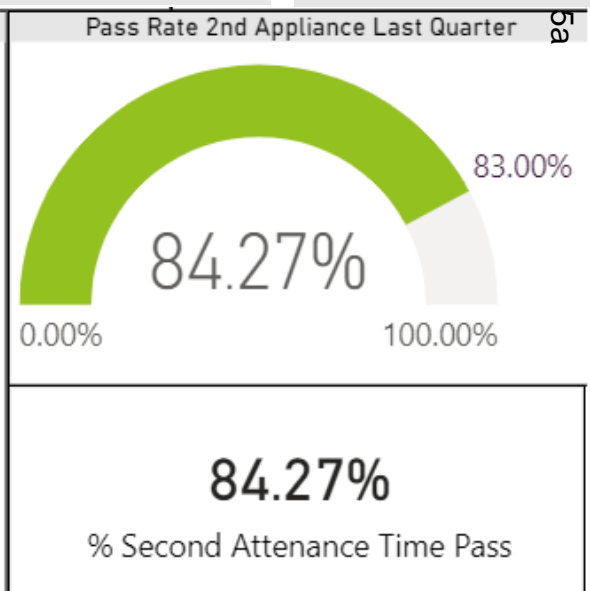
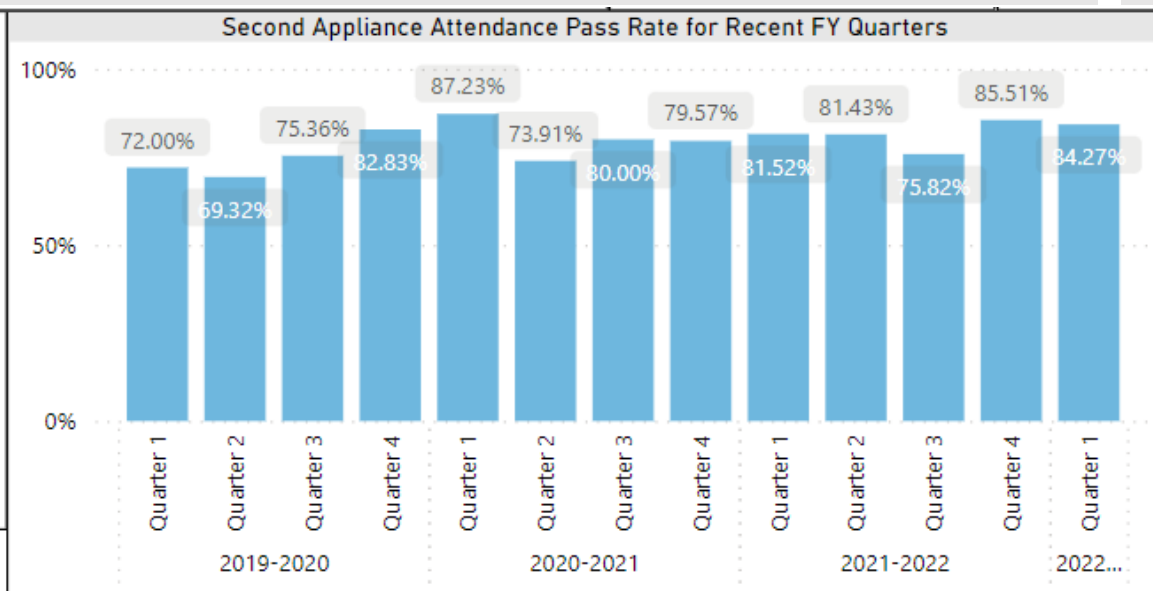
West Sussex FRS categorises risk into four types being Very High, High, Medium and Low. It has also set a different attendance time target against each risk type. This measure examines the number of occasions where the second fire engine arrives at an emergency incident within the target number of minutes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

Target:
>83% Green,
<83% Red

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

Agenda Item 5a
Appendix A

Financial Year	Very High	High	Medium	Low	Total
2015-2016	100.00%	86.49%	74.07%	76.96%	76.56%
2016-2017	72.73%	71.79%	75.11%	81.76%	77.19%
2017-2018	0.00%	86.21%	79.07%	79.82%	79.87%
2018-2019	0.00%	70.00%	77.20%	80.90%	78.52%
2019-2020	0.00%	87.50%	77.65%	71.18%	75.00%
2020-2021	0.00%	100.00%	81.66%	78.19%	80.22%
2021-2022	0.00%	100.00%	78.79%	82.58%	80.75%
Total	75.00%	81.33%	77.53%	78.71%	78.27%



i Table of Incidents **i** Map & Station Group

Commentary
Performance this quarter is the highest ever recorded. This provides further reassurance that the use of the Dynamic Cover Tool (which provides data on potential response times broken down to a district or local level to the control room operators) is having a positive impact on this core measure.

Actions
Tolerate: This quarter also sees the introduction of performance data on turnout times being available to wholtime stations. We believe this transparency of performance data will have a further positive impact on our attendance times.

Core Measure 21: Critical Special Service – 1st Appliance Attendance

82.2% in Q1 2022-23

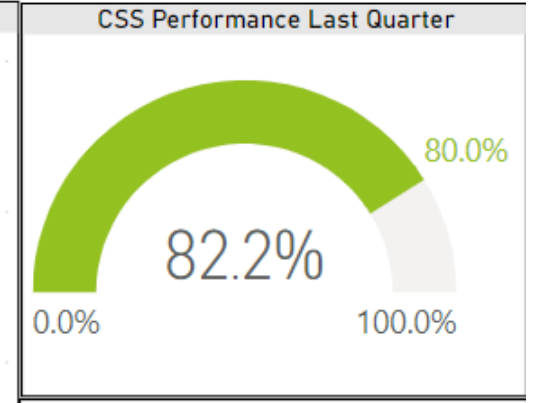
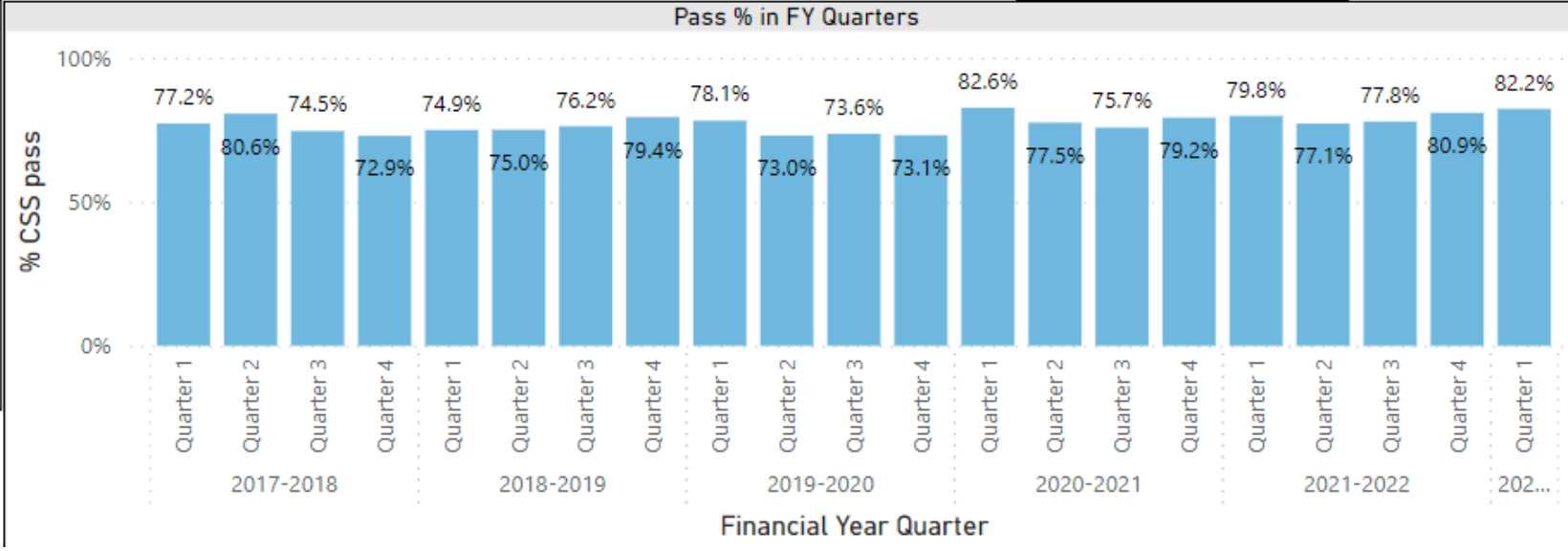
RAG Status GREEN

A critical special services incident is a serious incident that does not involve a fire, for example an RTC, an emergency involving a hazardous substance or when someone is trapped. Some areas of the county are more at risk of fires than others, however special service incidents can happen anywhere, especially with our extensive road network. For this reason we have a single response standard of less than 13 minutes for all critical special service incidents. This measure examines the percentage of occasions where the first fire engine arrives at an emergency special services incident within 13 minutes of the time the emergency call was answered.

Target:
 >80% Green,
 <80% Red

Service Owner:
Steve Ash
 Area:
Response

Financial Year	% CSS pass
2014-2015	79.4%
2015-2016	78.9%
2016-2017	77.5%
2017-2018	76.4%
2018-2019	76.4%
2019-2020	74.3%
2020-2021	78.5%
2021-2022	78.8%



82.2%
 Financial Year Performance

i Additional Information

Commentary
 We measure critical special service calls separately from critical fires. Critical special service calls can occur anywhere in the county and often away from the population centres which either (due to the number of incidents) warrant a wholtime fire station or have sufficient population density to support an RDS station. This is the most challenging of our three attendance measures and is particularly influenced by the availability of RDS appliances. Performance this quarter remains high, providing further reassurance that the use of the Dynamic Cover Tool (which provides data on potential response times broken down to a district or local level to the control room operators) is having a positive impact on this core measure.

Actions
 Tolerate: This quarter also sees the introduction of performance data on turnout times being available to wholtime stations. We believe this transparency of performance data will have a further positive impact on our attendance times. We also continue to work with partner agencies to help improve the time taken to transfer calls and information. We also continue to undertake work at our fire stations to ensure we are doing everything we can to respond to incidents as quickly as possible as well as maximise the availability of RDS fire engines at times of the day when we know these incidents are most likely.

Agenda Item 5a Appendix A

Core Measure 26: Eligible staff with a successful fitness test

97.1% in Q1 2022-23

RAG Status GREEN

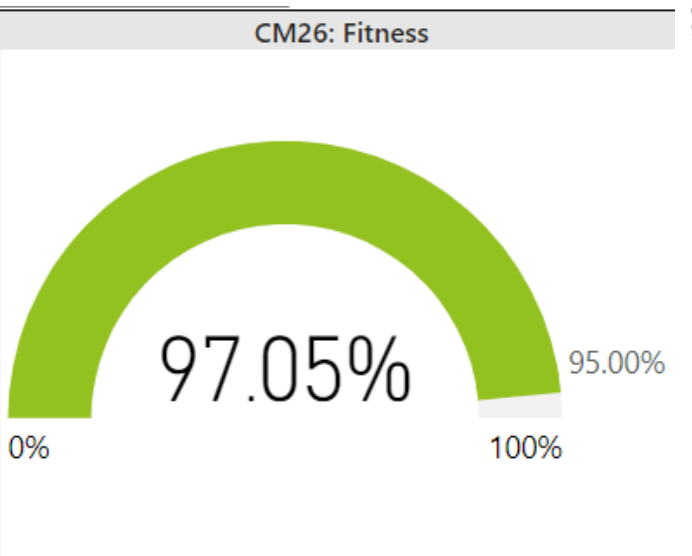
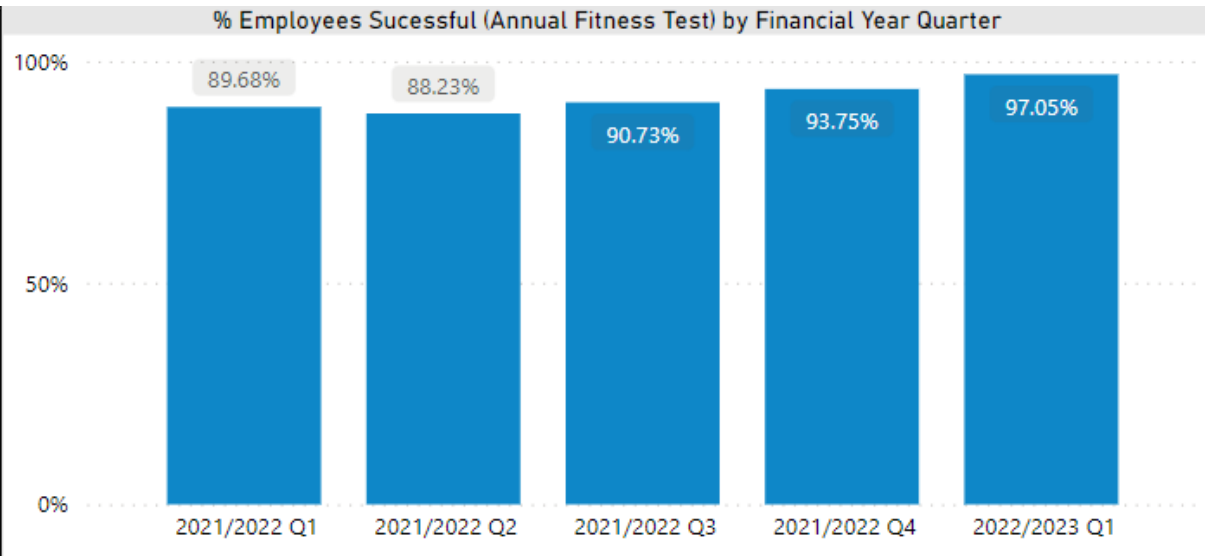
Fitness is important to the FRS as the work they do can be arduous and challenging. The service is required to have a fitness standard and to test all operational employees. This measure reflects the percentage of eligible employees who have completed and successfully passed their fitness test. Staff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

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

Service Owner: **Head of DOT**
 Area: **Development and Operational Training**

Agenda Item 5a
Appendix A

Performance in Previous Quarters	
Financial Year Quarter	% Employees Successful (Annual Fitness Test)
2016/2017 Q1	2.61%
2016/2017 Q2	4.17%
2016/2017 Q3	12.35%
2016/2017 Q4	15.33%
2017/2018 Q1	30.79%
2017/2018 Q2	53.89%
2017/2018 Q3	74.46%
2017/2018 Q4	87.35%
2018/2019 Q1	88.93%
2018/2019 Q2	85.77%



Commentary

As we approach a full year of electronic submissions of Fitness Assessments, we are starting to see a return on investment. Staff have been sent reminders by the Health and Wellbeing Manager and our Physical Education Officer is following up to ensure that staff book in for their assessments within the 12 months requirement. We will continue with this approach along with offering dates to staff during the month when the Physical Education Officer is available. This method has been particularly helpful in engaging with our operational staff that don't work on a station or directly with a service Personal Trainer Instructor.

Actions

Treat: We will continue to monitor electronic submissions by Personal Trainer Instructors and general fitness compliance. In addition to reminding staff of their fitness assessment deadlines, we are also sending reminders to all Personal Trainer Instructors to upload assessments undertaken in a timely manner.

The WSFRS Fitness Standard Operating Process (SOP) has been updated to reflect different fitness requirements dependent on role and aligns with NFCC national fitness standards. The SOP also clarifies that all operational personnel are required to complete an annual Fitness Assessment within 12 months of their previous assessment, which will be conducted by a Personal Trainer Instructor or the Physical Education Officer.

The Health & Wellbeing Manager/Physical Education Officer will contact all Group Managers, Station Managers, Watch Managers, Crew Managers and Personal Trainer Instructors reminding them of the change to the SOP to ensure they and their staff remain compliant.

Selected Measures (Red and Amber Status)

Quarter 1

(1st April -30th June 2022)

Selected Measures (Red and Amber Status)

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

- CM 2 : Accidental Dwelling Fire Fatalities
- CM 4: Deliberate Primary Fires
- CM 5: Deliberate Secondary Fires
- CM 10: Number of FSO regulated buildings having received an audit over a year period
- CM 23: Retained Duty System crewing availability

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

2 deaths in Q2 2022-23

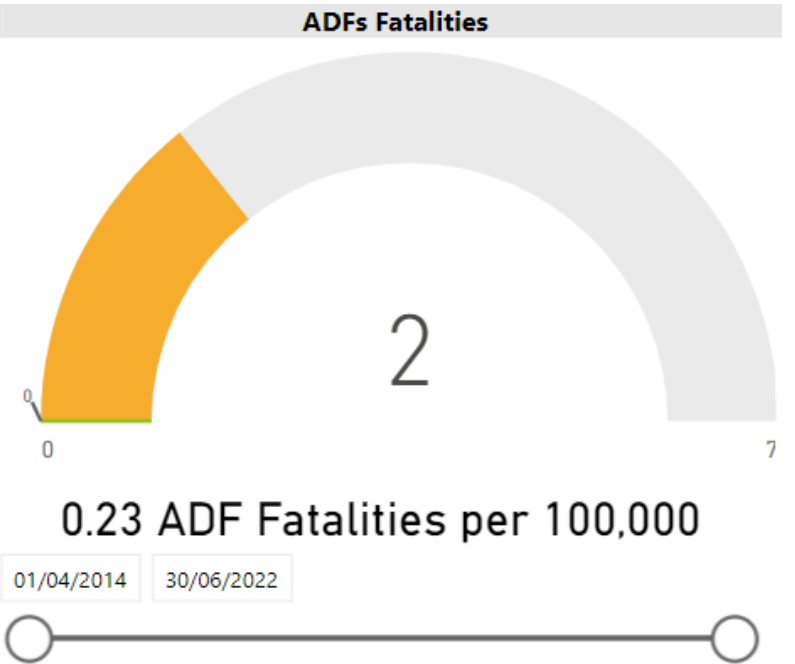
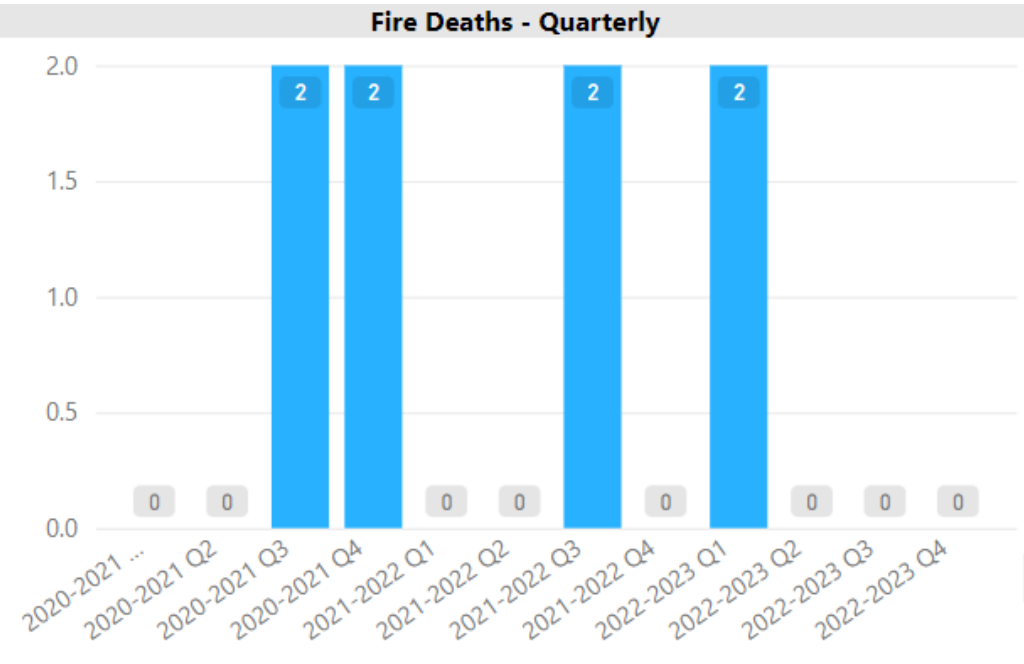
RAG Status AMBER

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	Fatalities	Rate per 100,000
2014-2015	0	0.00
2015-2016	1	0.12
2016-2017	3	0.35
2017-2018	0	
2018-2019	1	0.12
2019-2020	0	
2020-2021	4	0.46
2021-2022	2	0.23
Total	11	0.00



[More Information](#)

Commentary
 Sadly, there were 2 fatal fires in Q1, 1 in Chichester and 1 in Worthing. There has been significant community safety activity following these incidents to both reassure the local community and provide Safe and Well Visits to those who are vulnerable along with the critical review of each incident by the Deputy Chief Fire Officer.

