

Public Document Pack

Tony Kershaw

Director of Law and Assurance

If calling please ask for:

Rob Castle on 033 022 22546

Email: rob.castle@westsussex.gov.uk

www.westsussex.gov.uk

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



29 June 2022

Fire & Rescue Service Scrutiny Committee

A meeting of the Committee will be held at **2.15 pm** on **Thursday, 7 July 2022** at **County Hall, Chichester, PO19 1RQ.**

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

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

Tony Kershaw

Director of Law and Assurance

Agenda

2.15 pm 1. **Election of Chairman**

The Committee is asked to elect a Chairman for 2022-23 from the committee members listed below.

Cllr Bence, Cllr Boram, Cllr Chowdhury, Cllr Evans, Cllr Milne, Cllr Patel and Cllr Pendleton.

If the election is contested, a secret ballot will be held in accordance with Standing Order 2.17.

2.20 pm 2. **Election of Vice Chairman**

The Committee is asked to elect a Vice Chairman for 2022-23 from the committee members listed below.

Cllr Bence, Cllr Boram, Cllr Chowdhury, Cllr Evans, Cllr Milne, Cllr Patel and Cllr Pendleton.

If the election is contested, a secret ballot will be held in accordance with Standing Order 2.17.

2.25 pm 3. **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.

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

The Committee is asked to agree the minutes of the meeting held on 4 March 2022 (cream paper).

5. **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.

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

The Committee is asked to note the responses to recommendations made at the 4 March 2022 meeting.

2.30 pm

7. **Performance Report Quarter 4**

(a) **Fire and Rescue Service Strategic Performance Report Quarter 4 2021/22** (Pages 11 - 32)

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 March (Quarter 4) Quarterly Performance and Resources Report** (Pages 33 - 54)

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 March 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 relevant Cabinet Member or Scrutiny Committee.

3.35 pm

8. **Priority Programme Update** (Pages 55 - 58)

Report by the Chief Fire Officer.

The report provides an overview of the priority programmes of work during Quarter 4 of 2021/2022 including progress against the People Action Plan, the Improvement Plan and the

Integrated Risk Management Plan Action Plan.

4.15 pm 9. **West Sussex Fire & Rescue Service Annual Statement of Assurance** (Pages 59 - 108)

Report by the Chief Fire Officer.

The report outlines the way in which West Sussex County Council and its fire and rescue service delivered the requirements contained in the National Fire and Rescue Framework and the authority's Integrated Risk Management Plan during 2021/2022.

4.30 pm 10. **Retained Duty System Task and Finish Group Report** (Pages 109 - 112)

Report by the Chairman of the Retained Duty System Task and Finish Group.

The report summarises the discussion that took place at both Task & Finish Group meetings and summarises the recommendations of the Task & Finish Group.

4.40 pm 11. **Work Programme Planning and Possible Items for Future Scrutiny**

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

(a) **Forward Plan of Key Decisions** (Pages 113 - 114)

Extract from the Forward Plan dated 17 June 2022 – attached.

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

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

(b) **Work Programme** (Pages 115 - 118)

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

4.45 pm 12. **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.

13. **Date of Next Meeting**

The next meeting of the Committee will be held on 30 September 2022 at 10.30 am at County Hall, Chichester. Probable agenda items include:

- Fire and Rescue Service Strategic Performance Report Quarter 1 2022/23
- End of September 2022 (Quarter 1) Quarterly Performance and Resources Report
- Priority Programme Update

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 15 September 2022.

To all members of the Fire & Rescue Service Scrutiny Committee

Webcasting

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

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

Fire & Rescue Service Scrutiny Committee

4 March 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 Chowdhury, Cllr Dunn, Cllr Milne and Cllr Albury

Apologies were received from Cllr Charles

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

33. Declarations of Interest

33.1 No declarations were made.

34. Minutes of the last meeting of the Committee

34.1 Resolved – that the Committee agrees the minutes of the meeting held on 13 January 2022.

35. Responses to Recommendations

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

36. Fire and Rescue Service Strategic Performance Report Quarter 3 2021/22

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

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

- Premises that have unsatisfactory inspections may be issued with deficiency notices which can lead to prosecutions
- The Service presents data in a transparent, realistic way so that people can judge its effectiveness. This data identifies past and future trends and is used to develop the Communities Risk Management Plan (CRMP)
- The CRMP is used to determine where to place appliances throughout the county
- The Crewing Optimisation Group aims to maximise crewing levels across the service and its availability is proposed to increase from five to seven days a week
- Rural areas are targeted for prevention work and are seen as low risk as they are not densely populated and have little industry
- As part of the focus on rural areas, a rural liaison officer is being appointed

- The Dynamic Cover Tool (DCT) ensures that the closest appliance attends an incident – next quarter should see improvements in first and second appliance response times as a result of DCT usage
- Retained fire fighter availability has improved thanks to actions such as the introduction of retained liaison officers and more driver/trainers. The Service is also looking at more structural ways to improve retained fire fighter availability
- The direction of travel of performance indicators relating to the next quarters data were difficult to show in the Performance and Assurance Framework as the data would not yet be collected
- The CRMP proposes to increase fire cover at weekends which should lead to an improvement in average response times by one minute in Mid Sussex and 34 seconds overall
- The increase in the number of unsatisfactory audits shows that targeting premises is working well
- The Service plans to use station-based staff to do audits of low risk premises (enabling more to be done next year) with specialists concentrating on high-risk premises

36.3 Resolved – that the Service examines if the Performance and Assurance Framework can provide more information within the report on the direction of travel for performance indicators.

37. End of December 2021 (Quarter 3) Quarterly Performance and Resources Report

37.1 The Committee scrutinised a report by the Director of Law and Assurance (copy appended to the signed copy of the minutes).

37.2 Summary of responses to Committee members' questions and comments: -

- The Service worked proactively with other agencies to identify vulnerable groups (including people living in sheltered accommodation) to prioritise them for safe and well visits - over 3,000 visits were carried out in a year
- The Service has access to data from the NHS about vulnerable people and is working on a scheme to link into other care providers' data
- Changes to technology and team structures when moving to the Joint Fire Control Centre had taken longer than anticipated leading to increased costs/overspend in the Electronic Services Group budget, but overall savings have been delivered through having a Joint Fire Control Centre

37.3 Resolved – that the Service provides details on the overall budget for the Electronic Services Group to members that requested it.

38. Priority Programme Update

38.1 The Service had the resources to build an environment and strong teams where people feel able to challenge and share issues – this is a priority in the CRMP.

38.2 Resolved – that the Committee notes the progress reported in relation to the priority programmes.

39. Joint Fire Control Centre Update

39.1 All partner chief fire officers met regularly to ensure new systems were thoroughly tested before they went live.

39.2 The Service’s pandemic response was referenced in the CRMP and an action plan for future similar situations existed.

39.3 Any dip in performance that could cause an operational problem would be reacted to at once.

39.4 The DCT uses real time journey data which will improve accuracy for response time targets which will be updated annually.

39.5 Performance measures had been revised so that all fire services using the JFCC had the same targets.

39.6 Resolved - that the Committee: -

- i. Agrees that the planned development of the Joint Fire Control Centre collaboration project had been delivered
- ii. Supports the consequential changes to the Performance and Assurance Framework

40. Work Programme Planning and Possible Items for Future Scrutiny

40.1 The Committee considered its work programme and the Forward Plan of Key Decisions and requested a future update on the change in culture within the Service and the Service’s Covid recovery plan.

40.2 Resolved – that the Committee asks that: -

- i. Officers work with the Chairman to establish a potential timeline for the Committee to consider creating psychological safety in all aspects of work as part of the Leadership & Cultural Change Programme
- ii. The item on the Work Programme on Covid-19 is considered separately by the Fire and Rescue Service Scrutiny Committee in order to reflect on lessons learned

41. The Retained Duty System Task and Finish Group Draft Terms of Reference

41.1 Resolved – that: -

- i. The Committee agrees the Terms of Reference of the Retained Duty System Task and Finish Group
- ii. The following members volunteered to be part of the Task and Finish Group – Cllr Boram, Cllr Pendleton, Cllr Albury, Cllr Chowdhury and Cllr Milne

42. Date of Next Meeting

- 42.1 With the agreement of the Committee, the meeting scheduled for 13 June 2022 will be cancelled and its business postponed to 7 July 2022 so that the Committee can consider the end of year Performance Resources Report together with the Performance and Assurance Framework.

The meeting ended at 12.46 pm

Chairman

Fire and Rescue Service Strategic Performance Report Quarter 3 2021/22

Recommendation	Responder	Response
<p>The Service to examine if the Performance and Assurance Framework can provide more information within the report on the direction of travel for performance indicators.</p>	<p>Cabinet Member for Community Support, Fire & Rescue</p>	<p>The performance and assurance framework depends upon accurate and timely data and information drawn from our Power Business Intelligence System which is then reviewed and reported against through our internal governance process which includes a Strategic Performance Board and Service Executive Board before it is reported to the Fire and Rescue Services Scrutiny Committee. This process takes a number of weeks which always creates a delay between the report and the reporting period.</p> <p>Depending on the specific core measure it is possible that an early indication of the direction of travel for the next quarter is available and therefore where this is the case this can be included within the report but this cannot be a full quarters figures as they will not be available until the close of the 3 month period.</p>

End of December 2021 (Quarter 3) Quarterly Performance and Resources Report

Recommendation	Responder	Response
<p>The Service provides details on the overall budget for the Electronic Services Group to members that requested it.</p>	<p>Cabinet Member for Community Support, Fire & Rescue</p>	<p>The Electronic Service Group budget was £245,300 in 20/21 as this restructure was completed beyond the go live in December 2019 and this is now incorporated into the Joint Fire Control budget and associated budget reductions.</p> <p>Notes</p> <ul style="list-style-type: none"> • 2018/19 <ul style="list-style-type: none"> ○ Budget £266,000 ○ Expenditure £ 370,665.39 • 2019/20 <ul style="list-style-type: none"> ○ Budget £246,500 ○ Expenditure £259,195.39 • 2020/21 <ul style="list-style-type: none"> ○ Budget £245,300 ○ Expenditure £354,151.27 • 2021/22 <ul style="list-style-type: none"> ○ Budget reallocated to contract budget and associated shared resources

Fire and Rescue Service Scrutiny Committee

7 July 2022

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

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 30 core measures that provide a strong indication of organisational performance directly aligned to the delivery of the Strategic Commitments i.e. Integrated Risk Management Plan. This ensures the service is intelligence and evidence led and enables the service to react early when performance is not to the required level.

Appendix A of the report is the Quarter Four Strategic Performance Report for the purpose of scrutiny of the Executive's approach to performance. This report covers data from the period of 1 January 2022 – 31 March 2022.

Focus for Scrutiny

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

Proposal

1 Background and context

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

inspection from the HMICFRS during the Autumn of 2021 and we await the report from that visit.

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

2 Proposal details

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

Sabrina Cohen-Hatton
Chief Fire Officer

Contact Officer: Sabrina Cohen-Hatton, Chief Fire Officer

Appendices

Appendix A - West Sussex Fire & Rescue Service Scrutiny Performance and Assurance Framework Core Measures Report Quarter 4 2021-22

Background papers

None

West Sussex Fire and Rescue Service Performance Report Quarter 4

Deputy Chief Fire Officer
Mark Andrews

Contents

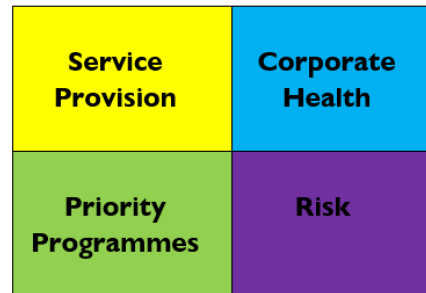
	Page
Report Overview	3
Cabinet Member Summary	4
Chief Fire Officer Summary	5
Performance Summary	6
Performance Dashboard	7-8
Areas of Significant Improvement and Success	9-13
Selected Measures – Red and Amber Status	14-20



Strategic Performance Board Quarterly Report

Quarter 4 2021-2022

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



- The explanations, mitigations and actions contained within this report are those endorsed by the Service Executive Board (SEB).
- This report covers data from the period of 1st January 2022 – 31st March 2022.

Cabinet Member Summary

The performance information contained within this report for WSFRS is for the fourth quarter of 2021/2022.

After a period of brief respite from the major impacts of COVID 19 the Government announced the Winter Plan B to protect essential services which ultimately came into effect in December with the onset of the Omicron variant and the increase in cases across the UK. It is with great credit to all the teams that make up WSFRS that the impact of COVID 19 has not significantly affected the Service's performance in the delivery of its critical services to our residents.

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

Chief Fire Officer Summary



Our business continuity arrangements continued throughout Quarter 4, supporting with advice on vaccines, lateral flow testing and protecting staff and our statutory duty with sickness remaining low through this reporting period.

With the continued challenges for safe and well visits we have focussed on conducting sustained post fire activity in and around the communities where fires have occurred. This has resulted in additional referrals and fire safety checks being undertaken by crews and volunteers.

