

Public Document Pack

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1 March 2023

Fire & Rescue Service Scrutiny Committee

A meeting of the Committee will be held at **10.30 am** on **Thursday, 9 March 2023** 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.

10.35 am 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 25 November 2022 (cream paper).

3. **Urgent Matters**

Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances, including cases where the Committee needs to be informed of budgetary or performance issues affecting matters within its terms of reference, which have emerged since the publication of the agenda.

4. **Responses to Recommendations** (Pages 9 - 10)

The Committee is asked to note the responses to recommendations made at previous meetings of the Committee.

10.40 am

5. **Performance Report Quarter 3**

(a) **Fire and Rescue Service Strategic Performance Report Quarter 3** (Pages 11 - 36)

Report by the Chief Fire Officer.

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

(b) **End of December 2022 (Quarter 3) Quarterly Performance and Resources Report** (Pages 37 - 58)

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 December 2022.

The Committee is asked to examine the data and supporting commentary for the Performance and Resources report and make any recommendations for action to the Cabinet Member for Community Support, Fire and Rescue.

11.40 am

6. **Diversity in Recruitment** (Pages 59 - 66)

Report by the Chief Fire Officer.

This report provides an update on the positive actions carried out within West Sussex Fire & Rescue Service to improve diversity in its recruitment.

12.25 pm

7. **Work Programme Planning and Possible Items for Future Scrutiny**

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

(a) **Forward Plan of Key Decisions**

There are currently no Forward Plan entries within the Committee's portfolio.

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

(b) **Work Programme** (Pages 67 - 70)

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

12.35 pm

8. **Requests for Call-in**

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

9. **Date of Next Meeting**

The next meeting of the Committee will be held on 12 June 2023 at 10.30 am at County Hall, Chichester. Probable agenda items include:

- Fire and Rescue Service Strategic Performance Report
- Quarterly Performance and Resources Report
- Community Risk Management Plan Programme Update
- Statement of Assurance

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 24 May 2023.

To all members of the Fire & Rescue Service Scrutiny Committee

Webcasting

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

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

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Fire & Rescue Service Scrutiny Committee

25 November 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 Pendleton, Cllr Bence, Cllr Chowdhury, Cllr Evans, Cllr Milne and Cllr Patel

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

21. Declarations of Interest

21.1 No declarations were made.

22. Minutes of the last meeting of the Committee

22.1 Resolved – that the Committee agrees the minutes of the meeting held on 30 September 2022.

23. Fire and Rescue Service Strategic Performance Report Quarter 2

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

23.2 Summary of responses to Members' questions and comments: -

- Accidental dwelling fire casualties are mainly minor, such as smoke inhalation
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) numbers are very low, on average 10 per year
- Near misses are included in service measures and helps the Fire & Rescue Service (FRS) know what prevention activity to undertake to reduce RIDDORS
- Prosecutions are a last resort and are mainly fire safety prosecutions
- The coroner decides whether or not a death is attributed to fire - all such deaths are recorded in and reported to the Committee
- The trend of less accidental dwelling fires is down to a range of factors including education, better building regulations, furniture safety and smoke detectors
- However, this trend highlights the need for a fire training facility as hands on experience could diminish
- The FRS is consulted on water and vehicle access during the planning stage of developments and can carry out fire risk assessments after a building is complete
- Site specific risk information is about commercial/industrial buildings and is available to dispatchers
- The strain on the ambulance service has no significant impact on the FRS's attendance at incidents

- Fire fighters have some first aid training and can treat people on scene till ambulances arrive
- 999 calls had been unusually high at times due to wildfires and flooding with multiple calls to the same incidents which can affect response times
- At all times, resources are maximised with daily analysis of the impact of high call volume
- The Community Risk Management Plan (CRMP) assesses risk to make sure the FRS has the right resilience and resources to respond adequately to wildfires or flooding
- The FRS has a high-volume pump to deal with flooding and works with the Environment Agency on both wildfires and flooding and looks at trend information for flooding events **Action:** Deputy Chief Fire Officer to speak to Highways about sharing information to better target places subject to repeat flooding
- Unwanted fire signals are caused by users and old systems - repeat offenders are referred to protection specialists who will advise users on ways to avoid these
- There is no evidence that non-attendance to unwanted fire signals in other areas have had negative outcomes - the FRS will always attend if a fire is notified by another method i.e. a 999 call
- The non-attendance policy was delayed so that the FRS could speak to more premises about it
- In Surrey the policy has led to a fall in call responses from around 20 a week to 1.5 a week
- The target for first appliance attendance at critical fires has been met in recent years and with increased fire cover helped by additional investment, the FRS is confident this will continue
- The CRMP refers to climate change and focuses resources on rural areas for wildfires - the FRS will always be resourced based on risk
- Operation Willow Beck spreads calls to a wider number of control rooms during times of extreme demand and is instigated by the Joint Fire Control Centre (JFCC) when necessary – the FRS is confident that the JFCC is sufficiently resourced and since September calls levels have been back to normal
- When the JFCC receives multiple calls to same incident they are stacked and answered as soon as possible with more staff allocated to help
- Although the core measure concerning safeguarding was red, this related to just one report not submitted on time
- A range of factors such as the likelihood of fires occurring, protection activity and enforcement activity are assessed to determine the fire risk of an area
- To meet the challenge of recruiting more retained duty staff the FRS is looking at offering more flexible contracts so that it has the level of staff required for the hours available allowing it to be more effective and efficient
- CRMP work is helping target resources more efficiently with day crew cover and the Crewing Optimisation Group. Non-retained staff are able to become retained fire fighters in addition to their other roles
- An alternative duty system could be explored, but would be more expensive at a time when resources are stretched

- Questions were asked about retained firefighters querying the effectiveness of the recent measures reviewed by the TFG

23.3 Resolved – that: -

- i. There is continued liaison with Highways colleagues to identify areas of repeat flooding incidents
- ii. An item relating to recruitment and retention of retained firefighters be added to the Committee’s work programme for November 2023 to include a review of the effectiveness of measures affecting retained firefighters, specifically relating to the recommendations made by the Retained Duty System Task & Finish Group

24. End of September 2022 (Quarter 2) Quarterly Performance and Resources Report

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

24.2 Resolved – that the Committee: -

- i. Supports the change in the key performance indicator relating to “fire safety order regulated buildings”
- ii. Asks to visit the new Horsham fire station and training facility when appropriate

25. Community Risk Management Plan Programme Update

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

25.2 Summary of responses to Members’ questions and comments: -

- The FRS finds it easy to recruit volunteers, especially for safe and well visits
- Guidelines set out what stations should do to increase staff dignity and reduce the risk from contaminants
- The FRS has money from the Council to upgrade stations, but this will take time
- The FRS has specialist trainers for the Horsham training centre who might possibly train fire fighters from other fire services
- The FRS has a contingency plan in place in case of industrial action - finding any extra money if there is an increased pay offer will be challenging
- The FRS is confident real fires will be identified under the new policy of not automatically attending unwanted fire signals

25.3 Resolved – that the Committee monitors the key performance indicator relating to “Automatic Fire Alarms Reduction” to ensure the new policy is successful.

26. Forward Plan of Key Decisions

26.1 Resolved – that the Committee notes the Forward Plan of Key Decisions.

27. Work Programme

27.1 The Committee considered its draft work programme.

27.2 Resolved – that the Committee agrees that: -

- i. The item on recruitment diversity to come to the 3 March 2023 meeting
- ii. The update on the change in culture within the Fire & Rescue Service and the Service's Covid recovery is taken off the work programme
- iii. The items on the Leadership & Cultural Change Programme and the Fire Safety Bill will become part of the six-monthly Community Risk Management Plan update

28. Date of Next Meeting

28.1 The next meeting of the Committee will take place on 3 March 2023 at 10.30am.

The meeting ended at 12.43 pm

Chairman

Action and recommendations tracker

The recommendations tracker allows scrutiny committees to monitor responses, actions and outcomes against their recommendations or requests for further action. The tracker is updated following each meeting. Once an action has been completed, it will be removed from the tracker at the next meeting.

Topic	Meeting (date raised)	Recommendation	Responsible Officer/ Member	Follow up	Response/Progress/ Deadlines	Status
Fire and Rescue Service Strategic Performance Report Quarter 2	25 November 2022	There is continued liaison with Highways colleagues to identify areas of repeat flooding incidents	Chief Fire Officer	March 2023	The Resilience and Emergencies Team has flooding as part of their portfolio. They liaise closely with Highways, the Lead Local Flood Authority Officer and Drainage and Flooding Lead for WSCC Place Services and also Emergency Planning Officers where appropriate.	Completed for 9/3/23
End of September 2022 (Quarter 2) Quarterly Performance and Resources Report	25 November 2022	Asks to visit the new Horsham fire station and training facility when appropriate	Chief Fire Officer	March 2023	The new Horsham Fire Station remains a priority for the service and there will be a number of opportunities to visit the site on open days that will be running once all relevant building works, testing and commissioning	Completed for 9/3/23

Topic	Meeting (date raised)	Recommendation	Responsible Officer/ Member	Follow up	Response/Progress/ Deadlines	Status
					<p>has been completed. There has already been a round of Member visits to the new station site as a result of this request (including Cllr Boram and Pendleton) As the building nears completion further information will be circulated and dates offered.</p>	

Fire and Rescue Service Scrutiny Committee

9 March 2023

Fire and Rescue Service Strategic Performance Report Quarter 3

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 Three Strategic Performance Report for the purpose of scrutiny of the Executive's approach to performance. This report covers data from the period of 1 October 2022 – 31 December 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 Member for Community Support, Fire and Rescue 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 FRS Scrutiny PAF Core Measures Report Q3 2022-23

Background papers

None

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West Sussex Fire and Rescue Service Performance Report Quarter 3 2022/23

Deputy Chief Fire Officer
Mark Andrews

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Strategic Performance Board Quarterly Report

Quarter 3 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 October 2022 – 31st December 2022.

Cabinet Member Summary



This quarter marked a significant milestone in the improvement journey of West Sussex Fire and Rescue Service. I was extremely pleased that the County Council's Cabinet was able to formally close off the improvement plan, a plan that was implemented to address those concerns raised by the inspectorate following the service's HMICFRS inspection report in 2019.

Officers continue to focus on the areas where improvement still needs to be made and WSFRS continues to monitor performance through the Performance Assurance Framework (PAF), of which this Scrutiny committee is an integral part.

Chief Fire Officer Summary



This quarter has seen an overall improvement in performance against our Core Measures and much progress in several important areas. Major projects continue to also see very positive progress in particular the breathing apparatus project where our collaborative approach with our colleagues from East Sussex, Surrey and Kent will allow us to invest in and procure the very best equipment available.

This quarter also saw the successful completion of the first ever IGNITE programme run by our Targeted Education Team. Children and young people continue to be a key target audience for our prevention messages and this project sees young people in further education who struggle with low self-esteem, low self-confidence and resilience, taking part in a range of activities and drills, as well as learning about the physicality of being a firefighter and the importance of nutrition.

Ten new wholetime firefighters were also welcomed to the service after their intensive 13-week training course. These colleagues will initially assist with workforce planning to maintain high levels of crewing and appliance availability. A further course will commence in Q4 as these colleagues will begin to provide the additional crewing for the increases in establishment as part of the day crewed 7 proposals.

In December we launched the new policy for the non-attendance at automatic fire alarms in certain premises. This is a key priority set out in our Community Risk Management Plan and the change will deliver a targeted reduction in the numbers of Unwanted Fire Signals we attend creating greater capacity for prevention activity.

Finally, during this quarter The Fire Brigades Union formally opened its ballot for members on the issue of pay. This development initiated our business continuity planning process to begin preparing for potential industrial action. These are now well rehearsed arrangements which were implemented throughout the preparations for EU Exit and the COVID pandemic.

Performance Summary

At the end of Quarter 3 2022-23 the following performance against the 29 core measures was recorded: 17 measures had a GREEN status, 7 were AMBER and 5 were RED.