Actions
 Treat: We will continue to apply the learning identified from serious and fatal fire incidents to offer specific and targeted fire safety advice to prevent such incidents reoccurring. We continue to build relationships with partner organisations who can refer people to us when they identify a fire risk.

Agenda Item 5a Appendix A

Core Measure 4: Deliberate Primary Fires in West Sussex over a year period starting from April

49 at the end of Q2 2022-23

RAG Status AMBER

Agenda Item 5a Appendix A

Primary fires involve property such as buildings and vehicles. This measure is the total number of primary fires where it has been identified that the fire was started deliberately, including through the criminal act of arson.

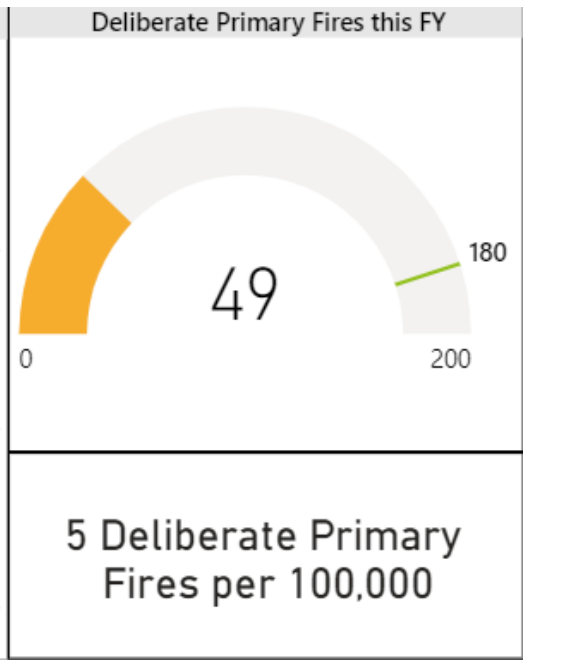
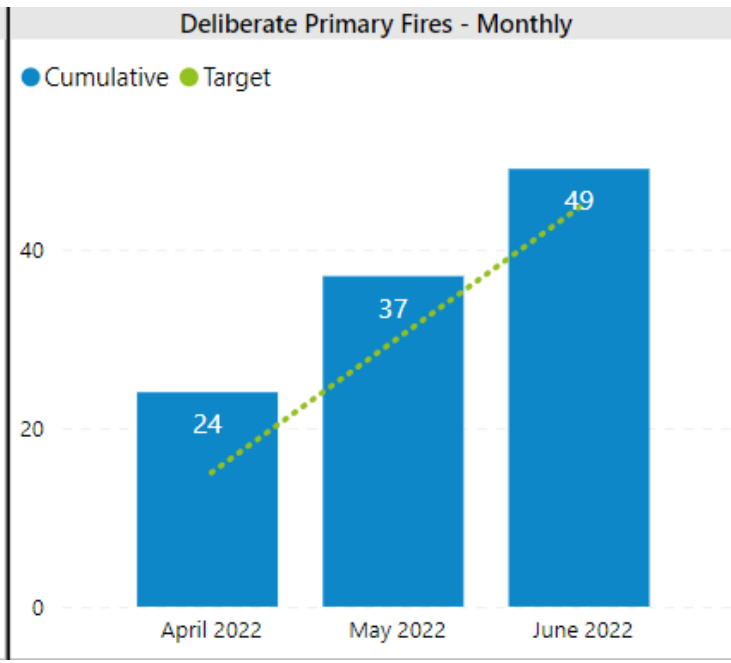
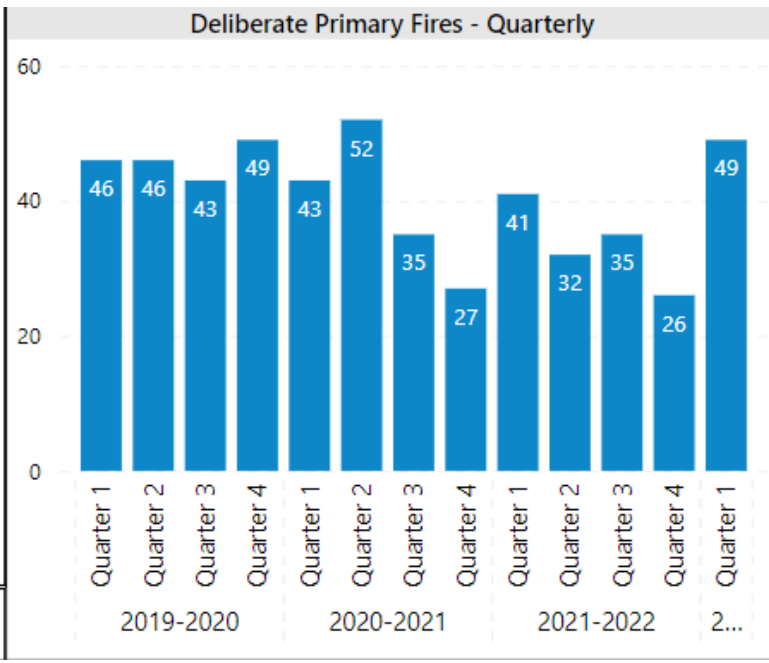
Annual Target:
 <180 Green
 180 - 200 Amber
 >200 Red

Service Owner
Nicki Peddle
 Area:
Incidents

Page 36

Financial Year	Fires	Rate per 100,000
2014-2015	208	23
2015-2016	178	20
2016-2017	208	23
2017-2018	209	24
2018-2019	178	20
2019-2020	184	21
2020-2021	157	18
2021-2022	134	15

Additional Insights



Commentary
 Historically Q1 tends to be the highest quarter with figures far lower for the remainder of the year. Crawley remains the station ground with the highest number of deliberate primary fires that were mainly woodland and forest related this quarter. Bognor is the next highest station ground for deliberate primary fires that mainly involved dwellings.

Actions
 Treat: Stations that have identified trends have been working with Community Wardens, as well as visiting the locations to deter fire setting activity and identify the people involved. Comms to raise awareness of the implications of setting fires has been started via some social media and further joint activity is being planned. A deliberate fire prevention toolkit is being created to support stations with addressing deliberate fires and the Targeted Education Team continue to work directly with young people who play with fire inappropriately and work with local schools where the fire is believed to involve young people.

Core Measure 5: Deliberate Secondary Fires in West Sussex over a year period starting from April

100 at the end of Q1 2022-23

RAG Status RED

Secondary fires are typically smaller fires, often occurring outdoors and involve items such as rubbish and grass. This measure is the total number of secondary fires where it has been identified that the fire was started deliberately, including through the criminal act of arson.

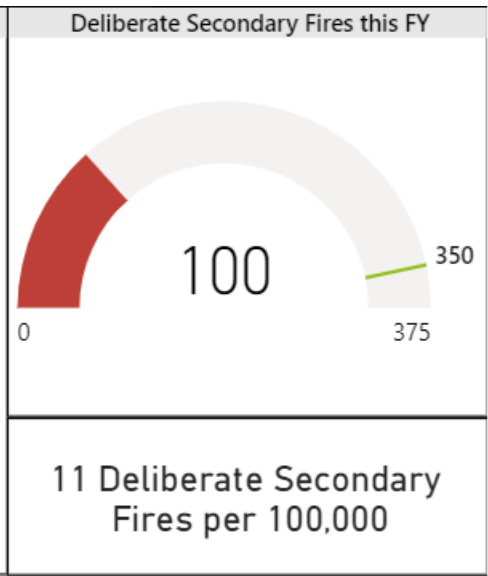
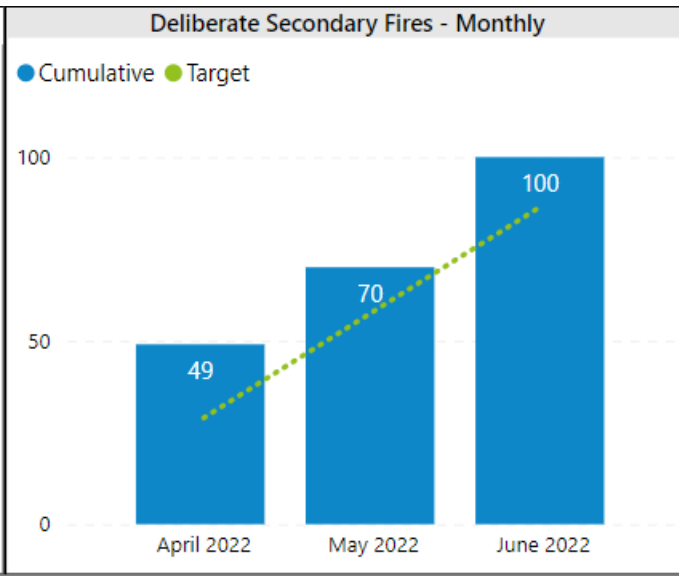
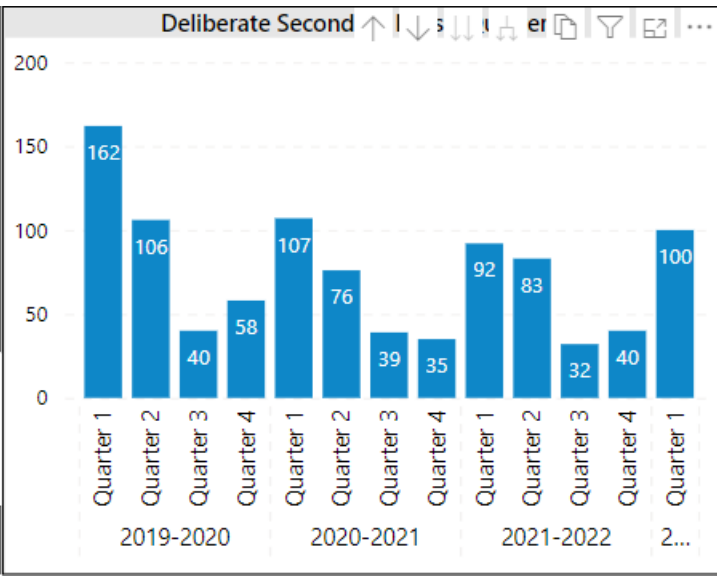
Target:
 <350 Green
 351 - 375 Amber
 >375 Red

Service Owner:
Nicki Peddle
 Area:
Prevention

Financial Year	Fires	Rate per 100,000
2015-2016	307	35
2016-2017	400	46
2017-2018	369	42
2018-2019	365	42
2019-2020	366	42
2020-2021	257	29
2021-2022	247	28

National Average: 94 deliberate Outdoor fires per 100,000 in 20/21

Additional Insights



Page 37

Commentary
 Whilst this quarter's figure is higher than recent quarters it is comparable to the same period last year. The measure appears to reflect an ongoing downward trend from 2019 and 2020. Crawley, Bognor and Chichester have the highest proportion of deliberate secondary fires, the majority of which were grassland, woodland and crop related. This quarter's figure provides an average of 11 per 100,000 population, the national annual average in 20/21 was 94 per 100,000.

Actions
 Treat: The data is subject to ongoing monitoring and where trends are identified local plans to address it are being developed through the Local Risk Management Plans. The plans include working with local partners to identify those involved, raising awareness of the issues resulting from deliberate fires and providing a visible presence in the area.

Appendix A
 Agenda Item 5a

Core Measure 10: Number of FSO regulated buildings having received an audit over a year period starting from April

218 at the end of Q1 2022-23

RAG Status
RED

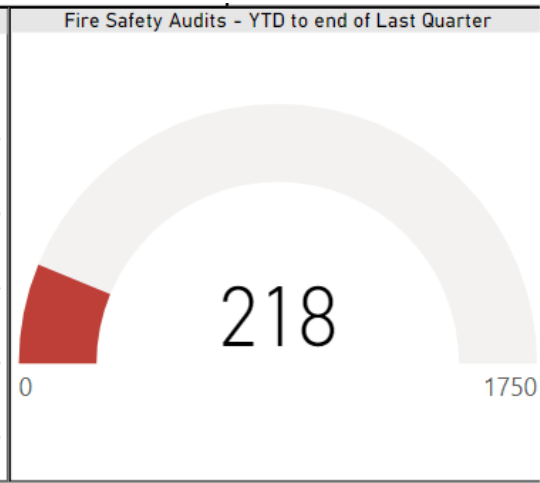
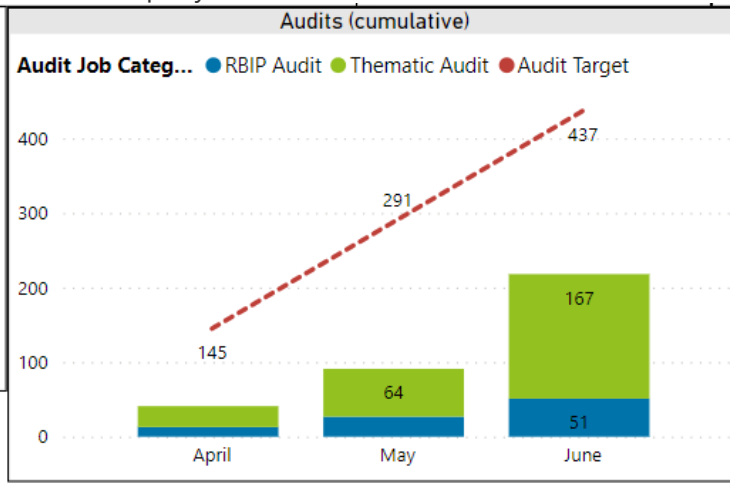
There are approximately 35,000 Fire Safety Order (FSO) regulated buildings in West Sussex. This measure examines the total number of audits of these buildings undertaken in a year starting in April under the Risk Based Inspection Programme (RBIP). The RBIP is a combination of the activities on specific risk premises, thematic risks and IRMP work and at the core of the RBIP is a regular inspection programme for known sleeping risks. In order to ensure that we are effectively enforcing the FSO our target is to achieve an average of 1750 RBIP visits per year..

Target:
1750 Green
1400 - 1749 Amber
<1400 red

Service Owner
Dave Bray
Area:
Protection

Appendix A
Agenda Item 5a

Financial Year	Audits	Fire Safety Checks	Audits per 100 premises
2021/22			
Q2	257		0.7
Q3	185		0.5
Q4	191	182	0.5
2022/23			
Q1	218	24	0.6



National Average: 1.7 Audits per 100 premises in 20/21
Last Refresh Date: 08/09/2022
[More Information](#)

Page 38

Commentary
Whilst we have achieved only 50% of the target this quarter, this is an improvement on last year's Q1 total of 208. Underperformance in this measure is partly due to the Fire Safety team working to deliver our strategic priorities which includes delivering an intensive training program to every wholetime watch to enable crews to undertake fire safety checks within lower risk premises. The delivery of these checks will enable an increase in the number of business interactions, leaving qualified fire safety regulators to focus on higher risk premises in line with our Risk Based Inspection Programme. As a direct result of this work, 3 Prohibition Notices were served for unsafe sleeping conditions in commercial premises where, in the event of fire, 7 individuals sleeping in the premises would have either sustained serious injury or died.
The target of 1750 audits in 22/23 is challenging due to only a limited number of the dedicated audit team being qualified to the requirements of the National Competency Framework and the Fire Standard. With vacancies in key audit delivery roles and other staff attending long term development courses, this aspirational target is unlikely to be achievable for some time. In light of these staffing challenges and the forthcoming legislative changes we have begun the work to reassess the target for this measure.

Actions
Treat: Significant development is planned for the department to ensure that regulators are qualified to operate within the built environment and our workforce meets the requirements of the competency framework and the fire standard. Initially this will impact on audit productivity due to regulators attending courses for a substantial period of the coming months/year, however a plan is in place to minimise the effects of this decision.
In June a restructure of the department was approved, which is designed to ensure that when the Building Safety Regulator comes on-line with the Building Safety Act, we have the right skills and team members to support the multi-disciplinary team. This restructure will take effect as of 01 July 2022.
Further plans are being developed to increase longer term output and improve the succession planning process for bringing new members of staff into the team by providing fire safety qualifications to some Station Managers and retained staff. A recruitment process will be launched for short term flexible contracts for people in West Sussex who hold the Level 4 Diploma in Fire Safety, such as those who may have recently retired from a Fire and Rescue Service or those employed by another FRS but live in West Sussex and may be seeking to undertake additional employment on their days off.

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

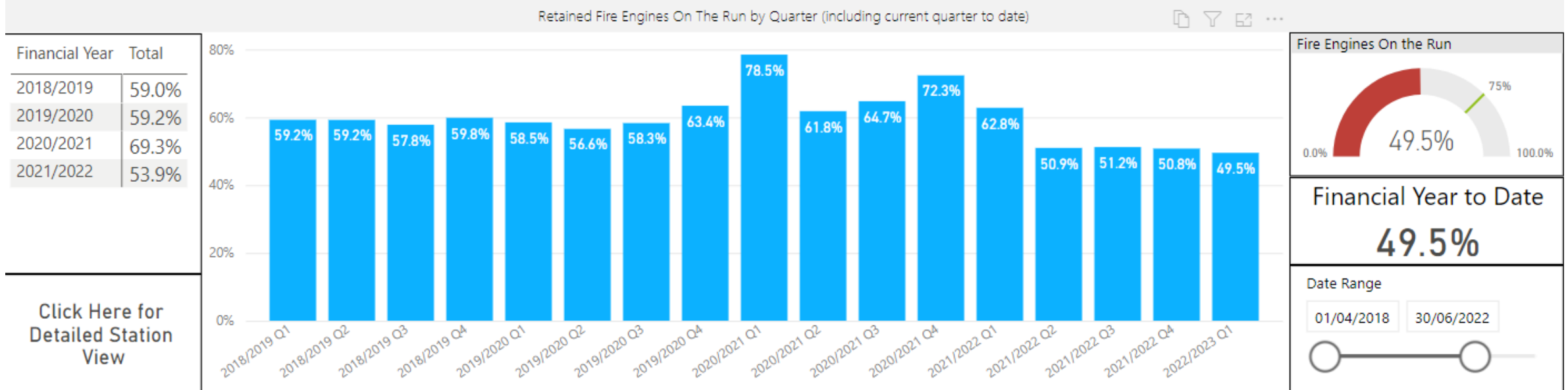
49.5% in Q1
2022-23

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.

Target:
>75% Green
65% - 75% Amber
<65% Red

Service Owner:
Steve Ash
Area:
Response



Page 39

[Click Here for Detailed Station View](#)

Commentary

Despite significant work the Retained Duty System (RDS) availability has remained static for the last four quarters. This overall figure consists of both improvements on specific stations and reductions in overall availability on other specific stations. Performance improvements have been obtained by increasing the number of incident commanders and drivers at specific stations, but this has been offset by a drop in availability while personnel familiarise themselves with the new system for remotely booking on and off call that was introduced this quarter. The update to Firewatch (our integrated system for appliance and staff availability, and link to mobilising appliances) resulted in retained firefighters only being able to view station crewing levels over a 7 day period from a desktop/laptop and not through the mobile app.

Actions

Treat: The Retained Duty System in its current format has been used to provide a fire and rescue service in low activity areas for over 70 years. Social economic changes impacting on the viability of this duty system is a national issue. Work continues at a local level to ensure that we maximise availability wherever possible and recommendations from the Task and Finish Group (which included members of the FRS Scrutiny Committee) are being actioned. A more strategic approach is also being taken in our four-year Community Risk Management Plan which includes developing and implementing an operational response model to maximise retained availability in strategic geographical areas aligned to community risk. Furthermore, an update to the Firewatch system is planned for Q2 that will resolve the issue with viewing station availability and allow appliance availability to be maximised.