To supplement our full fire safety audits our front line crews are now conducting business fire safety checks in low risk high street premises like shops and takeaways. These are premises that would otherwise not attract an inspection by the fire service but the early indication is that this activity is yielding positive risk reduction results and helping our partner agencies with other regulatory issues such as housing and environmental health.

The new joint fire control centre continues to deliver improvements with changes to the mobilising system helping to improve appliance attendance times. A new working group will look at future technology that will further assist the reduction in mobilising times and wider operational awareness for control.

With the launch of our Community Risk Management Plan (CRMP) we are now developing an implementation plan that will ensure the key proposals and objectives are delivered in a prioritised and timely way. As priority projects, the extension of the day crewed system and review of the retained duty system will contribute significantly to the improved availability, resilience and performance of the service.

To ensure the golden thread of the CRMP all objectives filter down through the organisation into service plans which are approved at our Service Executive Board. Personal objectives for our teams are then set as part of the performance discussions which are being completed this quarter.

Performance Summary

At the end of Quarter 4 2021-22, 19 of the 30 measures had a GREEN status, 5 were AMBER and 6 were RED.

Of the 13 comparable measures that were RED or AMBER last quarter:

- 10 measures showed improvements in performance and 3 a decline.
- 1 measure moved from AMBER to GREEN
- 7 measures moved from RED to GREEN
- 1 measure moved from AMBER to RED

Of the 9 comparable measures that were GREEN last quarter:

- 2 measures showed an improvement in performance
- 2 measures moved to AMBER status

Performance Summary for all core measures at the end of Quarter 4 (1 of 2):

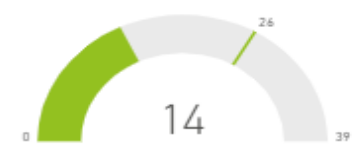
CM1: Accidental Dwelling Fires



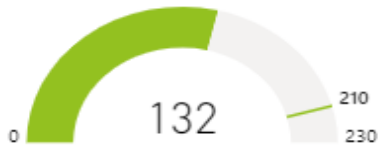
CM2: Accidental Dwelling Fire Fatalities



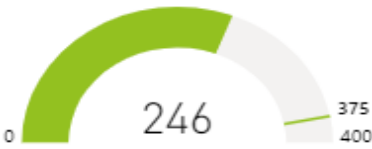
CM3: Accidental Dwelling Fire Casualties



CM4: Deliberate Primary Fires



CM5: Deliberate Secondary Fires



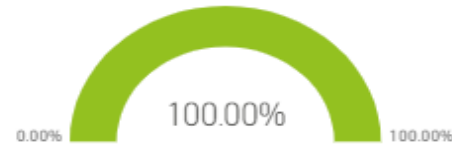
CM6: Safeguarding - % Created within 24 Hours



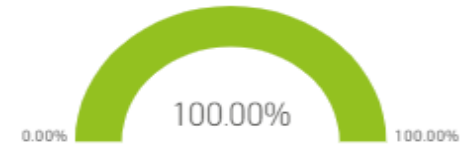
CM7: Safe and Well Visits



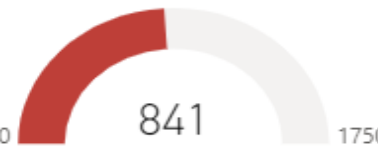
CM8: Very High Risk Safe & Well on Time



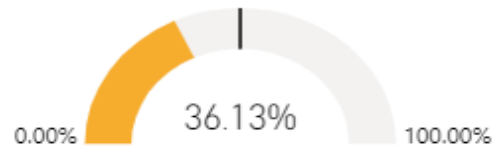
CM9: High Risk Safe & Well on Time



CM10: Fire Safety Audits



CM11: Unsatisfactory Inspections



CM12: Prosecutions Successful



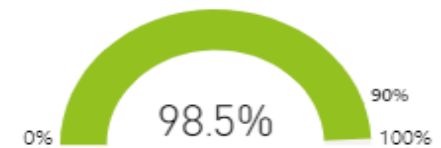
CM13: Statutory Fire Safety consultations



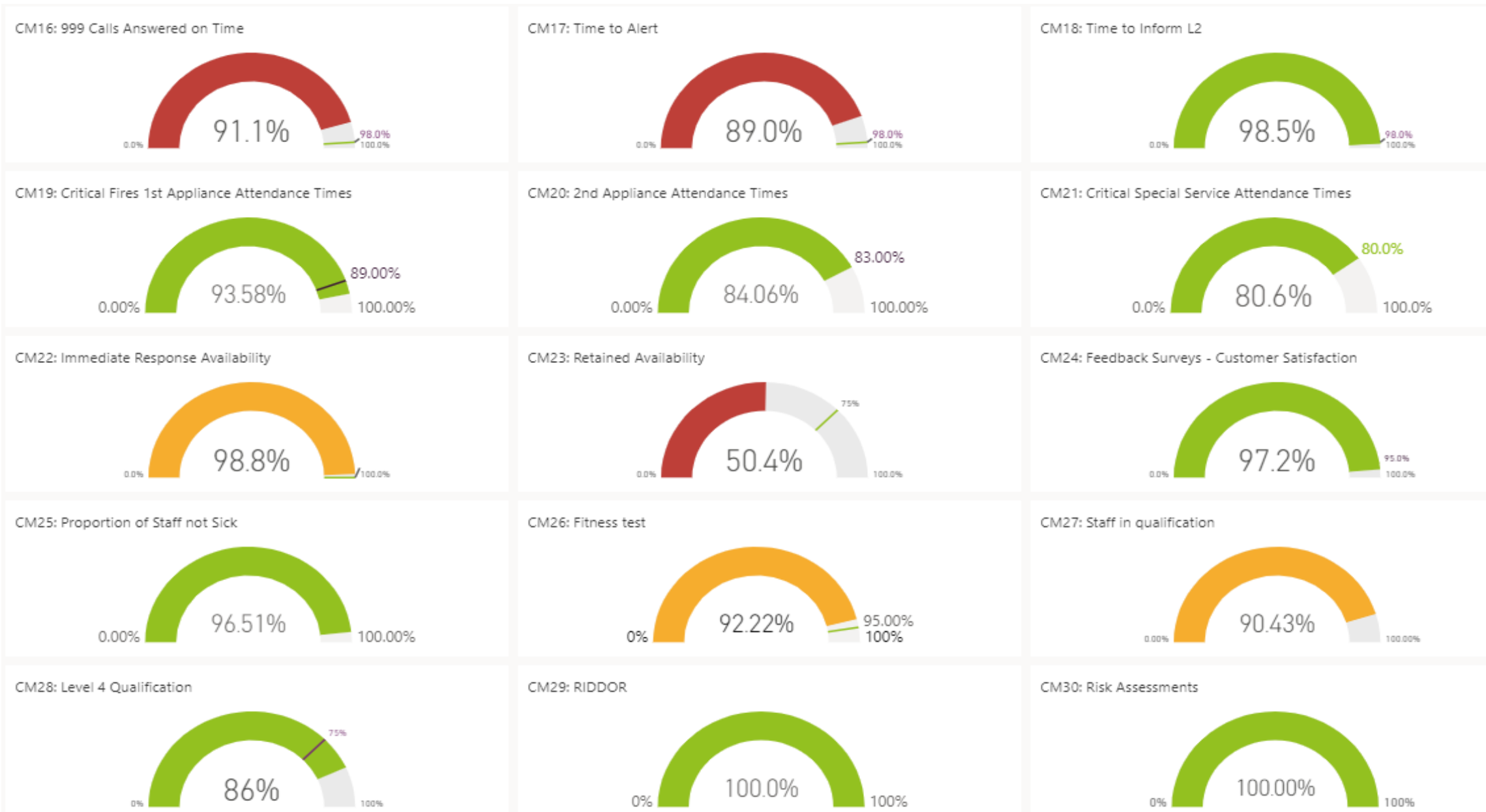
CM14: Unwanted fire signals



CM15: Site Specific Risk Information (SSRI)



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



Areas of Significant Improvement and Success

Quarter 4

(1st January – 31st March 2022)

Areas of Significant Improvement and Success

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

Quarter 4 saw an overall improvement in performance, with the following emergency response measures showing particular success:

- CM 19: Critical Fires - 1st Appliance Attendance
- CM 20: Critical Fires - 2nd Appliance Attendance
- CM 21: Critical Special Services - 1st Appliance Attendance

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

Core Measure 19: Critical Fires - 1st Appliance Attendance

93.7% in Q4 2021-22

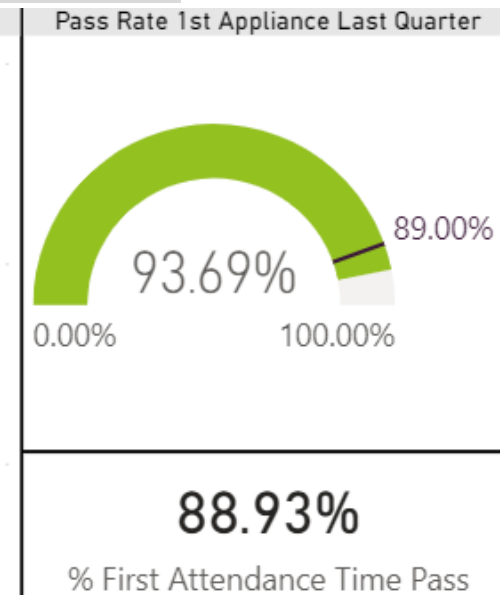
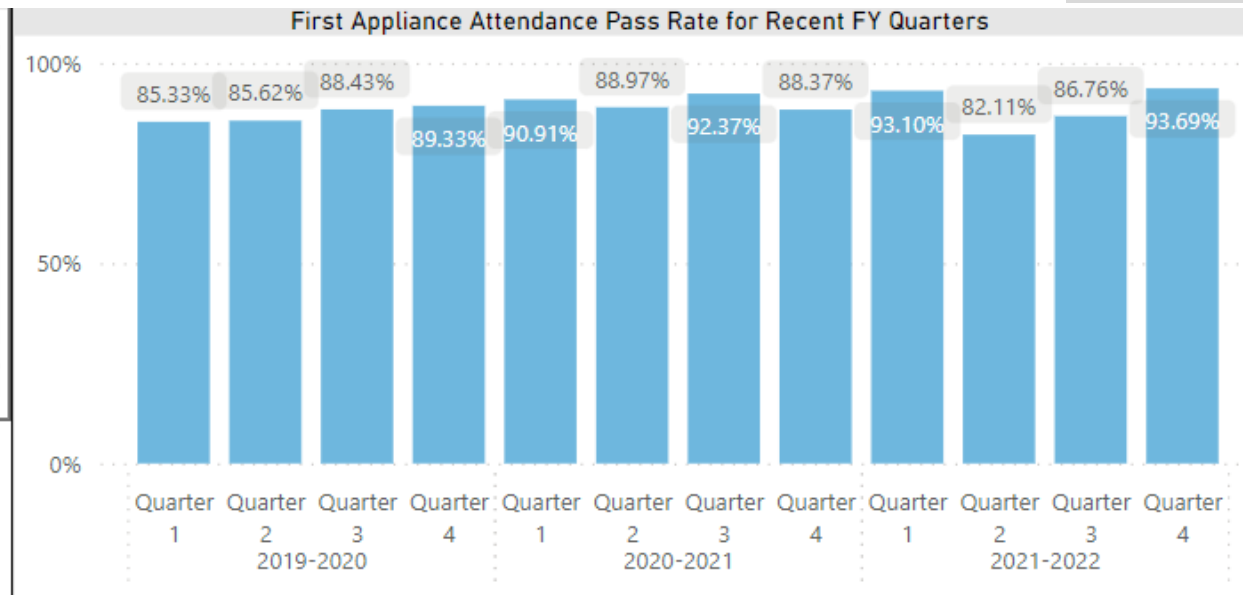
Current RAG Status GREEN

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:
Steve Ash
Area:
Response

Financial Year	Very High	High	Medium	Low	Total
2015-2016	100.00%	84.48%	86.75%	89.19%	87.67%
2016-2017	75.00%	88.57%	83.72%	89.86%	86.52%
2017-2018	0.00%	100.00%	89.03%	90.00%	90.28%
2018-2019	0.00%	93.94%	88.32%	86.27%	87.66%
2019-2020	0.00%	96.00%	87.50%	85.82%	87.11%
2020-2021	0.00%	92.31%	88.37%	91.70%	90.15%
2021-2022	0.00%	100.00%	88.89%	88.72%	88.93%
Total	78.57%	91.80%	87.38%	88.86%	88.29%



[Table of Incidents](#) [Map & Station Group](#)

Commentary
Performance for this quarter is 93.58%, which is our highest recorded quarter for this performance measure. For the last nine months we have been trialling the Dynamic Cover Tool (DCT) in fire control. This tool allows control operators to assess the impact of any standby moves on response times before implementing them. In Q4 we adjusted the way that the DCT is used by providing data on response times broken down to a district or local level to the control room operators. The first quarter's results for this approach are promising but we will continue to monitor and to ensure that this is an embedded improvement.