Of the 11 comparable measures that were RED or AMBER last quarter:

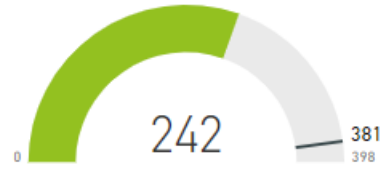
- 4 measures showed a decline in performance and 7 an improvement
- 6 measures changed to a GREEN status

Of the 10 comparable measures that were GREEN last quarter:

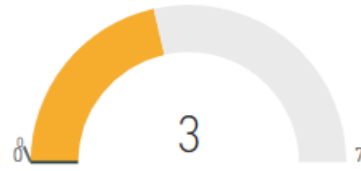
- 4 measures showed a decline and 1 an improvement
- 1 measure moved to RED status and 1 to AMBER

Performance Summary for all core measures at the end of Quarter 3 (1 of 2):

CM1: Accidental Dwelling Fires



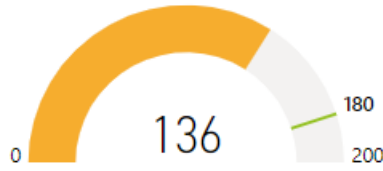
CM2: Accidental Dwelling Fire Fatalities



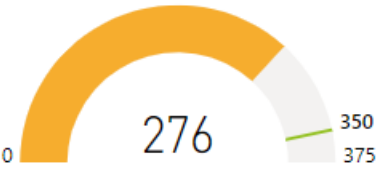
CM3: Accidental Dwelling Fire Casualties



CM4: Deliberate Primary Fires



CM5: Deliberate Secondary Fires



CM6: Safeguarding - % Created within 24 Hours



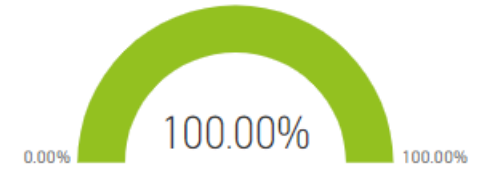
CM7: Safe and Well Visits



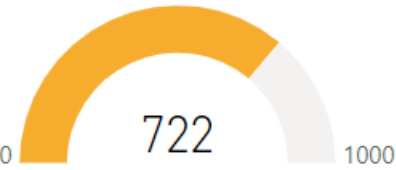
CM8: Very High Risk Safe & Well on Time



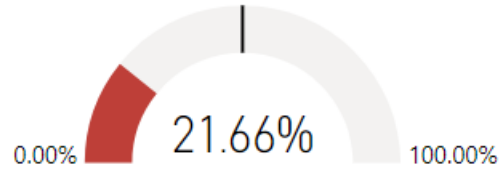
CM9: High Risk Safe & Well on Time



CM10: Fire Safety Audits



CM11: Unsatisfactory Inspections



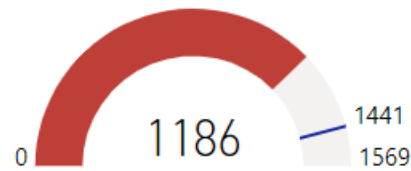
CM12: Prosecutions Successful



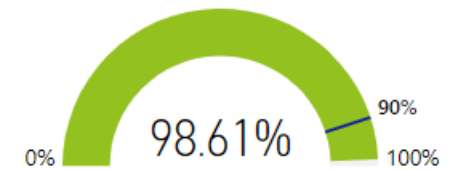
CM13: Statutory Fire Safety consultations



CM14: Unwanted fire signals

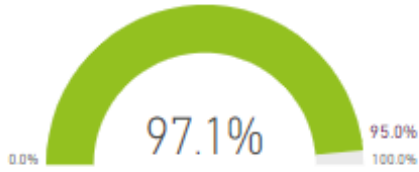


CM15: Site Specific Risk Information (SSRI)

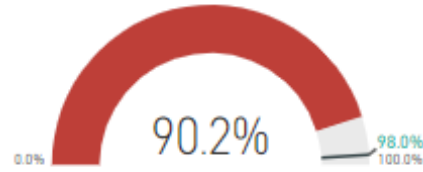


Performance Summary for all core measures at the end of Quarter 3 (2 of 2):

CM16: 999 Calls Answered on Time



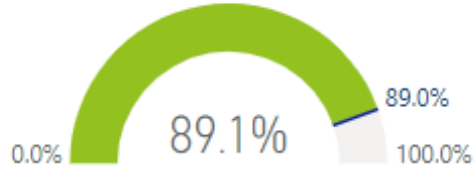
CM17: Time to Alert



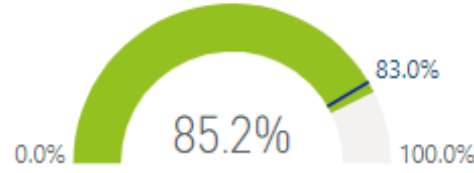
CM18: Time to Inform L2



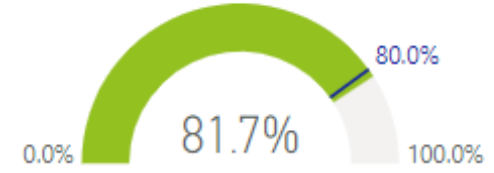
CM19: Critical Fires 1st Appliance Attendance Times



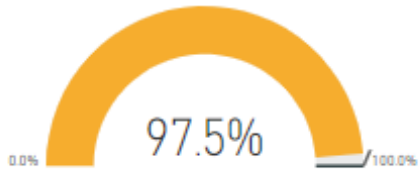
CM20: 2nd Appliance Attendance Times



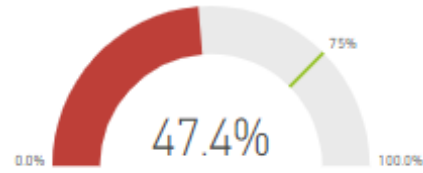
CM21: Critical Special Service Attendance Times



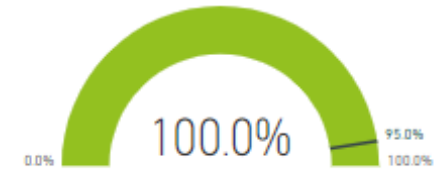
CM22: Immediate Response Availability



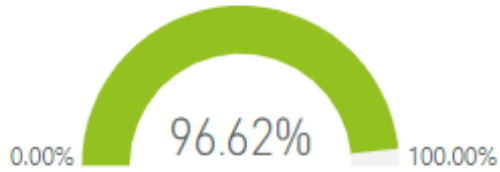
CM23: Retained Availability



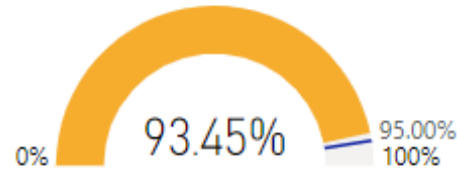
CM24: Feedback Surveys - Customer Satisfaction



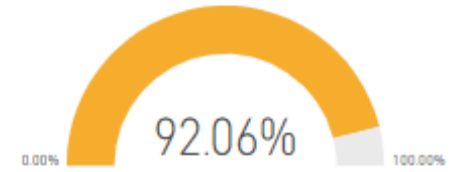
CM25: Proportion of Staff not Sick



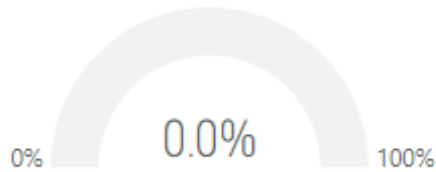
CM26: Fitness



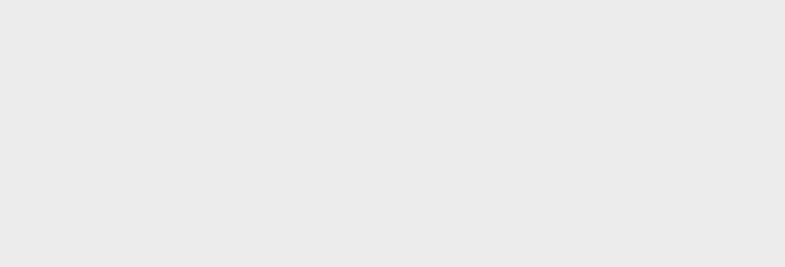
CM27: Staff in Qualification



CM28: RIDDOR



CM29: Risk Assessments



Areas of Significant Improvement and Success

Quarter 3

(1st October – 31st December 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:

- CM3: Accidental Dwelling Fire Casualties
- CM16: Time taken to answer the 999 call by Joint Fire Control Room
- CM19: Critical Fires - 1st Appliance Attendance
- CM20: Critical Fires - 2nd Appliance Attendance
- CM21 Critical Special Service - 1st Appliance Attendance

Core Measure 3: Accidental Dwelling Fire Casualties in West Sussex

10 casualties at the end of Q3 2022-23

RAG Status GREEN

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

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

Service Owner:
Nicki Peddle
 Area:
Incidents

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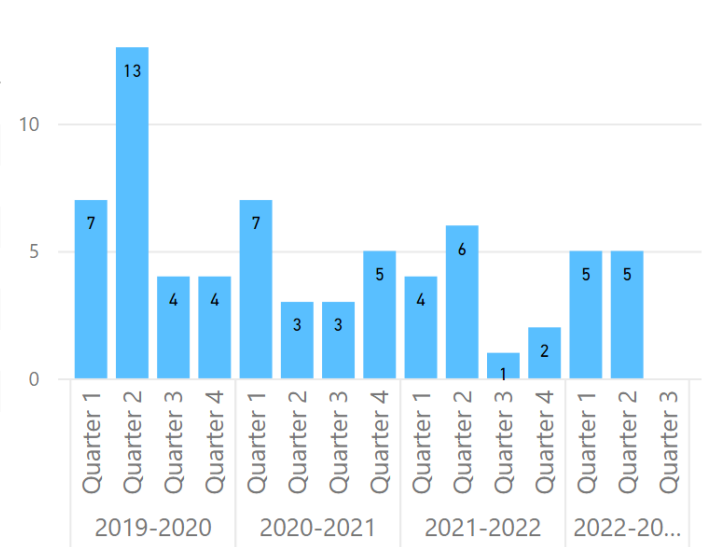
ADFs Casualties by FY

Financial Year	Casualties	Rate per 100,000
2014-2015	42	0.00
2015-2016	24	2.83
2016-2017	29	3.42
2017-2018	17	1.99
2018-2019	16	1.86
2019-2020	28	3.24
2020-2021	18	2.08
2021-2022	13	1.50
Total	187	0.00

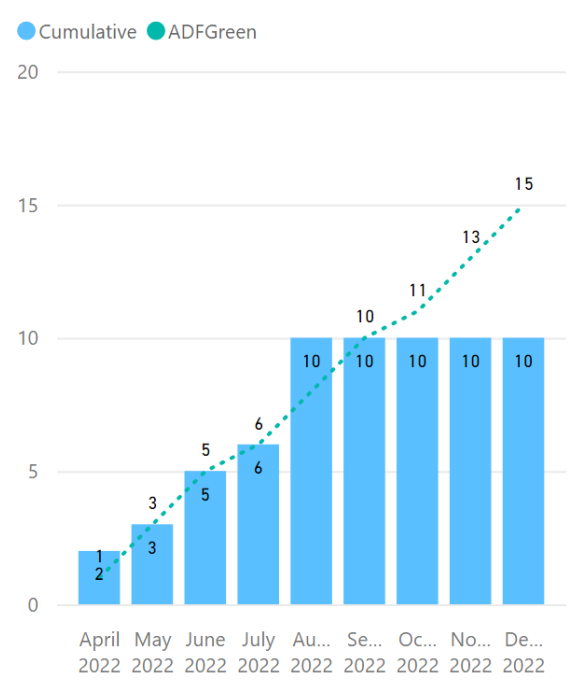
National Average: 47 casualties per 100,000 in 20/21

[More Information](#)

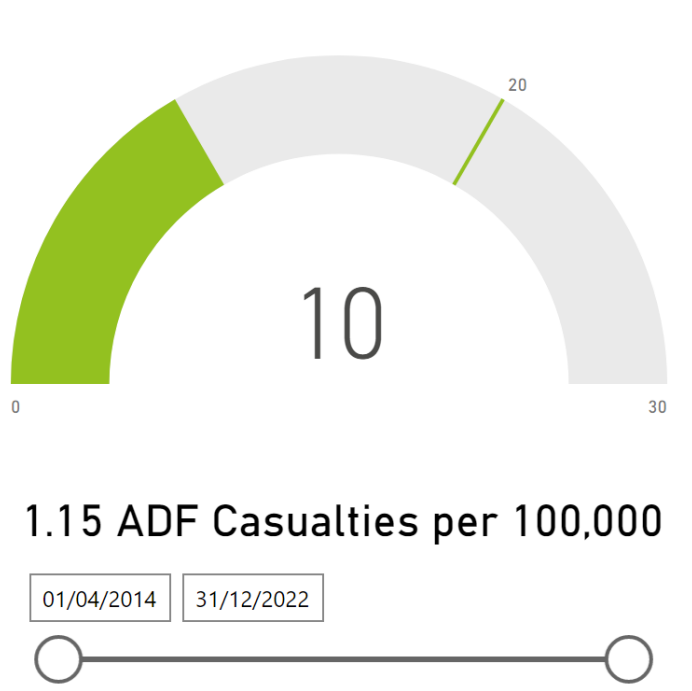
Count of ADFs casualties Quarterly



Cumulative ADFs Monthly



Casualties in ADFs



Commentary
 There were no casualties in Q3. This is the lowest quarter figure in 3 years and reflects an ongoing annual downward trend.

