

Public Document Pack

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17 November 2022

Fire & Rescue Service Scrutiny Committee

A meeting of the Committee will be held at **10.30 am** on **Friday, 25 November 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 - 8)
- The Committee is asked to agree the minutes of the meeting held on 30 September 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.
- 10.35 am 4. **Performance Report Quarter 2**
- (a) **Fire and Rescue Service Strategic Performance Report Quarter 2** (Pages 9 - 36)
- Report by the Chief Fire Officer.

(a) **Fire and Rescue Service Strategic Performance Report Quarter 2** (Pages 9 - 36)

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 September 2022 (Quarter 2) Quarterly Performance and Resources Report** (Pages 37 - 64)

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 September 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.

11.35 am 5. **Community Risk Management Plan Programme Update** (Pages 65 - 76)

Report by the Deputy Chief Fire Officer.

This report provides an update on the delivery of the Community Risk Management Plan 2022.

The Committee is asked to review the progress of the delivery of the Community Risk Management Plan 2022.

11.55 am 6. **Work Programme Planning and Possible Items for Future Scrutiny**

The Committee is asked to review its current draft work programme taking into account the Forward Plan of Key Decisions and any suggestions from its members for possible items for future scrutiny.

(a) **Forward Plan of Key Decisions** (Pages 77 - 78)

Extract from the Forward Plan dated 1 November 2022 – attached.

An extract from any Forward Plan published between the date of despatch of the agenda and the date of the meeting will be tabled at the meeting.

The Committee is asked to consider whether it wishes to enquire into any of the forthcoming decisions within its portfolio.

(b) **Work Programme** (Pages 79 - 82)

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

12.10 pm 7. **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.

8. **Date of Next Meeting**

The next meeting of the Committee will be held on 3 March 2023 at 10.30 am at County Hall, Chichester. Probable agenda items include:

- Fire and Rescue Service Strategic Performance Report Quarter 3 2022/23
- End of December 2022 (Quarter 3) Quarterly Performance and Resources Report

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 16 February 2023.

To all members of the Fire & Rescue Service Scrutiny Committee

Webcasting

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Fire & Rescue Service Scrutiny Committee

30 September 2022 – At a meeting of the Fire & Rescue Service Scrutiny Committee held at 10.30 am at County Hall, Chichester, PO19 1RQ.

Present: Cllr Boram (Chairman)

Cllr Bence, Cllr Chowdhury, Cllr Patel and Cllr Albury

Apologies were received from Cllr Pendleton and Cllr Evans

Absent: Cllr Milne

Also in attendance: Cllr Crow

Part I

13. Declarations of Interest

13.1 No declarations were made.

14. Minutes of the last meeting of the Committee

14.1 Resolved – that the Committee agrees the minutes of the meeting held on 7 July 2022.

15. Responses to Recommendations

15.1 Resolved – that the Committee notes the responses to recommendations made at its 7 July 2022 meeting.

16. Fire and Rescue Service Strategic Performance Report Quarter 1 2022/23

16.1 The Committee considered a report by the Chief Fire Officer (copy appended to the signed minutes) and presentation by the Head of Service – Protection and learned that: -

- Fire Safety Advisors cannot take enforcement action whereas Fire Safety Inspectors can
- Private sector companies are recruiting Fire Safety Regulators from fire services which affects their ability to retain staff
- There is a development plan to train 66% of the Protection Team to become qualified Fire Safety Regulators – this should take 12 to 18 months to achieve
- The Service is also training people to bring into the Protection Team in next couple of years when vacancies exist
- The Service is looking to see if any officers from other fire services living in West Sussex who can be offered zero hours contracts would be able to work for West Sussex Fire & Rescue Service on their days off
- Fire crews are being trained in fire safety so that more safety audits can be carried out – this should also give them more job satisfaction and help staff retention

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

- Initial feedback from the leadership course had been good
- Targets are set high to ensure the Service sets high standards as it is risk critical – a target showing as amber gives a prewarning to any dips in performance
- There could be a conflict of interests if the Service charged for fire inspections as it is also the enforcement organisation however, the Service is in partnership with a care home provider offering bespoke fire safety advice for cost recovery
- Widening caseload work, new ways of working and working with different partners helps keeps staff engaged/retained
- Following two fatalities in the county, the Service has written to the coroner, who in turn has written to social services and the NHS, about the fire risks of people using emollient creams
- Deliberate fires are covered by local risk management plans with joint action groups consisting of the Service, police, schools and local councils
- The Service's approach to arson reduction has worked well and reduced these incidents over many years – the recent trend is noted and is being considered at local level through local risk management plans
- The Service has two new Wildfire tactical advisers to reinforce the resilience for preparing for and tackling wild fires

16.3 Resolved – that the Committee supports an update to Core Measure 10 to reflect the development challenges.

17. End of June 2022 (Quarter 1) Quarterly Performance and Resources Report

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

17.2 Resolved – that the Committee notes the report.

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

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

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

- The Inspectorate publishes a table of judgement criteria (e.g. for prevention) - the Service provides quarterly information on its performance against these criteria
- Although the Service had not improved enough to be rated good for prevention, it had discharged the cause for concern in this area

- Investment in staff and systems are creating an environment where people can succeed

18.3 Resolved – that the Committee: -

- i. Supports the closure of the Improvement Plan in relation to the tranche one inspection
- ii. Undertakes scrutiny into the areas of concern arising from the inspection report annually through the Statement of Assurance supplemented by a Community Risk Management Plan programme report at six monthly intervals

19. Work Programme

19.1 The Committee notes its work programme.

20. Date of Next Meeting

20.1 The next meeting of the Committee will take place on 25 November 2022 at 10.30am.

The meeting ended at 12.15 pm

Chairman

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Fire and Rescue Service Scrutiny Committee

25 November 2022

Fire and Rescue Service Strategic Performance Report Quarter 2 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. Community Risk Management Plan (CRMP). This ensures the service is intelligence and evidence led and enables the service to react early when performance is not to the required level.

Appendix A of the report is the Quarter Two Strategic Performance Report for the purpose of scrutiny of the Executive's approach to performance. This report covers data from the period of 1 July 2022 – 30 September 2022.

Focus for Scrutiny

Members of the Committee are invited to consider and comment on the Core Measures 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 its 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 & Rescue Service Performance Report Quarter 2

Background papers

None

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West Sussex Fire and Rescue Service Performance Report Quarter 2 2022/23

Deputy Chief Fire Officer
Mark Andrews

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Strategic Performance Board Quarterly Report

Quarter 2 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 July 2022 – 30th September 2022.

Cabinet Member Summary

This quarter saw the much anticipated publication of the His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) report for WSFRS from the second full round of inspections. I was extremely pleased to read that it highlighted the marked improvement in the service since the first formal inspection in 2018, which is a considerable achievement against the challenges presented by the COVID 19 pandemic during this time.

The Service saw high levels of engagement and support from across the Service and the public in hosting many successful open days during the summer. This was the first time in over two years that stations had been able to fully open their doors and the excellent media and exciting displays provided much opportunity to promote community safety messages and crucially WSFRS Safe and Well Visits.

Following the death of her Majesty Queen Elizabeth II on the 8th September and the National Mourning that followed, WSFRS continued in it's delivery of critical services to our residents. The performance information contained in this report demonstrates the effect of recommendations and interventions that WSFRS has applied on it's service delivery.

Chief Fire Officer Summary



The HMICFRS report from the second full round of inspections published this quarter recognised several improvements in the service since our last inspection in 2018. We achieved good in the efficiency pillar, however, there is still more work to be done with the Service being judged as requires improvement in the effectiveness and people pillars. We will now focus on an action plan to respond to the one remaining cause of concern which relates to people and culture which will form part of our People Service Plan within the Community Risk Management Plan (CRMP).

This quarter was one of the busiest operational periods for the Fire Service due to the impact of the long hot summer and record high temperatures. With significant demand on resources both nationally and here in West Sussex, many neighbouring counties experienced protracted major wildfire incidents. West Sussex responded with well-rehearsed business continuity procedures and support from our specialist wildfire tactical advisors to ensure that we remained prepared throughout this difficult period.

A number of major projects and project consultations began during this quarter including the first formal CRMP project on Day Crewed 7 where we plan to increase immediate response availability across 4 day crewed stations from 5 to 7 days. Two major procurement projects were launched in collaboration with Surrey and East Sussex Fire and Rescue Services to jointly purchase breathing apparatus and incident command vehicles. These are the first projects of this size and scale being led by West Sussex which present an exciting opportunity for greater operational alignment between the services whilst providing wider efficiency and economies of scale in the process.

Finally our Local Risk Management Plans (LRMPs) continue to help deliver positive performance and a number of local initiatives are beginning to show the value of local targets, engagement and trend analysis. 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.

Performance Summary

At the end of Quarter 2 2022-23 the following performance against the 29 core measures was recorded: 13 measures had a GREEN status, 5 were AMBER and 11 were RED.

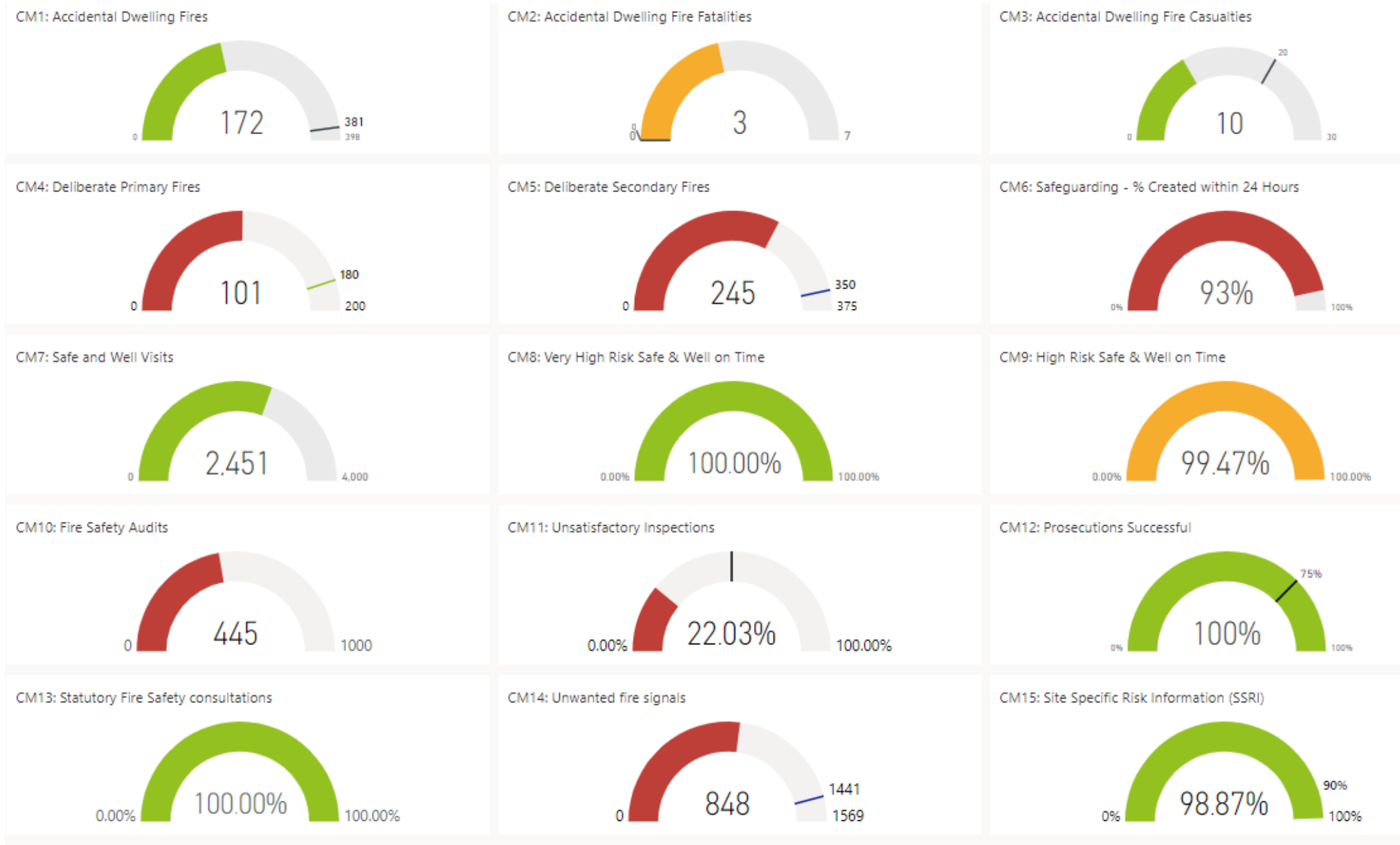
Of the 5 comparable measures that were RED or AMBER last quarter:

- 4 measures showed a decline in performance and 1 an improvement
- None of the 5 measures changed RAG status