Actions
Tolerate: We are carefully monitoring the impact of the DCT and continue to work with JFO to train the control operators and identify every possible efficiency in our mobilising system. 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.

Agenda Item 7a
Appendix A

Core Measure 20: Critical Fires – 2nd Appliance Attendance

83.8% in Q4 2021-22

Current RAG Status GREEN

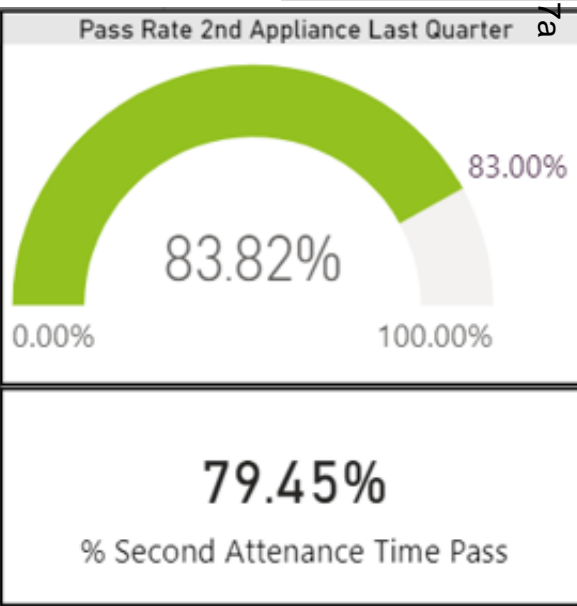
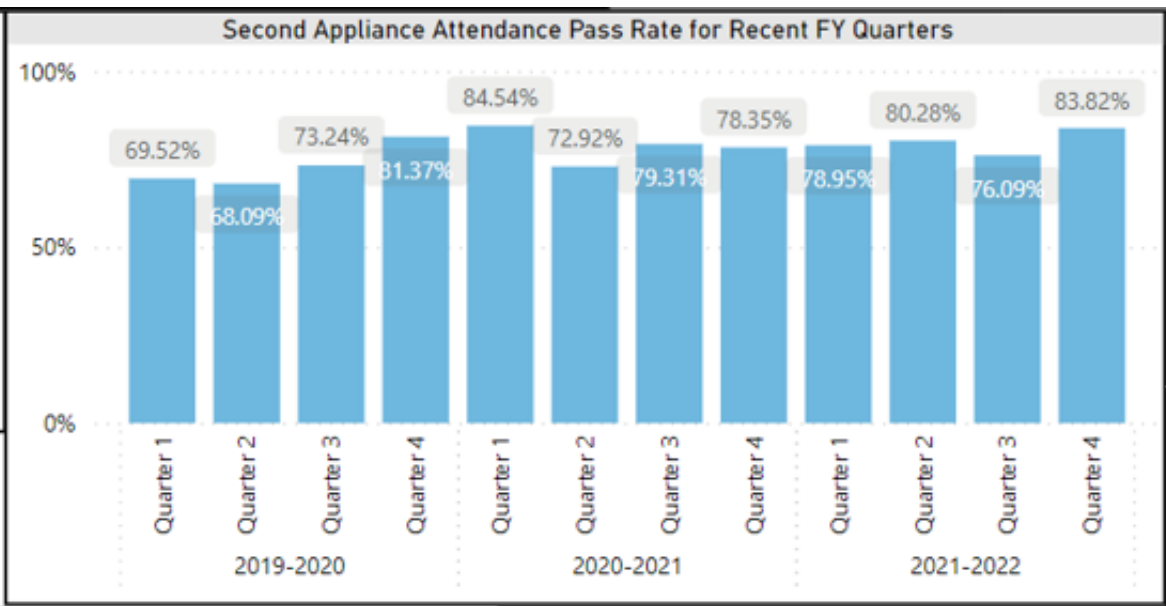
West Sussex FRS categorises risk into four types being Very High, High, Medium and Low. It has also set a different attendance time target against each risk type. This measure examines the number of occasions where the second fire engine arrives at an emergency incident within the target number of minutes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

Target:
>83% Green,
<83% Red

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

Agenda Item 7a
Appendix A

Financial Year	Very High	High	Medium	Low	Total
2015-2016	100.00%	84.21%	74.36%	77.20%	76.58%
2016-2017	72.73%	71.79%	74.58%	80.00%	76.32%
2017-2018	0.00%	86.21%	79.00%	79.73%	79.79%
2018-2019	0.00%	72.73%	76.88%	80.43%	78.27%
2019-2020	0.00%	77.78%	76.00%	69.83%	73.12%
2020-2021	0.00%	100.00%	80.46%	76.53%	78.78%
2021-2022	0.00%	100.00%	78.66%	80.00%	79.45%
Total	75.00%	80.00%	77.02%	77.68%	77.48%



Page 24

- Table of Incidents
- Map & Station Group

Commentary
Performance for this quarter is 84.06%, which is our second highest recorded quarter for this measure. For the last nine months we have been trialling the Dynamic Cover Tool (DCT) in fire control. This tool allows control operators to assess the impact of any standby moves on response times before implementing them. In Q4 we adjusted the way that the DCT is used by providing data on response times broken down to a district or local level to the control room operators. We have also continued to work at ensuring status updates are correctly recorded. The first quarter's results for this approach are promising but we will continue to monitor and to ensure that this is an embedded improvement.

Actions
Tolerate: Monitor the impact of the DCT while continuing to undertake other work at our fire stations to ensure we are constantly doing everything we can to respond to incidents as quickly as possible

Core Measure 21: Critical Fires – 2nd Appliance Attendance

80.9% in Q4 2021-22

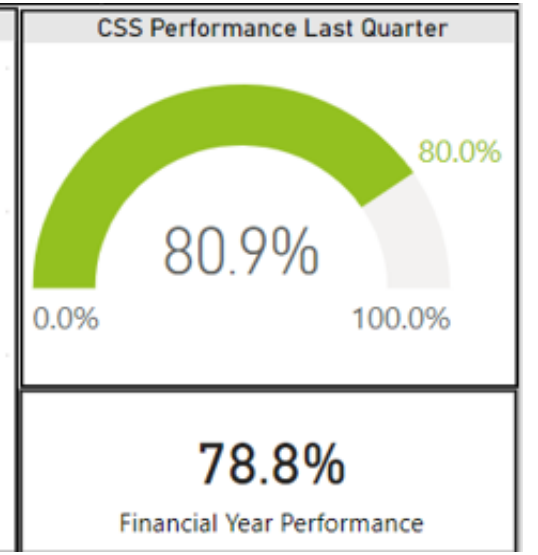
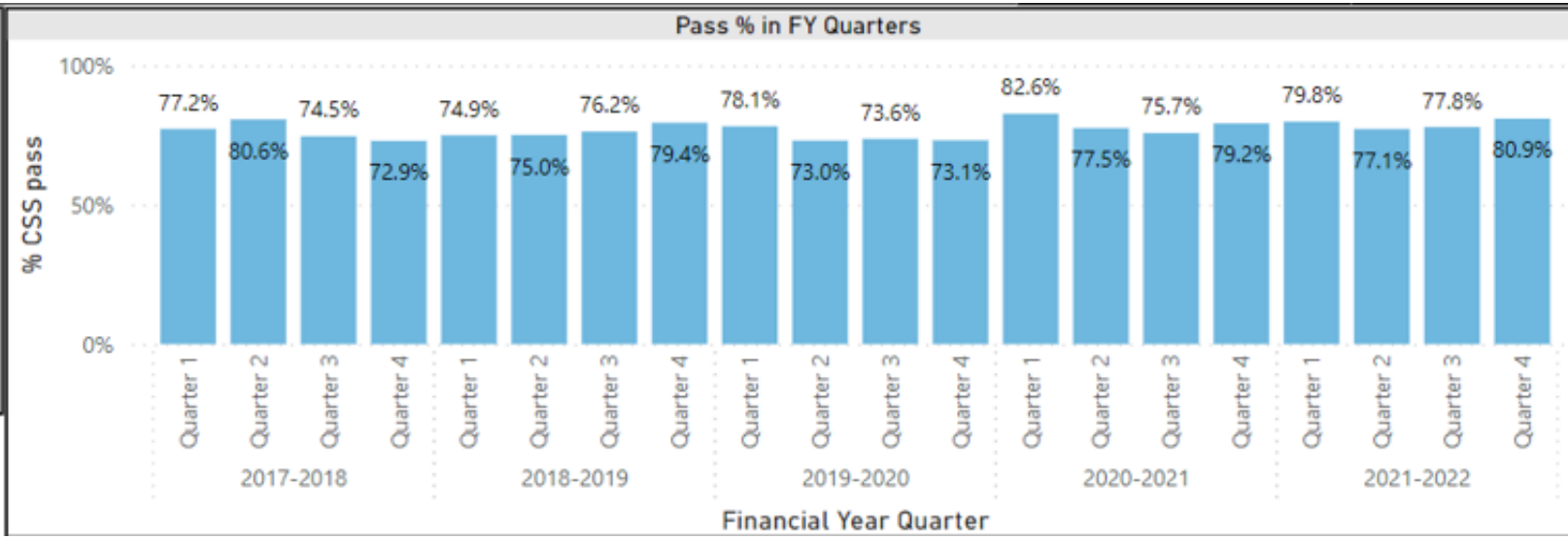
Current RAG Status GREEN

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:
Steve Ash
 Area:
Response

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



i Additional Information

Commentary

We measure critical special service calls separately from critical fires. Critical special service calls can occur anywhere in the county and often away from the population centres which either (due to the number of incidents) warrant a wholtime fire station or have sufficient population density to support an RDS station. This is the most challenging of our three attendance measures and is particularly influenced by the availability of RDS appliances. Performance for this quarter is 80.06%, which is our joint second highest recorded quarter's performance. For the last nine months we have been trialling the Dynamic Cover Tool (DCT) in fire control. This tool allows control operators to assess the impact of any standby moves on response times before implementing them. In Q4 we adjusted the way that the DCT is used by providing data on response times broken down to a district or local level to the control room operators. The first quarter's results for this approach are promising but we will continue to monitor and to ensure that this is an embedded improvement.

Actions

Tolerate: We are carefully monitoring the impact of the DCT and continue to work with JFC to train the control operators and identify every possible efficiency in our mobilising system. Specifically with critical special service calls we are working with partner agencies to help improve the time taken to transfer calls and information. We also continue to undertake work at our fire stations to ensure we are doing everything we can to respond to incidents as quickly as possible as well as maximise the availability of RDS fire engines at times of the day when we know these incidents are most likely.

Agenda Item 7a Appendix A

Selected Measures (Red and Amber Status)

Quarter 4

(1st January – 31st March 2022)

Selected Measures (Red and Amber Status)

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

- CM 7: Safe and Well Visits delivered to households with at least 1 vulnerability
- CM 10: Number of FSO regulated buildings having received an audit over a year period
- CM 14: Unwanted Fire Signals over a year period
- CM 17: Time to alert the correct station of an emergency call
- CM 23: Retained Duty System crewing availability

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

3356 at the end of Q4 2021-22

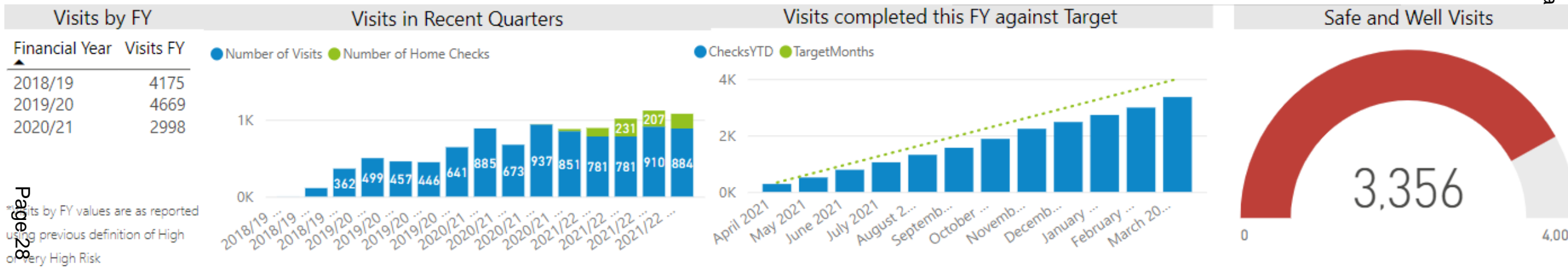
Current RAG Status RED

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

Target:
4000 Green
<4000 red

Service Owner:
Nicki Peddle
Area:
Prevention

Agenda Item 7a Appendix A



Page 28
Visits by FY values are as reported using previous definition of High or Very High Risk

Commentary
In Q4 we carried out 883 SWVs and 192 home checks. We have seen a month on month increase in visits in 21/22, ending the year with a 38% increase on last April's figure. We attribute the increase to the remedial actions taken and the ongoing development of referral pathways. Staff based at fire stations have undertaken reactive post-incident as well as proactive referral generation activity. Whilst restrictions relating to the pandemic have been removed, the impact of the pandemic remains evident with a reduction in referrals and requests for visits with vulnerable people still less willing to have services in their homes. Neighbouring FRSs have seen similarly low numbers of visits. Whilst the total number of visits is below this year's target we have delivered a 12% increase on last year. The emergence of the Omicron variant in Q1 resulted in a shortfall that we were unable to recover from. In addition to the 3355 full visits completed we have visited a further 1075 homes to repair, replace, or install smoke detection equipment, with advice being provided where relevant – this gives a total number of visits to 4,430 homes that the FRS visited to make people safer.