Appendix A
Appendix B
Appendix C
Appendix D
Appendix E
Appendix F
Appendix G
Appendix H
Appendix I
Appendix J
Appendix K
Appendix L
Appendix M
Appendix N
Appendix O
Appendix P
Appendix Q
Appendix R
Appendix S
Appendix T
Appendix U
Appendix V
Appendix W
Appendix X
Appendix Y
Appendix Z

This page is intentionally left blank

Report to Fire and Rescue Service Scrutiny Committee

30 September 2022

End of June (Quarter 1) Quarterly Performance and Resources Report – Focus for Scrutiny

Report by Director of Law and Assurance

Summary

The Quarterly Performance and Resources Report (PRR) is the Council's reporting mechanism for corporate performance, finance, savings delivery and business performance. It has been re-designed to reflect the new priorities, outcomes and measures included in Our Council Plan. It will be available to each scrutiny committee on a quarterly basis. Each committee will consider how it wishes to monitor and scrutinise performance relevant to their area of business.

The report (Appendix B) reflects the portfolio position at the end of June 2022. It includes information which is specifically relevant to the portfolio responsibilities of the scrutiny committee including a summary of the performance, finance, capital and risk position. Highlights include the formal launch of the Community Risk Management Plan, Local Risk Management Plans (LRMPs), an increased number of Safe and Well Visits delivered, the new fire station and training centre development at Horsham and the first Leadership and Change workshops.

The current Risk Register is included to give a holistic understanding of the Council's current performance reflecting the need to manage risk proactively.

Focus for scrutiny

The Committee is asked to consider the PRR (Appendices B and C). Areas for scrutiny include:

- 1) The effectiveness of measures taken to manage the Council's financial position and expectations;
- 2) The particular performance indicators and measures identified as most critical to the focus of the Committee and whether the narrative provides assurance about the position presented and likely outcomes;
- 3) Any areas of concern in relation to the management of corporate risk;
- 4) Whether the report indicates any issues needing further scrutiny relevant to the Committee's portfolio area and, if so, the timing of this and what further data or information may be required; and
- 5) Identification of any specific areas for action or response by the relevant Cabinet Member.

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

1. Background and context

- 1.1 The Performance and Resources Report (PRR) replaces the Quarterly Performance Report (QPM). The PRR is designed to be used by all Scrutiny Committees as the main source of the County Council's performance information.
- 1.2 The current report has two changes in the presentation of the information:
 - Capital performance within the Portfolio Sections has been moved to the start of each capital section to enable the reader to focus on the performance of projects; this is complimented by the financial aspect of the capital programme and links the areas together. In addition, explanations of the capital finance movements (including additions to the programme) have been included for completeness and governance reasons.
 - The arrows on the KPI measures have been updated. A green upward arrow indicates that performance is improving, a downward red arrow indicates performance is worsening, and a horizontal amber arrow indicates no change to performance.
- 1.3 Appendix A – How to Read the Performance and Resources Report, provides some key highlights on the structure, content and a detailed matrix of the sections of the report which are expected to be reviewed by the different scrutiny committees.
- 1.4 The background and context to this item for scrutiny are set out in the attached appendices (listed below). As it is a report dealing with internal or procedural matters only the Equality, Human Rights, Social Value, Sustainability, and Crime and Disorder Reduction Assessments are not required.

Tony Kershaw

Director of Law and Assurance

Contact Officer

Rachel Allan, Senior Advisor (Democratic Services), 0330 222 8966

Appendices

Appendix A – How to Read the Performance and Resources Report
Appendix B – Community Support, Fire and Rescue Portfolio - Summary
Appendix C – Corporate Risk Register Summary - Q1 2022/23

Background Papers





None

How to Read the Performance and Resources Report

The Performance and Resources Report is separated into three sections:

- a. **Summary Report** – This is an overall summary of the County Council’s performance for the latest quarter, including:
 - Performance highlights of the County Council’s priorities,
 - Overview of the revenue and capital financial outlook across the organisation,
 - Key corporate risks with a severity graded above the set tolerance level,
 - The latest workforce overview.
- b. **Sections by Portfolio (Sections 1-10)** – There is a separate section for each Portfolio:
 - Section 1 – Adults Services
 - Section 2 – Children’s and Young People
 - Section 3 – Learning and Skills
 - Section 4 – Community Support, Fire and Rescue
 - Section 5 – Environment and Climate Change
 - Section 6 – Finance and Property
 - Section 7 – Highways and Transport
 - Section 8 – Leader
 - Section 9 – Public Health and Wellbeing
 - Section 10 – Support Services and Economic Development

Each Portfolio covers the following aspects in detail which enables the Section to be viewed as a stand-alone report:

- Updates of the performance KPIs agreed in Our Council Plan and the action taking place, including Climate Change  performance measures.
- The KPI measures compare the last three periods - this may be quarterly, annually or other time periods (depending on how regularly data is released); however, each measure will explain the reporting period.
- The arrows on the KPI measures represent the direction of travel compared to the previous quarter:
 - A green upward arrow  shows that performance is improving,
 - A red downward arrow  shows performance is worsening, and,
 - An amber horizontal arrow  shows no change to performance.
- Overview of the revenue financial position, risks and issues and savings update.
- Overview of the capital financial position and latest capital performance.
- Details of the corporate risks which have a direct impact on the specific Portfolio.

c. **Supporting Appendices** – Other documents within the report include:

- Appendix 1 – Revenue Budget Monitor and Reserves
- Appendix 2 – Service Transformation
- Appendix 3 – Capital Monitor
- Appendix 4 – Corporate Risk Register Summary
- Appendix 5 – Workforce

Scrutiny Committee Documents

The relevant elements of the Performance and Resources Report will be made available to Scrutiny Committees and Public Cabinet.

A detailed matrix of the Performance and Resources Report’s Sections and Appendices by Scrutiny Committee responsibility is shown below. The areas in dark green indicate the Scrutiny Committees areas of responsibility and the areas in light green denote areas of the report which should be included in the Committee papers for context and consideration where appropriate.

PRR Matrix – Documents for Scrutiny Committees

Scrutiny Committee Elements of Performance and Resources Report

		CYPSSC	HASC	CHESC	FRSSC	PFSC
Summary Report						✓
Section 1	Adults Services Portfolio		✓			✓
Section 2	Children and Young People Portfolio	✓				✓
Section 3	Learning and Skills Portfolio	✓				✓
Section 4	Community Support, Fire and Rescue Portfolio			✓	✓	✓
Section 5	Environment and Climate Change Portfolio			✓		✓
Section 6	Finance and Property Portfolio					✓
Section 7	Highways and Transport Portfolio			✓		✓
Section 8	Leader Portfolio					✓
Section 9	Public Health and Wellbeing Portfolio		✓			✓
Section 10	Support Services and Economic Development Portfolio					✓
Appendix 1	Revenue Budget Monitor and Reserves					✓
Appendix 2	Service Transformation					✓
Appendix 3	Capital Monitor					✓
Appendix 4	Corporate Risk Register	✓	✓	✓	✓	✓
Appendix 5	Workforce					✓

KEY:
Specific Committee Responsibility
To Be Included In Committee Papers

Community Support, Fire and Rescue Portfolio - Summary

Performance Summary

1. The Portfolio has a number of performance highlights to report this quarter:

Fire and Rescue Service

- This quarter saw the formal launch of our Community Risk Management Plan which effectively is our business plan for the next four years. The launch was marked by an event which was attended by well over a quarter of our fire service workforce who enjoyed presentations from all Heads of Service on their relevant service plans and updates on the relationship between the strategic objectives and the personal objectives for staff as part of their performance meetings.
- Our Local Risk Management Plans (LRMPs) are fed from our service plans and focus on risk at a local level, targeting our resources to the needs within the community. They have been developed through community engagement and using data to identify local risk, enabling efficient planning and management of actions to reduce the identified risks. This quarter we began to record all community safety activity in addition to Safe and Well Visits to demonstrate and evaluate the work undertaken to address risk at this local level. LRMPs provide our staff with the golden thread in understanding the impact and importance of the work they undertake.
- This quarter we have increased the number of Safe and Well Visits delivered and expect to exceed our annual target in 22/23. Our Safe and Well Visits continue to be targeted at those identified as having an increased level of risk and our frontline crews are delivering more Home Safety Checks.
- There were two fatal fires during this quarter in Worthing and Chichester. Review meetings have already been undertaken for both incidents and lessons learned, and recommendations are in progress to further refine our prevention plans to work more closely with GP surgeries. General Practitioners continue to provide an excellent local conduit to vulnerable people who may not be known to other services and therefore provide an excellent referral opportunity for fire service intervention and Safe and Well visits.
- The new fire station and training centre development at Horsham continues at pace with the construction well on target for the planned completion date of 20th March 2023. This quarter we saw the roof going onto the main fire station and works progress on the live fire training unit that will provide the state-of-the-art fire training that will make such a difference to our service. The build has reached the halfway point with approximately 39 weeks to go when ownership will be handed over to the service in April 2023
- The first of our Leadership and Change workshops began this quarter. This programme will help develop leaders across our service and support talent management which provides learning, information and guidance on the behaviours, expectations and practical skills required of our FRS managers at all levels.

Community Support

- Customer visits to libraries were up 65% this quarter compared to quarter one 2021/22, reflecting residents continuing return to community-based services. The resumption of a greater range of partner services, plus the addition of Healthy Child Clinics in libraries has supported this growth in footfall.
- The Records Office flagship heritage project Transatlantic Ties, exploring and promoting the historic connections between America and West Sussex, was successfully completed in June with a symposium event at Chichester University. A panel of experts from both sides of the Atlantic engaged the audience on the day, with the event serving as a launch for the dedicated website, a key digital legacy from the work offering virtual access to the trove of material uncovered.
- The first quarter of the year has been exceptionally busy with couples planning ceremonies as 2,489 notices have been taken. This is a 36% increase compared to the five-year pre-Covid average of 1,823.
- In addition to the high level of notices being taken the Registration Service conducted 1,160 ceremonies in quarter one. This is 36% more than the five-year pre-Covid average of 852 for this quarter and is more akin to delivery level for the peak season. This level of delivery is anticipated to follow the seasonal pattern and therefore will increase during the next few months, before reducing after October.
- Teams within the Communities Directorate are working together to respond to the Homes for Ukraine Scheme. This has included providing a welcome desk at Gatwick Airport to assist Ukrainians arriving, setting up systems and teams to undertake DBS checks, safeguarding checks and working with District and Boroughs to complete property visits for residents offering accommodation in their homes as sponsors. Upon arrival, a range of activities are undertaken to provide Ukrainian guests with practical support including issuing pre-paid cards, completing welcome arrival visits in the sponsor homes, organising school places, distributing school uniform vouchers, IT equipment and bus passes. The Community Hub is managing all initial contact and enquiries from Sponsors including an online enquiry form, telephone, and email enquiries.
- The Community Hub have been working closely with internal teams, partners and District and Borough Councils distributing the Household Support Fund to support over 9,363 individuals across 3,297 households during quarter one. This support has been focused on those requiring support with food, energy, water bills and who are experiencing hardship for reasons not necessarily linked to Covid-19.
- We continue to raise online safety awareness amongst our communities and professionals across West Sussex. So far in 2022/23, four schools have purchased the digital safety package, 537 residents/professionals engaged in digital safety training/resources and 4,785 people are currently signed up to receive the monthly Staying Safe Online E-newsletter.
- Following an investigation by West Sussex Trading Standards, the Director of Park Direct Gatwick, a meet and greet parking company that made misleading

claims on the company website and parked customer cars in an open field, was sentenced to 12 weeks' imprisonment, suspended for 12 months, and was ordered to complete a 10-day Rehabilitation Activity Requirement and to undertake 60 hours of unpaid work. He was also ordered to pay compensation to seven customers totalling £1,141 and costs of £1,200.

Our Council Performance Measures



Fire and Rescue Service Performance Measures

2. The following section provides updates of the performance KPIs agreed in Our Council Plan and the action taking place, comprising a wider performance view, with KPI measures comparing performance over the last three periods - this may be quarterly, annually or other time periods (depending on how regularly data is released); however, each measure will explain the reporting period.

Community Support, Fire and Rescue		2022/23 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis and Actions	Year End Forecast
			Dec-21	Mar-22	Jun-22			
3	<p>Fire Safety Order regulated buildings in West Sussex having received an audit under the Risk Based Inspection Programme. Measured cumulatively in each financial year, from 1st April.</p> <p>Reporting Frequency: Quarterly</p>	1,750	623	841	218	→	<p>Performance Analysis: Jun-22: Whilst we have achieved only 50% of the target this quarter, this is an improvement on last year's Q1 total of 208. Underperformance in this measure is partly due to the Fire Safety team working to deliver our strategic priorities which includes delivering an intensive training program to every wholtime watch to enable crews to undertake fire safety checks within lower risk premises. The delivery of these checks will enable an increase in the number of business interactions, leaving qualified fire safety regulators to focus on higher risk premises in line with our Risk Based Inspection Programme. As a direct result of this work, three Prohibition Notices were served for unsafe sleeping conditions in commercial premises where, in the event of fire, seven individuals sleeping in the premises would have either sustained serious injury or died. The target of 1750 audits in 22/23 is challenging due to only a limited number of the dedicated audit team being qualified to the requirements of the National Competency Framework and the Fire Standard. With vacancies in key audit delivery roles and other staff attending long term development courses, this aspirational target is unlikely to be achievable for some time. In light of these staffing challenges and the forthcoming legislative changes we have begun the work to reassess the target for this measure.</p> <p>Actions: Significant development is planned for the department to ensure that regulators are qualified to operate within the built environment and our workforce meets the requirements of the competency framework and the fire standard. Initially this will impact on audit productivity due to regulators attending courses for a substantial period of the coming</p>	R

Agenda Item 5b
Appendix B

Community Support, Fire and Rescue		2022/23 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis and Actions	Year End Forecast
							<p>months/year, however a plan is in place to minimise the effects of this decision.</p> <p>In June a restructure of the department was approved, which is designed to ensure that when the Building Safety Regulator comes online with the Building Safety Act, we have the right skills and team members to support the multi-disciplinary team. This restructure will take effect as of 01 July 2022. Further plans are being developed to increase longer term output and improve the succession planning process for bringing new members of staff into the team by providing fire safety qualifications to some Station Managers and retained staff. A recruitment process will be launched for short term flexible contracts for people in West Sussex who hold the Level 4 Diploma in Fire Safety, such as those who may have recently retired from a Fire and Rescue Service or those employed by another FRS but live in West Sussex and may be seeking to undertake additional employment on their days off.</p>	
10	<p>Number of Safe and Well Visits delivered to households with at least one vulnerability or risk factor. Measured cumulatively in each financial year, from 1st April.</p> <p>Reporting Frequency: Quarterly, Accumulative.</p>	4,000	Dec-21	Mar-22	Jun-22		<p>Performance Analysis: Jun-22: In Q1 we carried out 1,151 Safe and Well Visits and 324 home checks. We have seen a month on month increase in visits so far in 2022/23 which we attribute to the remedial actions taken, the ongoing development of referral pathways and more customers being receptive to having someone visit their home, although some are still cautious due to Covid. Staff based at fire stations have undertaken reactive post-incident as well as proactive referral generation activity.</p> <p>Actions: We continue to promote Safe and Well Visits through our health and social care partners and train their staff to recognise and respond to fire risk. In addition, customer details are being shared to increase referrals of Safe and Well Visits. We have also shared our data with Trading Standards so they can support vulnerable people who we have recently visited and may be most at risk of scams. Crews use local data to drive and target prevention activity to areas where our most vulnerable residents live and we make the most of every opportunity to deliver focused community safety activities following incidents at residential properties. This is leading to more prevention activity being delivered to those at risk, particularly those who are in the vicinity of an incident.</p>	G
			2,468	3,355	1,151	↗		

Community Support, Fire and Rescue		2022/23 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis and Actions	Year End Forecast
42	Percentage of 'critical fires' where the first appliance in attendance meets our emergency response standard Reporting Frequency: Quarterly.	89.0%	Dec-21	Mar-22	Jun-22		<p>Performance Analysis: Jun-22: Performance this quarter remains positive, providing further reassurance that the use of the Dynamic Cover Tool (which provides data on potential response times broken down to a district or local level to the control room operators) is having a positive impact on this core measure.</p> <p>Actions: This quarter also sees the introduction of performance data on turnout times being available to wholetime stations. We believe this transparency of performance data will have a further positive impact on our attendance times.</p>	G
			86.7%	93.6%	91.0%			
43	Percentage of 'critical special service incidents' where the first appliance in attendance meets our emergency response standard Reporting Frequency: Quarterly.	80.0%	Dec-21	Mar-22	Jun-22		<p>Performance Analysis: Jun-22: We measure critical special service calls separately from critical fires. Critical special service calls can occur anywhere in the county and often away from the population centres which either (due to the number of incidents) warrant a wholetime fire station or have sufficient population density to support a Retained Duty System (RDS) station. This is the most challenging of our three attendance measures and is particularly influenced by the availability of RDS appliances. Performance this quarter remains high, providing further reassurance that the use of the Dynamic Cover Tool (which provides data on potential response times broken down to a district or local level to the control room operators) is having a positive impact on this core measure.</p> <p>Actions: This quarter also sees the introduction of performance data on turnout times being available to wholetime stations. We believe this transparency of performance data will have a further positive impact on our attendance times. We also continue to work with partner agencies to help improve the time taken to transfer calls and information. We also continue to undertake work at our fire stations to ensure we are doing everything we can to respond to incidents as quickly as possible as well as maximise the availability of RDS fire engines at times of the day when we know these incidents are most likely.</p>	G
			77.9%	80.6%	82.2%			

Community Support Performance Measures

Community Support, Fire and Rescue		2022/23 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis and Actions	Year End Forecast
			Dec-21	Mar-22	Jun-22			
4	Percentage of suspected scam victims, identified to WSCC by the National Trading Standards Scams Team, receiving a pro-active intervention from the Trading Standards Service Reporting Frequency: Quarterly	100%	100%	100%	100%	→	<p>Performance Analysis: Jun-22: The intervention rate remains at 100%. The Service has nearly completed all the call blocker installations arising from our promotion to relevant households in quarter four.</p> <p>Actions: There are currently 121 call blockers installed in vulnerable persons homes that have blocked 112,301 scam/nuisance calls. The call blockers were paid for using the proceeds of crime that had been confiscated by the courts in a previous Trading Standards criminal prosecution.</p>	G
33	Use of virtual/digital library services by residents Reporting Frequency: Quarterly, Accumulative	5.45m	4.31m	5.81m	1.39m	↘	<p>Performance Analysis: Jun-22: We continue to invest in e-Library content and promote to customers. Recent work includes promoting special Ukrainian and Russian language e-Library collections.</p> <p>Actions: We have reviewed our email newsletter to gain customer insight on preferred content, to ensure we are promoting virtual services effectively.</p>	G
34	Number of people reached and supported via the West Sussex Community Hub during the Covid-19 pandemic Reporting Frequency: Quarterly, Accumulative	36,000	62,270	76,477	9,363		<p>Performance Analysis: Jun-22: From October 2021 the Community Hub supports residents with Covid-19 related needs and also households with wider essential needs such as food, energy, and water bills via the Household Support Fund.</p> <p>Actions: The Household Support Fund has been extended until September 2022 and ongoing support to help those households in need continues. The cumulative total is now 85,840.</p>	G

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Community Support – Additional coroner costs projected following work undertaken on long inquests.	£0.190m	Community Support – Additional ceremonies income projected as this is the first summer season in recent times with no pandemic restrictions.	(£0.180m)	
Community Support – Shortfall in libraries and archives income relating to changes in customer behaviour post pandemic.	£0.250m	Other minor variations.	(£0.018m)	
Community Support, Fire & Rescue Portfolio - Total	£0.440m		(£0.198m)	£0.242m

Significant Financial Issues and Risks Arising

- There are no significant issues to raise within this section.

Financial Narrative on the Portfolio's Position

- As at June, the Community Support, Fire and Rescue portfolio is projecting a £0.242m overspend. The main variations are described below.

Community Support

- Within Community Support, the Coroner's Service is projecting an overspend of £0.190m. This projected overspend relates to in-year expected inquest requirements which will result in additional costs.
- In addition, the Archive and Library Service have continued to experience a shortfall of income which relates to changes in customer behaviour post-pandemic restrictions. It is forecast that there will be a shortfall of £0.250m in 2022/23. To mitigate this pressure, the service are developing an approach to review merchandise now libraries are welcoming increasing numbers of customers.
- These budgetary pressures has been partly mitigated by a projected £0.180m increase in Registrar Service income. This increase is due to a surge of ceremonies being planned in 2022/23 following the relaxation of Covid-19 restrictions.