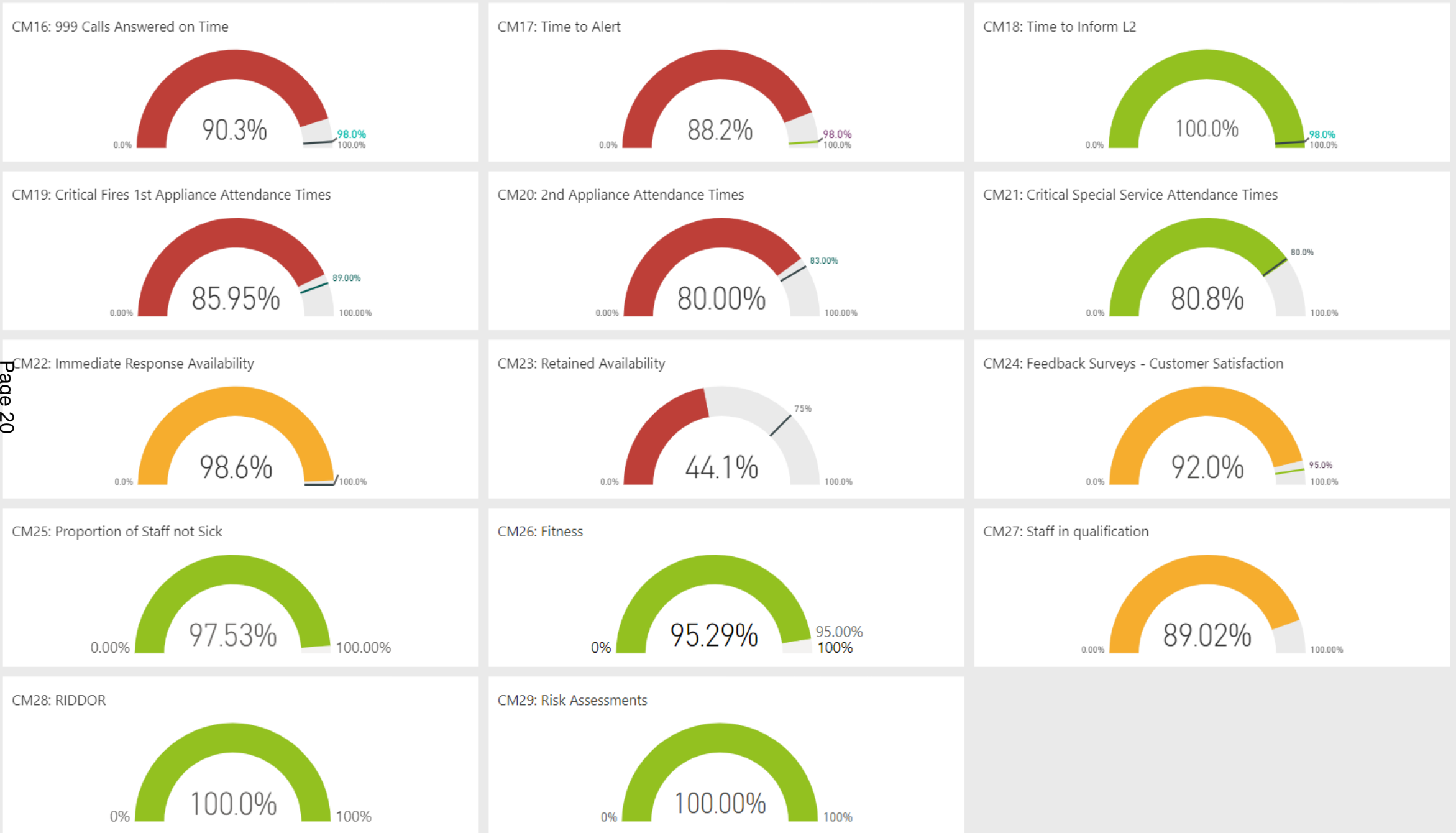
Of the 16 comparable measures that were GREEN last quarter:

- 8 measures showed a decline in and 2 an improvement
- 4 measures moved to RED status and 2 to AMBER

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



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



Areas of Significant Improvement and Success

Quarter 2

(1st July - 30th September 2022)

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

- CM 1: Accidental Dwelling Fires
- CM 7: Safe and Well Visits delivered to households with at least one vulnerability
- CM 13: Building Regulation Consultations
- CM 15: Percentage of Site Specific Risk Information (SSRI) that are currently in date
- CM 25: % of Staff Not Sick Across all Staff Groups
- CM 28: % of RIDDOR accidents reported and investigated on time

Core Measure 1: Accidental Dwelling Fires in West Sussex

172 fires at the end of Q2 2022-23

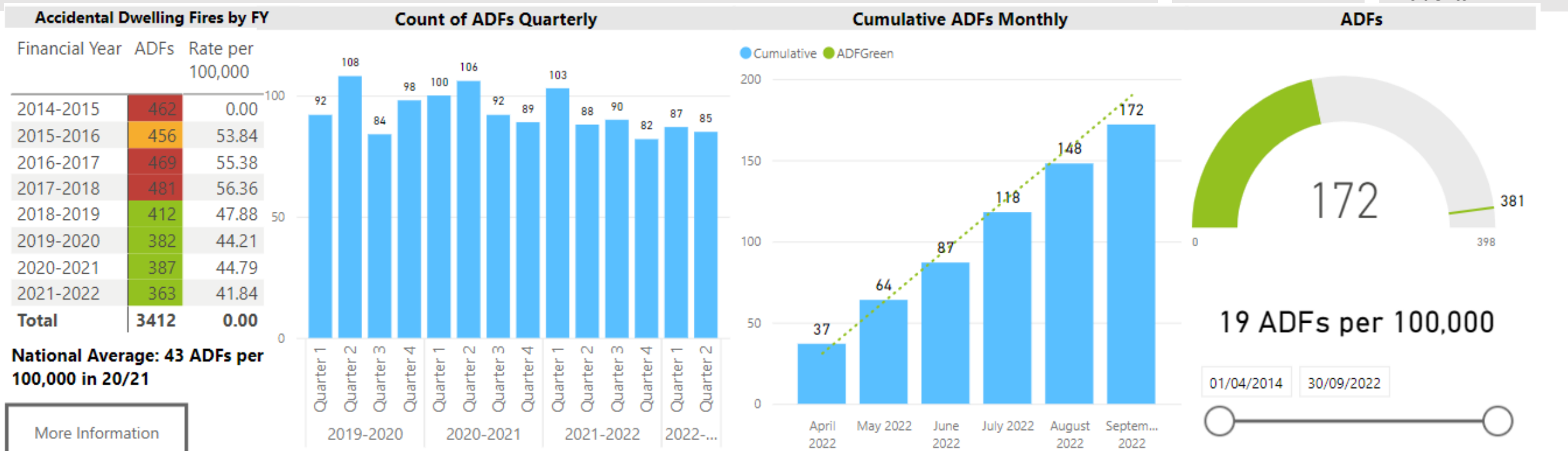
RAG Status GREEN

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

Annual Target:
 <381 Green
 381-398 Amber
 >398 Red

Service Owner:
Nicki Peddle
 Area:
Incidents

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Commentary

This measure reflects an ongoing downward trend with this quarter being the lowest number of Accidental Dwelling Fires (ADFs) for quarter 2 in 3 years. The main causes of these fires relate to cooking, electrical items and placing items too close to a heat source. These areas are key elements of our Safe and Well Visits. The year to date quarter 2 total represents a figure of 19 ADFs per 100,000 population which would give us a projection of ending the year below the national average, which was 43 per 100,000 in 20/21.

Actions

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

Agenda Item 11
 Appendix A

Core Measure 7: Number of Safe and Well Visits delivered to households with at least one vulnerability or risk factor

2451 at the end of Q2 2022-23

RAG Status GREEN

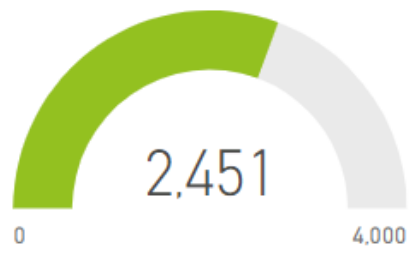
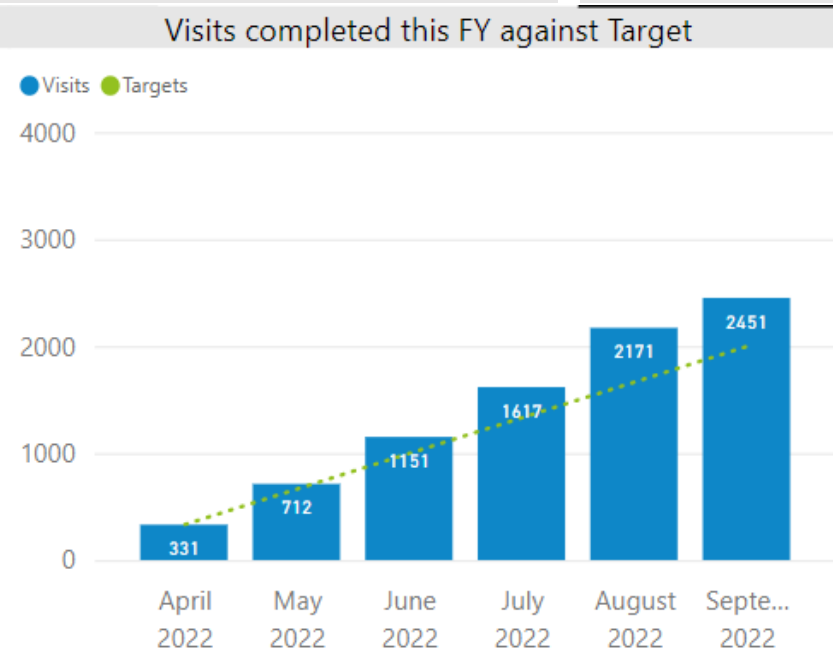
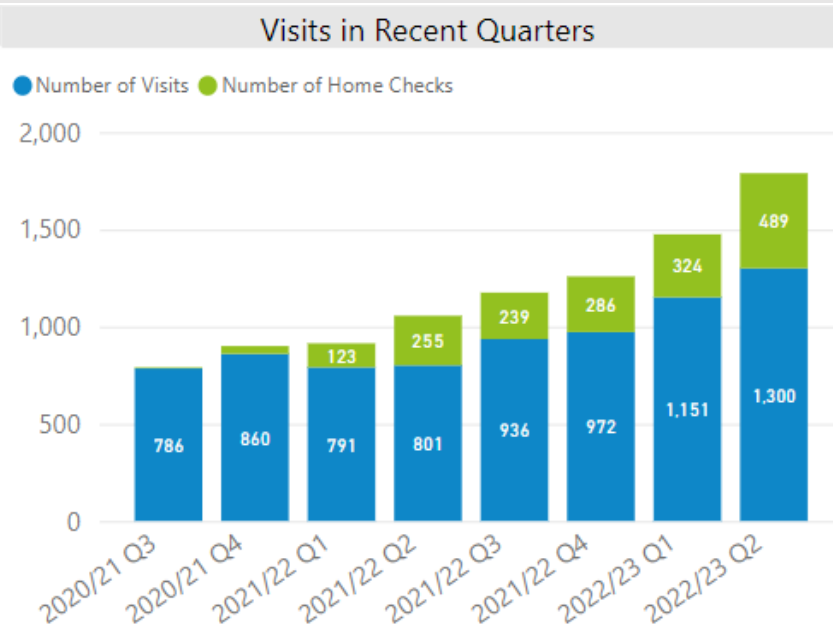
Agenda Item 4a Appendix A

The number of Safe and Well Visits (SWVs) 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

Visits by FY		
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 prior to 21/22 were assessed against a different criteria for high or very high risk

More Information

Commentary
 In Q2 we carried out 1,300 Safe and Well Visits and 489 home checks. We have seen a month on month increase in visits in the last 12 months 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 our previous referral pathways have yet to return to their pre-Covid levels. Staff based at fire stations are continuing to undertake 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. 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.

Core Measure 13: Building Regulations Consultations responded to within 15 days

100% in Q2 2022-23

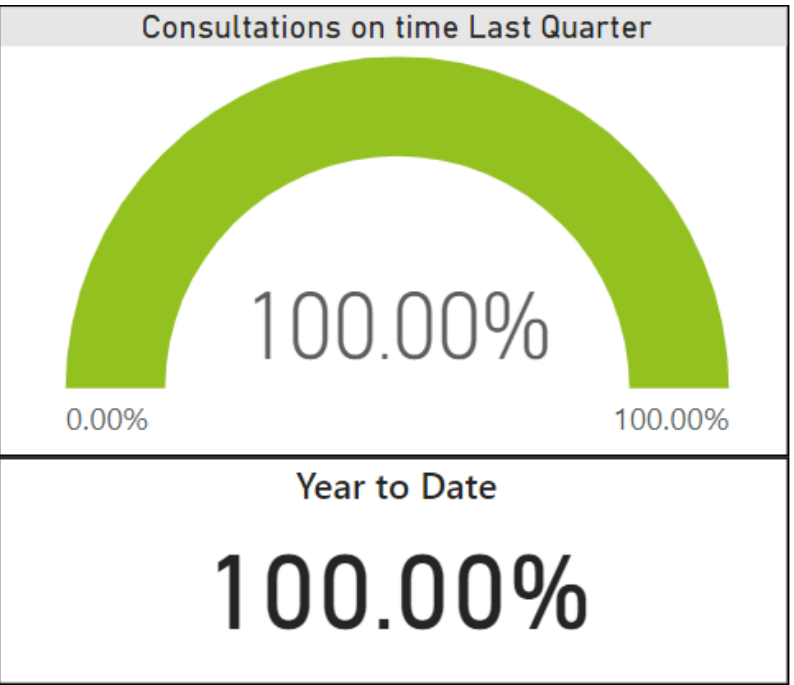
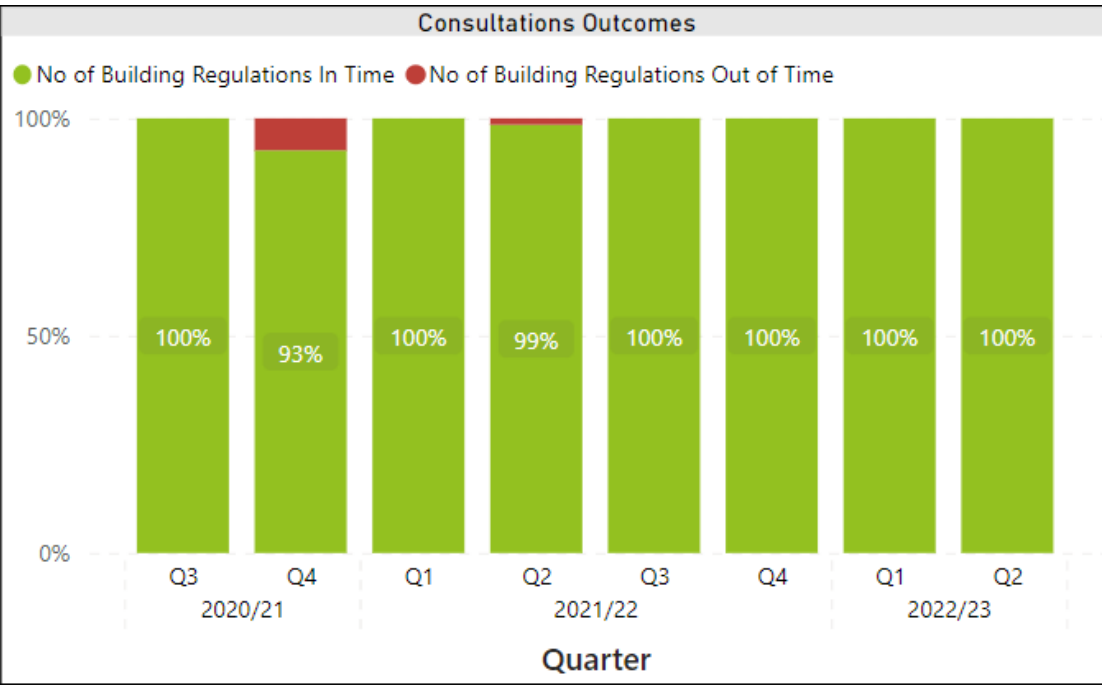
RAG Status GREEN

The percentage of Statutory Fire Safety Consultations completed within the prescribed 15 day time period.