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

Agenda Item 5a
 Appendix A

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

97.1% in Q3 2022-23

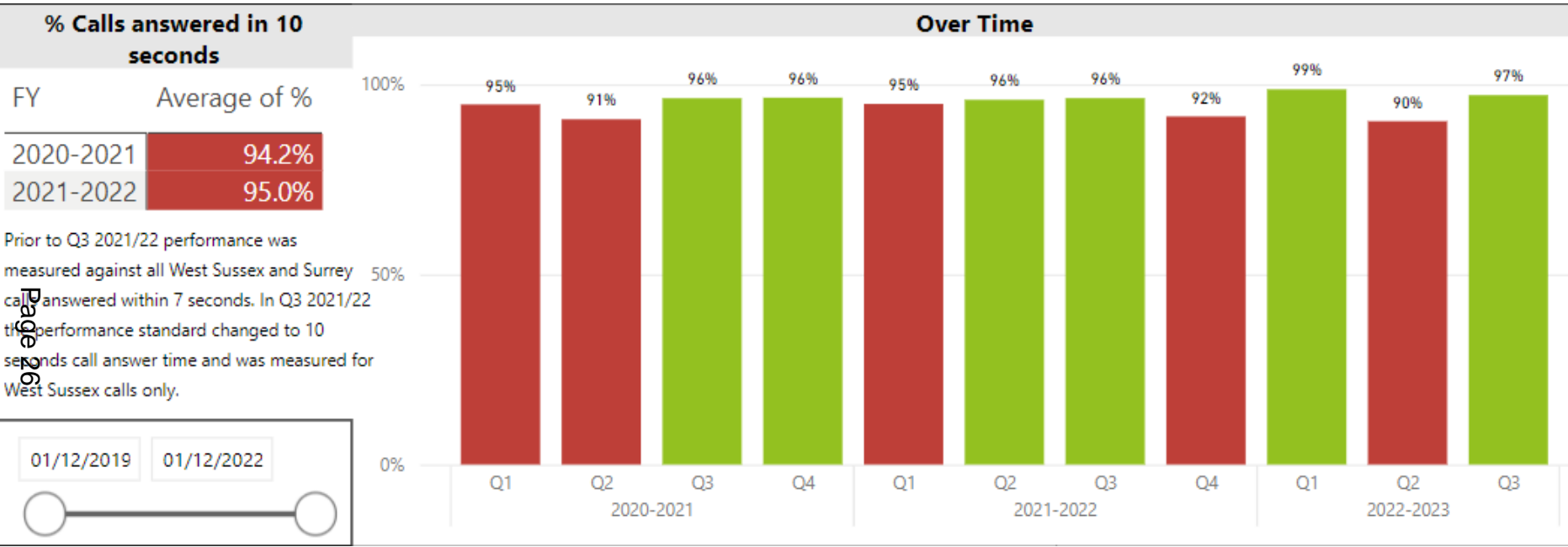
RAG Status GREEN

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

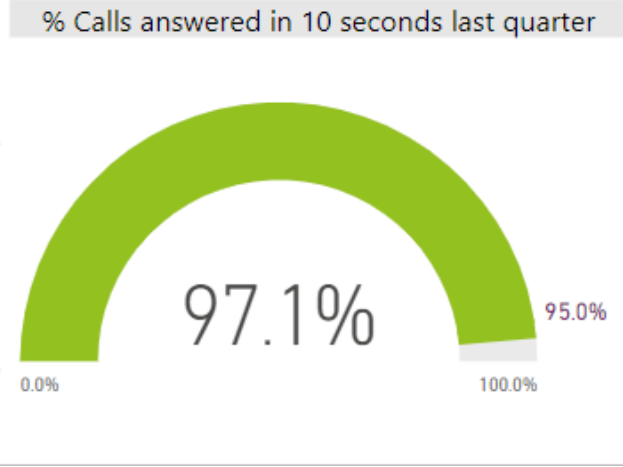
Service Owner: **Dave Bray**
Area: **Protection**

Agenda Item 5a
Appendix A

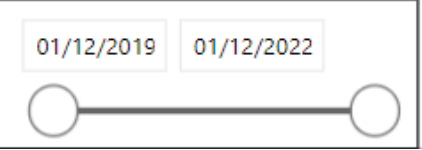


Year End Forecast
GREEN

Target
> or = 95% Green
< 95% Red



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
Q3 saw the expected bounce back in performance as predicted in the previous performance report. The Q3 performance has been positive and moves the expected end of year performance back to Green.

Actions
Tolerate: It is anticipated that Q4 performance will remain above 95% and that we will achieve a green outcome for the year. However, we are reviewing the potential impact of Industrial Action within the Control Room and the effects it could have on this outcome.

Core Measure 19: Critical Fires - 1st Appliance Attendance

89.1% in Q3 2022-23

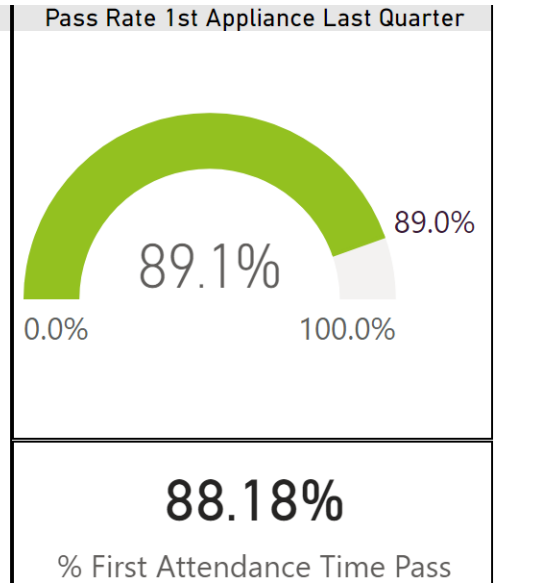
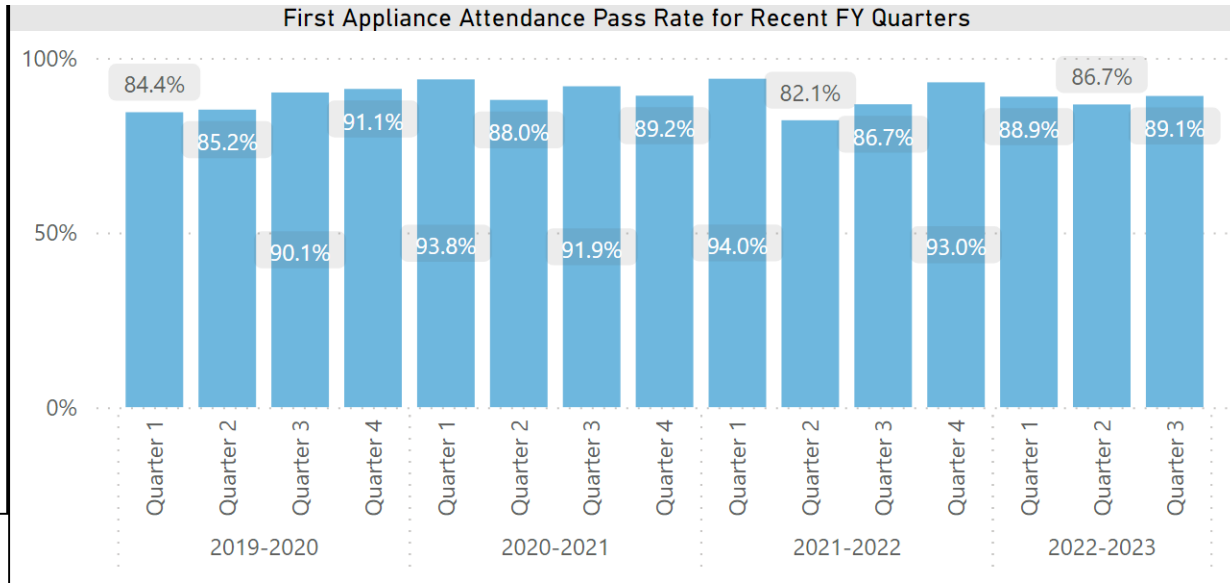
RAG Status GREEN

West Sussex FRS categorises risk into four types being Very High, High, Medium and Low. It has also set a different attendance time target against each risk type. This measure examines the number of occasions where the 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:
Service Delivery

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
The improvement of 2.41% seen this quarter is largely down to the introduction of performance data on turn out times being available to our teams on stations and the focus on expectations and professional standards in service delivery. This means that appliances turn out from the station more quickly and inform Fire Control more immediately when they arrive at the scene. The number of occasions where crews turned out within 90 seconds improved by 1.86% and similarly the 60 seconds turn out target performance improved by 1.77%. The new Service Delivery Support team regularly analyse this data and have begun to deliver training on data accuracy.

Actions
Tolerate: We will continue to monitor and review the performance data locally on our stations. The Day Crewed 7 proposal within our Community Risk Management Plan to increase the cover in Mid-Sussex and Shoreham is planned to go live March 2023. This will ensure more resilience is available when facing occasions of high demand, contributing to maintaining good performance in this measure.

Agenda Item 5a Appendix A

Core Measure 20: Critical Fires – 2nd Appliance Attendance

85.2% in Q3 2022-23

Current RAG Status **GREEN**

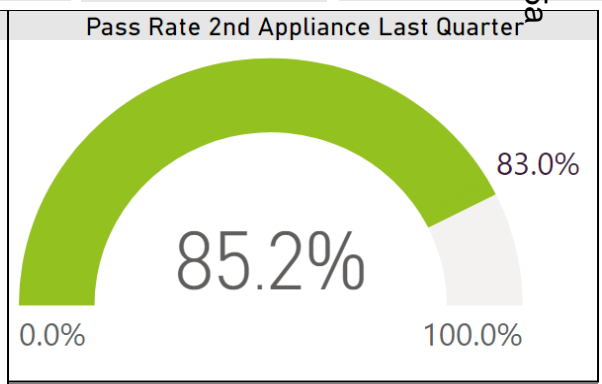
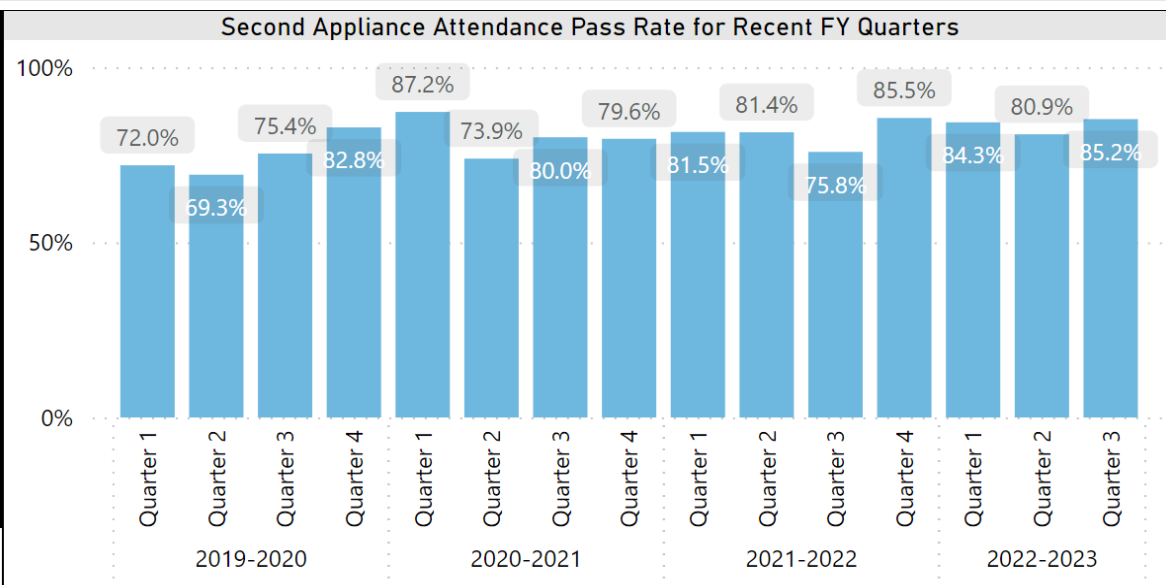
Agenda Item 5a Appendix A Service Delivery

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

Target:
>83% Green,
<83% Red

Service Officer: **Gary Ball**
Area: **Service Delivery**

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



83.33%
% Second Attendance Time Pass

Table of Incidents
 Map & Station Group

Commentary

The improvement seen in this reporting period is largely down to the introduction of performance data on turn out times being available to our teams on stations and the realignment of expectations and professional standards in service delivery. This means that appliances turn out from the station quickly and inform Fire Control when they arrive in attendance. The number of occasions where crews turned out within 90 seconds improved by 1.86% and similarly the 60 seconds turn out target performance improved by 1.77%. The newly formed Service Delivery Support team regularly analyse this data and have begun to deliver training on data accuracy. This focused oversight has contributed to a more accurate account in this and other core measure.