Revenue Grant Update

8. Since the creation of the 2022/23 Budget, there have been a number of grant allocations announced. The table below details these allocations:

Grant Name	Current Grant Value (£)	Narrative
Fire and Rescue – Protection Grant	£160,793	To drive improvement in the capability and capacity to deliver the protection function to support a safer built environment.
Fire and Rescue – Fire Pensions Grant	£55,710	Funding received to contribute towards costs associated with the additional administration work in reviewing pension records (McCloud). Grant to be held within the Statutory Duties Reserve.
Community Support - Household Support Fund - (April 2022– September 2022)	£4,870,362	To provide support directly to households who would otherwise struggle to buy food or pay essential utility bills or meet other essential living costs or housing costs.
Community Support - Homes for Ukraine Tariff Grant - (Q1 March 2022 – May 2022)	£13,030,500	To enable local authorities to deliver their requirements in supporting Ukrainian nationals arriving under the Homes for Ukraine Scheme. (Individual based tariff).
Community Support - Hong Kong Welcoming Programme Grant - (Regional Partnership Funding)	£107,692	Enabling funds for local authorities welcoming Hong Kong British nationals.
Community Support - Afghan Bridging Hotel Funding – (Current Claim)	£1,018,200	Funds to deliver wrap around support for local authorities delivering bridging accommodation. (Individual based tariff).
Community Support - Afghan Relocation and Assistance Scheme	£44,241	To enable local authorities to support Afghan nationals resettling. (Individual based tariff).
Community Support - Syrian Refugee Grant	£10,899	To enable local authorities to support Syrian nationals resettling. (Individual based tariff).

Covid-19 Expenditure Update

9. As the pandemic continues, there remains a need to provide quality services and assistance to residents. The Community Support Service are continuing to provide support to the community by working with local partners and helping vulnerable people through the Community Hub and other front-line services.

As the length and severity of the pandemic still remains unknown at this time, £1.162m of non-ringfenced Covid-19 grant has currently been earmarked to enable the Community Hub and other support to residents to continue and potentially increase if needed.

10. Within the Fire and Rescue Service, £0.371m has been earmarked from the non-ringfenced Covid-19 grant to cover a number of potential in-year pandemic pressures including additional cost arising from required firefighter isolation periods, sickness and overtime, as well as the provision of a one-year rural engagement officer within the Prevention Team to support vulnerable people in rural areas who have been isolated during the pandemic.

Savings Delivery Update

11. There remains £0.070m of savings from the 2021/22 financial year which were not delivered on an on-going basis. This saving is reported in the table below to ensure that it is monitored and delivered during the year:

Saving Activity	Saving to be Delivered in 2022/23 (£000)	June 2022		Narrative
		Actual	Target	
Community Support - Development of adapted Library Service offer in conjunction with Parish Councils	70	70	A	A permanent solution is being sought for 2022/23.

Savings Key:

R Significant Risk **A** At Risk **G** On Track **B** Delivered

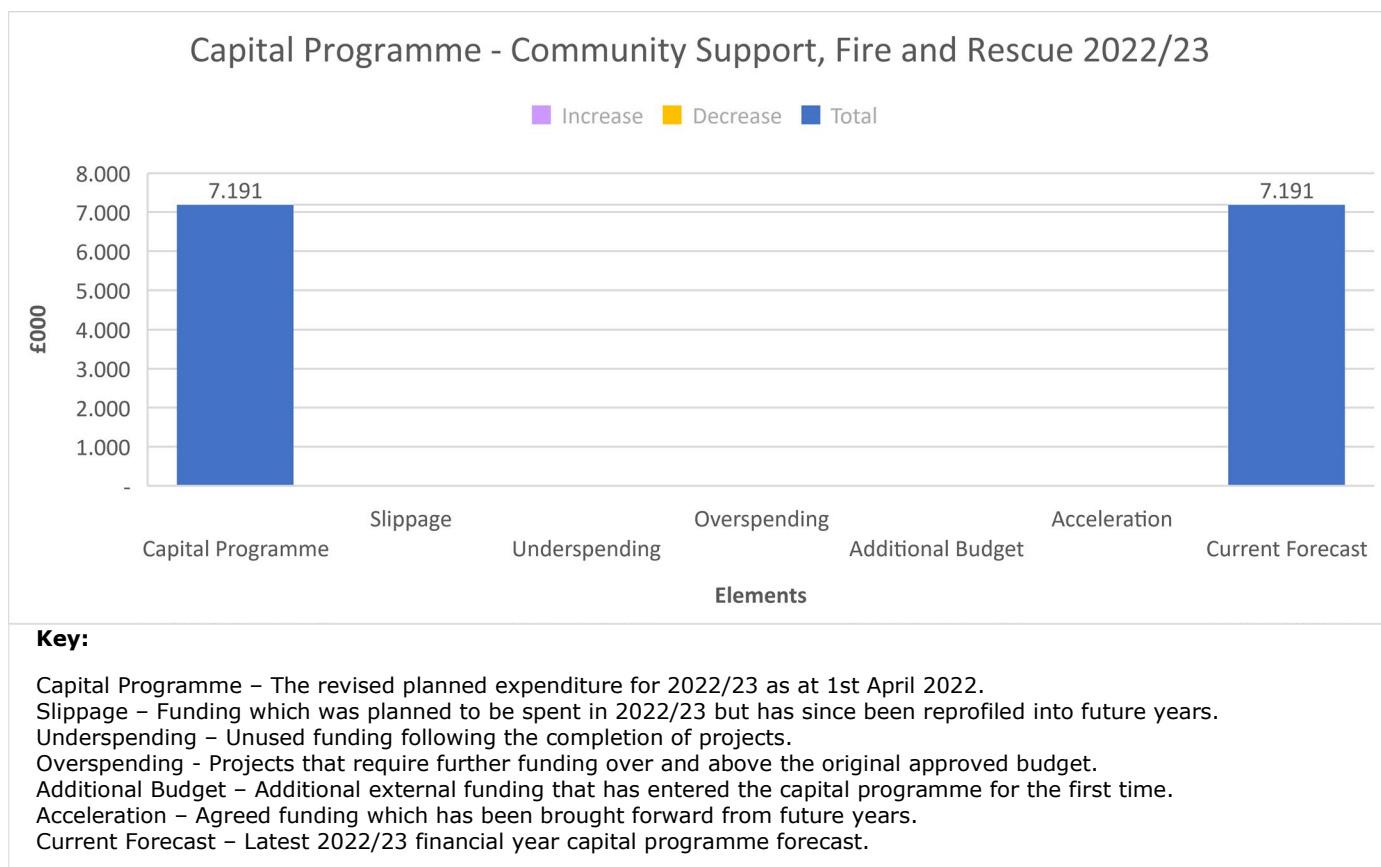
Capital Programme

Performance Summary - Capital

12. There are five schemes within the portfolio and all five schemes are rated green, indicating that the schemes are reporting to plan.

Finance Summary - Capital

13. The capital programme; as approved by County Council in February 2022, agreed a programme totalling £9.725m for 2022/23. £2.534m of expenditure, originally profiled to spend in 2022/23, was accelerated into 2021/22, revising the capital programme to £7.191m. As at the end of June, the profiled spend has remained the same.



14. The latest Capital Programme Budget Monitor is reported in **Appendix 3**.

Risk


15. The following table summarises the risks on the corporate risk register that would have a direct impact on the portfolio. Risks to other portfolios are specified within the respective appendices to this report.

Risk No.	Risk Description	Previous Quarter Score	Current Score
CR60	There is a risk of failing to deliver the HMICFRS improvement plan , leading to an adverse effect on service delivery; which may result in failing any subsequent inspection.	15	15

16. Further details on all risks can be found in **Appendix 4 - Corporate Risk Register Summary**.

Corporate Risk Register Summary - Q1 2022/23

CR11

Current Score	Target Score	Initial Score	Risk Change
25	8	20	Increasing 

Risk Description

As a result of skill shortages across various sectors, and less attractive employment offers in comparison to other organisations and locations (amplified by the current cost of living situation), there is a risk that we will not be able to recruit and retain sufficient numbers of skilled staff to manage and deliver quality services.

Date Risk Raised

01/03/2017

Risk Owner


Director of Human Resources & Org Dev

Risk Strategy

Treat

Risk Control/Action	Target Date
Benchmarking of salaries against peers to attract and retain talent for key areas.	01/09/2022
Conduct planning session with HR team to review current recruitment practices, and meet with key stakeholders to develop comprehensive plan to address areas needing improvement.	01/09/2022
Development and regular communication of comprehensive employee value proposition to support recruitment and retention.	01/03/2023
Longer term strategies for addressing recruitment issues e.g. apprenticeships, growing our own.	ongoing
Produce Directorate Workforce Plans, in collaboration with services, to identify skills, capacity and capability requirements (current and future). Including succession planning for key roles, and defining training and career pathways to support recruitment and retention.	ongoing

CR58

Current Score	Target Score	Initial Score	Risk Change
25	9	25	Unchanged 

Risk Description

The care market is experiencing an unprecedented period of fragility, particularly due to staff shortages and increasing demand. This has been further exacerbated by COVID19. If the current and future commercial/economic viability of providers is not identified and supported, there is a risk of failure of social care provision which will result in funded and self-funded residents of West Sussex left without suitable care.

Date Risk Raised

05/09/2018

Risk Owner

Director of Adults and Health

Risk Strategy

Treat

Risk Control/Action	Target Date
Review capacity of residential and non-residential services to ensure service availability and to support identification of contingencies if needed.	ongoing
Regular review of care homes business continuity arrangements to address government vaccination directive.	ongoing
Provision of regular support and communication to care homes to monitor financial sustainability (increased engagement during COVID-19 pandemic to monitor Infection Control Grant).	ongoing
In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned.	ongoing
Financial analysis of high risk provision - due diligence checks.	ongoing
Collection of market information on Firefly. Analysis of information and appropriate level of quality assurance response.	ongoing
Administration of central government funding to provide financial support to the sector.	ongoing

CR39a

Current Score	Target Score	Initial Score	Risk Change
25	16	20	Unchanged ➡

Risk Description

Cyber threat is an evolving, persistent and increasingly complex risk to the ongoing operation of County Council. There is a risk of a successful cyber attack directly from external threats; or indirectly as a consequence of members or staff falling prey to social engineering or phishing attacks. The potential outcome may lead to significant service disruption and possible data loss.

Date Risk Raised	01/03/2017
Risk Owner	Director of Finance & Support Services
Risk Strategy	Treat

Risk Control/Action	Target Date
Conduct tests including penetration, DR and social engineering. (conducted 6 monthly)	ongoing
Ensure that cyber-attack is identified early, that reporting & monitoring is effective, and recovery can be prompt.	ongoing
Improve staff awareness of personal & business information security practices & identification of cyber-security issues. Continued actions due to evolving threats.	ongoing
Maintain IG Toolkit (NHS) & Public Service Network security accreditations.	ongoing
Provide capacity & capability to align with National Cyber-Security centre recommendations.	ongoing
Regular review, measurement and evaluation of corporate (technological/process) / organisational (behavioural) response to current and emerging cyber threats, where applicable to undertake pertinent actions to mitigate risks identified.	ongoing
Transition to a controlled framework for process and practice.	ongoing

CR22

Current Score	Target Score	Initial Score	Risk Change
20	12	16	Increasing ⬆️

Risk Description

The financial sustainability of council services is at risk due to uncertain funding from central government, level of inflation impacting on service delivery, and/or failure to make the required decisions to ensure the budget is balanced. This has been compounded further with the COVID-19 crisis.

Date Risk Raised	01/03/2017
Risk Owner	Director of Finance & Support Services
Risk Strategy	Treat

Risk Control/Action	Target Date
Financial impacts arising from the Covid-19 national emergency need to be reflected and addressed within the PRR and MTFS as appropriate.	ongoing
Monitor the use of additional funds made available to improve service delivery.	ongoing
Pursue additional savings options to help close the budget gap.	ongoing

CR61

Current Score
15

Target Score
10

Initial Score
25

Risk Change
Unchanged
➔

Risk Control/Action	Target Date
Implement Practice Improvement Plan (PIP). Improvement Plans include management development and HCC intervention.	ongoing
Provide proactive improvement support to services to assure effective safeguarding practices.	ongoing

Risk Description

A 'serious incident' occurs resulting in the death or serious injury of a child where the Council is found to have failed in their duty to safeguard, prevent or protect the child from harm.

Date Risk Raised
01/06/2019

Risk Owner
Director of Children, Young People and Learning

Risk Strategy
Treat

CR69

Current Score
15

Target Score
10

Initial Score
25

Risk Change
Unchanged
➔

Risk Control/Action	Target Date
Continue to work with Hants CC as a partner in practice to improve the breadth of children's service.	ongoing
Deliver Children First Improvement Plan.	ongoing
Implement the Children First Service transformation model	ongoing

Risk Description

If the council fail to make the necessary improvements to progress from the previous 'inadequate' rating, there is a risk that children's services will fail to deliver an acceptable provision to the community.

Date Risk Raised
01/03/2020

Risk Owner
Director of Children, Young People and Learning

Risk Strategy
Treat

CR60

Current Score	Target Score	Initial Score	Risk Change
15	10	20	Unchanged ➔

Risk Description

There is a risk of failing to deliver the HMIC FRS improvement plan, leading to an adverse affect on service delivery; which may result in failing any subsequent inspection.

Date Risk Raised	01/04/2019
Risk Owner	Chief Fire Officer
Risk Strategy	Treat

Risk Control/Action	Target Date
Ensure robust project and programme governance in place and monitor delivery.	ongoing

CR74

Current Score	Target Score	Initial Score	Risk Change
15	10	15	New

Risk Description

The overdue re-procurement of care and support at home services has been further postponed, meaning the contractual arrangements are non-compliant, inefficient to manage, difficult to enforce and present a risk of challenge and CQC criticism . The delay is to enable more time for the market to stabilise, to complete service reviews and to allow imminent legislative changes to take effect.

Date Risk Raised	01/04/2022
Risk Owner	Director of Adults and Health
Risk Strategy	Treat

Risk Control/Action	Target Date
Focus resource onto managing provider relationships to improve contract management.	ongoing
Regular communication and engagement with providers on programme development/progress, and strategic direction/consequences of changes.	ongoing
Service commitment to undertake re-procurement if and when required	ongoing
Subject to appropriate approvals, opening up the Contingency Contract wider for providers to work with the Council in the interim	ongoing
Update the 2009 contract terms and conditions by variation where these are significantly out of date	01/07/2022

CR72

Current Score
12

Target Score
8

Initial Score
20

Risk Change
Unchanged
➔

Risk Description

The government have stipulated that from 9 Sep 2021 children in care under 16 will not be allowed to be accommodated in unregulated placements. This has strengthened existing regulations that stipulate that all children and young people who require residential care must be placed within registered children's homes. Due to a local and nationwide shortage of registered provision there is a risk that these children and young people will not be cared for in settings that best meet their needs, which could lead to safeguarding concerns and enforcement action against the providers of unregistered homes and local authorities.

Date Risk Raised

01/08/2021

Risk Owner

Director of Children, Young People and Learning

Risk Strategy

Treat

Risk Control/Action

Target Date

Develop and publish a market position statement to be sent out to care providers and other LA's to engage them in placements and requirements, in line with the needs of children.

01/09/2022

Escalate to Assistant Directors and Exec Director any situation where a child or young person is at risk of being without a registered provision when they require one.

ongoing

CR73

Current Score
12

Target Score
8

Initial Score
12

Risk Change
Unchanged
➔

Risk Description

If there is a failure to adequately prioritise, finance and resource our efforts to deliver on WSCC Climate Change commitments (e.g. 2030 Carbon Neutrality), there is a risk that there will be insufficient capacity and capability to complete the necessary actions within the required timeframes. This will lead to prolonged variations in weather and adverse impacts on WSCC service provision.

Date Risk Raised

01/01/2022

Risk Owner

Director for Place Services

Risk Strategy

Treat

Risk Control/Action

Target Date

Align pipeline of projects for existing and future funding opportunities

ongoing

Built into county-wide Business Planning and budgeting process

ongoing

Clear prioritisation of CC Strategy delivery within Our Council Plan

ongoing

Existing estate & infrastructure made climate change resilient & future developments designed to be as low carbon & climate change resilient

ongoing

Recruitment and training policy to ensure all staff & elected members are suitably informed on climate change issues & that specialist skills are embedded through recruitment & training to enable delivery

ongoing

SMART programme of actions based on clear definitions and metrics

ongoing

CR68

Current Score	Target Score	Initial Score	Risk Change
10	10	25	Decreasing ↓

Risk Description

The government have relaxed COVID-19 restrictions, however there are still requirements for Local Authorities to support the management of the COVID-19 pandemic. If there is a resurgence in COVID-19 infections and local (county or district) responsibilities are prolonged or additional measures imposed, there is a risk services will fail to deliver existing work plans due to staff responding to the impact of the pandemic, or staff shortages due to sickness.

Date Risk Raised	01/03/2020
Risk Owner	Chief Executive
Risk Strategy	Tolerate

Risk Control/Action	Target Date
Develop communications when required to manage expectations of staff and residents on WSCC response position.	ongoing
Regular engagement with MHCLG and ensure information and direction is discussed and implemented through the Strategic Coordinating Group (SCG-Gold) and Tactical Coordination Group (TCG-Silver).	ongoing
Review and update business continuity and service critical plans.	ongoing
Services to consider impacts should government impose restrictions (via tier system) at a district level as opposed to county.	ongoing
To continue to lobby government groups to influence funding decisions.	ongoing

CR39b

Current Score	Target Score	Initial Score	Risk Change
9	9	20	Unchanged →

Risk Description

Data protection responsibilities. The Council is a Data Controller and has obligations and responsibilities arising from that role. Council needs resources, skills, knowledge, systems and procedures to ensure obligations are met.

Date Risk Raised	01/03/2017
Risk Owner	Director of Law & Assurance
Risk Strategy	Tolerate

Risk Control/Action	Target Date
Adopt ISO27001 (Information Security Management) aligned process & practices.	ongoing
Enable safe data sharing, including using appropriate data standards & appropriate anonymization techniques.	ongoing
Ensure the skills and knowledge is available to support Caldicott Guardian in ASC.	ongoing
Maintain IG Toolkit (NHS) & Public Service Network security accreditations.	ongoing
Review IT systems implemented prior to 25 May 2018 to confirm compliance with updated regulations.	ongoing
Test the effectiveness of DPIA	ongoing
Undertake Data Privacy Impact Assessments (DPIA) when systems or processes change and carry out resulting actions.	ongoing

CR50

Current Score
9

Target Score
6

Initial Score
20

Risk Change
Unchanged
➡

Risk Description

WSCC are responsible for ensuring the HS&W of its staff and residents. There is a risk that if there is a lack of H&S awareness and accountability by directorates to capture and communicate in accordance with Council governance arrangements, it will lead to a serious health & safety incident occurring.

Date Risk Raised
01/03/2017

Risk Owner
Director of Human Resources & Org Dev

Risk Strategy
Treat

Risk Control/Action	Target Date
Conduct a training needs analysis, produce gap analysis to understand requirements and produce suitable courses as a consequence.	ongoing
Develop and introduce a more comprehensive risk profile approach and front line service based audits.	ongoing
Incorporate HS&W information into current performance dashboard.	ongoing
Purchase, develop and introduce an interactive online H&S service led audit tool.	ongoing
Regular engagement with other LA's on best practice and lessons learned.	ongoing
Regular engagement with services to ensure H&S responsibilities continue to be fully understood and embedded in BAU activities.	ongoing

CR7

Current Score
8

Target Score
4

Initial Score
16

Risk Change
Unchanged
➡

Risk Description

There are governance systems which inhibit effective performance and a culture of non-compliance and also a lack of standardisation in some systems and processes. Skills and knowledge of systems inadequate and excessive effort required for sound decisions and outcomes.