Target:
>100% Green,
<100% Red

Service Owner:
Dave Bray
Area: **Protection**

Financial Year	Building Regulations In Time	Building Regulations Out of Time
2020/21	164	10
2021/22	598	2
Total	762	12



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[Additional Information](#)

Last Refresh Date
04/11/2022

Commentary
The Protection team have continued to meet the statutory duty to respond to all building regulation consultations submitted to WSFRS within the 15 day deadline. This is extremely positive and considered internally as an absolute priority for the function.

Actions
Tolerate: We will continue to develop the team that will specialise in Building Regulations and Complex Premises, following the rollout of the departmental restructure. This will ensure that we continue to meet the obligation for building regulations.

Agenda Item 4a
Appendix A

Core Measure 15: % of High and Medium risk Site Specific Risk Information (SSRI) that are currently in date

98.9% in Q2 2022-23

RAG Status GREEN

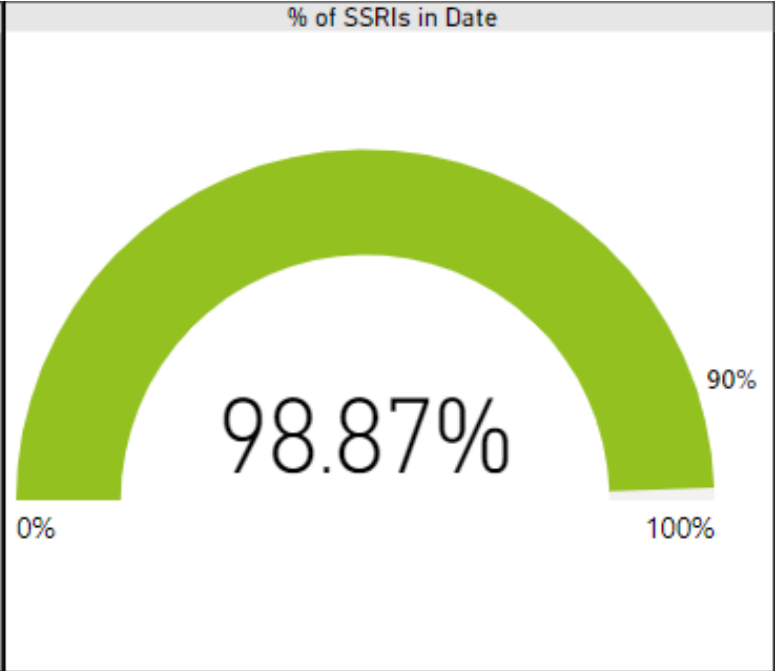
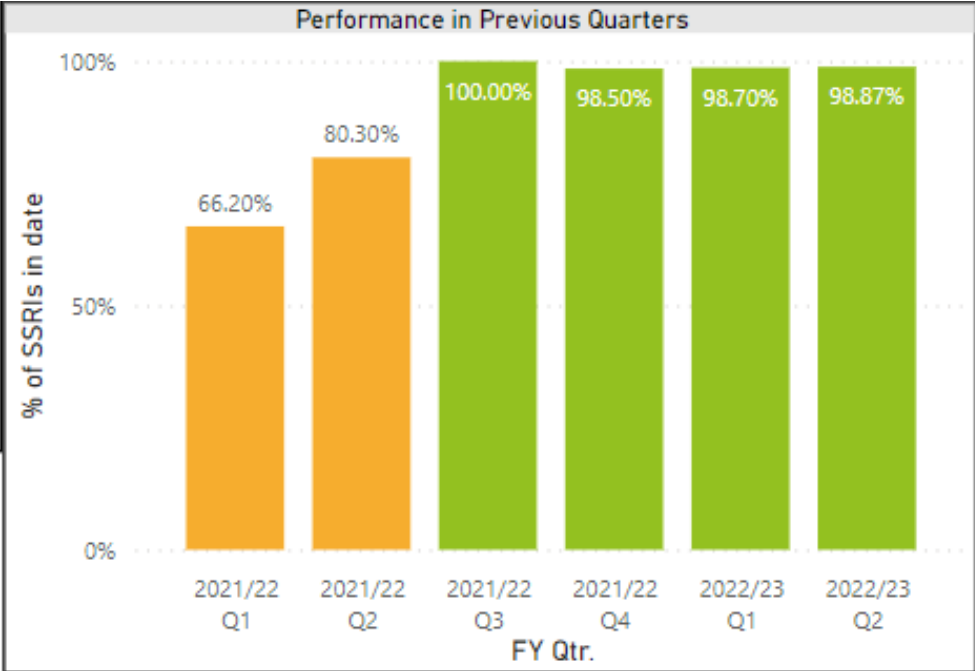
Target:
 >90% Green
 60% - 90% Amber
 <60% Red

Service Owner:
Dave Bray
 Area:
Protection

Agenda Item 4a
Appendix A

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

Performance in Previous Quarters	
FY Qtr.	Number of SSRIs out of date
2021/22 Q1	177
2021/22 Q2	101
2021/22 Q3	0
2021/22 Q4	12
2022/23 Q1	12
2022/23 Q2	10



Last Refresh Date
04/11/2022

i Additional Information

Commentary
 This performance demonstrates a good level of engagement in ensuring that our high and medium risk premises have in date SSRIs.

Actions
 Treat: Outstanding SSRIs are discussed in a monthly meeting with the Head of Response to ensure there are no barriers to crews completing the allocated visits that are due.
 We are also working with our IT suppliers to overcome some technical issues that have affected our reporting and will improve the access and availability of reports to help crews conduct the necessary visits and record the outcomes.

Core Measure 25: % of Staff Not Sick Across all Staff Groups

**97.6% in Q2
2022-23**

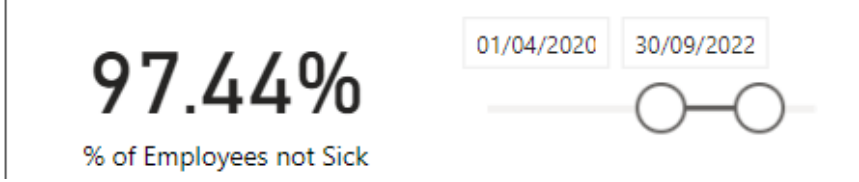
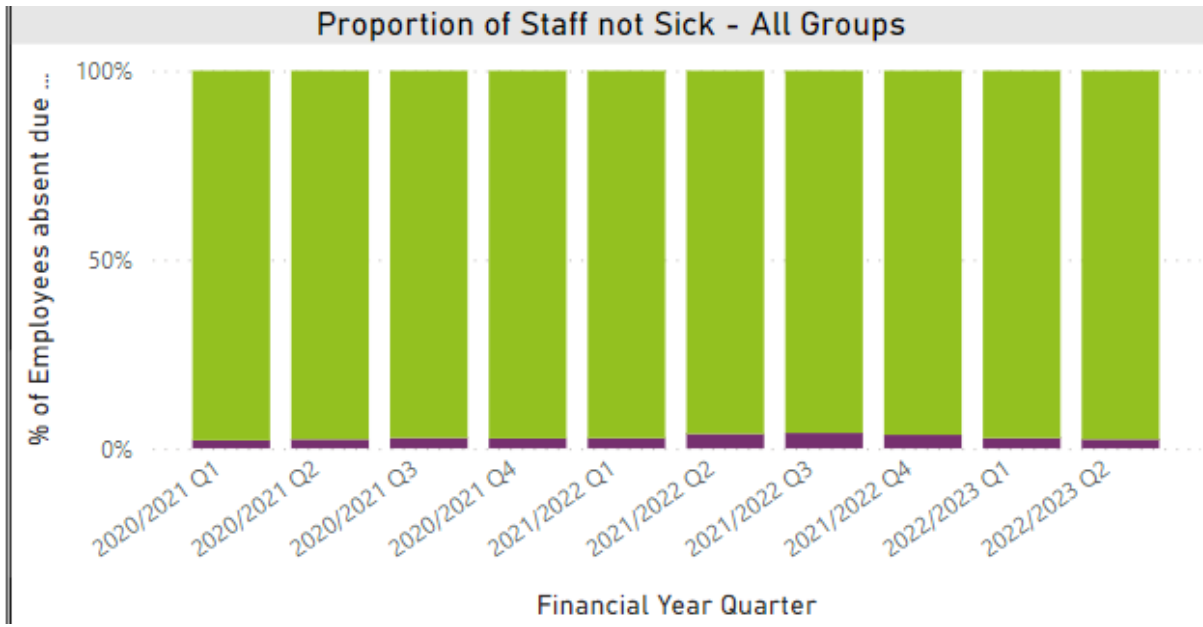
**RAG Status
GREEN**

This measure examines the average percentage of staff who were not sick during each quarter, including support staff. Staff that are sick benefit from being managed in line with the sickness absence policy, ensuring the appropriate wellbeing and support is in place and medical advice is obtained as necessary.

Target:
>95% Green
90% - 95% Amber
<90% Red

Service Owner:
Catherine Walker
Area:
Development & Operational Training

Financial Year	% of Employees not Sick
2020/2021	97.51 %
2021/2022	96.44 %
2021/2022	97.29 %
2021/2022	96.16 %
2021/2022	95.91 %
2021/2022	96.41 %
Total	96.98 %



Commentary
The target of 95% attendance has been achieved consistently over this and previous quarters, with the proportion of staff not sick at 96% or above each month. This very positive set of figures provides a good indication of the levels of communication and pastoral support afforded to colleagues when they are unwell and a culture whereby staff engage with the absence management processes to return to work in a safe and timely manner.

Actions
Tolerate: All sickness cases are reviewed monthly by managers and HR to ensure these are being progressed in a timely manner and staff are able to return to work safely and with the appropriate support/adjustment. Additional analysis of sickness data takes place weekly to ensure the service can manage any Covid related sickness or isolations through our business continuity arrangements.

Agenda Item 4a
Appendix A

Core Measure 28: % of RIDDOR accidents that are reported and investigated on time

100% in Q2
2022-23

RAG Status
GREEN

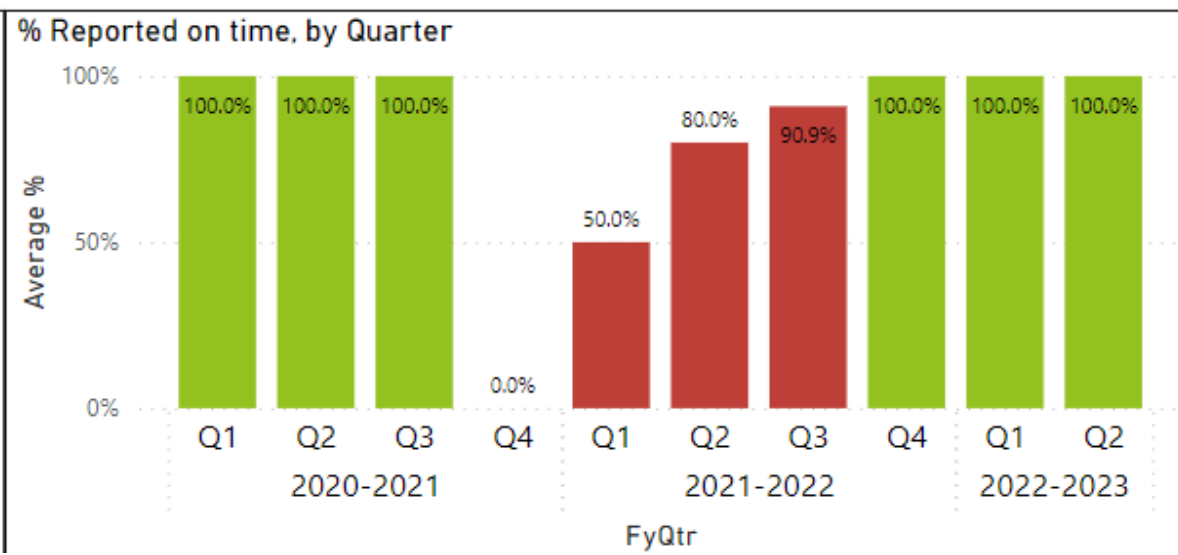
All RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reportable Health and Safety Incidents must be reported within 10 days of the event occurring. Any contracted COVID-19 cases within the workplace are also reported under RIDDOR as per Health and Safety Executive (HSE) requirements.

Target:
>100% Green
<100% Red

Service Owner
Richard Abbot
Area:
Strategic Risk & Improvement

Agenda Item 4a
Appendix A

FY QTR	On Time	Out of Time	Total Incidents
2020-2021 Q1	1	0	1
2020-2021 Q2	1	0	1
2020-2021 Q3	15	0	15
2020-2021 Q4	0	1	1
2021-2022 Q1	1	1	2
2021-2022 Q2	4	1	5
2021-2022 Q3	10	1	11
2021-2022 Q4	4	0	4
2022-2023 Q1	1	0	1
2022-2023 Q2	1	0	1
Total	38	4	42



Commentary
In Quarter 2 there was 1 reportable injury which was reported within the legislative timescale. This report was an over 7 day incapacitation following an injury.