Actions

Tolerate: We will continue to monitor and review the performance data locally on our stations in collaboration with our teams. The DC7 proposal within our Community Risk Management Plan to increase the cover in Mid-Sussex and Shoreham is planned to go live March 2023. This will ensure more resilience is available when facing occasions of high demand and over the weekend and daytime periods

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

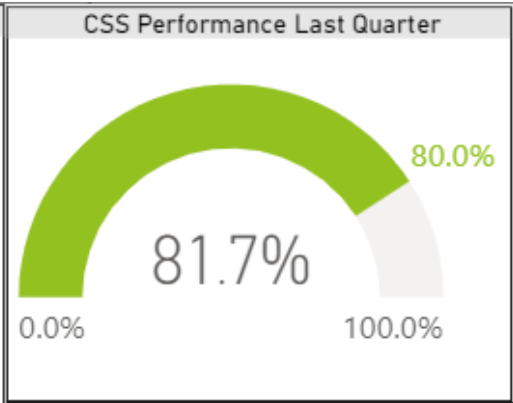
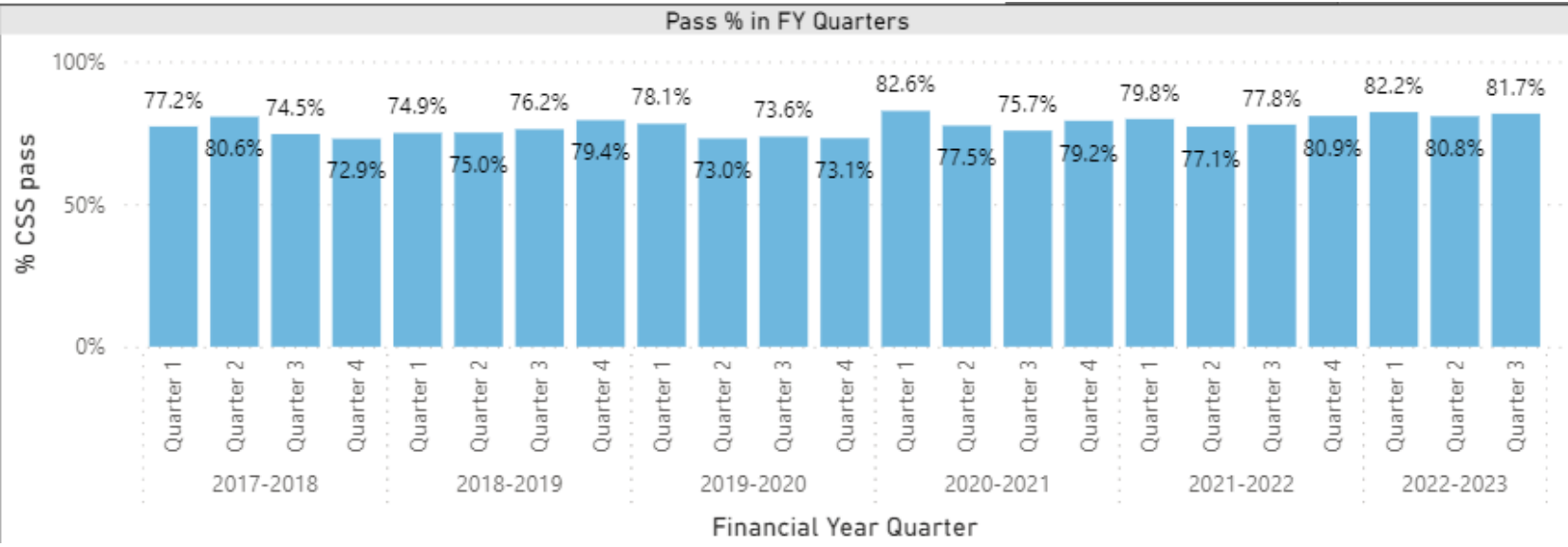
81.7% in Q3 2022-23 **Current RAG Status GREEN**

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

Target:
 >80% Green,
 <80% Red

Service Owner:
Gary Ball
 Area:
Service Delivery

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



81.5%
 Financial Year Performance

i Additional Information

Commentary
 Critical special Service Calls can occur anywhere in the County and we measure these separately to critical fires. 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/local level to the control room operators) is now embedded in our ways of working. The initiative we have introduced to use our wholtime firefighters more proactively to support RDS availability and improvements in our turn out times is also having a positive impact on this core measure.

Actions
 Tolerate: 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 maximising the availability of RDS fire engines at times of the day when we know the incidents are most likely to occur using our Crewing Optimisation Group.

Agenda Item 5a
 Appendix A

Selected Measures (Red and Amber Status)

Quarter 3

(1st October – 31st December 2022)

Selected Measures (Red and Amber Status)

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

- CM 11: Unsatisfactory audits – we last took this measure to Scrutiny in Q3 last year when it was green.
- CM 14: Number of Unwanted Fire Signals attended
- CM 17: Time to Alert - last went in Q1
- CM 23: Retained Duty System crewing availability
- CM 28: % of RIDDOR accidents reported and investigated on time

Core Measure 11: Proportion of Unsatisfactory Fire Safety Inspections

21.7% in Q3 2022-23

RAG Status RED

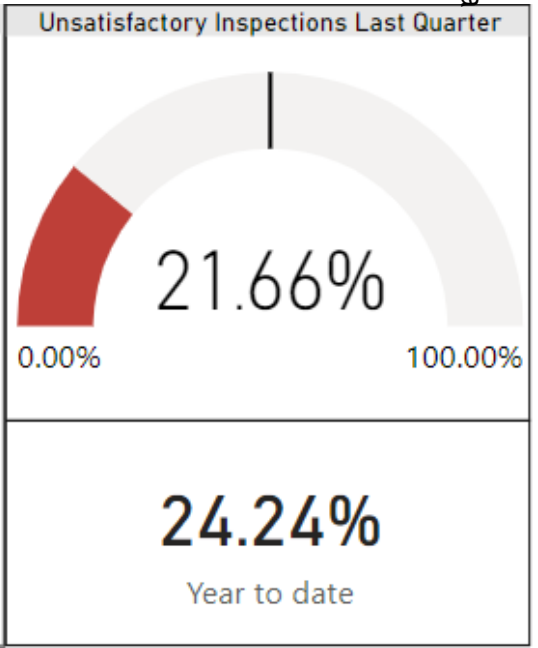
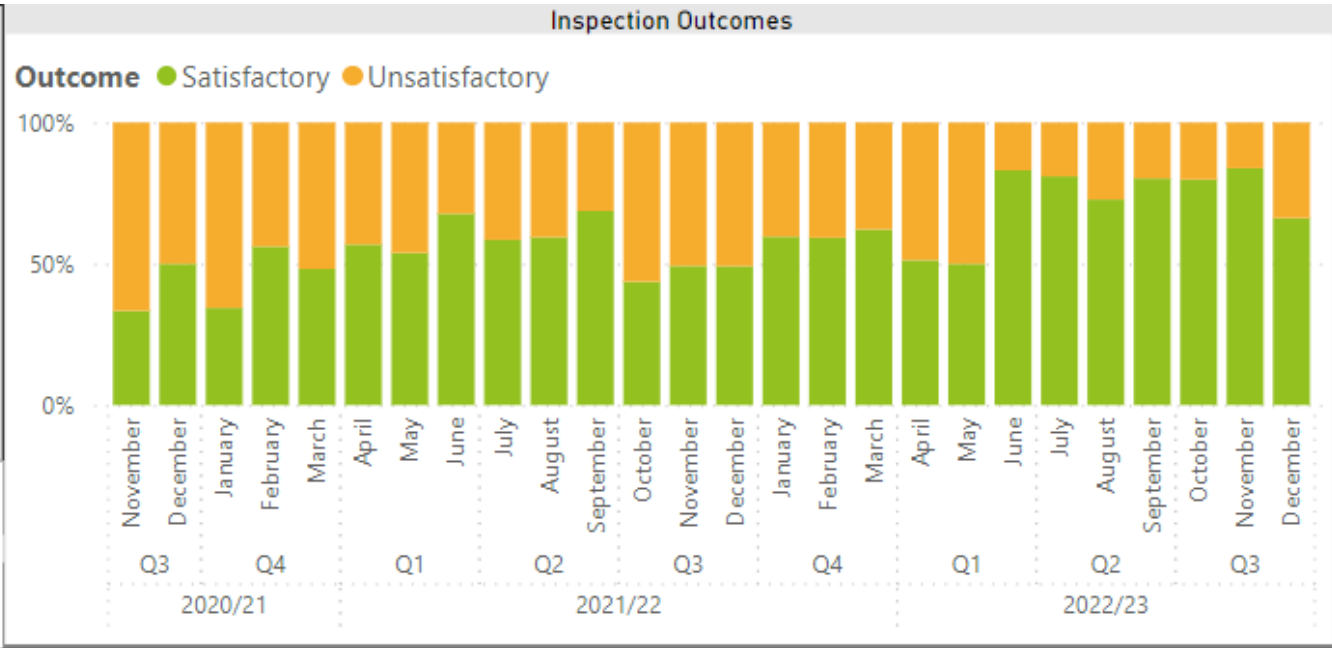
The percentage of fire safety inspections in which the inspector found a deficiency in the fire safety arrangements of that premises. Inspectors aim to focus inspections only on those premises which have inadequate fire safety arrangements.

Target:
 >50% Green
 30%-50% Amber
 <30% Red

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

Agenda Item 5a Appendix A

Financial Year	Satisfactory	Unsatisfactory	Total
2020/21	47.33%	52.67%	100.00%
2021/22			
Q1	60.89%	39.11%	100.00%
Q2	62.92%	37.08%	100.00%
Q3	47.51%	52.49%	100.00%
Q4	60.57%	39.43%	100.00%



National Average: 24% unsatisfactory Audits in 20/21

Last Refresh Date
26/01/2023

Commentary

Q3 has seen a slight decline overall in the percentage of unsatisfactory audits. December however did see an improvement in performance with nearly 34% of audits being unsatisfactory, this is the best performance for a month since May. Work has already been undertaken to improve the performance within quarter 4 including a review of criteria for unsatisfactory audits.

Actions

Treat: A review is being undertaken of the Risk Based Inspection Programme and the inspecting teams continues to develop their competency with Protection.