Actions
Treat: We continue to work with our partners, particularly in health and social care, along with telecare providers to increase referrals of Safe and Well Visits. We are also offering revisits to some members of the public due to the time since we last visited them. We have changed the way our stations are supporting and completing Safe and Well Visits through new guidance and we are reviewing risk reduction activity to ensure that every contact can result in a Safe and Well Visit where possible. In many cases the resident has declined a full Safe and Well Visit, this may in part be due to Covid which we hope will change as we move forward. We continue to use data to target our activity to areas in which our most vulnerable residents live and we are making the most of every opportunity to deliver focused community safety activities following incidents at residential properties. This will lead to more prevention activity being delivered to those at risk or those affected by an incident.

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

841 at the end of Q4 2021-22

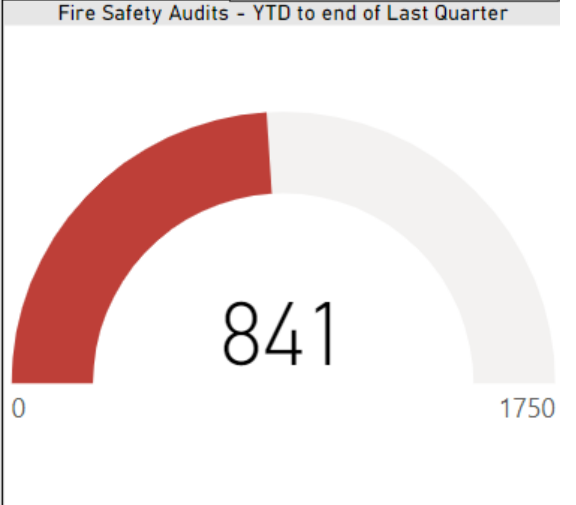
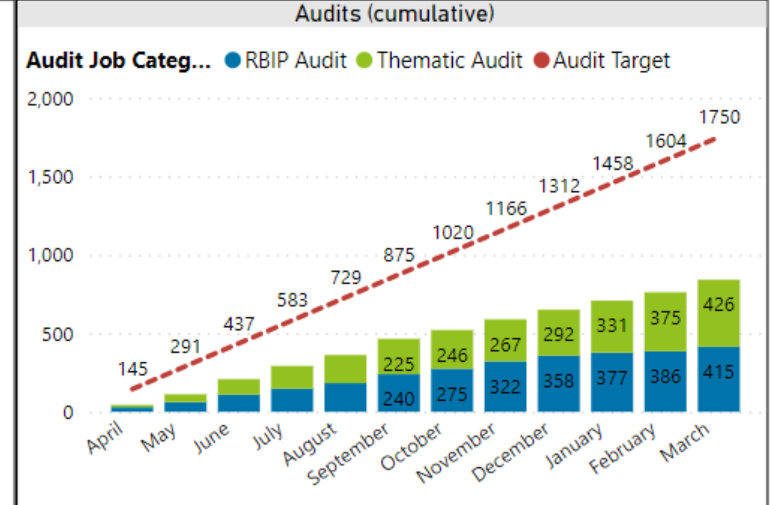
Current RAG Status RED

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

Target:
1750 Green
1400 - 1749 Amber
<1400 red

Service Owner:
Dave Bray
Area:
Protection

Audit Job Category	Other Activities	RBIP Audit		Thematic Audit	
	Fire Safety Checks	Desktop Audit	Fire Safety Planned Audit	Desktop Audit	Fire Safety Planned Audit
2021/22	182	4	411	27	399
Total	182	4	411	27	399



Page 29

Commentary
The wider protection and fire safety environment is a very challenging one currently with significant demand for qualified people to assist with the changes in fire and building safety regulations. This has created unexpected turnover for our protection team and challenges in recruitment and retention. This has affected our ability to meet the target of 1750 visits which is based on a full department staffing model that is operating at competent level. Significant recruitment has taken place but this has the effect of further demand on qualified staff to help in developing new starters and Covid is also still playing a part in restricting numbers, both from a staffing perspective, but also from having the right person at the audit from the business to provide the right information.

Actions
Treat: Significant work has taken place to recruit colleagues with skills and backgrounds that will expedite their development in fire safety. We are also working hard to attract qualified officers back into the service to support schemes such as primary authority and fire safety engineering. Now that the new fire safety system and smarter working has been embedded, we are confident that officers will be able to work independently of the office in order to improve productivity and respond quicker to fire safety issues that occur at short notice. We are also continuing the roll out training for station-based response crews to undertake fire safety checks within their communities. Whilst these will not be recorded as full audits, they will reduce risk and increase our footprint into the built environment and therefore enhance our business engagement, providing additional routes to identify unsafe fire safety practice. These checks are already proving valuable with increasing evidence of wider fire safety concerns being uncovered by crews that ordinarily may not have surfaced through our routine inspections.

Agenda Item 7a
Appendix A

Core Measure 14: Unwanted Fire Signals (false alarms from fire alarm systems in non-domestic properties) over a year period starting from April

1603 at the end of Q4 2021-22

Current RAG Status
RED

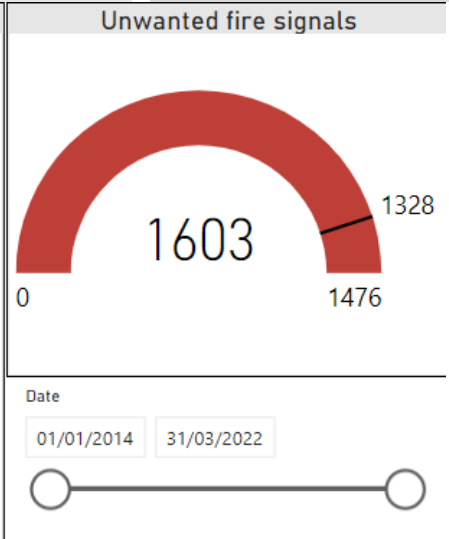
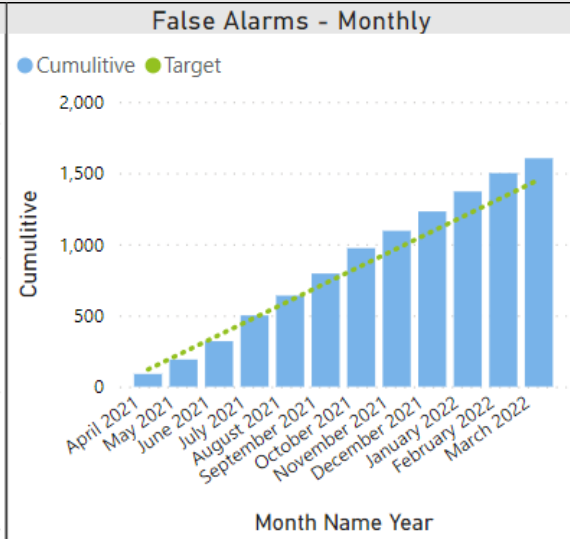
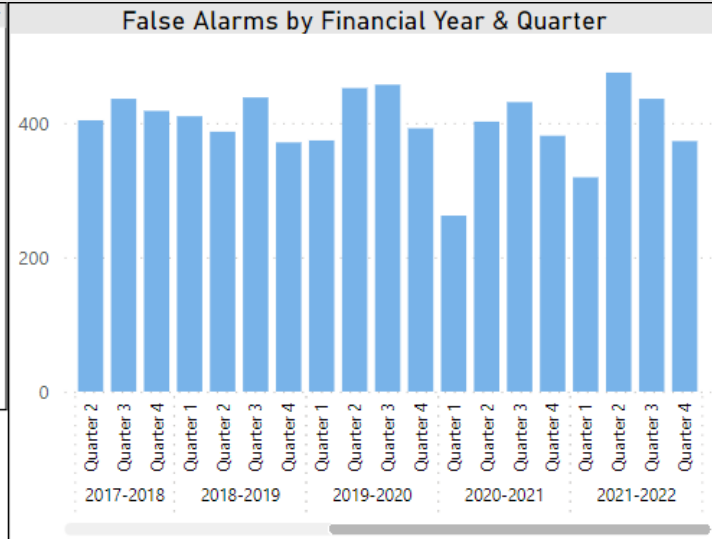
This measure records the number of incidents to which at least one fire engine was sent where the origin of the call was an automatic fire alarm (AFA) system, the property type was non-residential or other residential and the incident was recorded as a false alarm. AFA data is analysed monthly, with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

Reduction Target:
10% (<1328) Green
2% (1446) Amber
<2% (>1446) red

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

Agenda Item 7a Appendix A

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



Page 30

Commentary

This was a challenging target to achieve a 10% reduction on the 2020/21 year total which was very low due to many commercial premises being closed amid lockdown restrictions. Q4 does however represent the 2nd lowest quarter for unwanted fire signals this year and is equally the lowest Q4 total since 2016/17. We continue to undertake audit activities and education interaction with premises that are repeat offenders, however our records indicate that there are only 100 premises that have had more than 2 unwanted fire signals during the year and therefore the rest are below the threshold currently defined within the NFCC guidance and BS5839 part1 regarding the trigger for action. Of these 100 premises a number of them not only have multiple buildings within the site curtilage but may have several hundred or thousands of detector heads. Where this is the case the British Standard details a formula to calculate what the acceptable rate of false alarms is.

Actions

Treat: As part of our 4 year project plan for the CRMP we will be working to ensure that the data is as accurate as possible, which includes additional training and engagement with the response crews to ensure that they are thoroughly investigating the cause of the unwanted fire signals. This information can be analysed to better understand what the real cause is behind the majority of unwanted fire signals and when they are occurring. This will then direct the options most suited to tackle the issue. We have 3 CRMP strategic actions which consider the potential mechanisms for tackling unwanted fire signals over the next 4 years.

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

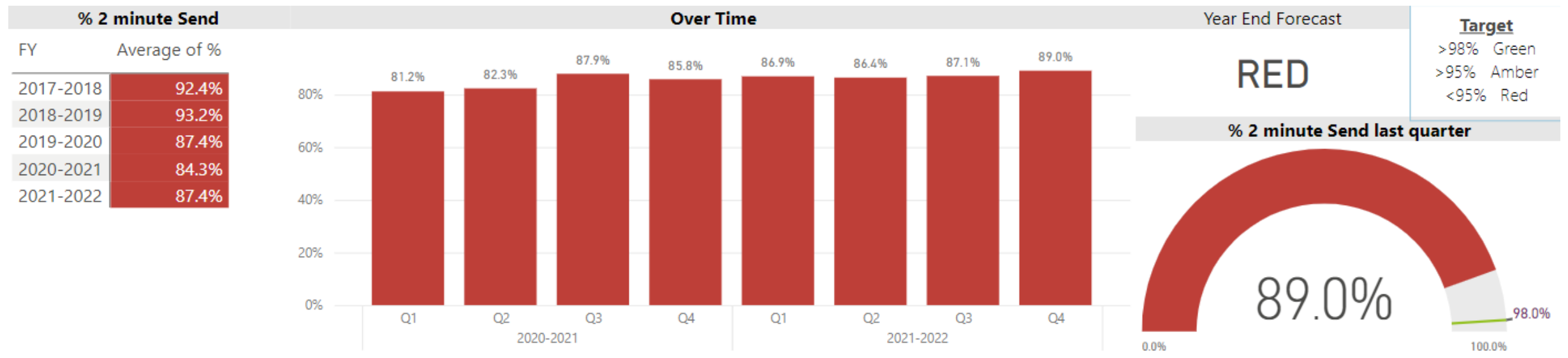
89% in Q4
2021-22

Current RAG Status
RED

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

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

Service Owner:
Steve Ash
Area:
Response



Page 31

Commentary
Clear performance expectations have been set for Joint Fire Control (JFC) on the importance of this measure to West Sussex. Whilst this performance is still not at the level that we would expect it should be noted that in the last quarter we have seen an approximate 2% increase in the performance on this measure. By comparison JFC is now achieving a performance for West Sussex that is 15% higher than Surrey's calls and approximately 6% higher than East Sussex calls.