Actions
Treat: Following the service wide communications to reinforce management expectations and to raise staff awareness of the importance of reporting incidents, strict monitoring of Health and Safety incidents will continue to ensure timely reporting and compliance within HSE Regulations.

An action plan has been completed to ensure electronic reporting processes, staff training and management responsibilities are refreshed and reinforced to reduce any risk of human error when reporting accidents and near hit events.

Selected Measures (Red and Amber Status)

Quarter 2

(1st July - 30th September 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 14: Number of Unwanted Fire Signals attended
- CM 16: Time taken to answer the 999 call by Joint Fire Control Room
- CM 19: Critical Fires - 1st Appliance Attendance
- CM 23: Retained Duty System crewing availability

Core Measure 2: Accidental Dwelling Fire deaths in West Sussex

3 deaths at the end of Q2 2022-23

RAG Status AMBER

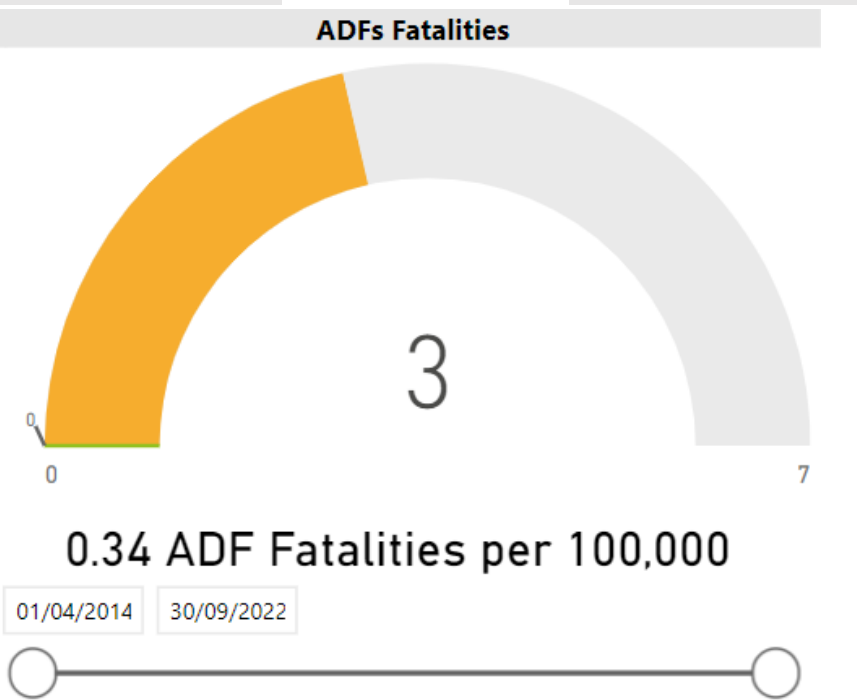
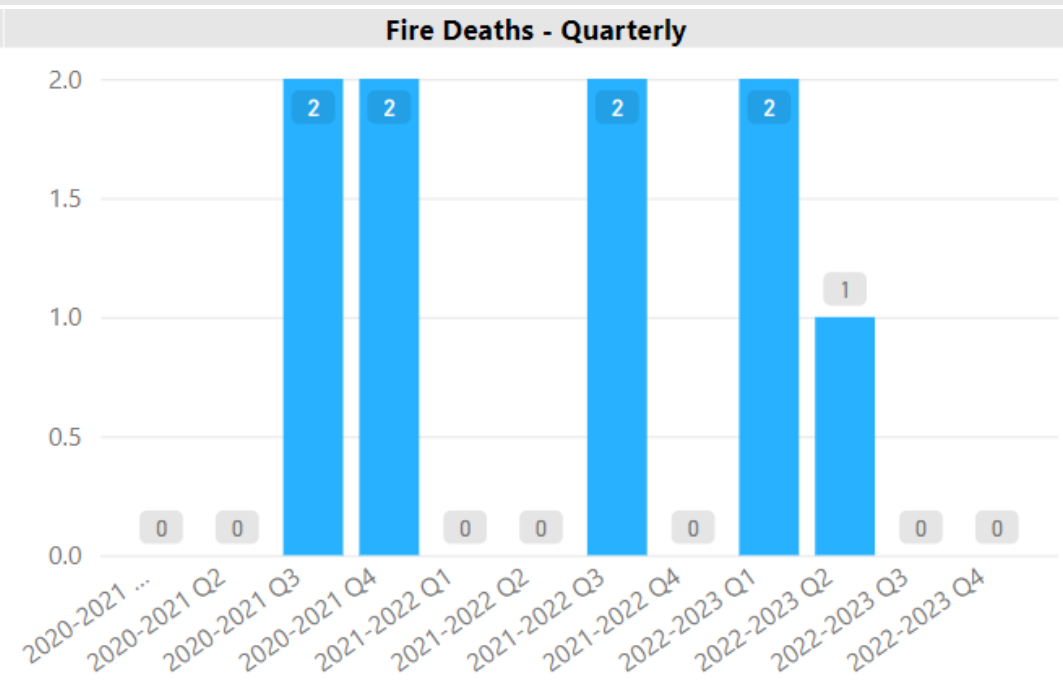
The total number of deaths that occur as a result of a Accidental Dwelling Fires, over a year period starting from April. This includes a person whose death is attributed to a fire, even when the death occurs weeks or months later.

Annual Target:
0 Green
1 - 3 Amber
>3 Red

Service Owner:
Nicki Peddle
Area:
Incidents

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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 was 1 fatal fire in quarter 2, occurring in Bognor. There has been significant community safety activity following this incident to both reassure the local community and provide Safe and Well Visits to those who are vulnerable along with the critical review of the incident by the Deputy Chief Fire Officer. The 3 deaths this year to date represents a figure of 0.34 ADF fatalities per 100,000 population, compared to the national annual average of 0.28 ADF fatalities per 100,000 in 20/21.

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.

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Appendix A

Core Measure 14: Number of Unwanted Fire Signals, over a year period starting from April

848 at the end of Q2 2022-23

Current RAG Status
RED

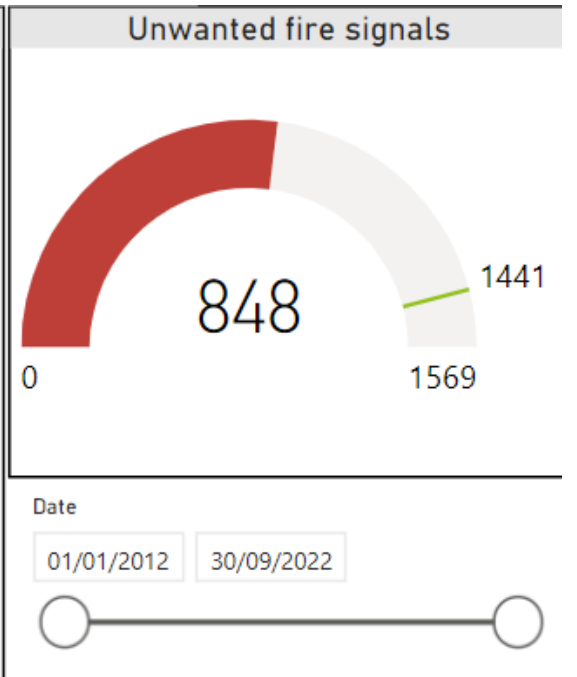
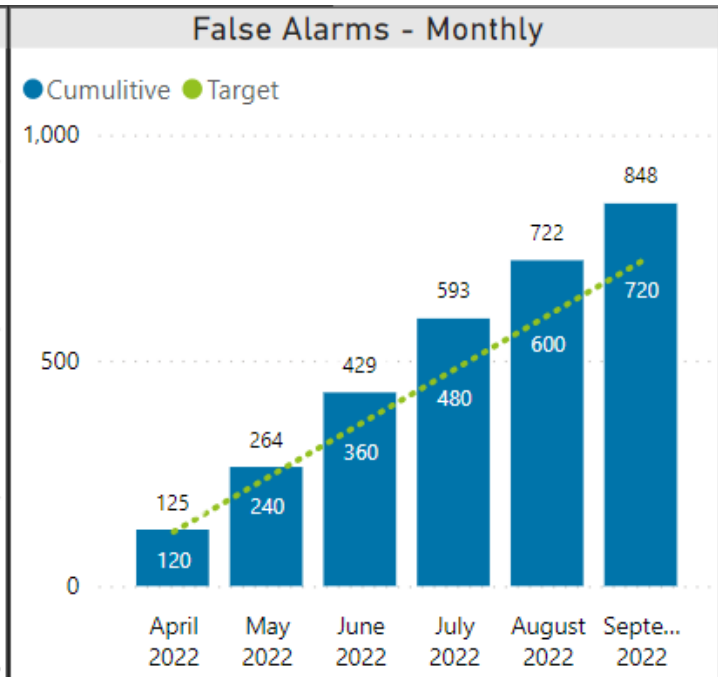
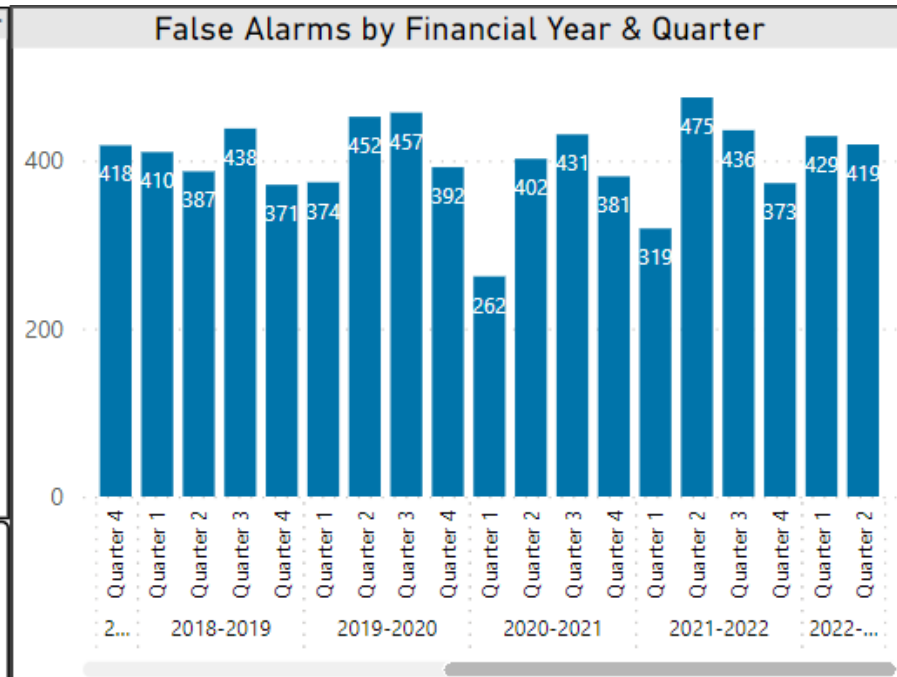
This measure records the number of incidents to which at least one fire engine was sent where the origin of the call was an automatic fire alarm (AFA) system, the property type was non-residential or other residential and the incident was recorded as a false alarm. AFA data is analysed monthly, with actions taken to reduce the number of AFAs.

Reduction Target:
10% (<1441) Green
2% (1569) Amber
<2% (>1569) red

Service Owner: **Dave Bradley**
Area: **Protection**

Agenda Item 4a
Appendix A

Financial Year	No. of Incidents
2014-2015	1723
2015-2016	1693
2016-2017	1607
2017-2018	1645
2018-2019	1606
2019-2020	1675
2020-2021	1476
2021-2022	1603



Additional Information

Commentary
Quarter 2 saw a slight drop in the number of Unwanted Fire Signals, recording 412 versus the 429 in quarter 1. These numbers suggest we would not meet our end of year target. However, we still expect this target to be met as a call-challenge/ non-attendance policy will come into force in quarter 3.

Actions
Treat: Implement the approved call challenge/non-attendance policy, in line with the CRMP, in December 2022.

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

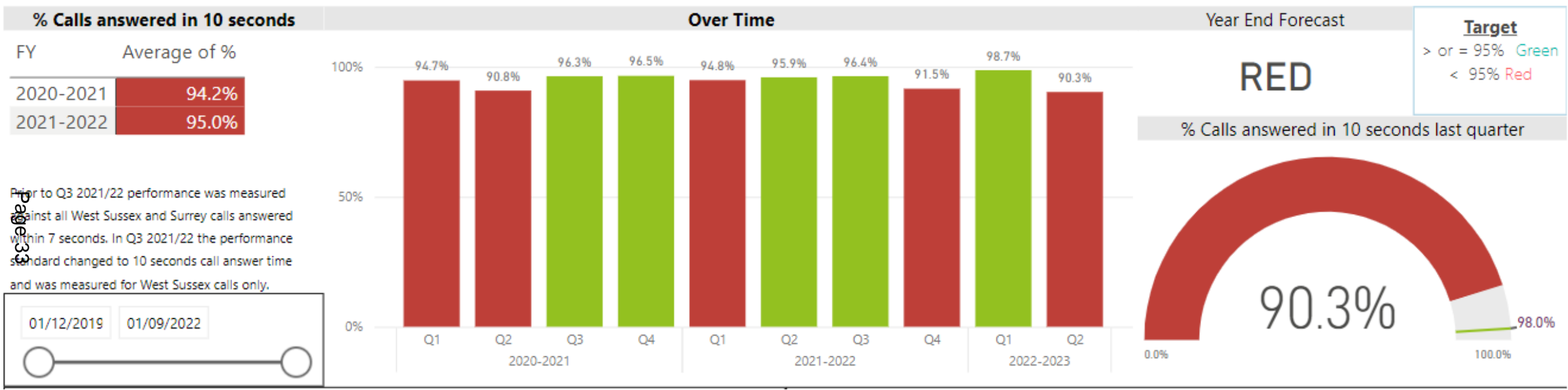
90.3% in Q2 2022-23

RAG Status RED

This measure looks at the time taken from when the Fire Control Room Operator answers the phone when a 999 call is received by Fire Control. The target is 95% of calls answered within 10 seconds.

Annual Target:
 >95% Green
 <95% Red

Service Owner:
Dave Bray
 Area:
Protection



Prior to Q3 2021/22 performance was measured against all West Sussex and Surrey calls answered within 7 seconds. In Q3 2021/22 the performance standard changed to 10 seconds call answer time and was measured for West Sussex calls only.