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

1186 at the end of Q3 2022-23

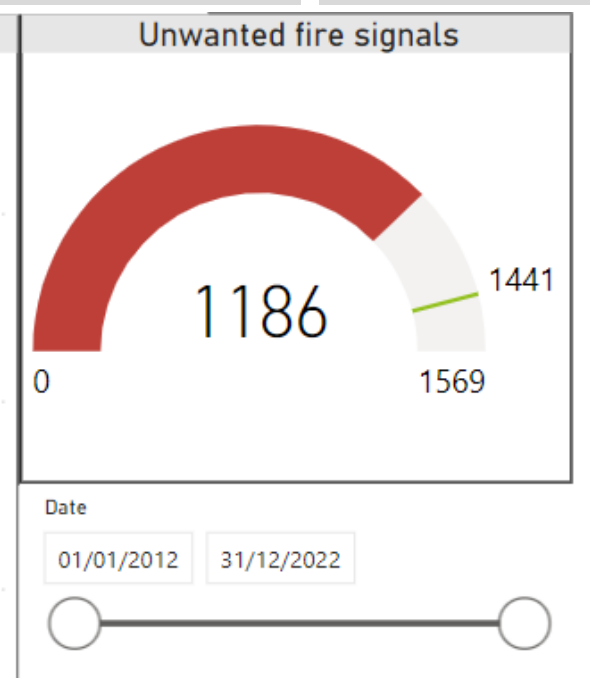
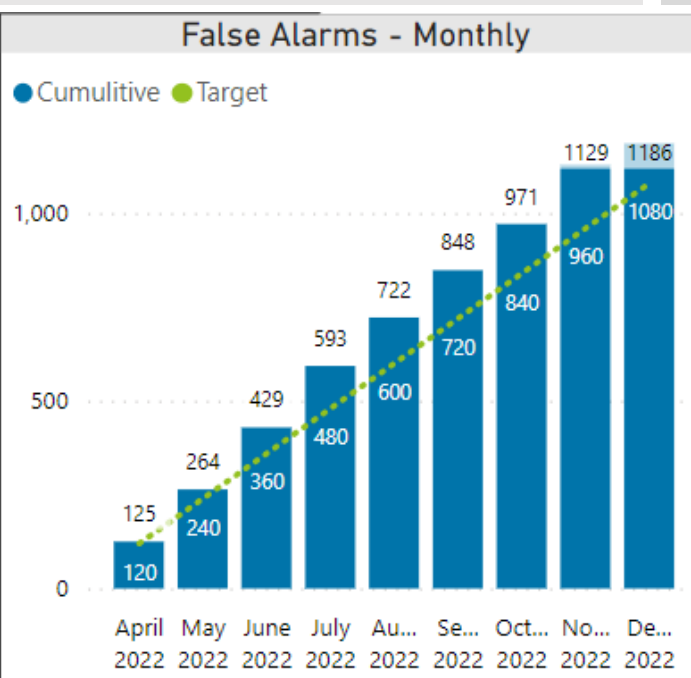
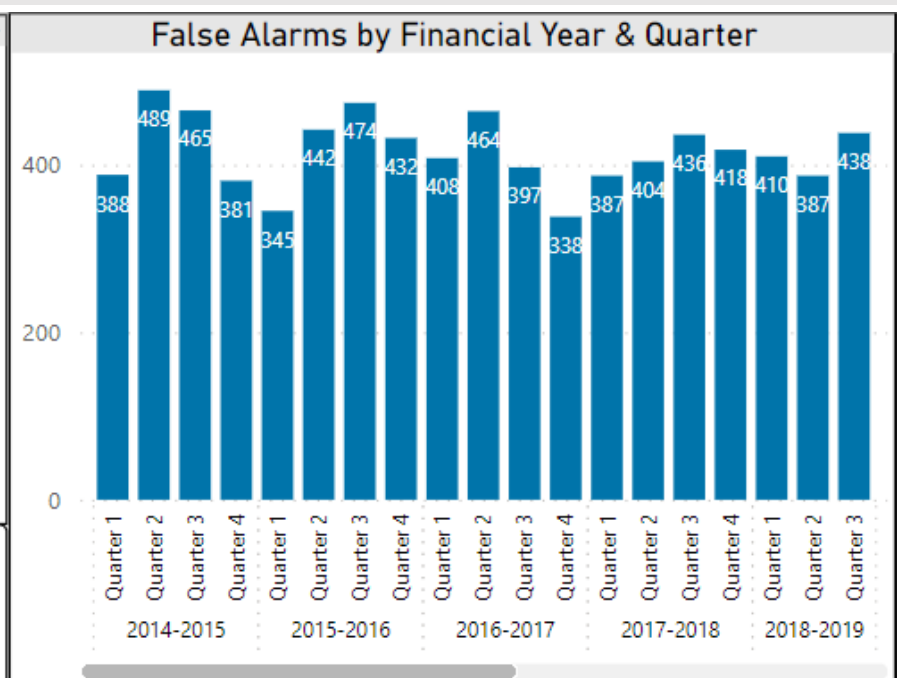
Current RAG Status RED

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 Bray
 Area:
Protection

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



Commentary
 On 1st December 2022 a new call challenge and non-attendance policy was implemented whereby we no longer respond to reports of alarm activations in commercial buildings unless confirmation of a fire is received. As a result, the number of unwanted fire signals attended plummeted during December to just 46, compared to 123 in October and 158 in November prior to the policy implementation.

Actions
 Tolerate: Since this measure also incorporates 'other residential' building types such as care homes and hospitals which are not subject to our call challenge policy, there will continue to be Unwanted Fire Signals, however it is anticipated that based upon the December performance the annual target of 10% reduction in attendances on the previous year will be met.

Agenda Item 5a Appendix A

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

90.2% in Q3 2022-23

RAG Status RED

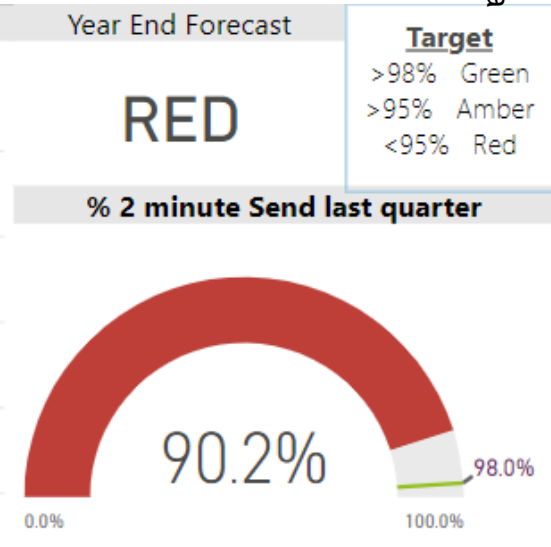
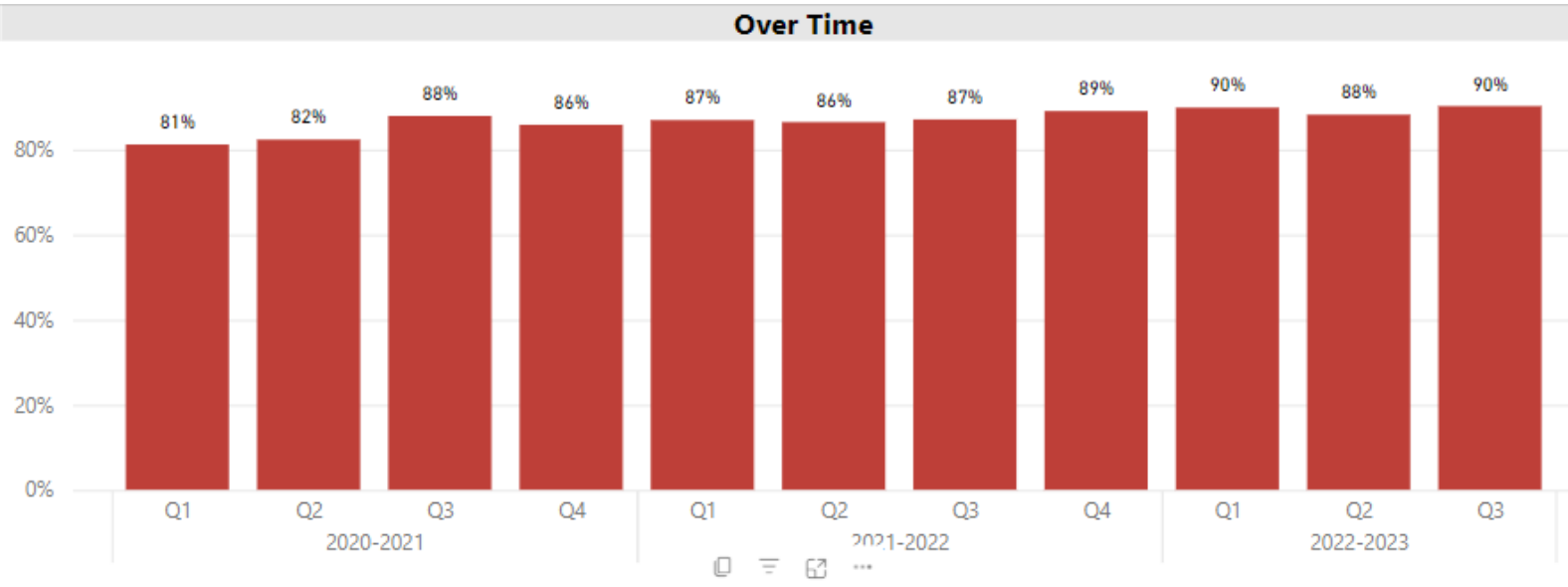
Target:
 >98% Green
 >95% Amber
 <95% Red

Service Owner
Dave Bray
 Area: Protection

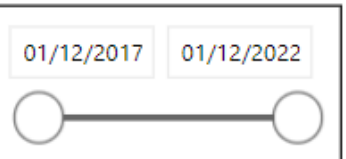
Agenda Item 5a
 Appendix A

This measure looks at the time taken from when the Fire Control Room Operator answers a 999 call to when the nearest fire station/engine is alerted to the incident. The target is 98% of emergency incidents alerted within 2 minutes of the call being received.

FY	Average of %
2017-2018	92.4%
2018-2019	93.2%
2019-2020	87.4%
2020-2021	84.3%
2021-2022	87.4%



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Commentary
 Whilst the year-to-date performance shows a continued underperformance in this area, this quarter has seen the best performance of the year to date, and equally the best performance since recording commenced. There is clearly further work that needs to be undertaken by Joint Fire Control (JFC) in this area, however a steady increase in performance is positive. During this quarter we have seen a 4% improvement on our first appliance attendance time over quarter 3 of last year. We have also seen nearly 10% improvement on our second appliance attendance time over quarter 3 of last year.

Actions
 Treat: We will continue to challenge JFC on this measure at our JFC Operational, Tactical and Strategic Governance Boards and ensure that JFC have an action plan to address the under performance. We are also in the process of reviewing this JFC Core Measure to provide more information for Scrutiny.

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

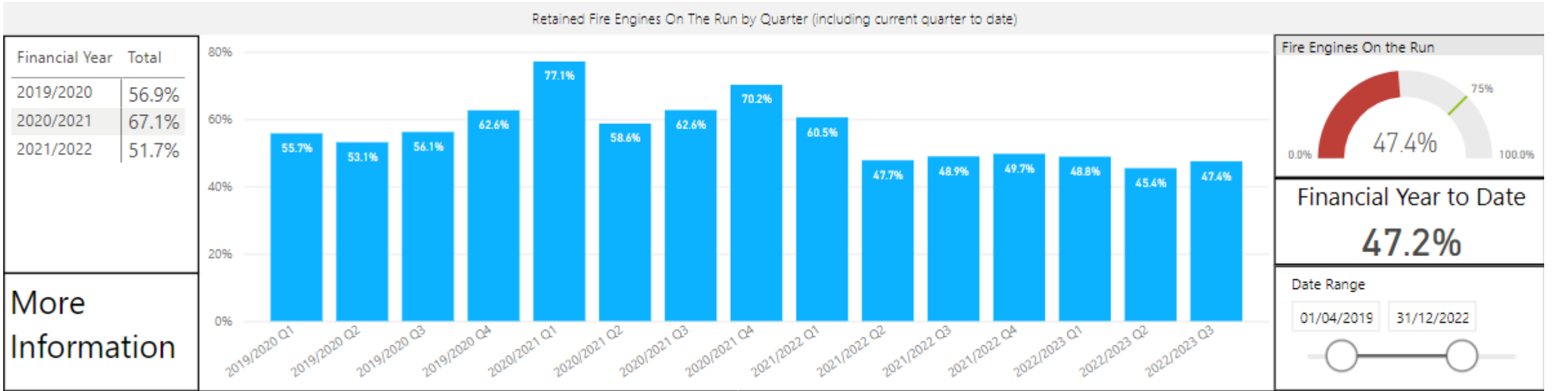
47.4% in Q3
2022-23

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



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More Information

Commentary
Retained availability continues to be our biggest performance challenge. We have started to maximise the use of our Wholetime firefighters who are on duty at fire stations over our minimum crewing number to supplement our RDS stations. This has contributed to an improved percentage in comparison to Q2. This more effective use of resource is coordinated and prioritised through our Service Delivery Support Team. We are also implementing ways of working for our retained to still offer value to the community through prevention activities as per our CRMP commitment.