Actions
Treat: A performance improvement plan is currently being drafted by Surrey County Council

Agenda Item 7a
Appendix A

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

50.6% in Q4 2021-22

Current RAG Status **RED**

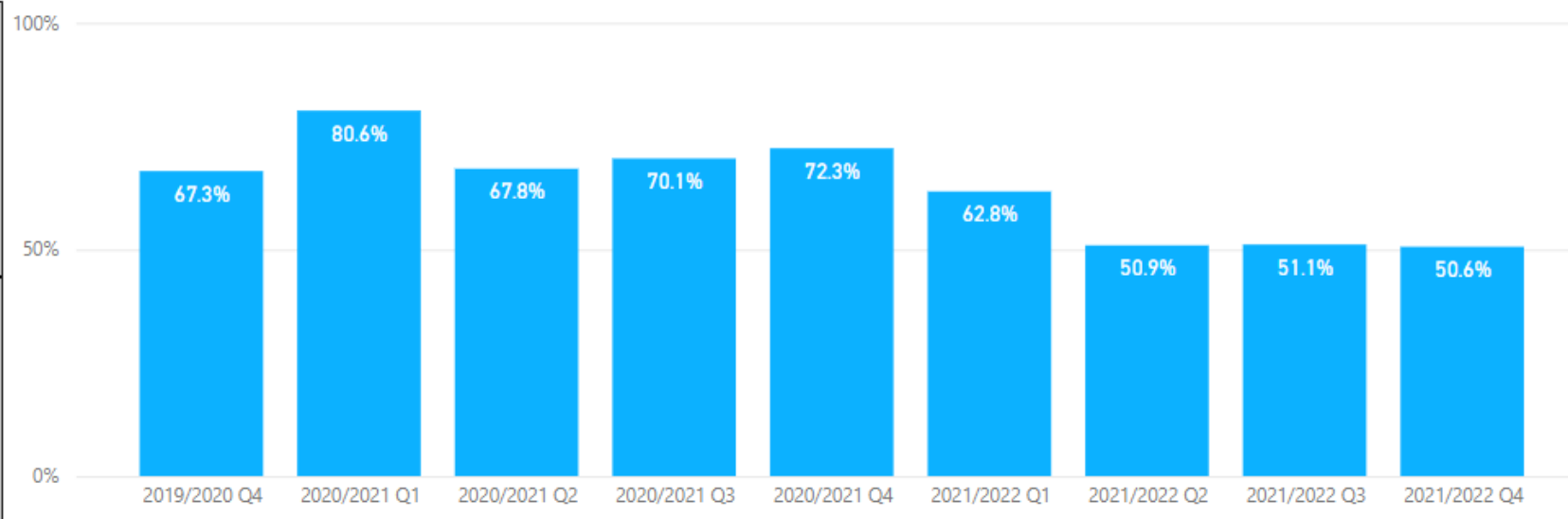
Retained frontline fire engines are crewed mainly by on-call fire fighters who are based at stations in more rural locations and, when they receive the call via their pagers, leave their place of work or home and attend emergencies from the local retained station. Four qualified people are required on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

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

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

Agenda Item 7a Appendix A

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



Fire Engines On the Run

Financial Year to Date **53.8%**

Date Range: 01/01/2020 to 31/03/2022

Page 32

[Click Here for Detailed Station View](#)

Commentary

Despite significant work the Retained Duty System (RDS) availability has remained static for the last three quarters. This overall figure consists of both improvements on specific stations and reductions in overall availability on other specific stations. Performance improvements have been obtained by increasing the number of incident commanders and drivers at specific stations, but this has been offset by a significant increase in the number of leavers in this quarter. Exit interview data is being used to address those underlying causes that are under our control and mitigate the impact of those that are not.

Actions

Treat: The Retained Duty System in its current format has been used to provide a fire and rescue service in low activity areas for over 70 years. Social economic changes impacting on the viability of this duty system is a national issue. Work continues at a local level to ensure that we maximise availability wherever possible. A more strategic approach is being taken in our four-year Community Risk Management Plan which includes developing and implementing an operational response model to maximise retained availability in strategic geographical areas aligned to community risk.

Report to Fire and Rescue Service Scrutiny Committee

7 July 2022

End of March (Quarter 4) 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 March 2022. It includes information which is specifically relevant to the portfolio responsibilities of the scrutiny committee including a summary of the performance, finance, capital and risk position. Highlights include a focus on conducting sustained post fire activity in and around the communities where fires have occurred, business fire safety checks in low-risk high street premises and updates on the new joint fire control centre and the Community Risk Management Plan (CRMP).

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

Focus for scrutiny

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

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

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

1. Background and context

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

Tony Kershaw

Director of Law and Assurance

Contact Officer

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

Appendices

Appendix A – How to read the report

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

Appendix C – Corporate 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 – Covid-19 Summary
- Appendix 3 – Service Transformation
- Appendix 4 – Capital Monitor
- Appendix 5 – Corporate Risk Register Summary
- Appendix 6 – Workforce

Scrutiny Committee Documents

The relevant appendices will be made available to Scrutiny Committees prior to being considered by Public Cabinet. The complete reporting pack, including the Cabinet Cover Report, will be considered by the Performance and Finance Scrutiny Committee.

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	Covid-19 Summary					✓
Appendix 3	Service Transformation					✓
Appendix 4	Capital Monitor					✓
Appendix 5	Corporate Risk Register Summary	✓	✓	✓	✓	✓
Appendix 6	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

- With the continued challenges for safe and well visits we have focussed on conducting sustained post fire activity in and around the communities where fires have occurred. This is proving beneficial with a number of additional referrals and fire safety checks being undertaken by our crews and volunteers.
- To supplement our full fire safety audits, our frontline crews are now conducting business fire safety checks in low-risk high street premises like shops and take-aways. These are premises that would otherwise not attract an inspection by the fire service, but the early indication is that this activity is yielding some positive risk reduction results and helping our partner agencies with other regulatory issues such as housing and environmental health.
- The new joint fire control centre continues to deliver improvements with the latest changes to the mobilising system helping to improve appliance attendance times. We have also approved a new working group to begin to look at future technology that will further assist the reduction in mobilising times and wider operational awareness for control.
- Now that the Community Risk Management Plan (CRMP) has been approved and launched we are busy planning the implementation to ensure that the key proposals and objectives of the plan are delivered in a prioritised and timely way. Starting with the extension of the day crewed system and review of the retained duty system we anticipate these two projects will contribute significantly to the improved availability, resilience, and performance of the service.
- To ensure the golden thread of the CRMP all the objectives filter down through the organisation into service plans which get approved at our Service Executive Board and then into the personal objectives for our teams which are being set as part of the performance discussions which are being completed this quarter.

Community Support

- During this quarter the National Test and Trace service allocated over 24,000 cases for contact tracing to the Community Hub until the announcement made by the Prime Minister on 21 February 2022 which set out the plans for living safely with Covid-19 in England ceasing contact tracing activity.
- The Community Hub have been working closely with internal teams, partners and District and Borough Councils utilising the Household Support Fund to support over 14,000 individuals across 5,100 households during quarter four. This support has been focused on those requiring support with food, energy,

water bills and who are experiencing hardship for reasons not necessarily linked to Covid-19.

- At the end of quarter four, the Community Hub began leading on a range of activities to support the Homes for Ukraine Scheme including DBS checks, safeguarding checks and property visits for all Sponsors. The Community Hub is managing all contact and enquiries from Sponsors including an online enquiry form, telephone, and email enquiries.
- The Customer Relations Team have continued to successfully manage the upswing in complaints following the easing of pandemic restrictions, processing 497 new Complaints and MP enquiries over the last quarter as well as 26 stage two complaints.
- In quarter four the Registration Service has seen deaths go back to pre-pandemic levels, however due to workload of doctors and hospitals we are having significant delays in receiving the medical certificate of cause of death (MCCD), which has a knock-on effect on timeliness to register.
- We saw a record number of notices in March due to the high demand for ceremonies across the County. An additional 500 ceremonies have been booked for this year as of 1st April 2022.
- The One Public Estate (OPE) initiative has continued to develop and deliver fifteen projects during quarter four. WSCC has been awarded £0.1m development funding to support development of new OPE projects.
- In March the Record Office was awarded a £0.092m grant to carry out a survey of AIDS and HIV archives in England and Wales over the next two years. The archive of AVERT, a leading HIV charity set up in Horsham in 1986, was deposited at the Record Office in 2021.
- Customer visits to library buildings have grown 250% over the year, reflecting continued resumption of services, representing 50% of pre-pandemic levels. Physical book borrowing has returned to 80% of pre-pandemic levels, evidencing the need to re-grow the programme of events and activities providing community-based support in addition to the digital offer which has been widely used during the pandemic and is being sustained.
- Healthy Child Programme clinics began operating from 12 libraries during quarter four, sustaining local access to health visitors for families in those communities.
- As part of the work that the Trading Standards undertakes to prevent age restricted products being sold to children the Service requested a review of a Littlehampton shop's alcohol licence after it sold two bottles of alcohol to a child volunteer. The shop had already received advice and guidance from officers after receiving reports that e-cigarettes were being supplied to children. The licence was suspended for seven days. A similar process is underway for a Worthing shop.

Our Council Performance Measures

Community Support, Fire and Rescue		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
			Sep-21	Dec-21	Mar-22			
3	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. Reporting Frequency: Quarterly, Reported a quarter in arrears.	1,750					Mar-22: The wider protection and fire safety environment is a very challenging one currently with significant demand for qualified people to assist with the changes in fire and building safety regulations. This has created unexpected turnover for our protection team and challenges in recruitment and retention. This has affected our ability to meet the target of 1750 visits which is based on a full department staffing model that is operating at competent level. Significant recruitment has taken place but this has the effect of further demand on qualified staff to help in developing new starters and Covid is also still playing a part in restricting numbers, both from a staffing perspective, but also from having the right person at the audit from the business to provide the right information.	Significant work has taken place to recruit colleagues with skills and backgrounds that will expedite their development in fire safety. We are also working hard to attract qualified officers back into the service to support schemes such as primary authority and fire safety engineering. Now that the new fire safety system and smarter working has been embedded, we are confident that officers will be able to work independently of the office in order to improve productivity and respond quicker to fire safety issues that occur at short notice. We are also continuing the roll out training for station-based response crews to undertake fire safety checks within their communities. Whilst these will not be recorded as full audits, they will reduce risk and increase our footprint into the built environment and therefore enhance our business engagement, providing additional routes to identify unsafe fire safety practice. These checks are already proving valuable with increasing evidence of wider fire safety concerns being uncovered by crews that ordinarily may not have surfaced through our routine inspections.
			468	623	841	↗		
10	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. Reporting Frequency: Quarterly, Accumulative. Reported a quarter in arrears.	4,000					Mar-22: In Q4 we carried out 883 SWVs and 192 home checks. We have seen a month on month increase in visits in 21/22, ending the year with a 38% increase on last April's figure. We attribute the increase to the remedial actions taken and the ongoing development of referral pathways. Staff based at fire stations have undertaken reactive post-incident as well as proactive referral generation activity. Whilst restrictions relating to the pandemic have been removed, the impact of the pandemic remains evident with a reduction in referrals and requests for visits with vulnerable people still less willing to have services in their homes. Neighbouring FRSs have seen similarly low numbers of visits. Whilst the total number of visits is below this year's target we have delivered a 12% increase on last year. The emergence of the Omicron variant in Q1 resulted in a shortfall that we were unable to recover from. In addition to the 3355 full visits completed we have visited a further 1075 homes to repair, replace, or install smoke detection equipment, with advice being provided where relevant - this gives a total number of visits to 4,430 homes that the FRS visited to make people safer.	We continue to work with our partners, particularly in health and social care, along with telecare providers to increase referrals of Safe and Well Visits. We are also offering revisits to some members of the public due to the time since we last visited them. We have changed the way our stations are supporting and completing Safe and Well Visits through new guidance and we are reviewing risk reduction activity to ensure that every contact can result in a Safe and Well Visit where possible. In many cases the resident has declined a full Safe and Well Visit, this may in part be due to Covid which we hope will change as we move forward. We continue to use data to target our activity to areas in which our most vulnerable residents live and we are making the most of every opportunity to deliver focused community safety activities following incidents at residential properties. This will lead to more prevention activity being delivered to those at risk or those affected by an incident.
			1,561	2,468	3,355	↗		
42	Percentage of 'critical fires' where the first appliance in attendance meets our emergency response standard Reporting Frequency: Quarterly, Reported a quarter in arrears.	89.0%					Mar-22: Performance for this quarter is 93.58%, which is our highest recorded quarter for this performance measure. For the last nine months we have been trialling the Dynamic Cover Tool (DCT) in fire control. This tool allows control operators to assess the impact of any standby moves on response times before implementing them. In Q4 we adjusted the way that the DCT is used by providing data on response times broken down to a district or local level to the control room operators. The first quarter's results for this approach are promising but we will continue to monitor and to ensure that this is an embedded improvement.	We are carefully monitoring the impact of the DCT and continue to work with JFC to train the control operators and identify every possible efficiency in our mobilising system. 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.
			82.1%	86.7%	93.6%	↗		

Agenda Item 7b
Appendix B (Section 4)