Commentary
 Quarter 2 saw a drop in performance for both July and August to 89.9% and 86.6% respectively, followed by a return to 98.1% for September. This is due to the significant increase in call numbers being received by the Joint Fire Control Room during those months when Surrey, West Sussex and East Sussex were experiencing higher volumes of calls linked to fires in the open. Due to the number of calls being placed into JFC and the weight of response radio traffic resulting from the number of appliances deployed, JFC were unable to meet their call answering target.

Actions
 Tolerate: We will continue to monitor this closely through the JFC Tactical board, as we expect to see call volumes return to normal as we pass from summer into autumn. We contributed as a Service to the JFC staffing review where we have raised concerns over staffing levels that result in operators being busier, which has an inevitable impact upon performance for answering emergency calls. We will be seeking that JFC set out a clear roadmap as to how they are going to address the findings of this review.

Agenda Item 4a Appendix A

Core Measure 19: Critical Fires - 1st Appliance Attendance

**85.9% in Q3
2022-23**

**RAG Status
RED**

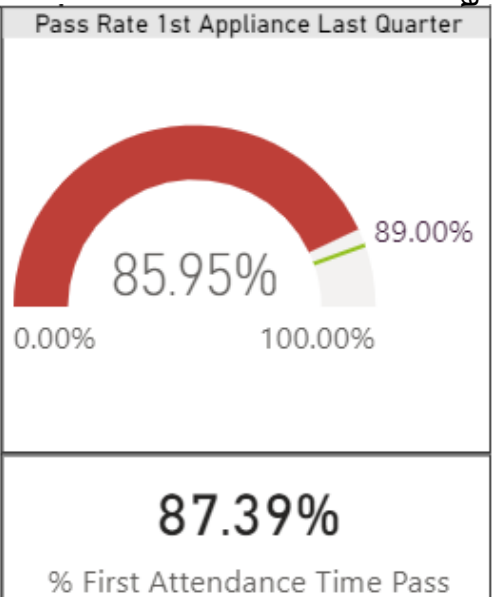
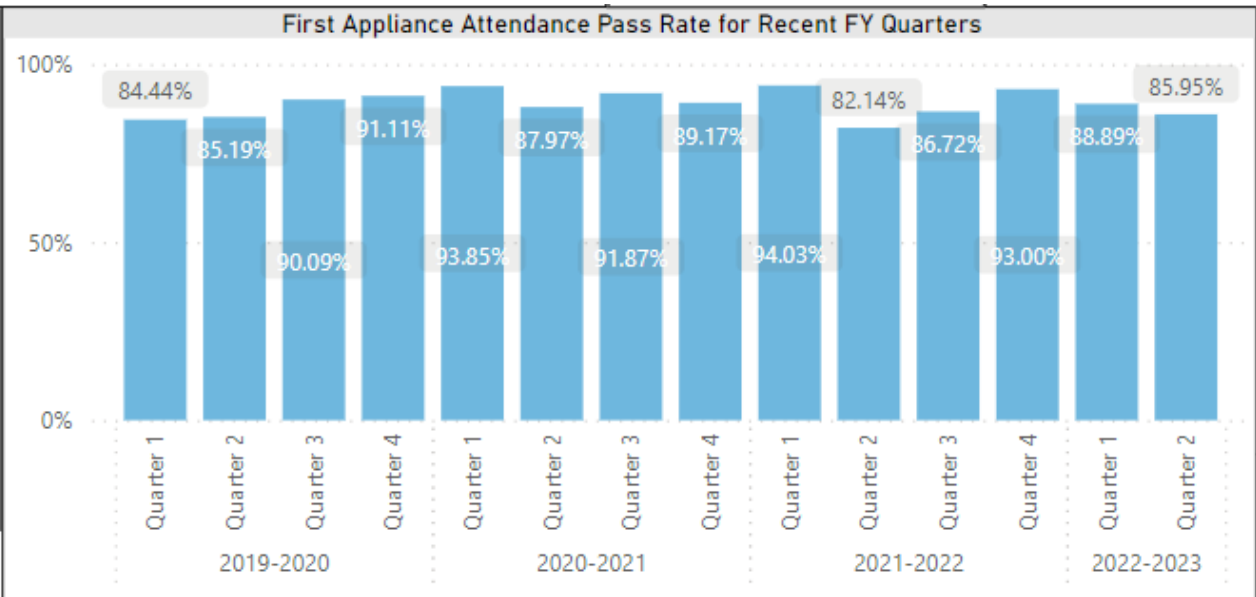
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Appendix A

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 first fire engine arrives at an emergency incident within the target number of minutes from time the emergency call was answered.

Target:
>89% Green,
<89% Red

Service Owner
Gary Ball
Area:
Response

Financial Year	Very High	High	Medium	Low	Total
2015-2016	100.00%	86.27%	86.39%	90.11%	88.10%
2016-2017	75.00%	87.88%	84.84%	90.08%	87.08%
2017-2018	0.00%	100.00%	89.19%	89.49%	90.09%
2018-2019	0.00%	93.10%	89.96%	86.82%	88.67%
2019-2020	0.00%	100.00%	87.69%	86.32%	87.60%
2020-2021	0.00%	92.31%	88.46%	92.66%	90.71%
2021-2022	0.00%	100.00%	88.70%	89.08%	89.03%
Total	78.57%	92.27%	87.80%	89.29%	88.72%



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

Commentary
Quarter 2 saw an extended dry spell which placed significant demands on all fire and rescue services across the country, with many services declaring major incidents due to the impact on resources. The impact of this higher demand in West Sussex was a reduction in performance on this measure of approximately 3% when compared to quarter 1.

Actions
Tolerate: We are confident that the changes we have seen around the introduction of performance data on turn out times being available to Immediate Response stations and the move back to a more normal level of demand will mean we will achieve the target for this measure across the year. The proposals we have for increasing the cover in Mid-Sussex and Shoreham will ensure we have more resilience when facing future occasions of high demand.

Core Measure 23: Adequate crewing on all Retained Frontline Pumping Appliances (based on 24/7 crewing)

44.1% in Q2
2022-23

RAG Status
RED

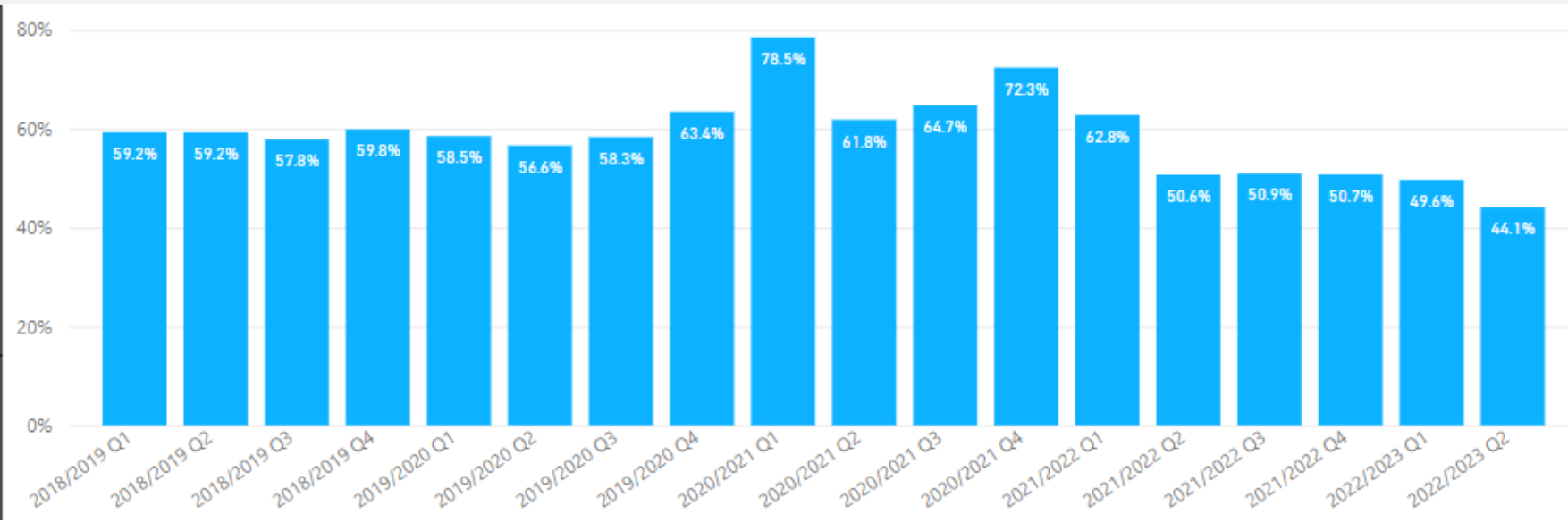
Retained frontline fire engines are crewed mainly by on-call fire fighters who are based at stations in more rural locations and, when they receive the call via their pagers, leave their place of work or home and attend emergencies from the local retained station. Four qualified people are required on 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:
Gary Ball
Area:
Response

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

Financial Year	Total
2018/2019	59.0%
2019/2020	59.2%
2020/2021	69.3%
2021/2022	53.7%



Fire Engines On the Run

44.1%

Financial Year to Date

46.9%

Date Range

01/04/2018 30/09/2022

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[Click Here for Detailed Station View](#)

Commentary

Retained Duty System (RDS) availability remains our biggest performance challenge. We have been undertaking significant work over the last few years to ensure that our RDS sections and stations, where fire engines are crewed by people who respond to the station from their home or work in the event of an emergency call, are supported by maximising the use of our Wholetime (WT) firefighters who are on duty at fire stations. This work is not reflected in the performance figures as when any WT crew cover RDS stations this is not currently included in the availability calculation.

Actions

Treat: The Retained Duty System in it's 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 we maximise availability wherever possible including a member level task and finish group as part of our FRS scrutiny committee. A more strategic approach is also being taken in our 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. We are also working to address the underreporting of this measure.

Agenda Item 4a Appendix A

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Fire and Rescue Service Scrutiny Committee

25 November 2022

End of September 2022 (Quarter 2) 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 September 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 a second full inspection from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), the Community Risk Management Plan (CRMP) and the Horsham Fire Station and Training Centre project.

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

Appendix E details a proposed change for an existing KPI, relating to "Fire Safety Order regulated buildings".

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;
- 5) The proposed change of KPI relating to "Fire Safety Order regulated buildings"; and

- 6) 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 (Section 4) – Community Support, Fire and Rescue Portfolio - Performance Summary
Appendix C – Corporate Risk Register
Appendix D - Fire and Rescue Improvement Plan

Appendix E - Proposed Amendments to KPIs on the Council Plan

Background Papers

None





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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
- Appendix 6 – Children First Improvement Plan
- Appendix 7 – Fire and Rescue Improvement Plan

Scrutiny Committee Documents

The relevant elements of the Performance and Resources Report will be made available to Scrutiny Committees prior to being considered by 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

		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 Summary	✓	✓	✓	✓	✓
Appendix 5	Workforce					✓
Appendix 6	Children First Improvement Plan Update	✓				✓
Appendix 7	Fire and Rescue Improvement Plan Update				✓	✓

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

- July saw the much-anticipated publication of the Her Majesty Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) report from the second full round of inspections. The report highlighted the marked improvement in the service since the first formal inspection in 2018 but noted that there was still more work to do. Across the three pillars, the service was judged as requires improvement in effectiveness and people whilst achieving good in the efficiency pillar. We will now focus on an action plan to respond to the one remaining cause of concern which relates to people and culture. Our Fire and Rescue Service Improvement Plan is therefore now completed and this action plan, along with ongoing continuous improvement work, will now be managed through our People Service Plan within the Community Risk Management Plan (CRMP).
- The second quarter also saw one of the busiest operational periods for the Fire Service in recent history with the impact of the long hot summer and record high temperatures. There was significant demand on resources both nationally and here in West Sussex with many neighbouring counties experiencing protracted major wildfire incidents. We responded with well-rehearsed business continuity procedures and support from our specialist wildfire tactical advisors to ensure that we remained prepared throughout this difficult period.
- The summer period saw lots of public engagement and events with many very successful open days at fire stations in Worthing, Shoreham, Crawley, Haywards Heath, and many more. This was the first time in over two years that stations had been able to fully open their doors and with a mixture of warm weather, excellent media and exciting displays, we had record crowds around the county to help us promote crucial community safety messages including the very successful 'disposable barbecues campaign'.
- A number of major projects and project consultations began during this quarter including the first formal CRMP project on 'Day Crewed 7' where we are planning to increase immediate response availability across four-day crewed stations from five to seven days. We also launched two major procurement projects in collaboration with Surrey and East Sussex Fire and Rescue Services to jointly purchase breathing apparatus and incident command vehicles. These are the first projects of this size and scale being led by West Sussex which present an exciting opportunity for greater operational alignment between the services whilst providing wider efficiency and economies of scale in the process.

Community Support


- Teams continue to work together to respond to the needs of Ukrainians entering the UK. Demand remains high and as a result a new Ukraine Support Team has been set up to deal with locality-based need and support, complex needs requiring ongoing casework and the provision of relevant information to enable customers to help themselves and build their independence. Proactive calls are also being made to all sponsors and guests at month four to understand if they are intending to remain in their placement or discuss their plans after the initial six-month period. This is being complemented with a programme of engagement sessions undertaken with guests and hosts approaching the six-month point. In addition to the £350 monthly payment for sponsors, a £400 payment is being made at the four-month stay point to offset some of the additional utility bill and household expense experienced as a result of hosting guests.
- The Community Hub has been working closely with partners distributing the second round of the Household Support Fund. Early analysis indicates that over 3,868 households or 10,821 individuals have been supported by the Household Support Fund (second allocation) since April 2022. Additionally, the Community Hub, with other partners, are distributing funds to those experiencing hardship including Citizens Advice and Carers Support West Sussex.
- The Countering Extremism Team provided 31 different training sessions (both virtually and face to face) to a total of 509 participants, enabling them to recognise the signs of radicalisation and to take appropriate action. By the end of the second quarter, some 245 taxi drivers were trained in essential safeguarding (covering modern slavery, county lines, exploitation, domestic abuse and radicalisation) as part of their license arrangements with district and boroughs across West Sussex.
- During this quarter, 195 residents/professionals engaged in digital safety training. 5,409 people are currently signed up to receive the monthly Staying Safe Online E-newsletter. It is estimated that over 200,000 people were reached via sharing key online safety information by social media, radio, press release and newsletters.
- Customer visits to libraries have continued to grow following the disruption of lockdowns, with visits this period up 41% compared with the second quarter of 2021/22. The Summer Reading Challenge also grew in participation with 10,436 children taking part; an increase of 24% when compared to the 2021/22 uptake.
- The Record Office partnership with Ancestry has resulted in parish registers of baptisms, marriages and burials for West and East Sussex, dating back to 1538, being digitised and made available on the Ancestry website with over 1.3 million views in the first six weeks alone. The first royalty payments have been received for this new income stream, with further records due to go online over the next year. Ancestry is now available free of charge for residents to use at West Sussex Record Office and all libraries.