Actions
Treat: Social economic changes impacting on the viability of the Retained Duty System is a national issue. WSFRS Area Manager of Service Delivery has been appointed NFCC chair to coordinate a national response to the RDS challenges. Work also continues at a local level to ensure that we maximise availability wherever possible utilising all other available resources. A more strategic approach is also being taken in our four-year Community Risk Management Plan which includes developing and implementing an operational response model to maximise retained availability in geographical areas aligned to community risk. This work will now be urgently brought forward and begin in quarter 1 of 2023. we are reviewing all the activities that Retained crew undertake, to measure the impact this has on other core measures

Approved from Appendix A

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

0% in Q3
2022-23

RAG Status
RED

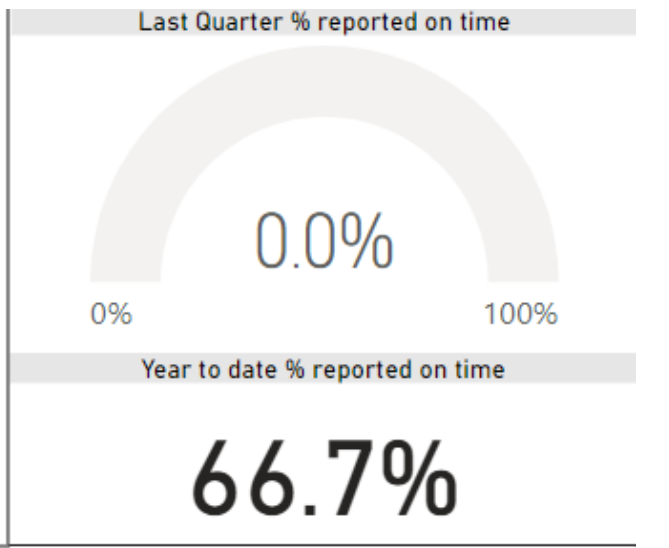
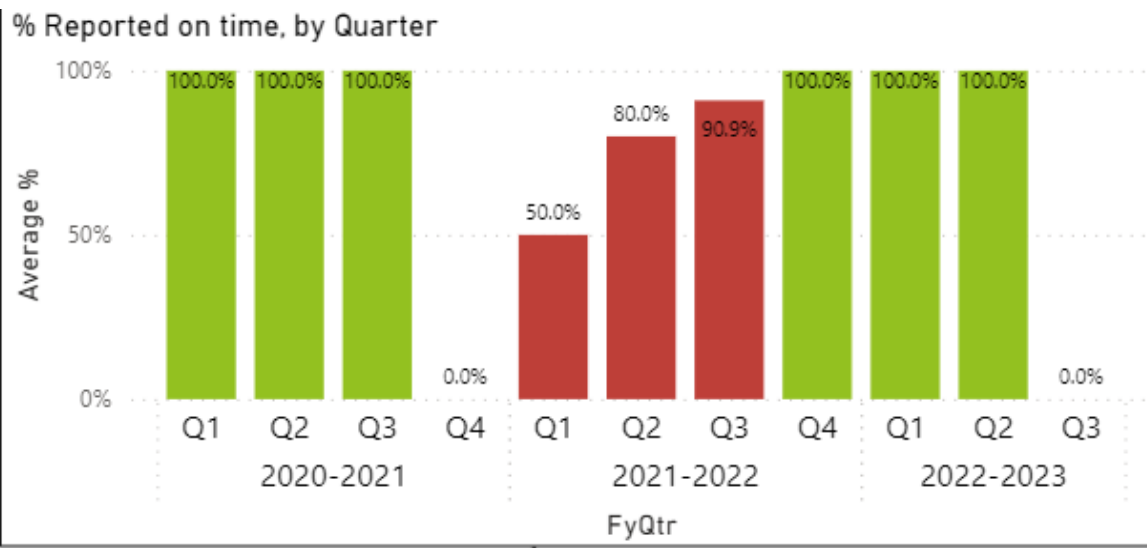
Agenda Item 5a
Appendix A3

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:
>89% Green,
<89% Red

Service Owner
Richard Abbo
Area:
**Strategic Risk
Improvement**

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	5	43



Commentary
In Q3 Health and Safety received one late incident report from 2021, where the line manager had not reported the incident to Health and Safety at the time. The RIDDOR report was made outside of the legislative timeframe.

Actions
Treat: Following receipt of the late notification a Level 2 investigation conducted by the Health and Safety Manager and the department concerned have received several recommendations so that this type of incident does not re-occur. 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.

Report to Fire and Rescue Service Scrutiny Committee

9 March 2023

End of December 2022 (Quarter 3) 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 December 2022. It includes information which is specifically relevant to the portfolio responsibilities of the scrutiny committee including the Cabinet formally closing off the improvement plan, significant progress made on the breathing apparatus project, the launch of the new policy for the non-attendance at automatic fire alarms in certain premises, the ballot of pay, the first ever IGNITE programme and the welcome for ten new wholetime firefighters to the service after their intensive 13-week training course.

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

Focus for scrutiny

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

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

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

1. Background and context

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

Tony Kershaw

Director of Law and Assurance

Contact Officer

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

Appendices

Appendix A – How to read this report

Appendix B – Portfolio Summary (Section 4) – Community Support, Fire and Rescue Portfolio - Performance Summary

Appendix C – Risk Register

Background Papers





None

How to Read the Performance and Resources Report

The Performance and Resources Report is separated into three sections:

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

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

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

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

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

Scrutiny Committee Documents

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

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

- Quarter three marked a significant milestone in our improvement journey as a service after the county council's Cabinet formally closed off our improvement plan. This was implemented following the service's HMICFRS inspection report in 2019 and was drawn up to address those concerns raised by the inspectorate and to ensure the service was on a sound footing. Work continues to monitor performance through our Assurance Framework which will now also include a continuous improvement report to replace the improvement plan.
- Significant progress was made on the breathing apparatus project. Workshops took place with suppliers to demonstrate the scope of the equipment they offer and included colleagues from East Sussex, Surrey and Kent. This is as an important piece of work towards operational alignment, and our collaborative approach with our neighbouring services will allow us to invest in and procure the very best equipment available.
- In December we launched the new policy for the non-attendance at automatic fire alarms in certain premises. This is a key priority set out in our Community Risk Management Plan and the change will deliver a targeted reduction in the numbers of Unwanted Fire Signals we attend creating greater capacity for prevention activity.
- The Fire Brigades Union formally opened its ballot for members on the issue of pay. This development initiated our business continuity planning process to begin preparing for potential industrial action. These are now well rehearsed arrangements which were implemented throughout the preparations for EU Exit and the Covid-19 pandemic.
- Children and young people continue to be a key target audience for our prevention messages. In this quarter ten students from Chichester College successfully completed the first ever IGNITE programme run by our Targeted Education Team. The project is aimed at young people aged 16 and over in further education who are willing to learn but struggle with low self-esteem, low self-confidence, and resilience. Over the five-day course, the students took part in a range of activities and drills, as well as learning about the physicality of being a firefighter and the importance of nutrition.
- Finally in this quarter we welcomed our 10 new wholetime firefighters to the service after their intensive 13-week training course. These colleagues will initially assist with workforce planning to maintain high levels of crewing and appliance availability. A further course will commence during the fourth quarter as these colleagues will begin to provide the additional crewing for the increases in establishment as part of the day crewed 7 proposals.

Community Support

- The newly formed Ukraine Support Team continues to respond to the needs of Ukrainians entering the UK under the Homes for Ukraine scheme and their hosts. Demand for support remains high from both guests and hosts in relation to accommodation needs, finances, education, transport and English lessons.
- To support the continuation of sponsor and guest arrangements and in recognition of cost-of-living pressures, the Council have increased monthly "Thank You" payments to sponsors with a sliding scale approach depending on number of guests. Communicated at the end of November this will be in place for 4 months with the uplift commencing in January.
 - 1 – 3 guests is increased from £350 to £500
 - 4 – 5 guests is increased from £350 to £600
 - 6 + guests is increased from £350 to £700
- In addition to monthly 'Thank you' payments for Sponsors a £400 milestone payment is being made at the 4-month stay point to offset some of the additional utility bill and household expense experienced as a result of hosting guests. The Council has expanded the milestone payments so that payments are now also made at the 8-month and 12-month milestone.
- The Community Hub remains available for residents, providing support with cost of living and distributing Household Support Funds. Skilled advisors provide information, advice, guidance, signposting and practical support, resolving issues where possible, and signposting internal/external services and support when needed. Household Support Fund (3) funding from national government runs until 31 March 2023; WSCC was allocated £4.8 million. Funding criteria apply with a focus on households in the most need, particularly those who may not be eligible for other government support, including families with children, pensioners, unpaid carers, care leavers and people with disabilities. Distribution of funds for the first three months has seen at least 26,256 households provided with support via this funding stream.
- Libraries have been supporting residents experiencing cost of living pressures as an integral part of their business-as-usual activity: providing an information, enquiry and signposting service; offering books, leaflets and online resources on relevant topics; delivering an events/activities programme for targeted audiences; and providing access to partner services (e.g., Citizens Advice). Our network of 36 Libraries is supporting people experiencing hygiene poverty through distribution of essential toiletries packs. Targeted promotion enabled households most in need to benefit, particularly pensioners, disabled people, carers and families with young children. Around 2000 packs were successfully distributed before Christmas. The model will be repeated with an initiative to support individuals experiencing period poverty.
- Cost of Living related scams and online safety information has been shared widely across partnership and community networks. A successful romance fraud themed webinar took place and an online harms talk was delivered to a range of professionals at the West Sussex Strategic Community Safety

Partnership conference. Digital Crime was the focus of the Communities, Highways and Environment Scrutiny Committee in November.

- During this quarter 277 residents/professionals engaged in digital safety training. 5,824 people are currently signed up to receive the monthly Staying Safe Online E-newsletter. Estimated over 200,000 people reached via sharing key online safety information by social media, radio, press release, blogs, local magazines and e-newsletters.
- A Storrington business whose employee sold alcohol without asking for proof of age received a 12-week suspension of its licence after selling alcohol to a West Sussex Trading Standards child volunteer.
- West Sussex currently has 84 licensed explosives stores of which 12 are bulk stores keeping between 250kg and 2,000kg of explosives. In the run up to 5th November, these stores were all visited to ensure explosives are being kept and stored safely. West Sussex also has three retailers who are licensed to sell fireworks all year round.




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
			Jun-22	Sep-22	Dec-22		
	<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	218	445	722	↗	G
3	<p>Performance Analysis: Dec-22: Q3 has seen the highest number of fire safety audits completed in any quarter since the start of 2020/21 when the revised performance framework was introduced. This is a very positive outcome considering the ongoing challenges with vacancies and long-term sickness absences in the department. The actions reported in previous reports such as watch based fire safety, use of retained duty staff and desk top audits are all starting to drive improvement in efficient audit delivery whilst maintaining a focus on quality risk-based inspections.</p> <p>Actions: The department is 38 audits under target at the end of Q3. It is expected that the support from watch-based staff and retained duty colleagues will ensure that this will be made up in Q4 so that the target of 1,000 audits this year is met. Work continues to plan for next year's risk-based inspections to ensure we maximise our resources across West Sussex and that, as our inspectors achieve the requisite qualifications and we manage sickness, a further review of the target can be considered.</p>						

Agenda Item 5b
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	<p>Jun-22</p> <p>1,151</p>	<p>Sep-22</p> <p>2,451</p>	<p>Dec-22</p> <p>3,384</p>		G
	<p>Performance Analysis: Dec-22: In Q3 we carried out 1,284 Safe and Well Visits and 773 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 referrals have yet to return to their pre-Covid levels the reactive post-incident work by crews and proactive referral generation activity has led to a steady increase in prevention activity across the Service.</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>						
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%	<p>Jun-22</p> <p>91.0%</p>	<p>Sep-22</p> <p>86.0%</p>	<p>Dec-22</p> <p>89.1%</p>		G
	<p>Performance Analysis: Dec-22: The improvement seen this quarter is largely down to the introduction of performance data on turn out times being available to our teams on stations and the focus on expectations and professional standards in service delivery. This means that appliances turn out from the station more quickly and inform Fire Control more immediately when they arrive at the scene. The number of occasions where crews turned out within 90 seconds improved by 1.86% and similarly the 60 seconds turn out target performance improved by 1.77%. The new Service Delivery Support team regularly analyse this data and have begun to deliver training on data accuracy.</p> <p>Actions: We will continue to monitor and review the performance data locally on our stations. The Day Crewed 7 proposal within our Community Risk Management Plan to increase the cover in Mid-Sussex and Shoreham is planned to go live March 2023. This will ensure more resilience is available when facing occasions of high demand, contributing to maintaining good performance in this measure.</p>						
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%	<p>Jun-22</p> <p>82.2%</p>	<p>Sep-22</p> <p>81.4%</p>	<p>Dec-22</p> <p>81.6%</p>		G
	<p>Performance Analysis: Dec-22: Critical special Service Calls can occur anywhere in the County and we measure these separately to critical fires. 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/local level to the control room operators) is now embedded in our ways of working. The initiative we have introduced to use our wholetime firefighters more proactively to support RDS availability and improvements in our turn out times is also 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 to occur using our Crewing Optimisation Group.</p>						

Community Support Performance Measures

Community Support		2022/23 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
33	Measure: Use of virtual/digital library services by residents Reporting Frequency: Quarterly, Accumulative	5.45m	Jun-22	Sep-22	Dec-22		G
	1.39m		2.87m	4.50m			
Performance Analysis: Dec-22: Whilst customer use of virtual library services is stabilising, post-pandemic, this figure represents an 18% increase on Q3 last year, illustrating the continued growth trend for this provision. Actions: Continue to support growing demand through investment in eLibrary 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	Jun-22	Sep-22	Dec-22		G
	85,840		87,298	89,957			
Performance Analysis: Dec-22: From September 2022 – November 2022 there have been 2,659 reached by the Community Hub for support with food, energy and wider essentials. Actions: Measure is changing 2023/2024 to reflect quality rather than quantity to ensure positive outcomes at first point of contact for residents that require support from the Community Hub.							