Community Support, Fire and Rescue		2021/22 Target	Performance Over The Last 3 Periods			DoT	Performance Analysis	Actions
			Sep-21	Dec-21	Mar-22			
43	Percentage of 'critical special service incidents' where the first appliance in attendance meets our emergency response standard Reporting Frequency: Quarterly, Reported a quarter in arrears.	80.0%	77.1%	77.9%	80.6%	↗	Mar-22: We measure critical special service calls separately from critical fires. Critical special service calls can occur anywhere in the county and often away from the population centres which either (due to the number of incidents) warrant a wholetime fire station or have sufficient population density to support an RDS station. This is the most challenging of our three attendance measures and is particularly influenced by the availability of RDS appliances. Performance for this quarter is 80.06%, which is our joint second highest recorded quarter's performance. For the last nine months we have been trialling the Dynamic Cover Tool (DCT) in fire control. This tool allows control operators to assess the impact of any standby moves on response times before implementing them. In Q4 we adjusted the way that the DCT is used by providing data on response times broken down to a district or local level to the control room operators. The first quarter's results for this approach are promising but we will continue to monitor and to ensure that this is an embedded improvement.	We are carefully monitoring the impact of the DCT and continue to work with JFC to train the control operators and identify every possible efficiency in our mobilising system. Specifically with critical special service calls we are working 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.
4	Percentage of suspected scam victims, identified to WSCC by the National Trading Standards Scams Team, receiving a proactive intervention from the Trading Standards Service Reporting Frequency: Quarterly	100.0%	82.0%	100.0%	100.0%	→	Mar-22: The Service has been able to maintain a 100% intervention rate to the referrals received from the National Scams Team.	Using proceeds of crime confiscated from rogue traders a project is underway installing call blocker devices to protect the vulnerable in their own homes.
33	Use of virtual/digital library services by residents Reporting Frequency: Quarterly, Accumulative	5.45m	2.93m	4.31m	5.81m	↗	Mar-22: We are continuing to see higher than normal levels of demand for eBooks and virtual library services, evidence of some customers making greater use of online services which they found through lockdowns.	Continue to support growing demand though investment in eLibrary platforms and production of virtual and online library events content
34	Number of people reached and supported via the West Sussex Community Hub during the Covid-19 pandemic Reporting Frequency: Quarterly, Accumulative	35,000	59,097	62,270	76,477	↗	Mar-22: 76k residents supported to March 2022. This includes 59k residents supported as part of the Central Government Covid-19 Shielding Programme, which ended on the 15/9/2021. From October 2021 the Community Hub has supported residents with Covid-19 related needs and households with wider essential needs such as food, energy, and water bills via the Household Support Fund. Please note this measure does not include the volumes for the Local Tracing Partnership.	The Community Hub continues to provide support to residents remaining agile in its delivery, flexing to support where required, helping those who need additional help and support due to the impact of COVID-19 and to vulnerable households.

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure	£10.271m	Funding from Covid-19 grant	(£10.271m)	
Fire – Additional costs within the Electronic Services Group and Joint Fire Control	£0.250m	Fire – Reduced support costs arising from staffing vacancies across the Fire Service	(£0.206m)	
Fire - Increased pressure from supply of enhanced tactical PPE firefighter uniforms	£0.088m	Fire – Reduced spend in fleet services on staffing and fuel	(£0.082m)	
Fire - Increase in costs of front-line provision driven by increased overtime within the Fire Response Service	£0.333m	Communities – Increased demand for registrar’s services	(£0.222m)	
Communities – Additional cost following work undertaken on long inquests	£0.189m	Communities – Staffing vacancies and additional income within Trading Standards	(£0.248m)	
		Communities – Underspending and staffing vacancies within Libraries, Archives and Safety and Wellbeing teams.	(£0.487m)	
		Communities - In year underspending from homeworking/ change in service delivery due to pandemic restrictions	(£0.065m)	
Community Support, Fire & Rescue Portfolio - Total	£11.131m		(£11.581m)	(£0.450m)

Significant Financial Issues and Risks Arising

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

Financial Narrative on the Portfolio’s Position

- The 2021/22 outturn position for the Community Support, Fire and Rescue Portfolio is an underspend of £0.450m. This is a reduction of £0.753m when compared to the £0.303m overspend forecasted in December. The main movement during this period relates to a reduction in staffing expenditure within Communities.

Review of the 2021/22 Financial Year

- During the year, a number of pressures emerged within the Fire and Rescue Services including:
 - £0.250m of additional costs relating to the Electronic Services Group and the operation of the Joint Fire Control.
 - £0.088m of additional costs relating to the supply of enhanced tactical protective firefighter uniforms.
 - £0.333m of additional costs within front line services covering Response, Prevention and Protection largely driven by overtime expenditure within the Fire Response team.

5. These costs have been partly mitigated by £0.260m of reduced support costs arising from vacancies across the Fire Service and a £0.082m underspend in Fleet Services following a staffing vacancy and a reduction in planned fuel costs where reduced utilisation has exceeded inflationary price pressures.
6. Within Communities, the Coroner’s Service have had £0.189m of additional costs associated with the undertaking of inquests during the year. This budgetary pressure has been mitigated by:
 - £0.222m of increased income from Registrar’s Services, due to an increase in demand for ceremonies following the relaxation of Covid-19 restrictions during the year.
 - £0.248m of underspending within the Trading Standards Service following in-year staffing vacancies and additional income.
 - £0.487m of underspending within Libraries, Archives and Safety and Wellbeing Teams due to staffing vacancies during the pandemic.
 - £0.065m of in-year homeworking savings as a direct result of reduced travel during the pandemic.

Proposed Carry Forward Requests

7. A number of carry forward requests have been actioned during the closing of the accounts including the following items within the Community Support, Fire and Rescue Portfolio:

2021/22 Carry Forward Requests	Amount
Domestic Homicide Reviews – Due to legal processes beyond the authorities’ control, there are a number of outstanding review cases which were not completed in year. The cost of these reviews (once complete) will be realised in 2022/23.	£115,000
Bequest for Worthing Fire Station – A generous bequest has been left to Worthing Fire Station. Plans are being considered on how this gift will be utilised.	£98,000
Trading Standards - Proceeds of Crime Act (POCA) Restricted Funds – Funding received from proceeds of crime has been carried forward into 2022/23 to be used for specific projects in detection and prevention of future crime.	£37,800

Savings Delivery Update

8. The portfolio has a number of 2021/22 savings included within the budget and one saving outstanding from the 2020/21 financial year. Details of these savings are included in the table below:

Saving Activity	2020/21 Savings £000	March 2022		Narrative	2022/23
Communities - Increased income from Registrars Services	150	150	B		B

Saving Activity	2021/22 Savings £000	March 2022		Narrative	2022/23
Development of adapted Library Service offer in conjunction with Parish Councils	70	70	G	Discussions with Parish Councils are continuing to deliver this saving on a long-term basis; however, in year mitigations have been found.	A
Increased income from copy certificates for Registrars' Services	150	150	B		B
Removal of Community Initiative Fund (CIF)	140	140	B		B
Review of Partnerships & Communities Team	70	70	B		B
Review of agency staff	8	8	B		B

Savings Key:

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

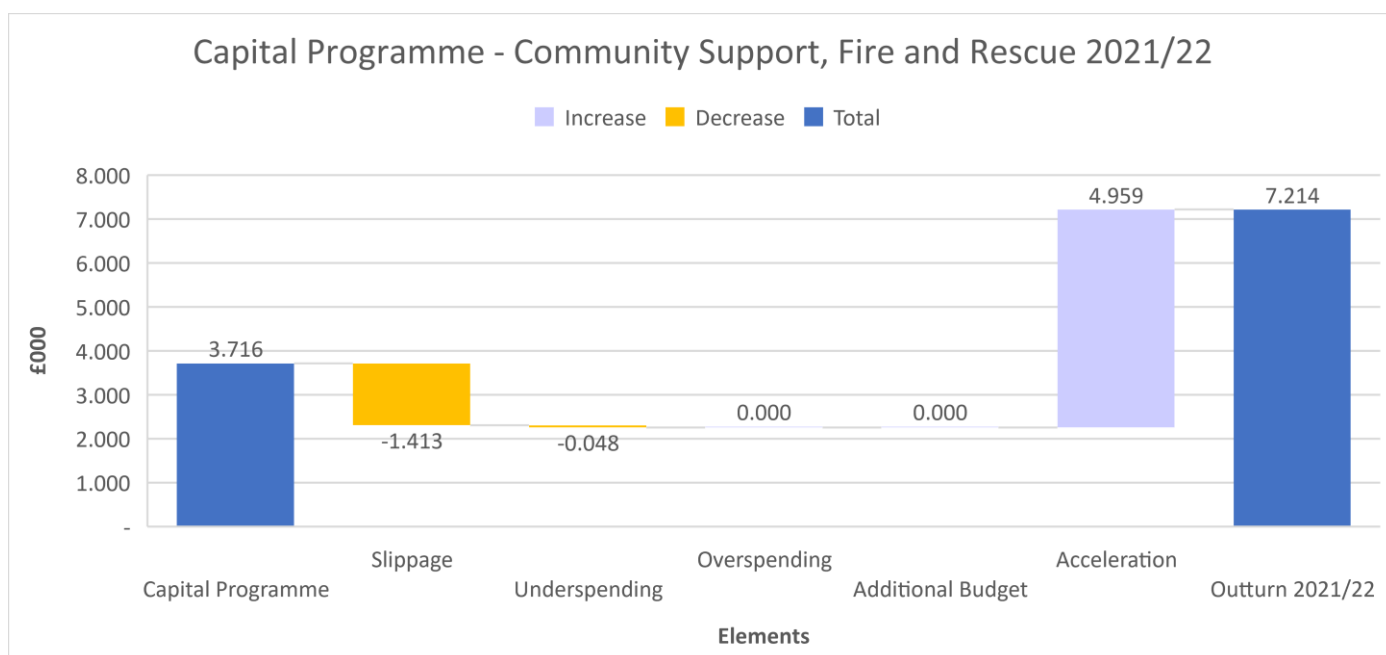
Capital Programme

Performance Summary - Capital

9. There are six schemes within the portfolio with all six schemes in delivery rated green, indicating that the schemes are progressing as planned.

Finance Summary - Capital

10. The capital programme; as approved by County Council in February 2021, agreed a programme totalling £3.645m for 2021/22. £0.071m of expenditure, originally profiled to spend in 2020/21, was slipped into 2021/22, revising the capital programme to £3.716m.
11. During the year, the Portfolio spent £7.214m, an increase of £2.484m when compared to the profiled spend in December 2021.



Key:

Capital Programme – The revised planned expenditure for 2021/22 as at 1st April 2021.
 Slippage – Funding which was planned to be spent in 2021/22 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.
 Outturn 2021/22 – Total capital programme expenditure as at 31st March 2022.

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

- **Slippage: (-£1.413m). Movement since Q3 report: (-£0.463m)**
 - **Worthing Community Hub – (-£0.159m)** - This project has completed. £0.159m has been reprofiled into 2022/23 whilst the final invoices are negotiated, it is likely there will be a small underspend that would be returned corporately.
 - **Fleet – (-£0.150m)** – Small amount of slippage as costs profiled were slightly different to actuals, expenditure will go through in 2022/23.
 - **Fire Equipment – (-£0.134m)** – Internal resourcing issues are causing delays in being able to progress for approval therefore the funding has been reprofiled into 2022/23.
 - **Fire Equipment – (-£0.020m)** - Internal resourcing issues are causing delays in being able to progress for approval therefore the funding has been reprofiled into 2022/23.
- **Underspending: (-£0.048m). Movement since Q3 report: £0.000m**

- **Acceleration: £4.959m. Movement since Q3 report: £2.947m**
 - **Live Training Centre and Horsham Fire Station: £2.947m -**
Works on the new fire station have continued to progress at pace therefore funding from 2022/23 was accelerated to meet expenditure.

Risk

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

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

14. Further details on all risks can be found in **Appendix 5** - Corporate Risk Register Summary.

This page is intentionally left blank

Corporate Risk Register Summary

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

Administration of central government funding to provide financial support to the sector.	Ongoing
Collection of market information on Firefly. Analysis of information and appropriate level of quality assurance response.	Ongoing
Financial analysis of high risk provision - due diligence checks.	Ongoing
In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned.	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
Regular review of care homes business continuity arrangements to address government vaccination directive.	Ongoing
Review capacity of residential and non-residential services to ensure service availability and to support identification of contingencies if needed.	Ongoing

CR39a

Current Score

25

Target Score

16

Initial Score

20

Risk Change
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

Transition to a controlled framework for process and practice.	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
Provide capacity & capability to align with National Cyber-Security centre recommendations.	Ongoing
Maintain IG Toolkit (NHS) & Public Service Network security accreditations.	Ongoing
Improve staff awareness of personal & business information security practices & identification of cyber-security issues. Continued actions due to evolving threats.	Ongoing
Ensure that cyber-attack is identified early, that reporting & monitoring is effective, and recovery can be prompt.	Ongoing
Conduct tests including penetration, DR and social engineering. (conducted 6 monthly)	Ongoing

CR11

Current Score

16

Target Score

8

Initial Score

20

Risk Change
Increasing



Risk Description

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

Date Risk Raised

01/03/2017

Risk Owner

Director of Human Resources & Org Dev

Risk Strategy

Treat

Risk Control/Action

Target Date

Benchmarking of salaries against peers to attract and retain talent for key areas.	01/07/2022
Conduct planning session with HR team to review current recruitment practices, and meet with key stakeholders to develop comprehensive plan to address areas needing improvement.	01/07/2022
Development and regular communication of comprehensive employee value proposition.	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.	Ongoing

CR61

Current Score

15

Target Score

10

Initial Score

25

Risk Change
Unchanged



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 Learn...