- For ceremonies, the first half of the year has been exceptionally busy for notices of intent with 4,330 taken. This is a 37% increase compared to the five-year pre-Covid average of 3,160 for this period. 2,577 ceremonies were delivered between April – September, 25% more than the five-year pre-covid average of 2,058 for this period.
- Within Trading Standards there was a seizure of 6,000 illicit cigarettes and 8kg of illicit rolling tobacco seized from shops in Worthing and Littlehampton. 10,600 'Huggy Wuggy' and 'Marvel Superhero' plush and battery powered toys were stopped at Gatwick Airport as they were non-compliant with toy safety requirements. Samples of Cannabidiol (CBD) food taken for analysis showed some contained banned cannabinoids and one £30 jar of jam only contained 10% of the declared CBD. American authorities have also been working with the UK National Trading Standards Scams Team, which has resulted in our Trading Standards Team receiving money to pass back to around 30 local scam victims.

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.

Fire and Rescue		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
3	<p>Measure: 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>	1,000	Mar-22	Jun-22	Sep-22		G
	<p>Performance Analysis: Sep-22: At the end of Q2 it was agreed that as a result of the significant challenges that the department faces in relation to development of competency, the previous target of 1,750 audits would be amended to 1,000 per year. Departmental performance is currently 55 audits behind our half-year schedule, however the number of audits undertaken in Q2 was significantly higher than in Q1, despite Q2 being the period where a significant amount of leave is taken.</p> <p>Items that have affected Q2 performance include a number of case conferences following a Prohibition case that has seen two Simple Cautions issued for offences committed. Q3 will also see the team continuing a significant case load to take forward for prosecution.</p> <p>Actions: Now that the target has been amended to reflect some of the internal and external market factors, we are only 55 audits behind schedule. We have a clear plan on how to address this shortfall that includes watch-based fire safety activity, use of retained duty staff and more use of desk top audits.</p>	841	218	445			

Agenda Item 4b
Appendix B

Fire and Rescue		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
10	<p>Measure: 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	Mar-22	Jun-22	Sep-22		G
	<p>Performance Analysis: Sep-22: In Q2 we carried out 1,300 Safe and Well Visits and 489 home checks. We have seen a month on month increase in visits in the last 12 months 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 our previous referral pathways have yet to return to their pre-Covid levels. Staff based at fire stations are continuing to undertake 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. 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>		3,355	1,151	2,451	↑	
42	<p>Measure: Percentage of 'critical fires' where the first appliance in attendance meets our emergency response standard</p> <p>Reporting Frequency: Quarterly.</p>	89.0%	Mar-22	Jun-22	Sep-22		G
	<p>Performance Analysis: Sep-22: Q2 saw an extended dry spell which placed significant demands on all fire and rescue services across the country, with many services declaring major incidents due to the impact on resources. The impact of this higher demand in West Sussex was a reduction in performance on this measure.</p> <p>Actions: We are confident that the changes we have seen around the introduction of performance data on turn out times being available to Immediate Response stations and the move back to a more normal level of demand will mean we will achieve the target for this measure across the year. The proposals we have for increasing the cover in Mid-Sussex and Shoreham will ensure we have more resilience when facing future occasions of high demand.</p>		93.6%	91.0%	86.0%	↓	
43	<p>Measure: Percentage of 'critical special service incidents' where the first appliance in attendance meets our emergency response standard</p> <p>Reporting Frequency: Quarterly.</p>	80.0%	Mar-22	Jun-22	Sep-22		G
	<p>Performance Analysis: Sep-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. 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 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) and the initiative we have introduced this quarter to use our wholetime firefighters more proactively to support RDS availability are both having a positive impact on this core measure.</p> <p>Actions: We 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>		80.6%	82.2%	81.4%	↓	

Community Support Performance Measures

Community Support		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
4	Measure: 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%	Mar-22	Jun-22	Sep-22	→	G
			100%	100%	100%		
Performance Analysis: Sep-22: – American authorities have been working with UK National Trading Standards Scams Team and, as a result of an American intervention, WSCC will be receiving some money back for approximately 30 local victims which will be passed back to them. 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.							
33	Measure: Use of virtual/digital library services by residents Reporting Frequency: Quarterly, Accumulative	5.45m	Mar-22	Jun-22	Sep-22	↗	G
			5.81m	1.39m	2.87m		
Performance Analysis: Sep-22: Customer usage of virtual library services is stabilising to a 'new normal' after the significant increases seen during the pandemic lockdown periods. Actions: Continue to support growing demand though investment in e-Library platforms and production of virtual and online library events content.							
34	Measure: Number of people reached and supported via the West Sussex Community Hub during the Covid-19 pandemic Reporting Frequency: Quarterly, Accumulative	36,000	Mar-22	Jun-22	Sep-22	↗	G
			76,477	85,840	87,298		
Performance Analysis: Sep-22: From October 2021, the Community Hub supports residents and households with wider essential needs such as food, energy, and water bills via the Household Support Fund. The Household Support Fund has been extended until March 2023 and ongoing support to help those households in need continues. In the 9 months to September 2022 10,821 individuals have been supported by the Household Support Fund. Actions: Department for Work and Pensions (DWP) is making a third round of funding available to support those most in need to help with global inflationary challenges and the significantly rising cost of living.							

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	£0.188m	Community Support – Staffing vacancies within the service	(£0.232m)	
Community Support – Shortfall in libraries and archives income relating to changes in customer behaviour post pandemic	£0.240m	Community Support – Additional ceremonies income projected as this is the first summer season in recent times with no pandemic restrictions	(£0.230m)	
Community Support – Other variations	£0.070m			
Community Support, Fire & Rescue Portfolio - Total	£0.498m		(£0.462m)	£0.036m

Significant Financial Issues and Risks Arising

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

Financial Narrative on the Portfolio's Position

4. As at September, the Community Support, Fire and Rescue portfolio is projecting a £0.036m overspend, a reduction of £0.206m when compared to June. The main variations are described below.

Fire and Rescue Service

5. Although the Fire and Rescue Service is currently projecting a balanced budget, there is pressure emerging within the Command and Mobilising budget because of a £0.063m in-year reduction to the Fire Link Grant which supports expenditure on data costs associated with the use of service radios. This is a national reduction that will continue over the next three years and is linked to the introduction of a new national communication solution which has been subject to a number of delays. The service continues to work on mitigations to cover the loss of grant over the medium term but in-year this is currently being mitigated by staff vacancy savings.

Community Support

6. The Coroner's Service is projecting an overspend of £0.188m which relates to in-year inquest requirements which will result in additional costs.
7. 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 £0.240m in 2022/23.

8. These budgetary pressures have been partly mitigated by projected staffing vacancy savings of £0.280m and a forecasted increase in Registrar Service income of £0.230m. This increase is due to a surge of ceremonies being planned in 2022/23 following the relaxation of Covid-19 restrictions.

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 residents 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 living 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)	September 2022		Narrative
		Delivered	At Risk	
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

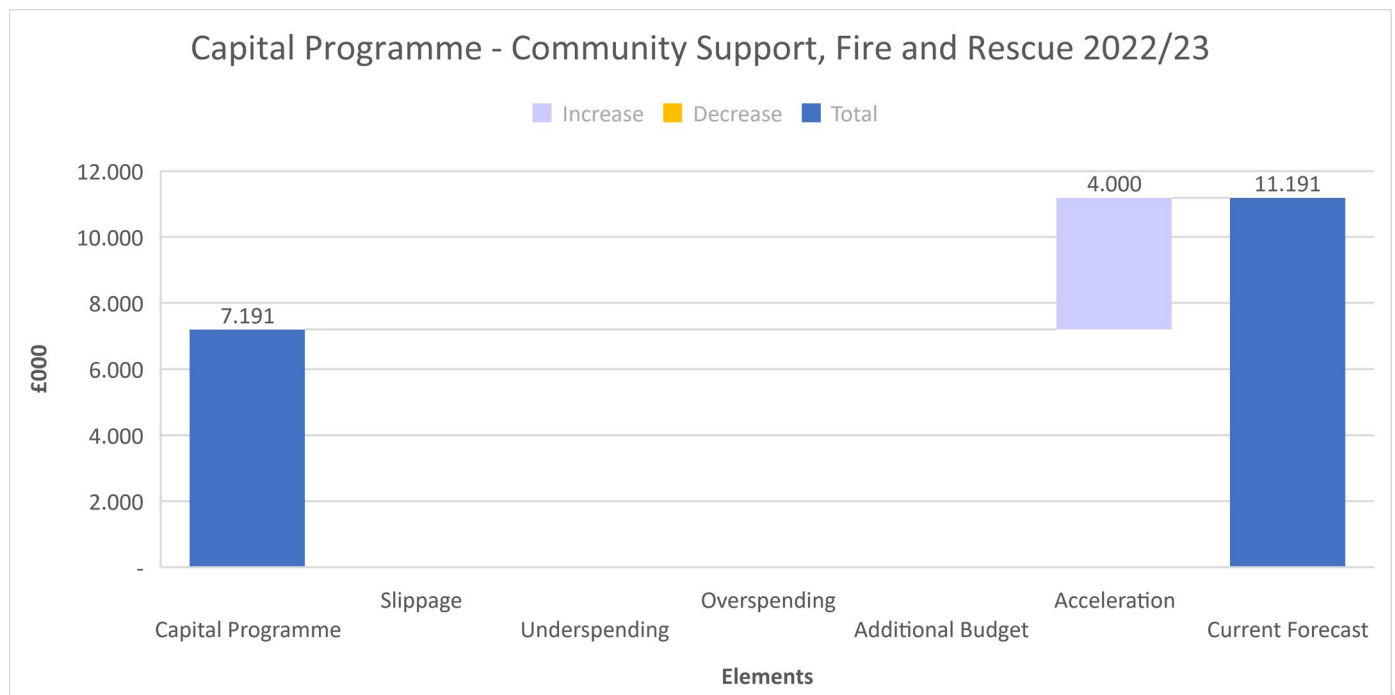
12. There are six schemes within the portfolio. Four of the schemes in delivery are rated as green, indicating that the project is reporting to plan. One scheme is

rated amber, indicating that there is an issue but that it could be dealt with by the project manager or project delivery team, and one scheme is within its final retention phase. An update on the progress of the schemes not rated green are detailed in the table below:

Scheme	RAG Status at Sep 2022	Reason	Latest RAG Status	Updated Position
Horsham Fire Station and Training Centre	AMBER	Utility connection and S278 issues that may impact on timeline.	AMBER	Power legal agreement issued. Final duct routes to be provided by BT (S278).

Finance Summary - Capital

- 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.
- Since this time, the profiled spend has increased overall by £4.000m, to give a current year end projection for 2022/23 of £11.191m. This increase relates to projects where funding has been accelerated from future years.



Key:

- Capital Programme – The revised planned expenditure for 2022/23 as at 1st April 2022.
- Slippage – Funding which was planned to be spent in 2022/23 but has since been reprofiled into future years.
- Underspending – Unused funding following the completion of projects.
- Overspending - Projects that require further funding over and above the original approved budget.
- Additional Budget – Additional external funding that has entered the capital programme for the first time.
- Acceleration – Agreed funding which has been brought forward from future years.
- Current Forecast – Latest 2022/23 financial year capital programme forecast.

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

Risk

16. There are currently no corporate risks assigned to this portfolio following the closure of risk CR60 - HMICFRS Improvement Plan this quarter. Risks allocated to other portfolios are specified within the respective portfolio sections.
17. Further details on all risks can be found in **Appendix 4** - Corporate Risk Register Summary.