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic forecast expenditure – Community Hub (£1.0m) and Fire and Rescue (£0.2m) expenditure	£1.206m	Covid-19 Grant – Assumed funding	(£1.206m)	
Fire and Rescue – Joint Control Centre additional inflationary costs	£0.300m	Fire and Rescue – Other minor variations	(£0.076m)	
Community Support – Additional coroner costs projected following work undertaken on long inquests	£0.340m	Community Support – Staffing underspends in Community Safety and Wellbeing, Library Service and Trading Standards.	(£0.540m)	
Community Support – Shortfall in libraries income relating to changes in customer behaviour post pandemic	£0.180m	Community Support – Additional ceremonies income projected as this is the first summer season in recent times with no pandemic restrictions	(£0.270m)	
Community Support, Fire & Rescue Portfolio - Total	£2.026m		(£2.092m)	(£0.066m)

Significant Financial Issues and Risks Arising

3. There are no significant issues to raise this quarter.

Financial Narrative on the Portfolio's Position

4. As at December, the Community Support, Fire and Rescue Portfolio is projecting a £0.066m underspend, an increase in underspending of £0.102m when compared to September. The main variations are described below.

Fire and Rescue Service

5. The Fire and Rescue Service is currently projecting to overspend by £0.224m. The County Council contributes to the cost of running the Joint Fire Control Centre based on actual costs incurred. Surrey County Council has recently provided figures that have indicated that there will be additional inflationary costs relating to the Joint Fire Control Centre. This has led to a projected £0.3m overspend for 2022/23 which also takes account of inflationary increases in goods and services.
6. The pay award for firefighters is still under negotiation but the current forecast assumes these costs can either be contained within existing budgets if funded through contingency.
7. Staffing vacancies within the Protection and Strategic Risk and Improvement Teams have helped to mitigate some of this additional pressure.

Community Support

8. Overall, Community Support is projecting a £0.290m underspend as at the end of December.
9. The Coroner's Service is projecting an overspend of £0.340m which relates to increases in mortuary and pathology provision and inquests. Excess deaths have caused an increase in spend due to the need to use agency cover and external mortuary provision. In addition, the County Council has facilitated a number of inquests this year which have led to additional expenditure, including the recently concluded Shoreham Inquest.
10. The Library Service has 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 £0.180m in 2022/23.
11. These budgetary pressures have been partly mitigated by projected staffing vacancy savings of £0.540m and a forecasted increase in Registrar Service income of £0.270m. 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

12. 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. Non-ringfenced Covid-19 grant of £1.0m has been earmarked to enable the Community Hub and other support to residents to continue and potentially increase if needed.
13. Within the Fire and Rescue Service, £0.2m has been earmarked from the non-ringfenced Covid-19 grant to cover a number of 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

14. 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)	December 2022		Narrative	2023/24
Community Support - Development of adapted Library Service offer in conjunction with Parish Councils	70	70	G	Saving mitigated in-year through staffing underspends. A permanent solution is still required for 2023/24.	A

Savings Key:

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

Capital Programme

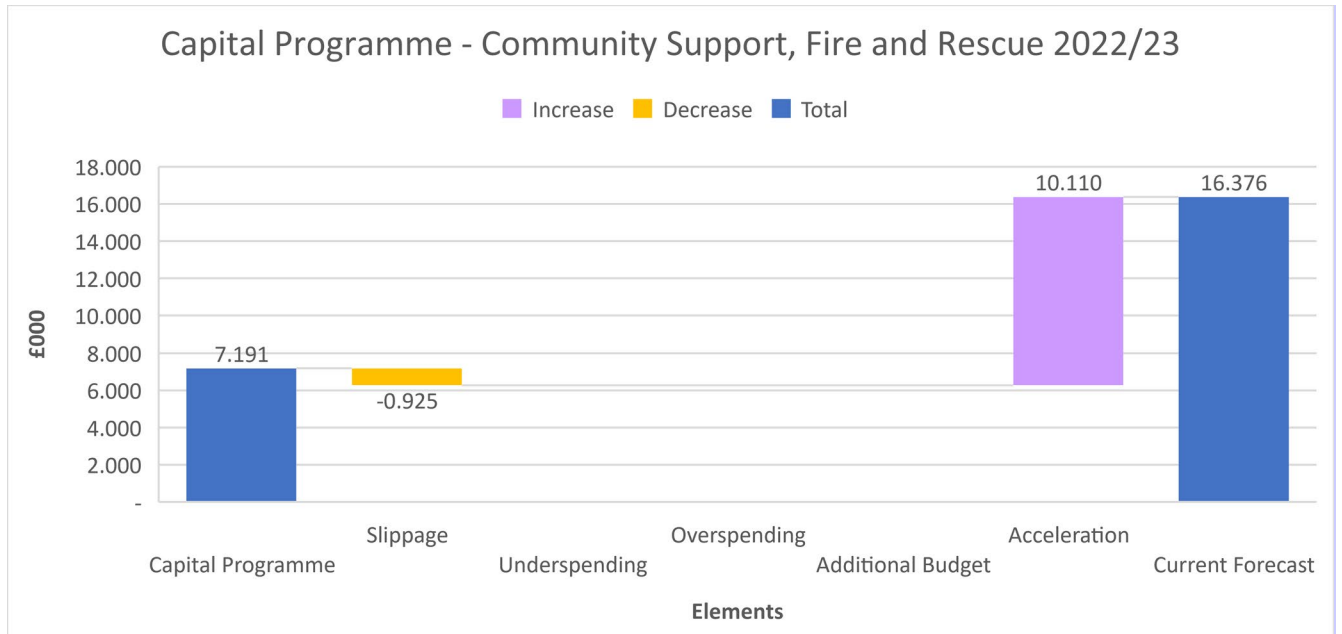
Performance Summary - Capital

15. There are five schemes within the portfolio. Four of the schemes in delivery are rated as green, indicating that the project is reporting to plan and one scheme is within its final retention phase.

Finance Summary - Capital

16. The capital programme; as approved by County Council in February 2022, agreed a programme totalling £9.725m for 2022/23. Budget of £2.534m originally profiled to spend in 2022/23, was accelerated into 2021/22, revising the capital programme to £7.191m.

17. Since this time, the profiled spend has increased overall by £9.185m, to give a current year end projection for 2022/23 of £16.376m. Of this increase, -£0.925m relates to slippage and £10.110m 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.

18. Details of the financial profiling movements within the capital programme between October and December are as follows:

- **Slippage: (-£0.925m). Movement since Q2 report: (-£0.925m)**
 - **Fire and Rescue Estates Improvement Programme:(-£0.125m).** The feasibility study is due to be completed imminently. Once options have been reviewed and approved through the relevant governance the expectation is that works will commence in 2023/24.
 - **Fleet: (-£0.800m).** Only the initial stage payments are now due in 2022/23 for the procurement of specialist fire vehicles, therefore funding has been reprofiled into 2023/24.
- **Acceleration: £10.110m. Movement since Q2 report: £6.110m**
 - **Live Training Centre and Horsham Fire Station: £6.110m.** Works continue to progress quicker than first anticipated therefore funding has been accelerated from 2023/24 into 2022/23.

19. The latest Capital Programme Budget Monitor is reported in **Appendix 3** and full details of all individual schemes are set out in the [Budget Report](#) published in February 2022.

Risk

20. There are no corporate risks assigned to this portfolio. Risks allocated to other portfolios are specified within the respective portfolio sections. Further detail on all risks can be found in **Appendix 4** - Corporate Risk Register Summary.
21. Full details of the latest Risk Register, including actions and mitigations can be found under the County Council's [Regulation, Audit and Accounts Committee Agenda](#) website.

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Corporate Risk Register Summary - December 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 across neighbouring LA's focussed on attracting and retaining talent for key areas.	ongoing
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.	ongoing
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
Produce and receive approval for final version of the Market Sustainability Plan.	01/02/2023
In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned.	ongoing
Financial analysis of high risk provision - due diligence checks.	ongoing
Collection of market information on Firefly. Analysis of information and appropriate level of quality assurance response.	ongoing

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 and economic conditions (mainly inflation and interest rates) 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 pandemic and the now cost of living crisis which is making economic conditions uncertain, and impacting on the cost of council services and demand for services.

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

Risk Control/Action	Target Date
Continue to lobby for fairer funding for Local Government through annual settlements, the Fair Funding Review, Levelling Up Agenda and Business Rates reset.	ongoing
Financial impacts arising from the Covid-19 national emergency need to be reflected and addressed within the PRR and MTFS as appropriate. Jan 23 - removed on change of risk ownership	ongoing
Financial Planning sessions with EMT and JLT taking place to ensure officers and Members understand and own the financial challenge.	ongoing
Monitor the use of additional funds made available to improve service delivery.	ongoing
Monthly monitoring of the financial position in 2022/23 and 2023/24 and reported to ELT and Cabinet Member for Finance to ensure pressures are visible and mitigating action put in place. This includes reporting on the delivery of savings in year.	ongoing
Publication of annual MTFS (Revenue and Capital) across a five year planning period aligned to the Council Plan. The budget gap for 2024/25 remains challenging - currently estimated at £40 to £50m over the medium term that will require a long term approach to financial planning and a different approach to identifying cost reductions and income generation (aligned to the Council Plan and priorities limited resources).	ongoing
Pursue additional savings options to help close the budget gap. Jan 23 - removed on change of risk ownership	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
Service to ensure focus on Ofsted's framework and guidance for Inspecting Local Authority Services for children (ILACS)	01/03/2023

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

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 unregistered 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.	01/03/2023
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 that access to sensitive data and information is controlled.	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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Report to Fire & Rescue Service Scrutiny Committee

9 March 2023

Diversity in Recruitment

Report by Chief Fire Officer

Summary

This report provides an update on the positive actions carried out within West Sussex Fire & Rescue Service (WSFRS), to improve diversity in its recruitment. Creating a diverse workforce is complex; it requires positive action to attract a diverse range of applicants, as well as creating a work environment that embraces and supports difference. This briefing contains details on:

- improvement actions we have taken to diversify our recruitment,
- improvement actions taken to create an inclusive workplace
- future actions to be taken

Focus for Scrutiny

The Committee is asked to review the progress on the work to date and agree the future areas of focus through the Community Risk Management Plan (CRMP).

Key Lines of Enquiry:

- i. The progress made in creating a diverse workforce since the first inspection of the Service by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services
- ii. How well the service is taking positive action to ensure we have an inclusive workplace
- iii. Identify any areas for consideration for future positive action or any areas to highlight to the Cabinet Member for Community Support, Fire and Rescue

Proposal

1 Background and context

- 1.1 His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) monitors the diversity of a Fire and Rescue Service workforce compared to the community it serves and what actions the Service has taken to improve that diversity. A diverse workforce encompasses nine protected characteristics set out in the Equality Act 2010. These are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation, and national campaigning is underway for caring to become the tenth protected characteristic.