Risk Strategy

Treat

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

CR68

Current Score

15

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

Treat

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

CR69

Current Score

15

Target Score

10

Initial Score

25

Risk Change
Decreasing



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

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

CR60

Current Score

15

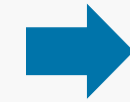
Target Score

10

Initial Score

20

Risk Change
Unchanged



Risk Control/Action

Target Date

Ensure robust project and programme governance in place and monitor delivery.

Ongoing

Risk Description

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

Date Risk Raised

01/04/2019

Risk Owner

Chief Fire Officer

Risk Strategy

Treat

CR72

Current Score

12

Target Score

8

Initial Score

20

Risk Change
Decreasing



Risk Control/Action

Target Date

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

01/09/2022

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

Ongoing

Risk Description

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

Date Risk Raised

01/08/2021

Risk Owner

Director of Children, Young People and Learning

Risk Strategy

Treat

CR22

Current Score

12

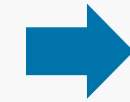
Target Score

12

Initial Score

16

Risk Change
Unchanged



Risk Description

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

Date Risk Raised

01/03/2017

Risk Owner

Director of Finance & Support Services

Risk Strategy

Tolerate

Risk Control/Action

Target Date

Financial impacts arising from the Covid-19 national emergency need to be reflected and addressed within the PRR and MTFS as appropriate.

Ongoing

Monitor the use of additional funds made available to improve service delivery.

Ongoing

Pursue additional savings options to help close the budget gap.

Ongoing

CR70

Current Score

12

Target Score

12

Initial Score

12

Risk Change
Unchanged



Risk Description

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

Date Risk Raised

01/08/2020

Risk Owner

Chief Executive

Risk Strategy

Tolerate

Risk Control/Action

Target Date

Continue to monitor service resource impact.

Ongoing

Provision of support to services when required.

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

CR39b

Current Score 9	Target Score 9	Initial Score 20	Risk Change Unchanged ➔
---------------------------	--------------------------	----------------------------	--------------------------------------

Risk Description

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

Date Risk Raised
01/03/2017

Risk Owner
Director of Law & Assurance

Risk Strategy
Tolerate

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

CR50

Current Score

9

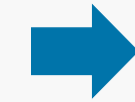
Target Score

6

Initial Score

20

Risk Change
Unchanged



Risk Description

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

Date Risk Raised

01/03/2017

Risk Owner

Director of Human Resources & Org Dev

Risk Strategy

Treat

Risk Control/Action

Target Date

Conduct a training needs analysis, produce gap analysis to understand requirements and produce suitable courses as a consequence.

Ongoing

Develop and introduce a more comprehensive risk profile approach and front line service based audits.

Ongoing

Incorporate HS&W information into current performance dashboard.

Ongoing

Purchase, develop and introduce an interactive online H&S service led audit tool.

Ongoing

Regular engagement with other LA's on best practice and lessons learned.

Ongoing

CR7

Current Score

8

Target Score

4

Initial Score

16

Risk Change
Unchanged



Risk Description

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

Date Risk Raised

01/03/2017

Risk Owner

Director of Law & Assurance

Risk Strategy

Treat

Risk Control/Action

Target Date

Audit plan focussing reviews on key corporate support systems to identify areas in need of improvement.

Ongoing

Data on areas of non-compliance used to inform Directors to enforce compliance with standards.

Ongoing

Guidance to CLT on governance. Schedule and deliver associated training

Ongoing

Regular compliance monitoring and active corporate support when non-compliance happens to establish better practice.

Ongoing

CR65

Current Score

6

Target Score

6

Initial Score

20

Risk Change
Unchanged



Risk Control/Action

Target Date

Risk Description

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

Date Risk Raised

01/12/2019

Risk Owner

Chief Executive

Risk Strategy

Tolerate

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

Fire and Rescue Service Scrutiny Committee

7 July 2022

Priority Programme Update

Report by Deputy Chief Fire Officer

Electoral division(s): All

Summary

This report provides an overview of the priority programmes of work during Quarter 4 of 2021/2022. This includes progress against the People Service Plan, the Improvement Plan and the Integrated Risk Management Plan (IRMP) Action Plan. The Integrated Risk Management Plan closes after this quarter and this will now transition from next quarter into the Community Risk Management Plan (CRMP).

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

Focus for Scrutiny

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

Proposal

1 Background and context

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

- 1.1 West Sussex Fire & Rescue Service (WSFRS) HMICFRS, round two inspection was concluded on Monday 22 November 2021.
- 1.2 The Inspectorate will now collate all the information into the report which we are expecting to see when the inspectorate publishes its findings from the second tranche of inspections in June 2022.

2 Cause of Concern 1 - Preventing Fire and Other Risks

- 2.1 All actions have been undertaken with regards to this Cause of Concern and considerable work has been undertaken to enable us to recommence the activity now that there has been a lift in the COVID restrictions.

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

- 3.1 All actions have been undertaken with regards to this Cause of Concern and considerable work has been undertaken to enable us to recommence the activity now that there has been a lift in the COVID restrictions.

4 People Action Plan

- 4.1 There is now a focus within the people service plan on communication and engagement with wider staff groups, including webinars with Group and Station managers which started in March 2022.
- 4.2 This plan has been reviewed in line with the CRMP and alignment with the other service plans.

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

- 5.1 Our new People Service plan activity aligns to the WSFRS Core Values, Council People Framework, National Fire Chiefs Council (NFCC) Core Code of Ethics, NFCC Leadership Framework, NFCC People Strategy and NFCC Equality Framework.
- 5.2 Inclusive Employers training has started its delivery to all leaders within the organisation, this will further be cascaded to all staff to ensure and cohesive organisational approach.
- 5.3 Leadership & Cultural Change Programme will commence roll out in June 2022 and will cover some key aspects and a more holistic approach to delivering training for our managers in several areas including:
- 5.3.1 Being an inclusive manager
 - 5.3.2 Difficult conversations, performance and conduct issue management
 - 5.3.3 Developing High performing teams, effective performance management and coaching for performance.
 - 5.3.4 Identifying and managing the wellbeing of your staff
 - 5.3.5 Managing Grievance and sickness absence.
- 5.4 Becoming an anti-racist organisation through development of a toolkit to raise awareness of racism, aid discussions in the workplace and signpost to additional learning activities by June 2022.

6 Cause for Concern 4 - Ensuring Fairness and Promoting Diversity

- 6.1 People Impact Assessment training continues to be delivered and Equalities, Diversity and Inclusion Advisor continues to advise staff undertaking these, including our new CRMP.
- 6.2 Workforce planning continues across People support and HR Business Partners, to ensure there are clear strategic alignments and dependency management of any staff moves to ensure that there are fair and consistent processes and supporting policies. This includes succession planning and forecasting to avoid future recruitment gaps as individuals retire.

6.3 A look forward:

6.3.1 Redesign completed of Development Operating Procedures to include alternative recruitment methods.

6.3.2 Review and redesign of Transfers & Moves Standard Operating Procedure has been completed and progresses through the Policy group.

7 Areas for Improvements updates

7.1 Local Risk Management Plans have been annually reviewed and annual targets agreed and in line with annual refresh against risk. Community risk data is being updated monthly to ensure it is current information/

7.2 A look forward:

7.2.1 Continuing to develop a neurodiversity toolkit aiming for a roll out commencing in July 2022 for WSFRS including components that can be used, description of support and associated costings.

8 Integrated Risk Management Plan 2018-22 (IRMP) closure

8.1 An exercise has been undertaken to review all outstanding projects within the IRMP and to aim to close or transfer to ensure all work is concluded.

8.2 Work that is to be transferred has already been incorporated into the Community Risk Management plan which commenced.

8.3 Projects to be transferred include:

8.3.1 Response Assurance Visits

8.3.2 Welfare at Incidents

8.3.3 Commercial Business

8.3.4 Workwear

8.3.5 Contaminants

8.3.6 Working Time directive

8.4 A formal closure of the programme will take place at the July Service Executive Board as indeed this has now been superseded by a continuous improvement plan under the CRMP.

8.5 This programme has achieved a significant number of projects including the introduction of some key firefighting tactics, equipment and ways of working.

9 Other options considered (and reasons for not proposing)

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

10 Consultation, engagement and advice

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

11 Finance

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

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

11.1.2 Community Fire Safety: £4,352,772

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

12 Risk implications and mitigations

- 12.1 No current risk implications.

13 Policy alignment and compliance

- 13.1 This report has positive implications for the community, and it supports the benefits of an effective Fire and Rescue Service to all residents in West Sussex.
- 13.2 In terms of environmental sustainability, the CRMP makes clear the Authority's commitment to reducing the environmental impact of its operations and provides an indication of work done to date.

Mark Andrews

Deputy Chief Fire Officer

Appendices: None

Background papers: None

Fire and Rescue Service Scrutiny Committee

7 July 2022

West Sussex Fire & Rescue Service Annual Statement of Assurance 2021-22

Report by Director of Law and Assurance

Summary

Fire and rescue authorities must provide assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their Integrated Risk Management Plan (IRMP), this will be known as a Community Risk Management Plan (CRMP) for 2022/2023. Statements of assurance should be open and transparent, demonstrating accountability to communities who expect to know how these services are being provided. The document at Appendix B outlines the way in which the West Sussex County Council and its fire and rescue service delivered the requirements contained in the National Fire and Rescue Framework and the authority's IRMP during 2021/2022.

Focus for scrutiny

The Committee is asked to consider the report at the appendix and provide feedback to Cabinet.

Key lines of enquiry include:

- 1) Whether it provides assurance to members that the requirements of the Fire and Rescue Service National Framework for England have been met.
- 2) If the performance and governance arrangements, as well as the steps taken to progress the strategic aims set out in the Community Risk Management Plan have been addressed adequately.
- 3) 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 background and context of this item for scrutiny are set out in the appended report (listed below), including resource and risk implications, Equality, Human Rights, Social Value, Sustainability and Crime and Disorder Reduction Assessments.

Tony Kershaw

Director of Law and Assurance

Contact Officer

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

Appendices

Appendix A: Statement of Assurance Decision Report

Appendix B: Statement of Assurance 2021/22

Background Papers

None

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

Report to Cabinet

Date: 20 July 2022

West Sussex Fire & Rescue Service Annual Statement of Assurance

Report by Chief Fire Officer

Electoral division(s): All

Summary

Fire and rescue authorities must provide assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their Integrated Risk Management Plan (IRMP), this will be known as a Community Risk Management Plan (CRMP) for 2022/2023. Statements of assurance should be open and transparent, demonstrating accountability to communities who expect to know how these services are being provided. This document outlines the way in which the West Sussex County Council and its fire and rescue service delivered the requirements contained in the National Fire and Rescue Framework and the authority's IRMP during 2021/2022.

Recommendations

Cabinet is requested to approve the West Sussex Fire and Rescue Service Annual Statement of Assurance 2021-22

Proposal

1 Background and context

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

Agenda Item 9
Appendix A

- 1.4 Fire and rescue authorities are accountable for their performance and should be open to evaluation by the communities they serve. Information on their performance should be accessible, robust, fit-for-purpose and accurately report on effectiveness and value for money and this report provides that to the Council and its Executive with supporting data reviewed at the Fire and Rescue Service Scrutiny Committee.
- 1.5 Fire and rescue authorities are responsible for ensuring that their business is conducted in accordance with the law and proper standards, and that public money is properly accounted for and used economically, efficiently and effectively.
- 1.6 As some information has been presented throughout the year this has been highlighted to ensure that it is clear, accessible, and user-friendly within existing documents. There have been extracts, or links to these documents embedded into the statement of assurance.
- 1.7 The statement of assurance will be used as a source of information on which to base the Secretary of State's biennial report under section 25 of the Fire and Rescue Act 2004.
- 1.8 Fire and rescue authorities may wish to include a section in their statements of assurance on any potential improvements they have identified across their accounting, governance or operational responsibilities to communities, particularly where plans are underway. This report includes the annual report and makes reference to the new Community Risk Management Plan (CRMP) that went to public consultation in Q3 of 2021 and saw all proposals being supported by the community meaning the CRMP proposal document was developed and approved by Cabinet on 15th March 2022.
- 1.9 The statement of assurance should be signed off by the elected member of the authority who is able to take responsibility for its contents. For the County Council the Cabinet Member for Community Support Fire and Rescue proposes the report for collective endorsement by the Cabinet and so it has been entered into the forward plan for a decision on 20th July 2022 by Cabinet.

2 Proposal details

- 2.1 West Sussex County Council is the Fire Authority for West Sussex Fire and Rescue Service (WSFRS) and is responsible for:
 - Firefighting and rescue
 - Protecting people and property from fire
 - Promoting fire safety in the home
 - Providing special services for emergencies
- 2.2 Under the direction of the Cabinet Member for Fire and Rescue and Communities, West Sussex Fire and Rescue Service, within West Sussex County Council, has prepared an Annual Statement of Assurance for 2021-22.
- 2.3 Decisions relating to the fire and rescue service taken by those with executive authority will be scrutinised by the Fire & Rescue Service Scrutiny Committee which was established at the full county council meeting on 17 December 2019.