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Corporate Risk Register Summary - September 2022

CR11

Current Score
25

Target Score
8

Initial Score
20

Risk Change
Unchanged
➡

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 qualified/experienced 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
Develop alternative arrangements to attract candidates for hard to recruit to roles including the use of specialist third party search agencies.	01/02/2023
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
Restructure of HR Resourcing function to ensure it better fits how recruitment now needs to be undertaken	01/03/2023

CR58

Current Score
25

Target Score
9

Initial Score
25

Risk Change
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
Completion of Fair Cost of Care exercise and draft Market Sustainability Plan in order to identify fair costs for care provision to support sustainable markets, and in preparation for Adult Social Care Reforms.	01/10/2022
Collection of market information on Firefly. Analysis of information and appropriate level of quality assurance response.	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	Unchanged

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

CR74

Current Score	Target Score	Initial Score	Risk Change
15	10	15	Unchanged ➡

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	01/10/2022

CR72

Current Score	Target Score	Initial Score	Risk Change
12	8	20	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
10

Target Score
10

Initial Score
25

Risk Change
Unchanged
➡

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
9

Target Score
9

Initial Score
20

Risk Change
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
01/12/2019

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 CMT on governance. Schedule and deliver associated training	ongoing
Regular compliance monitoring and active corporate support when non-compliance happens to establish better practice.	ongoing

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Phase 1 Summary	Total Improvement Plan Amount Estimated	Improvement Plan Expenditure				Continuous Improvement
		Actual Spend 2019/20	Actual Spend 2020/21	Actual Spend 2021/22	Planned Spend 2022/23	Planned Spend 2022/23
		£000	£000	£000	£000	£000
Temporary Investment						
Wellbeing Advisor/Lead - initial two year fixed term contract	38	0	38	0	0	0
Employers Network for Equality Inclusion – 15 workshops and report	18	12	6	0	0	0
Uniform Replacement - One-off to allow for, better fit for females and cultural identity changes	158	0	51	0	107	0
Programme Support Officer x 2	76	0	76	0	0	0
	290	12	171	0	107	0
Contingency	0	0	0	0	0	0
Permanent Increase in Base Budget						
Prevention Manager	155	23	66	66	0	66
Area Manager Protection	371	48	178	145	0	145
Diversity and Inclusion Advisor for FRS	131	23	54	54	0	54
Workforce Engagement Lead	126	0	63	63	0	63
High Risk Safe and Well Visit Specialists x 3	206	31	91	84	0	84
Protection Officers	637	51	292	294	0	294
Prevention, Protection, Quality Assurance Trainers	439	23	205	211	0	211
Ops Assurance Performance & Audit	174	26	73	75	0	75
Crewing Office	182	26	75	81	0	81
FRS HMI Performance Manager	158	28	65	65	0	65
Reinstate Watch Manager B payments to Hay A's - 60 FTE	540	150	195	195	0	195
Farynor IT system annual costs and Licences	410	106	164	140	0	140
Assistant Chief Fire Officer	72	0	27	45	0	45
Organisational Assurance Manager, Assistant & BA	313	12	121	180	0	180
IT equipment and vehicles for additional FTE	252	0	152	100	0	100
FRS training budget for protection competency training (for dedicated protection staff)	112	24	44	44	0	44
FRS training budget to ensure competence in protection and prevention training (for all appropriate staff)	76	6	33	37	0	37
FRS branding and values embedding budget	73	7	36	30	0	30
Other	137	37	0	100	0	100
Organisational Development Manager	167	19	83	65	0	65
HR Advisor	117	19	58	40	0	40
	4,848	659	2,075	2,114	0	2,114
Total	5,138	671	2,246	2,114	107	2,114
Available Funding						
Base Budget Funding	3,967	400	1,971	1,596	0	1,596
Base Budget Funding (Approved as part of 2021/22 Budget)	518	0	0	518	0	518
One off Funding	100	0	100	0	0	0
Fire Improvement Reserve Funding	553	271	175	0	107	0
Total Funding Available	5,138	671	2,246	2,114	107	2,114

Notes:

As at 1st April 2022, the Fire Improvement Reserve contained £0.107m. This funding has subsequently been drawn to fund the final one-off elements of the Improvement Plan.

For presentation purposes, on-going service improvement plan expenditure, implemented in previous years, has been reported within the 'Continuous Improvement' column from 2022/23.

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Proposed Amendments to KPIs on the Council Plan

Existing Measure Description	Existing Baseline (Date)	Existing 2022/23 Target	Existing 2023/24 Target	Existing 2024/25 Target
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.	841 (2021-22)	1,750	1,750	1,750
Proposed Measure Description	Proposed Baseline (Date)	Proposed 2022/23 Target	Proposed 2023/24 Target	Proposed 2024/25 Target
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.	841 (2021-22)	1,000	1,000	1,000

Business Case for Change

This target has been revised based on a number of factors. Firstly, the impact of changes in legislation following the Grenfell Tower Fire and the wider demands on our staff to support the building safety regime have reduced the time that firefighters have available to undertake Fire Safety Audits. Secondly, the original target was based upon a staffing model that has been significantly affected by a surge in demand within the private sector which is affecting our ability to recruit and retain competent staff. This surge in turnover and a new requirement to operate in-line with the national competency framework and meet the requirement of the Fire Standard for Fire Protection means our existing fully competent fire safety staff are required to mentor less qualified staff which reduces their capacity and some are required to undertake further training away from the workplace in order to attain the appropriate qualifications.

The new target has been revised to ensure a more sustainable level of performance that will continue to reduce risk through the activity of audits with our risk-based inspection programme. In the long term this will, alongside firefighter fire safety and primary authority schemes, deliver sustainable growth in performance both in terms of output and HMI judgement criteria. This new target is in place for Q2 reporting within the WSFRS Core Measures.

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Report to Scrutiny Committee

25 November 2022

Community Risk Management Update

Report by Deputy Chief Fire Officer

Summary

This report is to present a six-monthly update against the progress of our delivery of the Community Risk Management Plan 2022. This is a four-year plan and therefore activity has been planned across the four years according to resources and dependencies. The Community Risk Delivery Plan is overseen by the Chief Fire Officer, which includes all activity relating to our five Strategic Priorities over these four years. The five Strategic Objectives are set out below with their alignment to the corresponding County Council Priorities:

- 1 Preventing fires and emergencies from happening
{Keeping people safe from vulnerable situations}
- 2 Protecting people, firefighters and property by making buildings as safe from fire as they can be
{Keeping people safe from vulnerable situations & safe and prosperous economy}
- 3 Responding to fires and emergencies quickly and effectively
{Keeping people safe from vulnerable situations and helping people and communities to fulfil their potential}
- 4 Have a safe and valued workforce
{Helping people and communities to fulfil their potential}
- 5 Making best use of resources
{Making the best use of resources}

This report is the first report against progress of the Community Risk Management Plan and the areas of delivery over the last six months covering the period of April 2022 to September 2022.

Focus for Scrutiny

The Committee is asked to review the progress of the delivery of the Community Risk Management Plan 2022.

Key Lines of Enquiry:

- (1) The progress made over the last six months relating to the five Strategic Priorities
- (2) Identify any areas for consideration for future scrutiny or any areas to highlight to the Cabinet Member

1 Background and context

- 1.1 Our CRMP sets out the fire and rescue service’s strategic priorities and the steps that the service will be taking to implement this new programme of work to help ensure that West Sussex continues to be a safe place to live and work.
- 1.2 The plan went live in April 2022 and this report is to show the progress against the five strategic priorities and associated projects and work packages within these.

2 Progress Overview

- 2.1 The start of the year was focussed on ensuring the Community Risk Management Plan (CRMP) Governance was in place including the Community Risk Delivery Plan (CRDP) and associated annual Service Plans.



Figure 1 - CRMP Governance

- 2.2 The CRMP is a 4-year plan and we will update against progress and associated dependencies, that support the prioritisation and mapping as part of the CRDP. It will be reported twice a year in November Scrutiny through this report and will also have a second update as part of the annual Statement of Assurance.

- 2.3 Across Quarter 1 and Quarter 2 there has been a focus on the His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) Cause of concern relating to Values and Behaviours which is to be addressed through our Leadership and Culture programme and focus on staff wellbeing and support, as well as organisational improvement across Protection, Prevention and Response to support consistency in our community engagement and compliance with legislative changes.
- 2.4 This period also saw the start of two key staff consultations for the Horsham Fire Station/Training Centre and Day Crewing seven projects which start to address the challenges of appliance availability and hot fire training. Both projects involve significant time and stakeholder engagement. With careful planning and organisation, we are currently on track for delivery on time and within budget.
- 2.5 We continue to horizon scan and assess future risks which for this quarter include the current threat of industrial action which has prompted us to initiate our Business Continuity procedures which includes testing and exercising of these plans.
- 2.6 Looking forward to Quarters 3 and 4 we will be focussed on the completion of the projects that have commenced in these first two quarters. There will be continued focus of the cause of concern relating to the Values and Behaviours as well as the Leadership programme and Response Management structure to support more frequent touchpoints for staff to share best practice and have crucial conversations.

3 Strategic Priority 1: Preventing fires and emergencies from happening

(a) Safe and Well Visits and Referrals

CRMP References: *Develop our capacity, through our frontline staff, volunteers and the frontline staff of partner agencies. [CRMP Objective 1.2] Prioritise those who have the highest risk. [CRMP Objective 1.3]*

- 3.1 In Quarter 1 and Quarter 2 2022/23, the service carried out 1,638 Safe and Well Visits and 813 home checks, this exceeds the half year target by 451. It has showed a month on month increase in visits in the last 12 months 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 our previous referral pathways have yet to return to their pre-Covid levels.
- 3.2 Staff based at fire stations are continuing to undertake reactive post-incident, as well as proactive referral generation activity. Frontline crews have delivered more safe and well visits this year than the year before, and they are now trained to deliver high risk safe and well visits. Further work is to be carried out with crews to increase productivity and capitalise on this wider resource base.
- 3.3 We have recruited and provided our volunteers with additional training to enable them to undertake a broader range of prevention work and support crews with local risk reduction activity. Looking to the next six months we plan to recruit another round of volunteers early next year.

Agenda Item 5

- 3.4 There has been a continued promotion of safe and well visits through our health and social care partners and our support in training their staff to recognise and respond to fire risk. In addition, customer details are being shared to increase referrals of Safe and Well Visits.
- 3.5 We will work holistically as part of the County Council to ensure that we best keep people safe from vulnerable situations. As an example, we share data with Adults Services that help us to identify people who may be more vulnerable to fire. This has been built into a local risk map broken down by postcode and is enabling targeted prevention activity in those streets. We have also shared our data with Trading Standards to enable them to focus on the most vulnerable people to prevent them from being scammed.
- 3.6 We have been broadening and developing our partnerships with health, housing and social care colleagues. This work has included provided their staff with extensive training for them to be able to identify and respond to fire risk and refer customers and patients to us for a Safe and Well Visit. Through doing this we can reach more vulnerable people than could working as a single agency. Training in person has been delivered to the following staff groups:
- Primary Care Network Northern & Coastal
 - Social Prescribers
 - Carepoint 2
 - Fostering & Adoption
 - Chichester & Bognor Oxygen Service
 - Newly Qualified Social Workers
 - Police & Community Safety
 - Carers
 - Housing Officers and Environmental Protection Officers
- 3.7 We appointed a Rural Engagement Officer at the start of this year to support our vulnerable customers in our outlying rural communities where we do not have full time stations. This role has been extremely well received by individuals, businesses and partner agencies.
- 3.8 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 with any incident that involves a serious fire or injuries attracting a full review by the group manager where all the recommendations are collated to inform future Local Risk management Plan activity.
- 3.9 We take a risk-based approach to our prevention work, through our triage process we identify those with the highest level of risk to ensure that they receive the most immediate service, usually by our specialist staff.

(b) **Community focus with our Prevention work**

CRMP Reference: Place the public and communities at the centre of our activities. [CRMP Objective 1.1]

- 3.10 The focus on the public and communities is reflected in our Safeguarding and Safe and Well Visit policies and in our Local Risk Management Plans. This means that the work we do is tailored to what the person's risks and needs and to the risks that are specific to that local community.
- 3.11 Work has been undertaken over these quarters to broaden our understanding of what our diverse and seldom heard from communities and individuals need to ensure that the work we deliver best meets their specific requirements and risks.

(c) Fire Safety Education and Programmes

CRMP Reference: Provide school children with fire safety education and deliver programmes so children and young people can make safer decisions and fulfil their potential. [CRMP Objective 1.4]

- 3.12 We have introduced three new targeted programmes for children and young people, GRIT, SPARK and IGNITE. They are delivered to a wide range of children and young people and replace our previous Firebreak course. The content not only teaches children and young people about fire, water and road safety, but also about health and wellbeing including resilience building, in addition to community spirit.
- 3.13 Our new summer holiday activity programme received funding from the Holiday Activity Fund and provided a hot and nourishing meal for those who would not receive a free school meal due to it being the holidays. The new programmes are supplemented by our established, ongoing school education programme.
- 3.14 West Sussex has just reached the final for the National Fire Chiefs Council annual award for Children and Young People Champion in recognition of our work in this area.

(d) Partnership working

CRMP Reference: Strengthen and grow our partnerships, working together to keep the individuals and communities safer. [CRMP Objective 1.5]

- 3.15 There has been lots of work through the Safe and Habitable Homes Forum which is continuing to work in partnership with telecare providers to embed fire risk awareness and reduction as part of their processes.
- 3.16 We have established a pilot home oxygen user panel working closely with St Richard's Hospital, Chichester to contribute to the review of each person who is using medical oxygen at home increasing our understanding of risk.
- 3.17 Information from Sussex Police has been included in our Living Safe and Well booklet and we have been promoting the referral of vulnerable individuals with both the Police and South East Coast Ambulance NHS Trust.

- 3.18 Our Rural Engagement Officer also been forging new relationships with the Rural Policing Team, Police Community Support Officers and community wardens.
- 3.19 We also have a partnership with Southern Gas Network, where it supplies carbon monoxide detectors for us to fit free of charge in homes where we assess there to be a possible risk for example due to the age or condition of someone's boiler. This year to date we have fitted 836 detectors.

(e) **Targeted Community Safety**

CRMP Reference: *Deliver targeted community safety campaigns to address the risks identified. [CRMP Objective 1.6]*

- 3.20 Our Local Risk Management Plans have been designed around the local risk data with safety campaigns being delivered by crews. The data relating to accidental dwelling fires has been incorporated into the Local Risk Management Plans to enable operational crews target their local risk.
- 3.21 This means that local initiatives and community safety activity will be delivered to reflect the relevant trends and target the most vulnerable people, in many cases cooking, smoking and electrical safety will feature and locations targeted will use the data supplied by Adult's Social Care.
- 3.22 Crews, Prevention and Protection staff jointly deliver events where there are cross cutting building, person and firefighting risk issues for example in high rise residential buildings where we are working to address non-compliance with fire safety legislation.

4 Strategic Priority 2: Protecting people, firefighters and property by making buildings as safe from fire as they can be

(f) **Fire Safety (England) Regulations Digital Solution**

CRMP Reference: *Working effectively with other regulators and agencies to reduce risk. [CRMP Objective 2.5]*

- 4.1 Preparation is underway for The Fire Safety (England) Regulations 2022 coming into force, which will implement most of the recommendations made by the Grenfell Tower Inquiry in its Phase 1 report which required a change in the law.
- 4.2 The Fire Safety Act (FSA) clarifies the scope of the Fire Safety Order (FSO) to make clear it applies to the structure, external walls (including cladding and balconies) and individual flat entrance doors between domestic premises and the common parts.
- 4.3 The regulations seek to improve the fire safety of blocks of flats in ways which are practical and cost effective for individual leaseholders and proportionate to the risk of fire.
- 4.4 The regulations will come into force on 23 January 2023 following the publication of supporting guidance which is due later in 2022. As a result, there will be a requirement placed upon all Responsible Persons (RPs) of residential buildings that contain more than two dwellings to send their local

Fire & Rescue Service (FRS) information pertaining to that premises, including floor plans, external wall construction and faults on critical fire-fighting facilities within the building. The level of detail within this information is determined by the height of the building.