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- 1.2 Nationally, Home Office research and analysis on 'Pathways and barriers to leadership in fire and rescue services' 2022 reports the sector-wide issue that:
- "Many staff consider the workplace a very male-dominant, macho environment with some hostility towards women's place in the service... some participants, however, mentioned that the culture in their service had improved in recent years with the recruitment of new staff."*
- 1.3 Creating a diverse workforce is complex. It requires positive action to attract a diverse range of applicants, as well as creating a work environment that embraces and supports difference. The 2022 State of Fire report supports this in stating that:
- "Services shouldn't just focus on improving their recruitment of diverse staff members. They should also make sure they are retaining staff from all walks of life by improving the inclusivity of their environments and cultures."*
- 1.4 According to the latest 2021 Census data the West Sussex population, aged 18 – 50, is 51% female and 49% male. Ethnicity data at District/Borough/Parish level has not yet been released. However, the countywide data shows that the population is 84% White British. The white population increases to 91% if other white backgrounds are included, e.g., Irish, European, Roma, Gypsy and Traveller.
- 1.5 Our Service workforce recruitment applications for wholetime in 2016 were 91% Male, 9% Female, which in contrast to our most recent process in 2020/21 had moved to 81% Male, 16% Female and 2% would prefer not to say. The ethnicity of applicants in 2016 was 95% White and 5% across Asian, Black, Chinese, mixed and prefer not to say. In 2021 this had moved to 91% White and increased to 9% across the other ethnicities which shows progress in both areas over the last 5 years, albeit a small increase.
- 1.6 It is estimated that around 1 in 7 people (more than 15% of people in the UK) are neurodivergent, meaning that the brain functions, learns and processes information differently. Neurodivergence includes a range of conditions including Attention Deficit Disorders, Autism, Dyslexia and Dyspraxia. None of these are related to intelligence. However, some of the traditional assessments used within recruitment processes may cause a disadvantage for some neurodivergent applicants, e.g., written tests, interviews.
- 1.7 The speed at which a Fire and Rescue Service can increase the diversity of its workforce is influenced by the frequency of its recruitment activity. The WSFRS recruitment cycle for Wholetime Firefighters is every 2 to 3 years. The last recruitment campaign took place in 2020.
- 1.8 Retained Fire Fighters are required to turn out to calls within an agreed timeframe to enable the fire appliance to be mobilised. This means that recruitment is necessarily very local. As a result, the scope to increase the diversity of the applicants is limited by the diversity of the surrounding area. However, commitment 3.5 of our CRMP is to review our retained ways of working and contracts. The Task & Finish Group, which was set up to review ways of working, supported by the scrutiny committee, enables us to make further improvements to support our diversifying workforce.
- 1.9 The People Priority within the WSFRS CRMP 2022 – 2026 sets an ambition to continue the improvements made in relation to its people. This includes an

action to review recruitment practice and procedures. The work will be informed by lessons learnt from the last recruitment campaign, ongoing Retained Firefighter recruitment and benchmarking practices against the National Fire Chiefs Council best practice Maturity Models for recruitment; Equality, Diversity and Inclusion (ED&I); leadership and other people related areas.

- 1.10 WSFRS is embedding the Core Code of Ethics for Fire and Rescue Services which sets out five ethical principles, based on the Seven Principles of Public Life, and provides a basis for promoting good behaviour and challenging inappropriate behaviour. The five ethical principles are: Putting our community first; Integrity; Dignity and respect; Leadership; Equality, Diversity and Inclusion. These five principles align with the County Council Values: Customer centred, Listen and act upon, Honest and realistic, Genuinely valued, Trust and support.

Improvement actions taken between 2021-2023

1.11 Diversifying recruitment:

- 1.11.1 Over the past two years the following actions have been taken to improve recruitment and promotion processes.
- 1.11.2 Local Risk Management Plan: Fire Station open days and other community activities. Reaching out to groups within the community has the benefit of making the Service more approachable and seen as an achievable and sort-after career.
- 1.11.3 "Have a go" days to encourage applicants who may not have considered WSFRS as a career option and/or those who are considering a career change.
- 1.11.4 A fitness guide was produced for applicants to receive guidance on how to attain and retain fitness levels and why those levels are important.
- 1.11.5 A new Development Centre process has been implemented which identifies those who are suitable for promotion to a substantive role or show potential for future promotion. This process has been designed to be fully inclusive and accessible for all. Evaluations from applicants tells us that the support offered to them has been positive.
- 1.11.6 The Chair of every recruitment/development centre panel must complete the Recruitment & Selection course and Unconscious Bias training prior to recruiting. Other panel members are also encouraged to complete the training.
- 1.11.7 Interview skills training is provided as standard for applicants who are successful in the first stage of the Trainee Fire Fighter recruitment process or applicants for Development Centres (both internal and external applicants).
- 1.11.8 The recruitment process now involves stakeholder panels for Group Manager roles, and Green book equivalents, and above.
- 1.11.9 Neurodiversity assessments are offered to successful applicants to support initial and on-going employment. Applicants have reported feeling valued.
- 1.11.10 Improvements have been made to post-interview feedback, to demonstrate objective decision-making, and support creation of robust development

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plans. Internal applicants are also now supported to develop their personal development plans.

1.11.11 Mentoring and coaching schemes have been introduced to aid staff development both when preparing for promotion and once in-post.

1.11.12 The last recruitment campaign from 2020 resulted in 3 cohorts of Trainee Fire Fighters. Of the 33 Trainees, 12% are female and 27% are neurodivergent.

1.12 Creating a diverse & inclusive workplace to ensure sustained diverse recruitment:

1.12.1 The Diversity and Inclusion Steering Group (DISG) created and launched to provide strategic direction and accountability for Equality, Diversity and Inclusion in WSFRS.

1.12.2 A Self-assessment has been conducted of Equality, Diversity and Inclusion practice and performance against National Fire Chiefs Council and Local Government Association, Equality, Diversity and Inclusion Framework. The DISG agree and ensure delivery of the improvement Action Plan.

1.12.3 Diversity champions have been introduced, supporting the agenda of and normalising the language of inclusion and diversity to remove the stigma.

1.12.4 People Impact Assessments (PIAs) have been implemented across all internal governance papers, to ensure Equality, Diversity and Inclusion is considered in all projects.

1.12.5 A 'Core Behaviour Standards and Expectations Framework' has been implemented across the service, which aligns both the County Council's values, and the National Fire Chiefs Council (NFCC) Code of Ethics. Equality, Diversity & Inclusion are both at the heart of every behaviour standard as well as being an explicitly stated standard with expectations detailed accordingly.

1.12.6 An internal annual calendar of ED&I events has been implemented, including supporting colleagues to learn more and understand about: Racial discrimination; Working with minority communities in business; NFCC Lunch & Learn sessions; Inclusive Employers webinars; Menopause awareness; International Women's Day; International Men's Day.

1.12.7 Supporting existing colleagues who are neurodivergent: assessment & supporting reasonable adjustments.

1.12.8 Bitesize guides have been created for all colleagues to understand what inclusivity means for specific groups: Faiths; Understanding bias; Allyship; Banter; Bullying & harassment; Transgender & Non-binary; LGBTQ; Communicating with Disabled Service Users.

1.12.9 Team awareness training provided for teams on creating an inclusive workplace.

1.12.10 Community engagement, including, Pride events across West Sussex; visits to Crawley Gurdwara; the Apple Tree Centre and Hindu Temple; Langley

Green Mosque; Career presentation to Worthing College Public Sector Course students.

- 1.12.11 The Orange guide for WSFRS buildings has been developed, and thanks to the capital investment of members, to date we have started the work on our estates improvement but to achieve the desired outcomes there will be further investment needed as buildings are changed. The implementation of the Orange guide is currently in force in the build of the Horsham Training centre & Fire Station. Including gender neutral facilities and a multi faith prayer & wellbeing room created.

1.13 Actions to be taken in future:

- 1.13.1 The following actions will be undertaken over the next 12 – 24 months to continue the improvements already made:
- 1.13.2 2023 Recruitment project to improve future processes. Including lessons learned from last new recruits process, improvements to our adverts, reviewing our residential recruits course approach, all aligned to best practice from NFCC maturity models and Asian Fire Service Association recruitment guide.
- 1.13.3 Improved data to measure our success, including improved ED&I measures on our workforce dashboard to monitor application rates, recruitment rates & promotion. This remains a sector-wide issue, as noted in the State of Fire 2022 report, “A lack of equality data in the fire and rescue sector presents a challenge” (page 53).
- 1.13.4 Leadership & culture programme: Inclusive workplace workshops to be delivered to all managers across WSFRS in 2023. In 2024, Inclusive leadership to be investigated for roll out across the Service.
- 1.13.5 Further bitesize guides to be developed including; Inclusive Language; Neurodiversity.
- 1.13.6 Neurodiversity consistent approach to IT, profiling and reasonable adjustments.
- 1.13.7 Carrying out an investigation into our ageing workforce, understanding the opportunities and risks, and leading a discussion on this within WSFRS.
- 1.13.8 Investigating implementation of a restorative practice approach to conflict resolution and 'freedom to speak up' guardians.
- 1.13.9 Ensuring the WSCC Dignity and Respect at Work policy is launched and widely communicated within WSFRS.
- 1.13.10 Diversity & Inclusion learning programme to be developed and publicised.
- 1.13.11 Develop Bystander training pilot to support staff to speak up and challenge behaviours.
- 1.13.12 Develop a Positive Action plan to improve the diversity of applicants, including a regular schedule of 'Have a go days'.

2 Summary

- 2.1 In summary, WSFRS is doing a considerable amount to promote and improve our ED&I both in recruitment and ongoing inclusivity of our environment and culture. Applicants to our Service experience, right from the outset of recruitment, through to promotion, and ultimately leaving the service that we are a people centred, employer of choice service, who recruit and retain individuals who are Proud to Serve. Our improvements to take positive action in the future are aligned to NFCC recommendations and best practice across both the Fire sector, and more widely.

3 Consultation, engagement and advice

- 3.1 Consultation & engagement has happened with staff through channels including:
- Diversity champions
 - Diversity and Inclusion Steering Group
 - Developing the Development Centre process
 - Leadership & culture programme
- 3.2 Communication has happened within the community through channels including:
- Participation in community events and religious festivals
 - Fire station open days
 - 'Have a go' recruit days
- 3.3 Advice has been sought from the following groups:
- National Fire Chiefs Council
 - WSCC experts, including HR and EDI
 - The Fire Fighter's Charity
 - Inclusive Employers
 - Asian Fire Service Association

4 Finance

- 4.1 There are no financial implications in this report.

5 Risk implications and mitigations

- 5.1 There are no risk implications or mitigations in this report.

6 Policy alignment and compliance

- 6.1 Our Council Plan – This report is directly aligned to the WSFRS CRMP.
- 6.2 Legal implications – The public sector Equality Duty 2010 means that legally, public bodies have to consider all individuals when carrying out their day-to-day work – in shaping policy, in delivering services and in relation to their own employees. It also requires that public bodies have due regard to the need to; eliminate discrimination; advance equality of opportunity; and foster good relations between different people when carrying out their activities. Every action in this report is designed with the Equality Duty in mind.
- 6.3 Equality duty and human rights assessment – This report contains no negative impacts on any of the protected characteristics. The work noted in this report is

all positive action to improve our diversity, and therefore fulfil our Equality duty.

- 6.4 Climate change – There are no impacts on climate change.
- 6.5 Crime and disorder – There are no impacts on Crime & disorder
- 6.6 Public health – There are no impacts on public health.
- 6.7 Social value – This report has positive implications for the community, and it supports the benefits of an effective Fire and Rescue Service to all residents in West Sussex.

Catherine Walker

Head of Development & Operational Training

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**Draft Fire and Rescue Service Scrutiny Committee Work Programme
March 2022 – November 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		9 March 2023
Quarterly Performance and Resources Report		9 March 2023
Recruitment Diversity		9 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	To include updates on the Fire Safety Bill and the Leadership & Cultural Change Programme	12 June 2023
Statement of Assurance		12 June 2023
Recruitment of Retained Duty Staff	Update requested by the Committee at its November 2022 meeting - to include a review of the effectiveness of measures affecting retained firefighters, specifically relating to the recommendations made by the Retained Duty System Task & Finish Group	24 November 2023
Community Risk Management Plan update		24 November 2023
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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