Date Risk Raised
01/03/2017

Risk Owner
Director of Law & Assurance

Risk Strategy
Treat

Risk Control/Action	Target Date
Audit plan focussing reviews on key corporate support systems to identify areas in need of improvement.	ongoing
Data on areas of non-compliance used to inform Directors to enforce compliance with standards.	ongoing
Guidance to CLT on governance. Schedule and deliver associated training	ongoing
Regular compliance monitoring and active corporate support when non-compliance happens to establish better practice.	ongoing

CR70

Current Score
8

Target Score
8

Initial Score
12

Risk Change
Decreasing
↓

Risk Control/Action

Target Date

Continue to monitor service resource impact.

ongoing

Provision of support to services when required.

ongoing

Risk Description

There is an increasing demand placed on the senior officers due to the ongoing threat of COVID19 and additional burdens due to devolved responsibilities. This may lead to a continued lack of capacity to deal with strategic/organisational issues, leading to poor decision making.

Date Risk Raised

01/08/2020

Risk Owner

Chief Executive

Risk Strategy

Tolerate

CR65

Current Score
6

Target Score
6

Initial Score
20

Risk Change
Unchanged
→

Risk Control/Action

Target Date

Risk Description

The review of corporate leadership, governance and culture recommended in the Children's Commissioner's report is not fully undertaken or effectively implemented leading to a lack of necessary improvement and further service failures or external intervention.

Date Risk Raised

01/12/2019

Risk Owner

Chief Executive

Risk Strategy

Tolerate

Report to Fire and Rescue Services Scrutiny Committee

30 September 2022

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Tranche One and Two Inspection Report

Report by Chief Fire Officer

Summary

For over 160 years, His Majesty's Inspectorate of Constabulary has independently assessed and reported on the efficiency and effectiveness of police forces and policing, in the public interest.

In summer 2017, HMIC (now HMICFRS) took on inspections of England's fire & rescue services, assessing and reporting on their efficiency, effectiveness and leadership.

The inspection assessed how effectively and efficiently West Sussex Fire and Rescue Service prevents, protects the public against, and responds to fires and other emergencies. It also assesses how well the Service looks after the people who work for the Service and fed back concerns it had identified. This was the first time that HMICFRS has inspected fire and rescue services across England. Its focus is on the service provided to the public, and the way available resources were used.

Following a visit from a delegation on behalf of the Minister in September 2018, the Service was written to outlining concerns that the Council had been 'disproportionately impacted by cuts' and recommended a review of our resources - including financial - against our statutory requirements. There has since been an increase in funding from the County Council to support the improvement and development plans of the service.

An additional COVID related inspection was carried out in October 2020 and focused on how the Service was responding to the pandemic. This latest inspection considers for a second time the Service's effectiveness, efficiency and people.

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) carried out a further full inspection of West Sussex Fire & Rescue Service (WSFRS) between September and November 2021. This was HMICFRS's second full inspection of fire and rescue services in England.

Focus for Scrutiny

The Committee is asked to consider the inspection report and confirm its future plans for scrutiny of the Fire and Rescue service.

The key lines of enquiry are:

- (1) To consider the closure of the Improvement Plan in relation to the Tranche One Inspection.

Agenda Item 6

- (2) To consider the proposal for six monthly reviews through a report to the committee, and through consideration of the Annual Statement of Assurance against the Community Risk Management Plan.
- (3) To consider any lessons that have been learned in respect of the first inspection report.
- (4) To confirm the priorities for scrutiny and service outcomes it wishes to focus on and to identify those areas requiring greatest or earliest attention from the second inspection.
- (5) To consider how members may obtain assurance as to the effectiveness of measures taken or planned to address the areas of improvement and to identify any particular data or evidence it wishes to receive to assist its future consideration of these matters.

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

Proposal

1 Background and context

- 1.1 HMICFRS assesses services on their effectiveness, efficiency and how well they look after their people. These are then judged as outstanding, good, requires improvement or inadequate based on inspection findings and professional judgment across the year using questions focused on core areas of FRS work.
- 1.2 HMICFRS carried out its first full inspection of West Sussex Fire & Rescue Service (WSFRS) through the autumn of 2018.
- 1.3 On 20th June 2019, HMICFRS published its inspection report for WSFRS which included four causes of concern. This was the first time that HMICFRS has inspected fire and rescue services across England. Its focus was on the service WSFRS provides to the public, and the way it uses the resources available. The inspection assesses how effectively and efficiently WSFRS prevents, protects the public against and responds to fires and other emergencies. It also assessed how well it looks after the people who work for the Service.
- 1.4 The overall pillar ratings were
 - 1.4.1 Effectiveness as requires improvement,
 - 1.4.2 Efficiency as requires improvement
 - 1.4.3 and People as Inadequate.
- 1.5 There were four causes of concern highlighted through the inspection:
 - 1.5.1 Prevention activity doesn't always align with risks identified in the Integrated Risk Management Plan (IRMP). Home fire safety checks aren't being done in a timely manner and there is a large backlog of high-risk cases.

- 1.5.2 WSFRS doesn't have a clear strategy for using its risk-based inspection programme to identify the highest risk premises. The database it uses to manage premises information is unreliable and not always accurate. The Service can't carry out the number of audits of high-risk premises that it commits to as part of its programme.
- 1.5.3 WSFRS staff sometimes act in ways that go against its core values. This is leading to bullying in the workplace.
- 1.5.4 WSFRS doesn't engage with or seek feedback from staff to understand their needs. We found this to especially be the case with some under-represented groups. When staff raise issues and concerns, the Service doesn't respond quickly enough.
- 1.6 The completion & delivery against the plan was monitored through WSFRS project and programme governance process and assured through the HMICFRS Improvement Board.
- 1.7 To support this an Independent Advisory Panel was set up in December 2019 which was created to provide independent oversight, advice and assurance to assist the successful improvement journey for WSFRS and the work of the Authority's HMICFRS Improvement Board. The membership had representatives from National Fire Chiefs Council, Local Government Association and County Council Members and officers from the Fire & Rescue Service.
- 1.8 There was a dedicated Scrutiny Committee which was put in place for an inaugural meeting on 18th March 2020 but due to the pandemic this was postponed and met on 3rd June 2020.
- 1.9 A Value for Money audit assessment reported at West Sussex Regulation Accounts and Audit Committee in November 2020 which highlighted that there was a good golden thread and had made effective in roads to its improvement through planning and subsequent delivery of projects during COVID.
- 1.10 There was significant investment put forward by the County Council without which the level of improvements wouldn't have been achieved. The £5.1m investment has been secured over 3 years and this results in £2.1m base budget addition as well as £1m additional that was secured through the budget process in 20/21.
- 1.11 This has allowed a first phase of investment including provision of IT equipment and the Farynor system, provision of additional training across the Prevention and Protection functions, as well as the provision of people resource across the organisation.
- 1.12 In addition, a further £1m transitional funding was invested in 20/21 that has allowed the service to respond robustly to establish the improvements required as demonstrated by its ability to respond and adapt effectively to the pressures of the COVID-19 pandemic. This is a total base budget increase of £3.1m annually prior to the implementation of the current Community Risk Management Plan (CRMP).
- 1.13 The reactive plan was initially very ambitious, and this needed to be re-baselined to ensure that the levels of improvement required across all areas was measured and also a focus on the areas of concern for public safety as well as making progress on all areas.

Agenda Item 6

- 1.14 The Improvement Plan was monitored through individual projects and oversight was managed through our Organisational Assurance & Governance Team. Any changes were monitored to the Plan through Change Controls to individual project and on a Head of Service level these are reviewed at Programme Steering Board and Service Executive Board.
- 1.15 The initial inspection report was subject to scrutiny at a special meeting of the Environment, Communities and Fire Select Committee on 10 July 2019 and the Improvement Plan was subject to further scrutiny by the Committee at two further meetings, 20 September 2019.
- 1.16 The Service reported to the scrutiny committee through a Priority Programme report considered at each meeting.
- 1.17 Projects were previously reported through Core Measure 31 which showed a consistent trend of improvement from 2020/21. In 20/21 this showed an average of 77% projects on track against a stretch target of 95%. In 21/22 this showed an increased achievement of 88%. This has always been extremely challenging without a pandemic, but this was necessary given the improvement required. It was a challenge but the progress and improvement was clear through the annual progress.
- 1.18 Throughout the life of the programme twenty-six projects were delivered. These were varied from IT implementation of new protection and prevention system Farynor through to purchase of equipment or vehicles, staffing restructures and policy and procedure improvements.

2 High level Benefits achieved

- 2.1 An increased understanding of organisational data sets and procedures has enhanced the work of the team in its efficiency, which was recognised in the recent HMICFRS report through a regrading of the judgement.
- 2.2 Recruitment of staff with required skills and resources needed to both improve and sustain improvement of the service.
- 2.3 Improved CRMP and supporting service plans to ensure that there is a golden thread from the community to the risk management plan through to individual team plans and individual staff objectives.
- 2.4 Efficiency in reduction of travel, perhaps as a bi-product of the pandemic, there has been an improvement in both staff engagement and the availability of technical resources for meetings.
- 2.5 Increased opportunities for staff engagement and feedback have been achieved.
- 2.6 Increased organisational self-awareness of areas of required improvement and success as these have all be pre-empted in the CRMP which is based on the risk we see as a county.
- 2.7 Improved CRMP engagement with the community which had 697 responses.
- 2.8 Closure of Independent Advisory Panel after one year, due to clear planning, progress against plan and supporting governance & scrutiny.

- 2.9 Following the inspection, a separate Fire and Rescue Service Scrutiny Committee has been established, which has considered the improvement plan at each meeting.

3 Feedback from Tranche 2 Inspection

- 3.1 HMICFRS carried out a full inspection of WSFRS between September and November 2021.
- 3.2 On 27th July 2022, HMICFRS published its inspection report for WSFRS.
- 3.3 The feedback from HMICFRS below demonstrated the improvement made and all future improvements are embedded within the CRMP and will be monitored through a WSFRS Continuous Improvement Assurance Board.
- 3.3.1 "West Sussex Fire and Rescue Service has improved since its 2018 inspection. It has used increased funding to expand its prevention and protection teams. We had previously been concerned about these teams but now we are satisfied with their performance."
- 3.3.2 "The service is improving how it responds to calls, with better command of incidents, and fire engines arriving within the expected timeframe. It also has good workforce planning processes and is better at having the right people with the right skills in place."
- 3.4 This will ensure the process of improvement is continuous as there are still areas of improvement which are all clearly highlighted in the CRMP which has a clear golden thread through the organisation and associated skilled workforce to future proof the further organisational efficiencies to be achieved:
- 3.4.1 "There are still areas where the service needs to improve, however – these include making sure firefighters carry out enough prevention activity, doing more to reduce unwanted fire signals, and continuing to make sure staff behaviour aligns with organisational values."
- 3.5 This improvement has all been factored in within the CRMP which is annually reported through the Statement of Assurance.

4 Lessons Learned

- 4.1 As with all improvement progress there were significant lessons learned and some of the key lessons learned were as below:
- 4.1.1 Improved governance and transparency has supported enhanced organisational improvements.
- 4.1.2 A clearer understanding of organisational roles and responsibilities was needed to enable a happy workforce, this must be continued through regular communication.
- 4.1.3 Improved planning ahead of project creation to ensure successful delivery and clear understanding of goals and objectives.
- 4.1.4 Change control has improved the organisational understanding of project status and timelines.

Agenda Item 6

- 4.1.5 Utilisation of PowerBi has improved organisational understanding of the Performance & Assurance Framework
- 4.1.6 Benefits of working together in lieu of working in silos as this previously created duplication of work
- 4.1.7 Awareness raised of resource lag from recruitment to a functional staff member needs to be understood through planning
- 4.1.8 Culture change takes time, but progress can be made through incremental improvement, and this can be independently seen after a few short years.
- 4.1.9 System implementation needs time to embed to ensure maximisation of benefits for individuals and organisational outcomes.
- 4.1.10 Staff appreciation of celebration of successes is key to keep staff motivated as well as honesty around areas of lack of progress.

5 Proposal details

- 5.1 For the Committee to continue to undertake scrutiny into the area of concern arising from the inspection report through Statement of Assurance Annually. This would be supplemented with a CRMP Programme report at six monthly intervals to ensure that there is regular reporting through the organisation. This is recommended as the remaining Cause of Concern in people will take longer to implement the proposed cultural change and these updates will therefore have more information.

6 Other options considered (and reasons for not proposing)

- 6.1 For the committee not to review issues arising from the latest inspection report. This would not allow for rigorous scrutiny into the fire and rescue service.

7 Consultation, engagement and advice

- 7.1 Consultation will be undertaken as part of the consideration of the report to identify what further scrutiny members wish to undertake.

8 Finance

- 8.1 None.

9 Risk implications and mitigations

Risk	Mitigating Action (in place or planned)
A lack of effective scrutiny of the Fire and Rescue Service	The continuation of members considering the improvement journey will enable robust and focused scrutiny of the Fire and Rescue Service.

10 Policy alignment and compliance

- 10.1 There are no social value, crime and disorder, equality duty, human rights, public health, Climate Change or legal implications arising from this report.

Chief Fire Officer

Contact Officer: Rachel Allan, Senior Advisor, 0330 222 8966,
rachel.allan@westsussex.gov.uk

Appendices

Appendix A: HMICFRS Inspection Report (Tranche 2)

Background papers: None

This page is intentionally left blank

Fire & Rescue Service 2021/22

Effectiveness, efficiency and people

An inspection of West Sussex Fire and Rescue Service



Contents

About this inspection	1
Overview	2
Service in numbers	5
Effectiveness	7
<hr/>	
How effective is the service at keeping people safe and secure?	8
Summary	8
Understanding the risk of fire and other emergencies	8
Preventing fires and other risks	11
Protecting the public through fire regulation	14
Responding to fires and other emergencies	18
Responding to major and multi-agency incidents	21
Efficiency	24
<hr/>	
How efficient is the service at keeping people safe and secure?	25
Summary	25
Making best use of resources	26
Making the fire and rescue service affordable now and in the future	28
People	32
<hr/>	
How well does the service look after its people?	33
Summary	33
Promoting the right values and culture	34
Getting the right people with the right skills	37
Ensuring fairness and promoting diversity	38
Managing performance and developing leaders	42

About this inspection

This is our third inspection of fire and rescue services in England. We first inspected West Sussex Fire and Rescue Service in November 2018, publishing a report with our findings in June 2019 on the service's effectiveness and efficiency and how it looks after its people. Our second inspection, in autumn 2020, considered how the service was responding to the pandemic. This inspection considers for a second time the service's effectiveness, efficiency and people.

In this round of inspections of all 44 fire and rescue services in England, we answer three main questions:

1. How effective is the fire and rescue service at keeping people safe and secure from fire and other risks?
2. How efficient is the fire and rescue service at keeping people safe and secure from fire and other risks?
3. How well does the fire and rescue service look after its people?

This report sets out our inspection findings for West Sussex Fire and Rescue Service.

What inspection judgments mean

Our categories of graded judgment are:

- outstanding;
- good;
- requires improvement; and
- inadequate.












Good is our expected graded judgment for all fire and rescue services. It is based on policy, practice or performance that meet pre-defined grading criteria, which are informed by any relevant [national operational guidance](#) or standards.







If the service exceeds what we expect for good, we will judge it as outstanding.

If we find shortcomings in the service, we will judge it as requires improvement.

If there are serious, critical or systemic failings of policy, practice or performance of the fire and rescue service, then consideration will be given to a graded judgment of inadequate.

Overview

Question	This inspection	2018/19
 Effectiveness	 Requires improvement	Requires improvement
Understanding fires and other risks	 Good	Requires improvement
Preventing fires and other risks	 Requires improvement	Requires improvement
Protecting the public through fire regulation	 Requires improvement	Inadequate
Responding to fires and other emergencies	 Good	Requires improvement
Responding to major and multi-agency incidents	 Requires improvement	Requires improvement
Question	This inspection	2018/19
 Efficiency	 Good	Requires improvement
Making best use of resources	 Good	Requires improvement
Future affordability	 Good	Requires improvement

Question	This inspection	2018/19
 People	 Requires improvement	Inadequate
Promoting the right values and culture	 Requires improvement	Requires improvement
Getting the right people with the right skills	 Good	Requires improvement
Ensuring fairness and promoting diversity	 Requires improvement	Inadequate
Managing performance and developing leaders	 Requires improvement	Requires improvement

HM Inspector's summary

It was a pleasure to inspect West Sussex Fire and Rescue Service, and I am grateful for the positive and constructive way that the service engaged with our inspection.

I am satisfied with some aspects of the performance of West Sussex FRS in keeping people safe and secure from fires and other risks, but there are areas where the service needs to improve. These include making sure firefighters carry out enough prevention activity, doing more to reduce unwanted fire signals, and continuing to make sure staff behaviour aligns with organisational values.

We were pleased to see that the service has made progress since our 2018 inspection. For example, it has used increased funding to expand its prevention and protection teams. We no longer have causes of concern about how these teams carry out aspects of their work.

These are the findings I consider most important from our assessments of the service over the last year:

- The service is improving how it responds to incidents. Fire engines arrive at incidents within expected timeframes. The service commands incidents well, and there are good processes for staff to learn from the incidents it deals with.
- The service is getting better at having the right people with the right skills. The service has good workforce planning processes in place. This means it anticipates the number of staff retiring and how many staff it needs to recruit and train. A new computer system allows the service to monitor the competence of staff more easily. The service has improved its online training programme to make sure staff are trained to a consistent standard.
- The service is becoming more efficient. It has made comprehensive plans for carrying out its work in different future financial situations. And it has improved the way it works with other organisations. This includes joint control arrangements with other services.

The service has made significant progress in many areas since our last inspection. It must now maintain and build on this improvement, making it a priority to continue to tackle bullying, harassment and discrimination. This should include making sure that all staff understand and act on the service's values.



Matt Parr

HM Inspector of Fire & Rescue Services

Service in numbers



Response

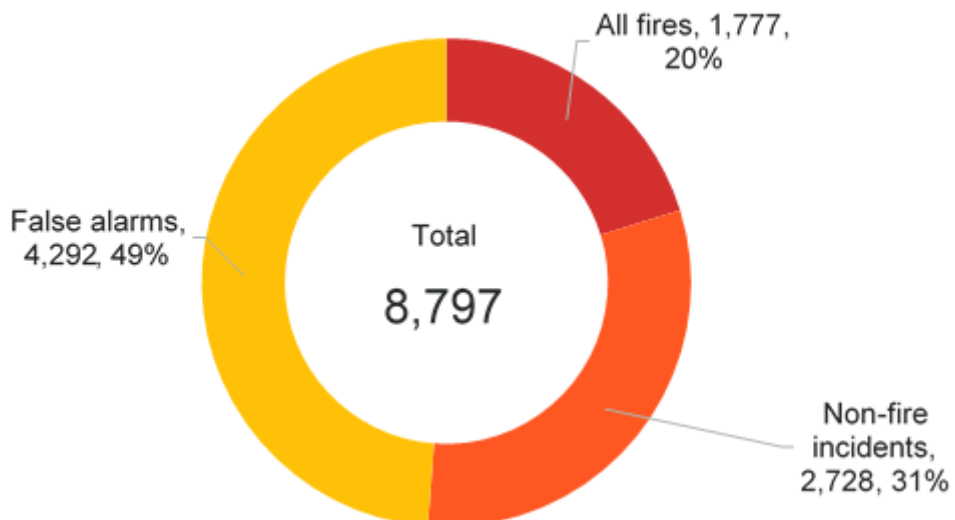
	West Sussex	England
Incidents attended per 1,000 population Year ending 30 June 2021	10.14	9.36
Home fire safety checks carried out by fire and rescue service per 1,000 population Year ending 31 March 2021	4.94	4.47
Fire safety audits per 100 known premises Year ending 31 March 2021	2.63	1.70
Average availability of pumps Year ending 31 March 2021	77.2%	86.4%



Cost

	West Sussex	England
Firefighter cost per person Year ending 31 March 2021	N/A	£23.73

Incidents attended in the year to 30 June 2021





Workforce

West Sussex England

Five-year change in total workforce 2016 to 2021	7.75%	-1.60%
Number of firefighters per 1,000 population Year ending 31 March 2021	0.74	0.62
Percentage of firefighters who are wholetime Year ending 31 March 2021	51.8%	64.4%

Percentage of population, firefighters and workforce who are female as at 31 March 2021

■ Firefighters ■ Workforce ■ Local population



Percentage of population, firefighters and workforce who are from ethnic minority backgrounds as at 31 March 2021

■ Firefighters ■ Workforce ■ Local population



For more information on data and analysis throughout this report, please view the [‘About the data’ section of our website](#).