- 4.5 The Home Office has defined that these submissions need to be accepted by the FRS in electronic form and have worked with the National Fire Chiefs Council (NFCC) to create some templates upon which to achieve this.
- 4.6 As a result we are developing a landing page for RP's to access the forms and submit them automatically to us, and for us to have a system in place whereby that data is shared into our systems and onto our Mobile Data Terminals (MDTs). The landing page is due to be in place by December 2022 ahead of 23 January 2023 when the Regulations come into force.

(g) Automatic Fire Alarms (AFAs) Reduction

***CRMP Reference:** Using a risk-based approach, to no longer automatically respond to fire alarm actuations at low risk commercial properties. [CRMP Objective 2.7]*

- 4.7 HMICFRS reported that West Sussex attends more AFAs than the national average. Nationally attendance of AFAs is measured through a percentage that were not attended, as this presents the risk that it may mean the service is unavailable to respond to genuine incidents because they are attending false alarms. In the year to 31 March 2021, the service didn't respond to 16 percent, compared to the England-wide rate of 37 percent.
- 4.8 We have set a target to reduce AFAs in non-domestic premises by 10 percent per year. Progress is monitored through Core Measure 14 and is currently off target.
- 4.9 To address this and align with national best practice, from November 2022 we will be implementing a 'call challenge', where Joint Fire Control will seek confirmation on whether there is an actual fire before we respond to automatic fire alarm activations, otherwise there will be a non-attendance policy. We will be working with stakeholders to inform them of these changes prior to the go-live date as part of a comprehensive communication plan.
- 4.10 The changes will only affect low-risk commercial premises (such as factories, offices and shops), and will not be applied to residential buildings (such as hotels and hospitals) and domestic dwellings.
- 4.11 As always, we will respond to incidents where a fire is confirmed by sending the fire engine that will get to the incident in the shortest period of time.
- 4.12 This change in policy will bring us in line with Surrey Fire & Rescue Service, and crews will be freed up to carry out more prevention and protection work. Our colleagues in East Sussex FRS are currently looking to align their own policy to provide alignment across all three services.

(h) Upskilling staff with Fire Safety and Fire Investigation Qualifications

CRMP Reference: *Develop and train our response crews with fire safety and fire investigation qualifications. [CRMP Objective 2.1]*

- 4.13 The mandate for this project has been agreed and work is now underway to equip our Supervisory Managers with the necessary skills to enable them to investigate fires more thoroughly and pinpoint fire causes to provide more robust evidence to feed risk planning and LRMP activities. This is being supported with a wider training plan to upskill all station-based crews with a wider understanding of Fire Protection, as this in turn not only enables the FRS to keep a greater number of people safe by making every contact count, but will greatly improve their understanding and interaction with the built environment making them safe and more effective during emergency incidents.

5 Strategic Priority 3: Responding to fires and emergencies quickly and effectively

(i) Day Crewed 7 days a week

CRMP Reference: *Enhance Day Crewed immediate response cover activity 7am - 7pm, 7 days a week. [CRMP Objective 3.7]*

- 5.1 Following public consultation on proposals set out in the Community Risk Management Plan 2022 - 2026, West Sussex Fire & Rescue Service (WSFRS) has commenced work on this strategic priority through the implementation of enhance day crewed immediate response cover activity from 7am – 7pm 5 days a week to 7 days a week.
- 5.2 The strategic approach taken to developing and implementing the proposals below has been one of inclusive co-design. Crewing options were developed through task and finish groups in which all stations and wider stakeholders were represented. This approach was taken to maximise the diversity of the ideas that would be considered in the development of these proposals and realise the overall strategic aim of empowering and supporting our people.
- 5.3 The Day Crewed 7 (DC7) Task and Finish Group had four meetings with extensive discussion at the relevant stations between each meeting and exploration of other duty systems within the country. The CRMP proposal is for DC7 to be delivered using 12 personnel on each fire station with all staff working 12-hour shifts.
- 5.4 The formal staff consultation process commenced on Monday 3 October 2022 and lasted until noon on Tuesday 8 November 2022. Following this a Management Response will be issued and the implementation follows shortly after subject to deliver the consultation outcomes.
- 5.5 The increased fire cover to 7 days a week is planned to go live in Quarter 1 2023/24.

(j) Local Risk Management Plans (LRMPs)

CRMP References: *Develop and evolve our Local Risk Management Plans, working with key partners. [CRMP Objective 3.4] & An inclusive approach to local risk management [CRMP Objective 2.2] Deliver targeted community*

safety campaigns through LRMPs to address the risks identified. *[CRMP Objective 1.6]*

- 5.6 Whilst this objective sits in the Response Service Plan these are fundamental to the delivery of the Service plans for Prevention and Protection as well.
- 5.7 The annual review of our local risk management plans has been undertaken and the reporting tool refined.
- 5.8 The review included feedback from station staff on what analysis would support their activity and performance improvements. This was built into the data visualisation app to support managers and staff to own and understand their progress.
- 5.9 The development of the LRMPs for 2023/24 will be started in Quarter 3 to ensure they are in place for March 2023 ready for go live on 1 April 2024.

6 Strategic Priority 4: Have a safe and valued workforce

(k) Leadership and Cultural Change Programme

CRMP reference: *Strengthen leadership and people management skills [CRMP Objective 4.1]*

- 6.1 Work continues on our Leadership and Cultural Change Programme, to which all supervisory and middle managers have access, providing learning, information and guidance on the behaviours, expectations and practical skills required of our managers at all levels.
- 6.2 The first module of this programme was rolled out to 76% of our leadership colleagues in 2022 (Quarter 2). The evaluation of this programme following the training, showed the success of the first stage being felt by 98% positively.
- 6.3 The module covered a broad range of areas including FRS Reform white paper, Code of Ethics; Culture; Dignity & Respect; Psychological Safety; Emotional Intelligence and self-awareness.
- 6.4 The next modules planned include:
 - Inclusion (Quarter 4 22/23)
 - Wellbeing (Quarter 4 22/23)
 - Coaching Skills (Quarter 1 23/24)
 - Difficult Conversations (Quarter 1 23/24)
 - Developing High Performing Teams (Quarter 2 23/24)
 - Effective Performance Management (Quarter 2 23/24)
 - Managing Conduct & Performance (Quarter 3 23/24)
 - Managing Grievances (Quarter 3 23/24)
 - Managing Sickness Absence (Quarter 4 23/24)
 - Next steps (Quarter 4 23/24)

(l) **Wellbeing – Champion Health App**

CRMP Reference: *Support the health, wellbeing and ways of working of our staff. [CRMP Objective 4.6]*

- 6.5 Champion Health was adopted for a year by West Sussex Fire and Rescue Service to improve our understanding of the health and wellbeing status of our organisation. It provides valuable quantitative data which informs our Health & Wellbeing Strategy. Collecting anonymous data has enabled us to benchmark our current organisational health & wellbeing status, identify where further action is required and indicate which activities provide the most effective improvement.
- 6.6 Wellbeing is a responsibility for both the organisation and individuals and to support this we want to provide our staff with tools to measure and monitor their current health and wellbeing and enable them to maintain and/or improve their personal lifestyle aspirations easily and objectively.
- 6.7 In the first year 37% of our staff across the WSFRS have signed up and completed their health assessment. 51% of these staff have actively use the platform regularly.
- 6.8 Champion health has been renewed for a second year so we can introduce more staff with the app and utilise the data to provide targeted meaningful interventions, advice and guidance
- 6.9 Progress of the work focussed on this area of work can be seen in our Core measure 26 which related to fitness tests which has been shown as green for Quarter 1 and Quarter 2 at 97% of fitness tests in time.

7 Strategic Priority 5: Making best use of resources

(m) **Horsham Fire Station**

CRMP Reference: *Horsham, which is capable of supporting a more diverse workforce in the future, becoming a blueprint for the fire estate [CRMP Objective 5.1]*

- 7.1 The Horsham build is progressing well, with the main structure of all buildings now completed and internal finishes well underway. This period has seen the installation of the Live Fire Training technology and the preparation of integrating operational systems into the infrastructure. Decorative detail has started in some areas, including the demarcation of the different areas of contamination management.
- 7.2 Additional approval of Section 106 funding of £110,000 has enabled further enhancements including installing a rig to allow 'working at height' training inside the garage area, which will enable training in all weathers, a revised layout of the Breathing Apparatus building for better management of contaminants and additional features added to the replica Incident Command unit to allow for a more realistic training experience.
- 7.3 This period has seen considerable engagement with stakeholders including local residents, through newsletters and coffee mornings, and with staff groups and Members.

- 7.4 In September there was a *Topping Out* ceremony, attended by the Council Leader, which was a great event and attracted local and national trade press.
- 7.5 Fire and Rescue Service teams have focused on the transition into the building and a dedicated Training Transition Manager has been appointed. This role is focusing on enhancing the training offer to meet key risks and business needs and is looking at how we can use the change to improve efficiency and effectiveness.
- 7.6 The build is currently on track for handover to West Sussex County Council in Spring 2023 and Fire and Rescue Service operations starting in the Summer.

(n) Estates Improvement Plan

CRMP References: *Develop and deliver an Estates Improvement Plan. [CRMP Objective 5.1] Improve the layout of our buildings to support equality and diversity. [CRMP Objective 5.2]*

- 7.7 Viability studies have been completed and the associated funding for stations has been approved through Capital and Assets Board in January 2022.
- 7.8 This decision allowed the next stage of Feasibility to be undertaken and visits to the stations in phase 1 have been completed and options will be presented to the FRS in Quarter 3 2022/23.
- 7.9 Prioritisation will be key across the next few months once the options are selected to allow the organisation to get the work commissioned on the first stations in 2023/24.
- 7.10 Phase 2 will be funded through the future capital programme and will be presented in parallel to ensure that feasibility can be undertaken following the commissioning of phase 1 to maintain momentum.

8 Proposal details

- 8.1 For Scrutiny Committee to support progress to date, for the period April 2022 to September 2022 and the next report of continuous improvement will be provided through the Annual Statement of Assurance in Q2 23/24 Scrutiny Committee for November 2022 – March 2023.

9 Other options considered (and reasons for not proposing)

- 9.1 None

10 Consultation, engagement and advice

- 10.1 None

11 Finance

- 11.1 There has been a significant support from Cabinet and investment from the County Council which has helped drive the improvement plan and continuation of this has been crucial for enabling successful embedding of

improvement over the life of this Community Risk Management plan and beyond.

12 Risk implications and mitigations

Risk	Mitigating Action (in place or planned)
Impact of current financial climate	Careful budget planning, also review of performance and budget matters through the PRR report considered at scrutiny and Cabinet.

13 Policy alignment and compliance

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

Deputy Chief Fire Officer

Contact Officer: Mark Andrews, Deputy Chief Fire Officer,
mark.andrews@westsussex.gov.uk

Appendices

None

Background papers: None



Forward Plan of Key Decisions

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

The most important decisions will be taken by the Cabinet sitting in public. The meetings are also available to watch online via our [webcasting website](#). The [schedule of monthly Cabinet meetings](#) is available on the website.

The Forward Plan is updated regularly and key decisions can be taken on any day in the month if they are not taken at Cabinet meetings. The [Plan](#) is available on the website. [Published decisions](#) are also available via the website.

A key decision is one which:

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

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

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

Finance, assets, performance and risk management

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

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

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

For questions contact Katherine De La Mora on 033 022 22535, email katherine.delamora@westsussex.gov.uk.

Published: 1 November 2022

Community Support, Fire and Rescue

Chief Fire Officer

Procurement and Award of Places: Framework Agreement for the supply of vehicle parts and consumables for the Council's fleet

The Council maintains a fleet of c500 vehicles which support operations across the different services that the Council delivers. The responsibility for fleet maintenance currently lies with the Fire and Rescue Directorate.

It is proposed that the Council establishes a Framework Agreement for the supply of vehicle parts that meet Original Equipment Manufacturer (OEM) specification or equivalent.

The Framework Agreement to contain the following lots:

- Lot 1: Supply of OEM vehicle parts for light and medium fleet (<7.5t)
- Lot 2: Supply of OEM vehicle parts for heavy fleet (>7.5t)
- Lot 3: Workshop consumables
- Lot 4: Supply of genuine (Original Equipment) parts (all fleet)

As part of the contract, parts orders would be placed with suppliers who are awarded a place on the Framework Agreement. The proposed term of the contract is 2 years + 2 years with an estimated total contract value of £1.3m (across all Lots).

The Chief Fire Officer will be asked to;

- 1) endorse the procurement of a Framework Agreement for a period of 2 years + 2 years commencing on 01 April 2023; and
- 2) delegate authority to the Deputy Chief Fire Officer to award places on the framework and any subsequent award relating to these contracting arrangements.

Decision by	Chief Fire Officer (Sabrina Cohen-Hatton)
Date added	18 October 2022
Month	January 2023
Consultation/ Representations	None currently identified. Representation can be made via the author in the month prior to that in which the decision is due to be taken.
Background documents (via website)	None
Author	James Skilling Tel: 033 022 25432
Contact	Erica Keegan Tel: 033 022 25060

**Draft Fire and Rescue Service Scrutiny Committee Work Programme
March 2022 – June 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
Fire and Rescue Service Strategic Performance Report		25 November 2022
Quarterly Performance and Resources Report		25 November 2022
Fire and Rescue Service Strategic Performance Report		3 March 2023
Quarterly Performance and Resources Report		3 March 2023
Fire and Rescue Service Strategic Performance Report		12 June 2023
Quarterly Performance and Resources Report		12 June 2023
Community Risk Management Plan Programme Update		12 June 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

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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?

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