Effectiveness



How effective is the service at keeping people safe and secure?



Requires improvement

Summary

An effective fire and rescue service will identify and assess the full range of foreseeable fire and rescue risks its community faces. It should target its fire prevention and protection activities to those who are at greatest risk from fire and make sure fire safety legislation is being enforced. And when the public calls for help, it should respond promptly with the right skills and equipment to deal with the incident effectively. West Sussex Fire and Rescue Service's overall effectiveness requires improvement.

Since our last inspection, the service has used increased funding from West Sussex County Council to add more staff to its prevention, protection and operational assurance teams. This has helped improve effectiveness. But there is still more to do.

For example, the service needs to make sure that all firefighters understand what their role would be in a possible terrorist incident. And firefighters could carry out more prevention work with the public.

The service also needs to do more to reduce unwanted fire signals. We are pleased that the current public consultation on the service's community risk management plan (CRMP) includes proposals for addressing this problem.

It is encouraging that the service has begun using new technology to improve the way it works. A database is allowing prevention, protection and response staff to share information on risks, which helps keep the public and firefighters safer.

Understanding the risk of fire and other emergencies



Good (2019: Requires improvement)

West Sussex Fire and Rescue Service is good at understanding risk.

Each fire and rescue service should identify and assess all foreseeable fire and rescue-related risks that could affect its communities. Arrangements should be put in place through the service's prevention, protection and response capabilities to prevent or mitigate these risks for the public.

Area for improvement

The service needs to improve how it engages with its local community to build a comprehensive profile of risk in its service area.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

The service is good at identifying risk

The service has assessed an appropriate range of risks and threats following a thorough planning process. This is communicated to the public in its integrated risk management. When assessing risk, it has considered relevant information collected from a broad range of internal and external sources and data sets. For example, the service shares information about [vulnerable people](#) with other parts of West Sussex County Council.

The service is consulting on a new [integrated risk management plan \(IRMP\)](#), which it plans to call the community risk management plan (CRMP) 2022–2026. The county council has reviewed and approved the approach the service has taken to involve its local communities in this process.

When appropriate, the service has consulted and undertaken constructive dialogue with communities and others such as parish councils, voluntary groups, faith organisations, and other emergency services. The service is also consulting with staff and representative bodies on its CRMP. This work helps the service understand risks and explain how it plans to mitigate them.

There is an effective IRMP

After assessing relevant risks, the service has recorded its findings in an easily understood IRMP. This plan describes how prevention, protection and response activity is to be effectively resourced to mitigate or reduce the risks and threats the community faces, both now and in the future.

The service's IRMP for 2018–22 sets out how it aims to:

- reduce the number of emergency incidents and their effects by continuously improving prevention, protection and response activity;
- as part of West Sussex County Council, work with local communities, districts and boroughs to keep West Sussex safe;
- work with emergency services and other local and national organisations to improve end results for the public;
- support staff to be professional, resilient, skilled, flexible and diverse; and
- focus on customer needs and offer value for money.

The service reports to West Sussex [Fire Authority](#) on its performance and progress, which are measured against the IRMP's priorities.

It has brought in local risk management plans (LRMPs) which cover the district areas within the county. The LRMPs include and support actions from the IRMP.

But firefighters don't yet have enough links with their communities. The service should build and strengthen these links so the LRMPs can more effectively support people who are most at risk.

The service communicates risk information well

The service routinely collects and updates the information it has about the people, places and threats it has identified as being at greatest risk. It has established robust processes and systems to gather, record and make site-specific risk information readily available to prevention, protection and response staff. This helps them to identify, reduce and mitigate risk effectively.

The service's processes and systems include:

- gathering information during familiarisation visits to high-risk premises;
- working with building owners to put measures in place to reduce fire risks;
- working with organisations and businesses to determine short-term risk, for example at sporting events and festivals; and
- recording risk information about vulnerable members of the community, including hoarders.

Staff are given information in a range of ways, including [mobile data terminals](#) on fire engines, email and an online learning system.

Where appropriate, risk information is also given to other organisations such as local authorities, other emergency services and health organisations.

Feedback from operational activity informs understanding of risk

The service records and communicates risk information effectively. It also routinely updates risk assessments and uses feedback from local and national operational activity to inform its planning assumptions.

Since our last inspection, the service has added more staff to its operational assurance team. This team has reviewed and improved the way it gathers and disseminates learning from operational activity.

The service monitors national learning platforms to help find ways to improve the way it works. It also distributes its own learning via one of these, the [National Fire Chiefs Council](#) platform.

Learning from Grenfell is helping reduce risk

During this round of inspections, we sampled how each fire and rescue service has responded to the recommendations and learning from Phase 1 of the Grenfell Tower fire inquiry.

West Sussex Fire and Rescue Service has responded positively and proactively to learning from this tragedy. At the time of our inspection, the service was on track to having assessed the risk of every high-rise building in its service area by the end of 2021.

It has carried out a fire safety audit and collected and passed relevant risk information to its prevention, protection and response teams about buildings identified as high risk and all high-rise buildings with cladding that is similar to the cladding installed on Grenfell Tower.

The service and local authority building control teams share information with each other as part of Building Risk Review work. This has helped create a common understanding of risk.

Preventing fires and other risks



Requires improvement (2019: Requires improvement)

West Sussex Fire and Rescue Service requires improvement at preventing fires and other risks.

Fire and rescue services must promote fire safety, including giving fire safety advice. To identify people at greatest risk from fire, services should work closely with other organisations in the public and voluntary sector, and with the police and ambulance services. They should provide [intelligence](#) and risk information with these other organisations when they identify vulnerability or exploitation.

We are encouraged to see improvement in the service's prevention work since our last inspection. We previously identified a cause of concern in how the service aligns prevention activity with risk, and how it conducts [safe and well visits](#) in a timely manner. This cause of concern has now been resolved. While there is still more to do, the central prevention team is working much more effectively.

Areas for improvement

- The service should ensure operational staff are productively involved in prevention work.
- The service should make sure it quality assures its prevention activity, so staff carry out safe and well visits consistently.
- The service should evaluate its prevention activity so it understands what works.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

The prevention strategy aligns with the IRMP

The service's prevention strategy is clearly linked to the risks identified in its IRMP. Since our last inspection in 2018, prevention activities are targeting risk more effectively. The service has a much better understanding of overall risk in its area, which means it can better target its support to people who are most at risk.

The service co-ordinates its teams and works well with other relevant organisations on prevention, passing on relevant information when needed. Information is used to adjust planning assumptions and direct activity between the service's prevention, protection and response functions. There is a process in place to make sure that information about high-risk premises is shared between different departments. This means the service can manage and respond to risks appropriately.

The pandemic has reduced prevention activity

We considered how the service had adapted its prevention work during our COVID-19 specific inspection in October 2020. At that time, we found it had adapted its public prevention work by giving more online safety information and giving more advice to people on the telephone. This meant the service supported people when it wasn't possible to do this work in person.

Since then, the service hasn't resumed its prevention activities in the same way as before the pandemic. Firefighters aren't achieving the targets the service has set for safe and well visits and many are doing very little prevention work. The service told us this is because some people are less willing to have fire service staff in their houses during a pandemic. In contrast, the central prevention team is on target to achieve its targets for safe and well visits.

In light of this situation, it is good that the service has redirected firefighters to carry out more school visits and other prevention activities. But the service needs to understand why the central team is going into enough homes while operational staff aren't.

Work to make sure the most vulnerable people are prioritised is improving – but there is more to do

Prevention activity is clearly prioritised using a risk-based approach towards people most at risk from fire and other emergencies. The service takes account of a broad range of information and data to target its prevention activity at vulnerable individuals and groups. This includes NHS data, demographic information, vulnerability data from the county council and historic incident data.

The prevention team uses a scoring system to help determine which people are most at risk from fire. The service then uses different activities to address the risks it has identified. This includes sending staff with specialist training to visit the people who are most at risk, while firefighters visit people at lower risk.

Based on its assessments, the service sets targets for how many safe and well visits should be carried out by firefighters. Firefighters also have targets for generating safe and well visits. But we found they are often reluctant to make these visits and that many tend not to see prevention as part of their role.

Staff need more support in carrying out safe and well visits

Some staff told us they don't have the right skills or confidence to make safe and well visits. These checks cover a range of hazards that can put vulnerable people at greater risk from fire and other emergencies.

Some staff told us that they felt comfortable giving the public fire safety advice on the visits but were less confident discussing wider health and safety matters. Some said they avoided asking questions on these topics. But even when this happens, a visit can still be counted as completed.

The service has recruited two prevention trainers to support and develop the skills of its operational crews in this area. But this work has been delayed by the pandemic, when it hasn't always been possible for the trainers to visit staff on fire stations. The service introduced an online training package to overcome this. However, many firefighters told us they need more support.

Staff feel confident in identifying and raising safeguarding concerns

Staff we interviewed told us about occasions when they had identified [safeguarding](#) problems. They told us they feel confident and trained to act appropriately and promptly. Staff were able to explain the process they would follow if they had any safeguarding causes for concern. All staff have access to online safeguarding training, which covers a range of topics including identifying neglect and modern-day slavery.

The service works well with other organisations

The service works with a wide range of other organisations to prevent fires and other emergencies. These organisations include Sussex Police, Sussex Safer Roads Partnership, and telecare providers, who monitor and support vulnerable people to live independently.

We found good evidence that the service routinely refers people at greatest risk to other organisations which may be better able to meet their needs. These organisations include Age UK, the local public health team, prevention assessment teams, and community safety partnerships. Arrangements are in place to receive referrals from other organisations such as the NHS and adult social care. The service has good systems in place to respond to the referrals it receives. At the time of our inspection there was no backlog of referrals from other organisations.

The service routinely exchanges information with other public sector organisations about people and groups at greatest risk. It uses the information to challenge planning assumptions and target prevention activity. For example, in the last year the service has started to carry out collaborative fatal fire reviews, working with other organisations who may be able to learn from them.

As we saw in the COVID-19 inspection, the service is now working more closely with organisations in the Sussex Resilience Forum. Staff from other organisations have told us that as a result, the service is seen as a more active and trusted partner.

There are effective procedures for tackling fire-setting behaviour

The service has a range of suitable and effective interventions to target and educate people of different ages who show signs that they might start fires. This includes having a trained group of staff who work with fire-setters to change their behaviours.

The service works with other organisations including the police and local authorities to share information and support a multi-agency approach.

Until now the service has only worked with younger fire-setters, but there are plans to work with adult fire-setters too.

The evaluation of prevention activity could be improved

The service could improve the way it evaluates the effectiveness of its activity, to make sure all its communities get access to prevention activity that meets their needs.

For example, operational staff told us that to achieve their targets for generating safe and well visits, they sometimes go to supermarkets and public places to get the required quantity of requests – which isn't targeting the people most at risk.

Because the prevention activities are not consistently evaluated the service can't be sure that its work is making a difference to the people it visits.

The service doesn't ask for feedback following all its prevention activities. This means it is missing opportunities to learn and improve the types of activities it provides to the public.

Protecting the public through fire regulation



Requires improvement (2019: Inadequate)

West Sussex Fire and Rescue Service requires improvement at protecting the public through fire regulation.

All fire and rescue services should assess fire risks in certain buildings and, when necessary, require building owners to comply with fire safety legislation. Each service decides how many assessments it does each year. But it must have a locally determined, risk-based inspection programme for enforcing the legislation.

We are encouraged to see improvement in the service's protection work since our last inspection.

We previously identified a cause of concern that the service didn't have a clear strategy for using its RBIP to identify the highest-risk premises. We found that the database the service used to manage premises' information was unreliable and not always accurate. And the service couldn't carry out the number of audits of high-risk premises that it committed to as part of its programme.

The cause of concern is now resolved. While there is still more to do, the protection team is working much more effectively.

Areas for improvement

- The service should ensure it addresses effectively the burden of false alarms (termed 'unwanted fire signals').
- The service should make sure it works with local businesses and large organisations to share information and expectations on compliance with fire safety regulations.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

The protection strategy is aligned with the IRMP

The service's protection strategy is clearly linked to the risk it has identified in its IRMP.

Staff across the service are involved in this activity, with information effectively exchanged as needed. For example, protection staff give information about enforcement activity to operational crews about where there may be an increased level of risk.

Information is in turn used to adjust planning assumptions and direct activity between the service's protection, prevention and response functions. This means resources are properly aligned to risk. The service is training all its firefighters to carry out basic fire safety audits, to improve the way it works with businesses and help integrate protection and response work.

The pandemic has slowed down inspection work

We considered how the service had adapted its protection activity during our COVID-19 specific inspection in October 2020. At that time, we found it had adapted its protection work well. It introduced more online and telephone advice for businesses when it wasn't possible to do this in person. Since then we are encouraged to find that fire safety audits have continued, most of them remotely.

The service told us that its RBIP had gone ahead more slowly than expected because of the pandemic. At the time of the inspection we saw that it had robust plans to address this and intended to prioritise physical visits when safe to do so.

Protection activity is becoming more focused on the highest-risk buildings

In 2020/21 86 percent of the audits the service completed were satisfactory, which is higher than the national average. This was an improvement on the previous year, but the high number of satisfactory audits could indicate that the service isn't auditing the highest-risk premises.

The service's RBIP is becoming more focused on West Sussex's highest-risk buildings. The service is using a new IT system to support this approach, scoring each

premises against several criteria to determine the overall level of risk. As the IT system becomes more widely used within the protection team, protection activities are becoming better aligned with risk. The audits we reviewed were completed in the timescales the service has set itself.

Safety audits of high-rise buildings are on track

Audits have been carried out at all high-rise buildings the service has identified as using cladding that is similar to the cladding installed on Grenfell Tower. Information gathered during these audits is made available to response teams and control operators, enabling them to respond more effectively in an emergency.

At the time of our inspection the service was on track to visit all the high-rise, high-risk buildings it had identified in its service area.

Post-fire audits aren't routinely carried out

We reviewed a range of audits of different premises across the service. This included audits as part of the service's RBIP, after fires at premises where fire safety legislation applies, where enforcement action had been taken and at high-rise, high-risk buildings.

The audits we reviewed were completed in a consistent, systematic way, and in line with the service's policies. Relevant information from the audits is made available to operational teams and control room operators.

However, we noted that audits aren't routinely carried out after fires at premises where fire safety legislation applies. We also found that the service doesn't always communicate with the responsible person after an audit, in contrast to its stated policy.

Fire safety audits are quality assured

Quality assurance of protection activity takes place in a proportionate way. Before an audit file can be closed, it must be approved by a line manager, who reviews the contents. And managers regularly carry out quality assurance by accompanying inspecting officers on audits.

Protection activities aren't evaluated

The service doesn't have good evaluation tools in place to measure its effectiveness or to make sure all sections of its communities get access to protection services that meet their needs. The service is aware of this and is starting to work with community groups to improve the situation. For example, it is having discussions with owners of takeaways to help them understand how to comply with fire safety legislation.

Fire safety legislation is effectively enforced

The service consistently uses its full range of enforcement powers, and when appropriate, prosecutes those who don't comply with fire safety regulations. The service has 24/7 availability for enforcement and prohibition activity.

In the year to 31 March 2021, the service issued no alteration notices, 87 informal notifications, 12 enforcement notices, 7 prohibition notices and undertook 3 prosecutions. It completed 7 prosecutions in the last 5 years from 2016/17 to 2020/21.

Protection resources have been increased to match needs

The service has increased the number of competent protection staff to meet the requirements of the service's RBIP. At our last inspection in 2018/19, there were 5 competent staff in the protection team. At the end of 2020/21 there were 14. This will enable the service to provide the full range of audit and enforcement activity needed, both now and in the future.

The service aligns staff training with nationally recognised standards. It doesn't have a trained and competent fire engineer but has arrangements with neighbouring services to access engineer support when this is needed.

The service works closely with other organisations on fire safety

The service works closely with other enforcement agencies to regulate fire safety and routinely exchanges risk information with them. For example, since the start of the pandemic, the protection team has worked with the Care Quality Commission to share information and carry out joint visits to care homes. The service has also worked with the county council to support fire safety compliance at quarantine hotels such as those near Gatwick Airport.

Responses to building consultations are being submitted on time

The service has improved its response to building consultations and it completed 100 percent of building consultations within the required time frame in 2020/21. This met its statutory responsibility to comment on fire safety arrangements at new and altered buildings. But the number of consultations received was almost a third lower than in the previous year (499 in 2020/21 compared with 730 in 2019/20). In 2019/20 the number of consultations completed on time was 83 percent. The service needs to make sure it has enough resources to meet any future increase in demand.

The service needs to do more to work with businesses

The service could do more to engage with local businesses and other organisations to promote compliance with fire safety legislation. During our COVID-19 inspection, we found that the service used its social media accounts and website to communicate messages to businesses about fire safety compliance in the pandemic. But in this inspection, we found that the service wasn't communicating with businesses regularly.

The service has been slow to reduce the number of false alarms it attends

During our last inspection, we identified an area for improvement in how the service deals with unwanted fire signals. Only limited action is being taken to reduce the number of unwanted fire signals.

The service has introduced procedures in the control room when dealing with automatic fire alarms. When calls coming from automatic fire alarms are received in

the control room, operators challenge callers more and fire engines aren't mobilised automatically. The service told us it has set a target to reduce automatic fire alarms (AFAs) in non-domestic premises by 10 percent per year, and achieved a 12 percent reduction in 2020/21 from the previous year.

Despite this, the service attends more AFAs than the national average. In the year to 31 March 2021, it didn't respond to 16 percent, compared to the England-wide rate of 37 percent. This means that fire engines may be unavailable to respond to genuine incidents because they are attending false alarms. It also creates a risk to the public if more fire engines travel at high speed on roads to respond to these incidents.

The service has included options for improving how it responds to unwanted fire signals in its current IRMP public consultation. These include assessing whether to attend based on the risk level of premises; using technology to change the ways businesses manage potential false alarms; education; and in extreme cases, charging businesses which don't do enough to reduce false alarms.

Responding to fires and other emergencies



Good (2019: Requires improvement)

West Sussex Fire and Rescue Service is good at responding to fires and other emergencies.

Fire and rescue services must be able to respond to a range of incidents such as fires, road traffic collisions and other emergencies in their area.

Area for improvement

The service should ensure the availability of its on-call fire engines is aligned to the risks identified in its IRMP.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Response resources are linked to identified risks

The service's response strategy is linked to the risks identified in its IRMP. Its fire engines and response staff, as well as its working patterns, are designed and located to enable the service to respond flexibly to fires and other emergencies with the right resources. The service plans to review its crewing models as part of its CRMP.

The staff in the control room use computer software which helps make sure fire engines are where they are needed. The service call this the 'dynamic cover tool'. This means that when fire engines respond to an incident, the tool suggests which fire engines should be moved from their base locations to maintain cover across the area.

Target response times are consistently achieved

There are no national response standards of performance for the public. But the service has set out its own response standards in its IRMP. These vary by risk level but say that a [critical incident](#) in a high-risk area should be attended by a fire engine within 10 minutes and within 14 minutes in a low-risk area.

The service consistently meets its standards. Home Office data shows that in the year to 31 March 2021, the service's response time to [primary fires](#) was 9 minutes and 33 seconds. This is faster than the average for other services categorised as significantly rural.

The availability of on-call fire engines needs improvement

The service met its target availability for wholetime fire engines in 2020/21 (99.4 percent availability compared to its target of 100 percent). But the service is not meeting its target for the availability of on-call fire engines (69.1 percent compared to a target of 75 percent).

The service recognises that the current on-call arrangements don't support the IRMP. In its CRMP consultation, the service has made proposals to address this problem.

Incident commanders have appropriate training

Our last inspection identified an area for improvement for the service to make sure it has an effective system to maintain the competencies of all incident commanders. We are pleased to see that this has improved. The service has trained its incident commanders and assesses them against national standards. In 2020/21, 97 percent of incident commanders had been accredited within the preceding 2 years. In the same year, every incident was attended by an incident commander with the right level of accreditation. This helps the service to safely, confidently and effectively manage the whole range of incidents that it could face, from small and routine ones to complex multi-agency incidents.

As part of our inspection, we interviewed incident commanders from across the service. The incident commanders we interviewed are familiar with risk assessing, decision-making and recording information at incidents in line with national best practice, as well as the [Joint Emergency Services Interoperability Principles \(JESIP\)](#).

Control staff are regularly involved in operational learning

We are pleased to see the control room staff are integrated into the service's command, training, exercise, debrief and assurance activity. We saw examples where control staff had been involved with debrief procedures and were able to give feedback on performance.

[Fire control](#) also has its own staff training programme, which is aligned to national competencies.

Fire control can provide fire survival guidance to multiple callers

The control room staff we interviewed were confident they could provide fire survival guidance to many callers simultaneously. This was identified as learning for fire services after the Grenfell Tower fire. We saw that the mobilising system had prompts and checklists for staff to follow when fielding multiple fire survival guidance calls.

Control has good systems in place to exchange real-time risk information with incident commanders, other responding partners, and other supporting fire and rescue services. The service has recently introduced new co-ordinating roles to liaise between control and incident commanders. At the time of our inspection, this approach was being implemented and tested. Maintaining good situational awareness helps the service to communicate effectively with the public, providing them with accurate and tailored advice.

Risk information is easily accessible to staff

We sampled a range of risk information for several premises involving long and short-term risks, including what is in place for firefighters responding to incidents at high-risk, high-rise buildings and what information is held by fire control.

The information we reviewed was up to date and detailed. It could be easily accessed and understood by staff. Encouragingly, it had been completed with input from the service's prevention, protection and response functions when appropriate.

We saw examples of temporary risk information being given to staff – for example, relating to a light aircraft crash near Goodwood Airfield in July 2021.

Operational performance is comprehensively evaluated

As part of the inspection, we reviewed a range of emergency incidents and training events. These included domestic and commercial fires and rescues.

We are pleased to see the service routinely follows its policies to assure itself that staff command incidents in line with operational guidance. Internal risk information is updated with the information received.

The service has established a culture of continual learning and improvement. We saw evidence of useful information being disseminated throughout the organisation through bulletins which are based on operational debriefs for incidents attended by the service's staff. Staff must confirm that they have read these bulletins through the training IT system.

We are encouraged to see the service is contributing towards, and acting on, learning from other fire and rescue services or operational learning gathered from other emergency service partners. Briefings from [national operational learning \(NOL\)](#) and [joint organisation learning \(JOL\)](#) are reported to the operational assurance team and then communicated to the rest of the service. A process is in place to make sure staff read and respond to these updates.

The public is kept well informed

The service has good systems in place to inform the public about ongoing incidents and help keep them safe during and after incidents. The communications team has enough resources to keep the public informed about continuous incidents on a 24/7 basis. The team also makes sure that the service's website and social media accounts are regularly updated with information on incidents and safety messages.

The communications team works well with the [local resilience forum](#) to convey consistent messages to the public.

Responding to major and multi-agency incidents



Requires improvement (2019: Requires improvement)

West Sussex Fire and Rescue Service requires improvement at responding to major and multi-agency incidents.

All fire and rescue services must be able to respond effectively to multi-agency and cross-border incidents. This means working with other fire and rescue services (known as intraoperability) and emergency services (known as interoperability).

Areas for improvement

- The service should make sure it is well-prepared to form part of a multi-agency response to a terrorist incident, and its procedures for responding are understood by all staff and are well tested.
- The service should make sure it is well-prepared to form part of a multi-agency response to an incident and all relevant staff know how to apply JESIP.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

The service is prepared for major and multi-agency incidents

The service has effectively anticipated and considered the reasonably foreseeable risks and threats it may face. These risks are listed in both local and national risk registers as part of its integrated risk management planning. For example, the service has made plans for dealing with large-scale flooding, wildfires and industrial incidents.

It is also familiar with the significant risks that could be faced by neighbouring fire and rescue services that it might reasonably be asked to respond to in an emergency. These include possible incidents at high-rise buildings in Brighton and the motorway network. Firefighters have access to risk information from neighbouring services. And operational staff have access to risk information for areas up to 20 kilometres into neighbouring FRs.

Staff are generally well-prepared for major and multi-agency incidents

We reviewed the arrangements the service has in place to respond to different major incidents, including incidents relating to high-rise buildings, wide-area flooding and a marauding terrorist attack.

The service has good arrangements in place. These are well understood by staff, who can learn about them through e-learning training packages. We found that the service tests its arrangements and its staff's understanding of them through regular exercises. The service has maintained this exercise programme throughout the pandemic, although the number of exercises was understandably reduced from the previous, pre-pandemic year.

All staff must be prepared to respond to a terrorist incident

Many firefighters we spoke to didn't realise they might have a part to play in responding to a marauding terrorist attack, because they thought only the specialist team would be involved.

The service needs to be sure all its staff are prepared to respond safely and effectively to a terrorist incident. And it needs to make sure learning from exercises is used to improve its plans.

The service needs to learn from its work with other services

The service supports other fire and rescue services responding to emergency incidents. Since beginning joint control arrangements with Surrey Fire and Rescue Service in 2019, the 2 services have used borderless mobilising. This means control staff will send whichever fire engine can get to an incident the quickest. East Sussex Fire and Rescue Service joined these control arrangements in November 2021. The service is intraoperable with these other services and can form part of a multi-agency response.

The service has successfully deployed to other service areas and has used national assets in its own service area.

But we saw little evidence that the service evaluates its work with other services. We found few lessons were learned and shared between the neighbouring fire and rescue services.

The service would benefit from more structured cross-border plans

The service has a cross-border exercise plan with neighbouring fire and rescue services. This enables them to work more effectively together to keep the public safe. But the plan lacks detail and doesn't include the risks of major events at which the service could foreseeably provide support or request assistance from neighbouring services. Staff we spoke to had limited awareness of cross-border risks and had little experience of attending cross-border exercises. Only some learning from these exercises is used to inform risk information and service plans.

Most staff understand interoperability principles

The service could provide us with strong evidence that it consistently follows the JESIP. This includes online training packages on JESIP. All the incident commanders we spoke to at station manager level and above had a good understanding of JESIP. But some crew and [watch](#) managers were less familiar with the principles.

The service is an active member of the Sussex Resilience Forum

The service has good arrangements in place to respond to emergencies with other partners that make up the Sussex Resilience Forum. These arrangements include joint plans for generic major incidents, as well as site-specific risk information for places that have additional risks.

The service is a valued partner in the resilience forum. During the pandemic the service has been represented in the forum's strategic and tactical co-ordination groups, as well as other working groups when needed. The service takes part in regular training events with other members of the local resilience forum and uses the learning to develop planning assumptions about responding to major and multi-agency incidents. Members of the forum use a single policy and procedure, called Sussex Emergency Response and Recovery.

The service uses and contributes to national learning

The service keeps itself up to date with JOL updates from other fire services and NOL from other blue light partners, such as the police service and ambulance trusts. This learning is used to inform planning assumptions that have been made with other partners.

We saw evidence that the service has contributed to NOL and JOL. There is a single point of contact for both of these, who makes sure the service maintains up to date information.

Efficiency



How efficient is the service at keeping people safe and secure?



Good

Summary

An efficient fire and rescue service will manage its budget and use its resources properly and appropriately. It will align its resources to the risks and priorities identified in its [integrated risk management plan \(IRMP\)](#). It should try to achieve value for money and keep costs down without compromising public safety. It should make the best possible use of its resources to achieve better results for the public. Plans should be based on robust and realistic assumptions about income and costs. West Sussex Fire and Rescue Service's overall efficiency is good.

We are pleased to see that the county council has invested significantly in the service since our last inspection. This funding has been used to help the service work more effectively and efficiently.

We have seen improvements in the way fire service managers work with the council's finance team. This has led to better mutual understanding and improved future planning. The new governance arrangements mean the service's decision-making can be challenged in a more robust and informed way. And there is now a better understanding of performance management, including financial management, in the service.

There are also now increased staff numbers in the prevention and protection teams. This is helping these teams improve the way the service meets its statutory duties in these areas.

The service is doing more work with other emergency services and aims to save money through this approach. But it needs to make sure it evaluates how effective and efficient this collaborative work is.

The service has invested in new IT systems since our last inspection. While the move to these has created some minor setbacks, they are already improving the way teams and individuals work.

Since our last inspection, the service has focused on increasing staff numbers in its most important areas of work to improve performance. It has introduced more efficient ways of working, but this has not been a priority. The service is now better resourced, but it must make sure its future financial plans account for a wide range of future funding arrangements.

Making best use of resources



Good (2019: Requires improvement)

West Sussex Fire and Rescue Service is good at making best use of its resources.

Fire and rescue services should manage their resources properly and appropriately, aligning them with the services' risks and statutory responsibilities. Services should make best possible use of resources to achieve the best results for the public.

From the service's figures, its budget for 2021/22 is £29.03m. This is an 8 percent increase on the previous financial year.

Area for improvement

The service should have effective measures in place to assure itself that its workforce is productive and that their time is used as efficiently and effectively as possible to meet the priorities in the IRMP.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

The service's financial plans support its objectives

We are encouraged to see the improvements the service has made since the last inspection. The service's financial and workforce plans, including allocating staff to prevention, protection and response, reflect and are consistent with the risks and priorities identified in the IRMP and the consultation on its CRMP.

Plans are built on sound scenarios. They help make sure the service is sustainable and are underpinned by financial controls that reduce the risk of misusing public money. We have seen an improvement in the way the service approaches its risk planning and use of resources. Both these aspects of work are now continuously reviewed. And the prevention, protection and response strategies are now linked to the IRMP and the consultation on the CRMP.

The service needs to make sure staff time is used effectively and efficiently

We are pleased to see that the service's arrangements for managing its workforce's performance are improving, but they don't yet clearly link how the service uses its resources to the IRMP. Operational staff have targets for the number of [safe and well visits](#) to carry out, but these targets are not being met.

The pandemic has led to many members of the public not wanting the service to carry out safe and well visits in their homes. Despite this, we have seen that the central prevention team are on track to meet their target for home visits. The service needs to understand why the central team is apparently finding it easier than operational staff to access people's homes.

The service has introduced a revised performance management framework to help make sure staff use their time productively. But it should do more to make sure its workforce is as productive as possible. This includes considering new ways of working. For example, the service has introduced an LRMP to make sure operational staff's activity is targeted at local risks. But this new approach isn't understood by all operational staff yet.

The service had to adapt its working practices because of the pandemic, and these are still part of its day-to-day activity. For example, along with the wider county council, the service has introduced flexible working: staff can work from the most convenient location, whether that is at home, at a local fire station or a county council building. But the service hasn't evaluated how this affects productivity.

The service is benefiting from more collaboration

In our last inspection in 2018 we identified an area for improvement in this area. This stated that the service should assure itself that it makes the most of collaboration opportunities and that these improve its capacity, capability and service to the public, and are good value for money.

We are encouraged to see the service is finding more ways to work with other organisations since the last inspection and is evaluating this work better than it was.

The service meets its statutory duty to collaborate, and routinely considers opportunities to collaborate with other emergency responders. In December 2019 West Sussex Fire and Rescue Service and Surrey Fire and Rescue Service set up a joint control room. This has led to cashable savings of about £1m for West Sussex Fire and Rescue Service. East Sussex Fire and Rescue Service also joined the joint control arrangements in November 2021. Savings from this new arrangement will be reinvested to make sure that the joint [fire control](#) function meets all Grenfell-related procedural and staffing changes.

The service's collaborative work is aligned to the priorities in its IRMP. For example, the service and East Sussex Fire and Rescue Service are exploring whether having a joint fleet manager could make it easier to procure and maintain vehicles in future.

We have seen that the service is actively seeking to work with other organisations. For example, it is going to build a new training centre and fire station at Horsham. The service invited other emergency services to consider working with it on this project, but this was not successful. Despite this, the service is discussing with public and private sector organisations how the building might be used jointly once it has been built, to share costs and improve efficiency.

The service needs to do more to monitor, review and evaluate the benefits and results of its collaborations. For example, we were told about financial savings from the joint fire control arrangements. But we were given little information about the possible benefits from East Sussex Fire and Rescue Service joining these arrangements, or how these would be evaluated.

Continuity plans are strong and regularly tested

The service has good continuity arrangements in place for areas where threats and risks are considered high. These threats and risks are regularly reviewed and tested so that staff are aware of the arrangements and their associated responsibilities.

Control staff were confident in the continuity arrangements for control. These are tested regularly, including the [fall back](#) arrangements with Merseyside Fire and Rescue Service.

The service is improving its financial management

The service carries out regular reviews of all its expenditure, including its non-pay costs. The process of continuously challenging its spending arrangements helps to make sure the service gets value for money. The service has improved the way it works with the county council finance team through regular review meetings. Finance and performance are reported and scrutinised regularly by cabinet members.

In our last inspection, we found the service didn't have enough staff to carry out effective prevention and protection activities. But this is no longer the case. The county council has supported the service's improvement plan with extra funding to make sure it has enough staff to meet its main duties.

The service is taking steps to make sure important areas, including estates and fleet, are well-placed to achieve efficiency gains through sound financial management and best working practices. For example, the service knows it needs to update many of its fire stations and plans to do this in a prioritised way, taking the needs of the wider service into account.

Making the fire and rescue service affordable now and in the future



Good (2019: Requires improvement)

West Sussex Fire and Rescue Service is good at making the service affordable now and in the future.

Fire and rescue services should continuously look for ways to improve their effectiveness and efficiency. This includes transforming how they work and improving their value for money. Services should have robust spending plans that reflect future financial challenges and efficiency opportunities, and they should invest in better services for the public.

Areas for improvement

- The service should assure itself that its IT systems are resilient, reliable, accurate and accessible.
- The service should make sure that it takes full advantage of opportunities to secure external funding and generate income to improve services and increase efficiency.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

The service plans for future financial challenges

We are encouraged to see the improvements the service has made since the last inspection. The service has developed a sound understanding of future financial challenges. It plans to mitigate its main or significant financial risks. For example, the service has made plans for responding to a range of events that may affect its budget. The underpinning assumptions are relatively robust, realistic and prudent, and take account of the wider external environment and some scenario planning for future spending reductions. These include regular planning meetings with the wider county council and [fire authority](#). The service plans for the possible future impact of changes in areas such as government funding, business rates and pay, which could lead to less money being available.

We are pleased to see that the service has identified savings and investment opportunities to improve the service to the public or generate further savings. For example, the service is saving approximately £1m every year from its joint control arrangements.

The service doesn't have its own reserves

The service doesn't have its own financial reserves as these are held by the county council. But we have seen that the service gets financial support from the county council when it needs it. For example, in our COVID-19 inspection we saw that the service was able to ask for funding to cover extra costs that were directly due to the pandemic.

The county council has provided extra money from its reserves to support the service's improvement plan. But since the council's reserves have been reduced during the pandemic, the service needs to make sure it plans for the possibility that the council may be less able to support it in future. We have seen evidence that the service is doing this.

The service is improving the links between its fleet and estates strategies and the IRMP

The service's estates and fleet strategies are becoming better aligned with the IRMP. The service has commissioned an independent survey of its fire stations. This has highlighted areas where improvements need to be made, after several years where maintenance hasn't been routinely carried out. The county council has promised £5m to fund the improvements. The service is prioritising this improvement work where it is needed most.

The service has secured funding for a new training centre and fire station at Horsham. The service told us this is due to be ready by the summer of 2023. It will have up-to-date training facilities to help operational staff maintain their most important skills.

At the moment the service is sharing its fleet manager with East Sussex FRS, to explore opportunities to work together more effectively. The service will evaluate the trial to see if this approach will lead to more efficiency.

Technology is improving efficiency, but staff need more IT support

We are encouraged to see the improvements the service has made since the last inspection, where we identified this as an area for improvement. The service actively considers how changes in technology and future innovation may affect risk. The [mobilising](#) system used for joint control arrangements means that the nearest fire engines from either the West Sussex or Surrey service are sent to incidents in both counties. This supports firefighter and public safety.

The service has invested in a new IT system to link prevention, protection and response information. But staff told us that there isn't enough training or support for them to use these systems effectively. The service understands that more work needs to be done to make sure its IT systems are as effective and efficient as possible.

The service also seeks to exploit any opportunities to improve efficiency and effectiveness that are presented by changes in technology. As part of the wider county council, fire service staff can now work in a more agile way than before the pandemic. Technology is being used to support people to work at the most appropriate location, whether that is at home, the fire service or county council premises.

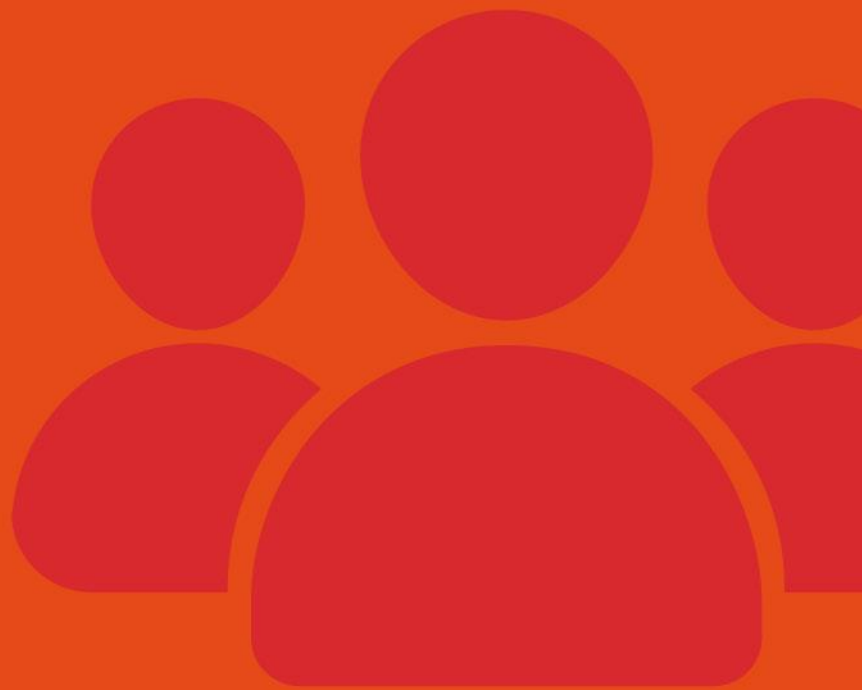
The service could do more to generate income

Since our last inspection the county council has significantly increased funding for the service. The service's focus has been on using this investment to employ more staff in its main areas of work.

So, the service has not been focused on generating income. But it has used savings created through more efficient ways of working to improve the organisation. For example, savings from the joint control arrangements with Surrey Fire and Rescue Service have been used to help fund more staff in the prevention, protection and operational assurance teams. With pressures on county council budgets expected from 2023/24, the service should consider how it can take full advantage of opportunities to secure external funding and generate income.

The service has secured external funding to invest in improvements to its work. This includes government funding linked to the response to the Grenfell Tower fire, and funding to recover costs that have arisen during the pandemic. For example, the service has used funding from the Building Risk Review (a national government-funded programme to understand and help reduce the fire risk in high-rise residential buildings) to buy smoke hoods to help make people safer in fires.

People



How well does the service look after its people?



Requires improvement

Summary

A well-led fire and rescue service develops and maintains a workforce that is supported, professional, resilient, skilled, flexible and diverse. The service's leaders should be positive role models, and this should be reflected in the behaviour of staff at all levels. All staff should feel supported and be given opportunities to develop. Equality, diversity and inclusion are part of everything the service does and its staff understand their role in promoting it. Overall, West Sussex Fire and Rescue Service requires improvement at looking after its people.

During our last inspection we highlighted two areas of concern relating to how the service looks after its people. The service has made improvements since then, but there is still much more to do. The service is engaging more with staff, and this is no longer a cause of concern. But the cause of concern we raised last time relating to values and behaviours remains, due to instances where values weren't being upheld.

The service knows that it needs to change its culture and is taking steps to do this. It has expanded the ways it supports staff health and wellbeing and supported better understanding of EDI. But we found examples of bullying, harassment and discrimination, which were being carried out on the basis of race, religion, sex and sexual orientation. While these behaviours weren't displayed throughout the service, we found too many instances where the service's values weren't being upheld.

The service needs to make sure that all staff understand its bullying, harassment and discrimination policy, so they can recognise and challenge these behaviours. We found that some staff weren't sure how to access support when facing these problems and many didn't understand the grievance procedure. This left some staff feeling they weren't being supported.

We also found that while the service has improved the way it interacts with staff, it needs to make sure that this leads to meaningful action. We saw examples of senior leaders using creative ways to communicate with staff. But despite this, many staff

told us they feel they aren't listened to, and we found few examples where staff feedback had led to changes to plans or procedures.

Promoting the right values and culture



Requires improvement (2019: Requires improvement)

West Sussex Fire and Rescue Service requires improvement at promoting the right values and culture.

Fire and rescue services should have positive and inclusive cultures, modelled by the behaviours of their senior leaders. Health and safety should be promoted effectively, and staff should have access to a range of wellbeing support that can be tailored to their individual needs.

Cause of concern

The service hasn't done enough since the last inspection to improve how staff understand and display its expected values and behaviours.

Recommendation

By 31 August 2022 the service should provide an updated action plan to:

- improve how it works with its staff and provides feedback in relation to issues involving values and behaviours; and
- ensure that staff act in line with its values and are trained to identify and deal with non-compliance.

Area for improvement

The service should monitor secondary contracts to make sure working hours are not exceeded.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Staff don't always act in accordance with the service's behaviours and values

In our last inspection we identified a cause of concern that West Sussex FRS's staff were sometimes acting in ways that went against its core values. This was leading to bullying in the workplace. We made the following recommendations:

- The service should clearly and effectively communicate its core values to staff. This should include acceptable behaviour statements.
- The service should ensure that staff act in line with its values and are trained to identify and deal with non-compliance.

While the service has made improvements in this area, there is still a lot to do.

The service has a clearly defined set of values, but it should improve awareness of them at all levels. In our staff survey, 90 percent of respondents (195 out of 217) said they were aware of the service's values. But while 87 percent of respondents (170 out of 195) felt that their colleagues modelled and maintained these values, only 35 percent (68 out of 195) said that senior leaders did. Senior leaders always need to make sure they act as role models for a service's values.

The staff we spoke to were overwhelmingly proud of the service. But they told us that they didn't always feel involved in decisions that affect them. While staff said there is now more communication from senior managers, they feel they aren't always listened to. For example, firefighters told us that while they are given targets to achieve for prevention and response activities, they don't have an opportunity to discuss those targets with managers.

The culture of the organisation doesn't always align with its values. Some behaviours we saw or were told about didn't meet the standards expected. For example, we found that different types of staff told us that they felt they were treated differently, with [on-call staff](#) feeling ostracised in some locations and non-operational staff not always feeling valued.

We also found examples where behaviours not in keeping with service policy weren't challenged. We were told there is a "generational gap" between longer-serving members of staff (who tend to be older) and newer ones (who tend to be younger).

Staff told us that some longer-serving members of staff sometimes used language or displayed behaviours that didn't align with service expectations. Some newer members of staff told us that they are willing to challenge this, which is helping to change the organisational culture. Staff told us that while the service is trying to tackle the issue, they felt that the culture wouldn't really change until the older generation retired. We were told of homophobic and racial slurs being dismissed as "banter". We also heard examples of racist and sexist comments and behaviours which had gone unchallenged. We did see recent evidence that the service is challenging behaviours not in keeping with service policy more robustly.

Work has begun to implement the new national [Core Code of Ethics](#). This is being managed centrally through the service's programme board, with senior leaders given clear responsibilities.

Staff have access to services that support their mental and physical health

As we saw in the COVID-19 inspection, the service continues to have well understood and effective wellbeing policies in place that are available to staff. A significant range of wellbeing support is available to support both physical and mental health. For example, staff can access support through an occupational health provider, specialist counselling and support, peer support, and a designated health and wellbeing team.

There are good provisions in place to promote staff wellbeing. Since the last inspection, the service has appointed a wellbeing manager and wellbeing champions, who are available to discuss any concerns staff may have. The service

also has 12 trained mental health first aiders and a dedicated wellbeing area on its intranet. Most staff reported they understand and have confidence in the wellbeing support processes available. In our staff survey, 89 percent of respondents (194 out of 217) agreed or tended to agree that they could access services to support their mental health.

But the service could do more to understand and support individuals' needs. The staff survey found that 48 percent of respondents (105 out of 217) discussed their wellbeing with managers twice a year or less, and 16 percent of respondents (35 out of 217) said they never have discussions about their wellbeing with managers. The service developed individual staff impact assessments during COVID-19, which were well-received. This may assist in increasing understanding to better support individuals' needs.

Staff understand and have confidence in health and safety policies

The service has effective and well understood health and safety policies and procedures in place. Our survey found that 95 percent of respondents (206 out of 217) understand the policies and procedures in this area.

These policies and procedures are readily available and effectively promoted to all staff. Our survey showed that 95 percent of respondents (207 out of 217) felt that the service had clear procedures to report all accidents, [near misses](#) and dangerous occurrences. Health and safety training is mainly provided through online training packages.

Both staff and representative bodies have confidence in the health and safety approach taken by the service. In the staff survey, 88 percent of respondents (192 out of 217) said they were satisfied that their personal safety and welfare was taken seriously at work. And surveys by representative bodies found that staff feel they are involved in decision-making involving health and safety matters.

We saw that the service could do more to monitor staff working hours, including for staff who have secondary employment or dual contracts. Staff are told that they should comply with working time arrangements and not work excessive hours. But we didn't see robust arrangements for line managers to monitor the working hours of their staff.

The service could communicate more effectively about health and safety matters. For example, it has recently brought in handheld radios for operational use. Staff told us they had reported some problems with using these to the health and safety team. But they hadn't been told about how the service was planning to resolve the problems.

Managers don't always feel confident managing absence

As part of our inspection, we reviewed some case files to consider how the service manages and supports staff through absence including sickness, parental and special leave.

We found there are clear processes in place to manage absences for all staff. There is clear guidance for managers, who are confident in the process. Absences are managed well and in accordance with policy. Most staff we spoke to understand the

process to follow and what their responsibilities are when they are absent from work. Most managers have been trained to deal with absence management and know how to ask for support from the human resources team. But we spoke to some managers who haven't had training in managing absence and who didn't feel confident in following the correct procedures.

Overall, the service saw a decrease in staff absences between 2019/20 and 2020/21. However, it is unclear the impact COVID-19 will have had on levels of sickness.

Getting the right people with the right skills



Good (2019: Requires improvement)

West Sussex Fire and Rescue Service is good at getting the right people with the right skills.

Fire and rescue services should have a workforce plan in place that is linked to their [integrated risk management plans \(IRMPs\)](#), sets out their current and future skills requirements and addresses capability gaps. They should supplement this with a culture of continuous improvement that includes appropriate learning and development throughout the service.

Areas for improvement

- The service should make sure it has an effective, accurate and accessible system for recording and monitoring operational staff competence.
- The service should evaluate the effectiveness of online training to make sure it suits the needs of its staff.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

Workforce planning is improving, but IT systems could be used more effectively

The FRS has good workforce planning in place. This makes sure skills and capabilities align with what is needed to effectively deliver the IRMP. Workforce planning is scrutinised by senior managers every month, which allows needs to be discussed and problems resolved. This approach means the service can identify gaps in workforce capabilities and resilience and can make sound and financially sustainable decisions about current and future needs. For example, the service has invested in recruiting more specialist staff in its prevention team. It has also improved its retirement forecasting and monitors the effects of staff moves and recruitment activities.

The service monitors operational staff competence through its electronic recording systems. It regularly updates its understanding of staff's skills and risk-critical safety capabilities through monitoring of competencies by line managers and the central training team. But many staff told us that the IT systems used to record training could

be more effective. We were told that the service uses two systems which do not link to each other, meaning managers must monitor both systems when they review staff competencies. Some managers also told us that they would like more IT training and support to make the processes more effective and efficient.

We noted that training for non-operational staff isn't monitored as closely. Some non-operational staff were not aware of training available to them or the training systems they should use.

Most staff told us that they could get the training they need to be effective in their role. In our staff survey, 65 percent of respondents (140 out of 217) said that they had received the training they needed to allow them to do their job effectively. The service's training plans make sure they can maintain competence and capability effectively. For example, all operational staff are booked into assessments to make sure they do these often enough to maintain their most important skills.

The service is improving its approach to learning and development

A culture of continuous improvement is promoted throughout the service and staff are encouraged to learn and develop. For example, the service doesn't currently have its own training centre and uses facilities in neighbouring fire and rescue services and at Gatwick Airport. There has been significant investment in building a new training centre within West Sussex, which means the service will provide training to its operational staff which is based on feedback and learning from incidents it attends.

As we saw in the COVID-19 inspection, learning and development has been adapted to the pandemic, with more being done virtually. Some members of staff felt the amount of learning and development activity available to them decreased at this time.

The service uses a mixture of online and face-to-face training. Overall, 62 percent of respondents (134 out of 217) to our staff survey said they were satisfied with the level of learning and development available to them.

Ensuring fairness and promoting diversity



Requires improvement (2019: Inadequate)

West Sussex Fire and Rescue Service requires improvement at ensuring fairness and promoting diversity.

Creating a more representative workforce will provide huge benefits for fire and rescue services. This includes greater access to talent and different ways of thinking, and improved understanding of and engagement with their local communities. Each service should make sure equality, diversity and inclusion are firmly understood and demonstrated throughout the organisation. This includes successfully taking steps to remove inequality and making progress to improve fairness, diversity and inclusion at all levels of the service. It should proactively seek and respond to feedback from staff and make sure any action taken is meaningful.

In our last inspection, we identified a cause of concern in this area. This stated that:

West Sussex FRS doesn't engage with or seek feedback from staff to understand their needs. We found this to especially be the case with some under-represented groups. When staff raise issues and concerns, the service doesn't respond quickly enough.

We made the following recommendations:

- The service should ensure that it effectively engages with its staff, including minority groups.
- The service should improve communications between staff and senior managers, so concerns are responded to in a timely and appropriate way.

While we have seen enough improvement to discharge the cause of concern, the service needs to continue to strengthen its engagement with all staff.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

The service is improving the way it communicates with staff, but needs to do more

The service is improving how it communicates with staff. Senior managers use weekly online videos (which began during the pandemic), monthly newsletters, and face-to-face visits to communicate with staff. The service is improving the ways it gathers staff feedback. For example, it has introduced a shadow board. This is formed of staff from throughout the service, who can read and discuss papers before they go to the service executive board.

Representative bodies and staff associations reported that the service interacts with staff regularly. But the service needs to do more to build staff confidence in the way it communicates with them. Our staff survey found that only 37 percent of respondents (80 out of 217) felt confident in the ways for providing feedback to all levels.

Some mid-level managers told us that they would like more feedback on projects they are involved with. They felt that sometimes projects are stopped or delayed without the reasons for this being explained.

More needs to be done to tackle bullying, harassment and discrimination

Since our last inspection the service has reviewed its grievance procedure and staff are being encouraged to use this when they feel it is appropriate. In 2020/21, 13 grievances were raised, compared with 4 the previous year. The service feels this increase is because staff are now more willing to challenge unfair decisions or behaviours which are not consistent with the service's expected behaviours and values. But while many staff we spoke with felt the service had improved in this area, some told us that their experiences of being exposed to certain behaviours made them less confident there had been positive change.

We found evidence of behaviours taking place which are not consistent with the service's stated behaviours and values. Bullying, harassment and discrimination

are not always well understood, and are tolerated in several parts of the service. For example, we found examples where comments about sexual orientation, race and religion were dismissed as “banter”. We also heard examples of sexist and racist comments which went unchallenged by managers and staff. The staff survey indicated that 52 percent of respondents (112 out of 217) felt unable to challenge this kind of behaviour without worrying about how they would be treated afterwards.

Although the service does have clear policies and procedures in place, some staff have limited confidence in the service’s ability to deal effectively with cases of bullying, harassment and discrimination, grievances and discipline.

The service could go further to improve staff understanding of bullying, harassment and discrimination, including their duty to eliminate them. In our staff survey, 20 percent of respondents (44 out of 217) told us they had been subject to bullying or harassment and 22 percent (47 out of 217) to discrimination over the past 12 months. Of the people who told us they had been bullied or harassed, 11 percent reported this.

Of the 11 percent of respondents who reported the bullying and harassment, only 3 percent thought that action had been taken in response to their concerns. And of the 21 percent of respondents who told us they had been discriminated against, 7 percent had reported this – and only 1 percent of respondents felt that action had been taken. In some cases, this was because respondents felt it was too early to tell (9 of 24 bullying reports and 3 of 15 discrimination reports).

In the survey, the top reason given by staff for not reporting bullying and harassment was that they believed nothing would happen. Some also said they had concerns about being victimised, concerns about confidentiality or being labelled a troublemaker. Despite this, we saw that the service has used its disciplinary processes against several staff who have been accused of bullying and harassment. This has resulted in some staff being dismissed.

The service has improved its approach to tackling bullying, harassment and discrimination but it knows there is more work to be done. In particular, the service needs to ensure that all staff, not just managers, are trained to identify and challenge behaviours which aren’t consistent with the service’s expected values and behaviours.

The service needs to improve diversity in recruitment

The service has developed its recruitment processes so that they are fairer and better understood by applicants. The recruitment policy covers the process for the county council (including the FRS). Recent senior leader jobs have been advertised externally, with leaders from the wider county council involved in the selection process.

Since our last inspection the service has begun taking targeted positive action, although this is not mentioned in the recruitment strategy. It has advertised in magazines to target under-represented groups, as well as on local community television channels. Specific action has been taken in Crawley, where there are more ethnically-diverse communities. Here, ‘have a go days’ have been introduced, where people from under-represented groups can visit fire stations and try out the recruitment tests. The service has also reviewed the recruitment policy and removed unnecessary and outdated criteria that could be causing disproportionality, such as

the ability to swim. But this positive action has not yet led to an increase in the diversity of the organisation.

More is needed to increase staff diversity. There has been limited progress to improve ethnic background and gender diversity for all staff in the service. In the 4 years since 2017/18, 2.5 percent of new joiners self-declared as being from ethnic minority backgrounds, and 19.1 percent were women. For firefighter recruitment, 2.5 percent of all new recruits were from ethnic minority backgrounds and 11.9 percent were women.

For the whole workforce, at 31 March 2021, 1.6 percent have self-declared as being from ethnic minority backgrounds and 13.8 percent are women. However, 22.9 percent of staff chose not to state their ethnicity, compared with a national rate of 9.0 percent. The service needs to understand why some staff are reluctant to declare their ethnicity.

The service needs to continue to encourage applicants from diverse backgrounds into middle and senior level positions when these arise. All senior positions are advertised nationally to attract the best possible talent from the most diverse pool available. However, it could do more to create opportunities to make its workforce more representative.

The service doesn't routinely conduct exit interviews, so is missing opportunities to gain valuable feedback.

The service is making slow progress on improving EDI

Since our last inspection the service has spent time developing an EDI framework. It has appointed a diversity and inclusion manager and named EDI champions throughout its workforce. But staff who work on EDI activities told us that they aren't always involved in strategic decision-making when their input could contribute to positive change. These staff also told us that often, a limited number of staff from under-represented groups are asked to participate in recruitment campaigns. EDI champions believe they could improve these areas of work if they are involved. The service has introduced an EDI steering group as well as people impact assessments to capture staff suggestions. But the perception of staff is that this isn't influencing change yet.

The service has involved staff when creating a dignity and respect framework. The service is due to train staff in how to use the framework, but this hadn't happened at the time of the inspection. The framework covers behaviours and expectations in areas including bullying and harassment. The service is also developing a diversity dashboard which will include up-to-date information on numbers and trends.

The service has introduced an 'open chair' policy, where any member of staff can ask to attend a service executive board meeting. The person will be able to express opinions and explain the effects of new policies and procedures on frontline staff.

The service has recently introduced its own equality impact assessment, which it calls a people impact assessment (PIA). This is being used, but the process and purpose are not yet understood throughout the service.

PIAs have been used by the protection team to make sure enforcement activity isn't carried out disproportionately for different communities. A PIA was also carried out when considering how the service will use smoke hoods.

Training on using PIAs has started for managers, and there is clear governance to support using PIAs.

Despite the measures the service has taken, we found there is a lack of understanding of EDI among many staff. For example, we found that some staff believe positive action is being used to lower standards to allow under-represented groups to join. We heard that the service doesn't do enough to make sure all staff are treated fairly, and that many staff don't understand the benefits of working in an inclusive organisation.

Managing performance and developing leaders



Requires improvement (2019: Requires improvement)

West Sussex Fire and Rescue Service requires improvement at managing performance and developing leaders.

Fire and rescue services should have robust and meaningful performance management arrangements in place for their staff. All staff should be supported to meet their potential, and there should be a focus on developing staff and improving diversity into leadership roles.

Areas for improvement

- The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.
- The service should make sure it has an effective system in place to manage staff development, performance, promotion and productivity.
- The service should put in place a system to actively manage staff careers, with the aim of diversifying the pool of future and current leaders.

We set out our detailed findings below. These are the basis for our judgment of the service's performance in this area.

The service is inconsistent at managing individuals' performance

The service introduced an updated performance management system in April 2021, during our inspection. This is intended to make sure all staff objectives are linked to the IRMP.

Not all staff have had their performance reviewed in the past year. In our staff survey 22 percent of respondents (48 out of 217) said that they had not had a personal development review in the last 12 months. Some staff reported that they have regular, meaningful discussions with their manager. Of the survey respondents, 46 percent (99

out of 217) said they had performance meetings with their line manager monthly or more frequently. Sixty-six percent (140 out of 217) found performance meetings like this useful when they did happen.

Some staff told us that they didn't always find the performance management system to be useful. Many told us it was only useful for staff who were actively seeking promotion.

The service is introducing a new promotion process to support staff development

In our staff survey, 59 percent of respondents (127 out of 217) disagreed with the view that the promotion process is fair.

The service is introducing a new promotion process. Some respondents to the survey may have based their views on the previous promotion process and not the new one. The new process has been trialled at several levels of the service, and staff who have been involved told us that they feel the process is more open and transparent than the old one. But some staff told us that guidance they were given about the promotion process could be clearer.

Staff we spoke to told us that there are often limited development opportunities offered before a person is promoted. We were told this means a person who has been promoted needs to look for learning and development opportunities themselves once they are in post.

The service isn't effective at developing high-potential staff

The service needs to improve how it actively manages the career pathways of staff, including those with specialist skills and suitable for leadership roles.

This was highlighted as an area for improvement in our last inspection, and limited progress has been made since then.

The service doesn't have a talent management scheme to develop leaders and high-potential staff. It is improving the openness and fairness of its promotion processes. But there are still areas where more scrutiny, such as by involving the human resources team, would help.

The service should consider putting in place more formal arrangements to identify and support members of staff to become senior leaders. There is a significant gap in its succession planning.

July 2022 | © HMICFRS 2022

www.justiceinspectors.gov.uk/hmicfrs

**Draft Fire and Rescue Service Scrutiny Committee Work Programme
March 2022 – March 2023**

Topic/Issue	Other information	Timing
Work Programme Planning		Standing item
Fire and Rescue Service Strategic Performance Report		Standing item
Quarterly Performance and Resources Report		Standing item Quarterly
Priority Programme Update		Standing item
Fire and Rescue Service Strategic Performance Report		30 September 2022
Quarterly Performance and Resources Report		30 September 2022
Inspection Report		30 September 2022
Fire and Rescue Service Strategic Performance Report		25 November 2022
Quarterly Performance and Resources Report		25 November 2022
Priority Programme Update		25 November 2022
Fire and Rescue Service Strategic Performance Report		3 March 2023
Quarterly Performance and Resources Report		3 March 2023
Priority Programme Update		3 March 2023
Recruitment diversity		TBC
Fire Safety Bill		TBC
Update on the change in culture within the Service and the Service's Covid recovery plan		TBC
Leadership & Cultural Change Programme	Creating psychological safety in all aspects of work as part of the	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 Work Programme Planning Checklist

Priorities - Is the topic

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

What is being scrutinised and Why?

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

When and how to scrutinise?

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

Is the work programme focused and achievable?

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

This page is intentionally left blank