- 2.4 In the case of county council fire and rescue services the close working relationships that exist with other county council areas of responsibility such as adult care, children’s services and public health are significant. This enables a holistic approach to keeping residents safe.

3 Other options considered (and reasons for not proposing)

- 3.1 The Fire Authority is statutorily required under the Fire and Rescue National Framework for England to produce an annual statement of assurance and the content of and approach to the preparation of the report are in line with national guidance, therefore no other options have been considered.

4 Consultation, engagement and advice

- 4.1 The document has been considered by the Cabinet Member for Community Support and Fire and Rescue and was presented to the Fire and Rescue Scrutiny Committee and subsequently amended following its recommendations. These included minor grammatical changes and removal or adjustment to infographics detailing structure.

5 Finance

- 5.1 There are no financial implications to the Council.

6 Risk implications and mitigations

- 6.1 The Fire Authority, Cabinet Member and members of the Fire and Rescue Service Scrutiny Committee will continue to monitor the performance of the fire and rescue service to ensure that any risk is mitigated through effective planning through the subsequent years of the Integrated Risk Management Plan (IRMP). The IRMP ran until April 2022, at which point the new Community Risk Management Plan (CRMP) became a live document. This new CRMP has been through public consultation, and the proposals were agreed by Cabinet in March 2022.

Risk	Mitigating Action (in place or planned)
Not being able to adopt an Annual Statement of Assurance (SOA)	All information supporting this informs the Council’s Integrated Risk Management Plan (IRMP) to ensure the SOA is accurate and timely to support the service.
Not recording information accurately	West Sussex Fire and Rescue Service record information about every emergency call received. We analyse where, why and how incidents have occurred to help us understand where incidents might happen in the future and how we are best placed to prevent them. We also use the latest modelling software, demographic profiling, census data and information from our partner agencies. This information informs a critical fire risk map, which is updated every year based on rolling data from the previous three years.

Risk	Mitigating Action (in place or planned)
Not mapping critical risk	The critical fire risk map is part of our local Risk Management Plans facilitates the targeting of prevention activity to prioritise resources to the most vulnerable residents and those communities at highest risk. This ensures resources are used efficiently to achieve the best possible outcomes for our communities. The critical fire risk map is part of our local Risk Management Plans and is used to assist in the targeting of prevention activity allowing WSFRS to focus on the most vulnerable residents and those communities at highest risk, thereby ensuring its resources are used efficiently to achieve the best possible outcomes for our local communities. They are also used as the basis for our Emergency Response Standards.

7 Policy alignment and compliance

- 7.1 This report has positive implications for the community as it supports the continued improvement journey of the Fire and Rescue Service to all residents in West Sussex.
- 7.2 In terms of environmental sustainability, the IRMP makes clear the Authority's commitment to reducing the environmental impact of its operations and provides an indication of work done to date.
- 7.3 There are no equality implications associated with the content of this report. One of the principal aims of the Statement of Assurance is to provide an accessible way in which communities, public sector authorities and partners may make a valid assessment of our performance. The information presented in the report will be reviewed continuously to ensure that it reflects and adheres to any changes or developments in equalities legislation.

Sabrina Cohen-Hatton
Chief Fire Officer

E-mail: frs.governancesupport@westsussex.gov.uk

Appendices A – Statement of Assurance 2021/22

Background papers

None

West Sussex Fire & Rescue Service

Annual Statement of Assurance 2021-22



Contents

Foreword from Cabinet Member for Community Support, Fire and Rescue	Appendix B	9
Introduction from the Chief Fire Officer.....		
Summary Statement		4
Service Executive Board		4
Governance.....		5
Financial Performance Report		6
Our People		8
Performance Assurance Framework		9
Her Majesty’s Inspectorate of Constabularies Fire and Rescue Service (HMICFRS).....		11
Strategic Objectives of IRMP 2018-22.....		12
Major Incident/Emergency Preparedness.....		13
Protection		14
Prevention.....		15
Managing Risk		16
Response		21
Development and Operational Training		27
Integrated Risk Management Plan Progress		32
Community Risk Management Plan (CRMP) 2022-26 Planning		37
Appendix A - Framework Requirements		39
Appendix B - Service Performance and Assurance Framework– Core Measures		41

Foreword from Cabinet Member for Community Support, Fire and Rescue



Welcome to West Sussex Fire & Rescue Service's Statement of Assurance for 2021/22.

In my position as Cabinet Member for Community Support, Fire and Rescue, I am pleased to present our latest statement to the communities of West Sussex, which shows how we are meeting the requirements of the Fire and Rescue Service National Framework for England.

The Statement of Assurance sets out the Fire Authority's performance and governance arrangements, as well as the steps we are taking to progress the strategic aims set out in our newly launched Community Risk Management Plan (CRMP) [\[LINK\]](#). This is a strategic document which outlines the service's key priorities over the course of the next four years.

The last year has been an extremely challenging time for us all as we continue to feel the effects of the coronavirus pandemic. Despite these challenges, our fire and rescue service has continued to operate on the front line to keep our communities safe from harm.

I am extremely proud of the work that West Sussex Fire & Rescue Service contributes to protect us all, and I am satisfied that the Fire Authority's financial, governance and operational matters are operating effectively and meet the requirements detailed within the Fire and Rescue National Framework for England.

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

Introduction from the Chief Fire Officer



As Chief Fire Officer of West Sussex Fire & Rescue Service I am pleased to introduce our Statement of Assurance for the previous fiscal year.

The Statement of Assurance was first made a requirement of the 2012 [Fire and Rescue National Framework for England](#), and it reinforces my commitment to provide our communities with information about how we manage public funds and assure the effectiveness of our financial, governance and operational fire service arrangements. When emergencies do occur, West Sussex Fire & Rescue Service provides a 24/7 emergency response to deal with a wide range of incidents including fires, road traffic collisions and a variety of other, more unusual emergencies – such as rescues from height.

Our People, Response, Prevention and Protection teams are committed to delivering this vital service for our local communities, and we are all proud to serve the residents of West Sussex.

We have faced extremely challenging environments during the COVID-19 pandemic, but successfully maintained our statutory duties whilst also supporting the wider Sussex Resilience Forum response and recovery.

In addition to this work, we as a service have seen significant improvement work being carried over the course of the past year across our prevention, protection and response arrangements. Construction work has also commenced on our new Service Training Centre and new fire station for Horsham and we welcomed East Sussex FRS to the joint fire control arrangements which will now significantly improve collaborative cross border working. We have launched our new Community Risk Management Plan and we welcomed back inspectors from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) for their second full inspection of the service. This new CRMP sets out how we will identify and manage risk, and how it's objectives contribute to the delivery of our four county council priorities, including the cross cutting Safer West Sussex Partnership.

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

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

Summary Statement

What is Statement of Assurance?

Fire and rescue authorities must provide assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their Integrated Risk Management Plan (IRMP), this will be known as a Community Risk Management Plan (CRMP) for 2022/2023.

Statements of assurance should be open and transparent, demonstrating accountability to communities who expect to know how these services are being provided. This document outlines the way in which the West Sussex Fire & Rescue Authority and its fire and rescue service delivered the requirements contained in the National Fire and Rescue Framework and the authority's IRMP during 2021/2022.

Service Executive Board

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

Chief Fire Officer

Sabrina Cohen-Hatton

Deputy Chief Fire Officer

Mark Andrews

Assistant Chief Fire Officer

Peter Rickard

Strategic Advisors to Service Executive Board:

Senior Finance Business Partner

*Head of Organisational
Assurance & Governance*

*Senior Human Resources
Business Partner*

Governance

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

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

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

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

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

Decisions relating to the fire and rescue service and transformation plans of the service are endorsed by the Cabinet Member and subject to scrutiny by the Fire & Rescue Service Scrutiny Committee which was established at the full county council meeting on 17 December 2019. The most important or 'key decisions' about the service taken by the Cabinet Member and public debates of the FRS Scrutiny Meetings can be found on [the WSCC website](#). Both the Council's Cabinet, when taking the significant policy decisions, and the FRS Scrutiny Committee when proposals or service performance meet in public as a demonstration of accountability to the residents or West Sussex.

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

Financial Performance Report

How your money is spent

WSFRS is an integrated part of WSCC. As such, it receives a range of services provided centrally, either via county council corporate functions or procured contracts. These include provision for payroll, pensions, human resources, occupational health services, IT and communications, facilities management and estates maintenance, rates and utilities, insurances, legal advice and procurement services.

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

How your money is spent

The fire service's total net controllable expenditure delivering front line services for the 2021/22 financial year was £30.2 million. This is broken down in the graph below across the eight service areas. The spend is predominantly on three areas of Response activity, Training and Fleet which is 87% of organisational expenditure, with Prevention and Protection accounting for 8% and the rest is 5%.

The Fleet figure is inclusive of the County Council Fleet as well as the Fire Service fleet as it is managed under one function. Spend incurred in 2021/22 includes expenditure focused on the Fire Improvement Plan delivering improvements required following the Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) report but is shown here against the appropriate service heading.

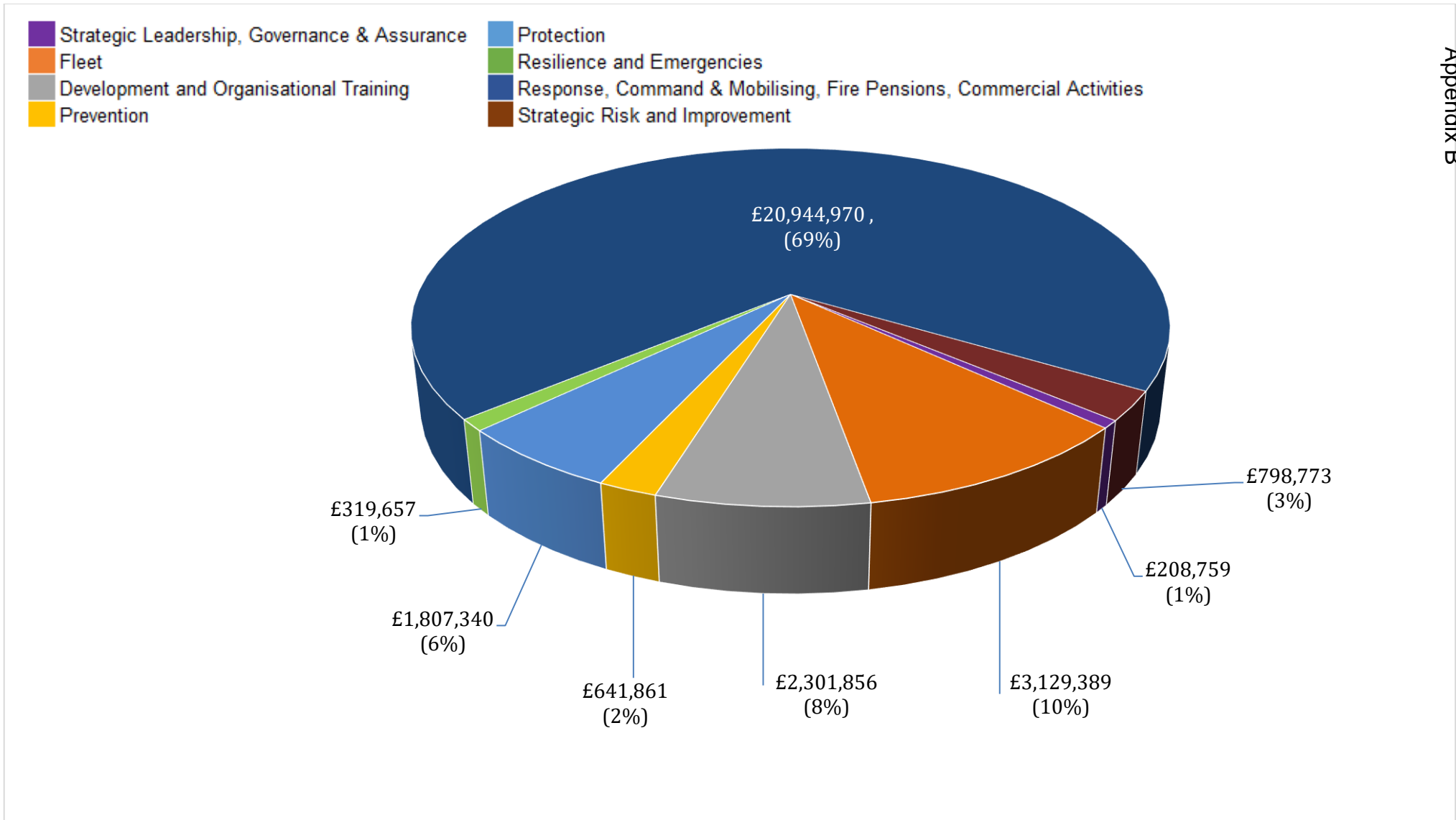
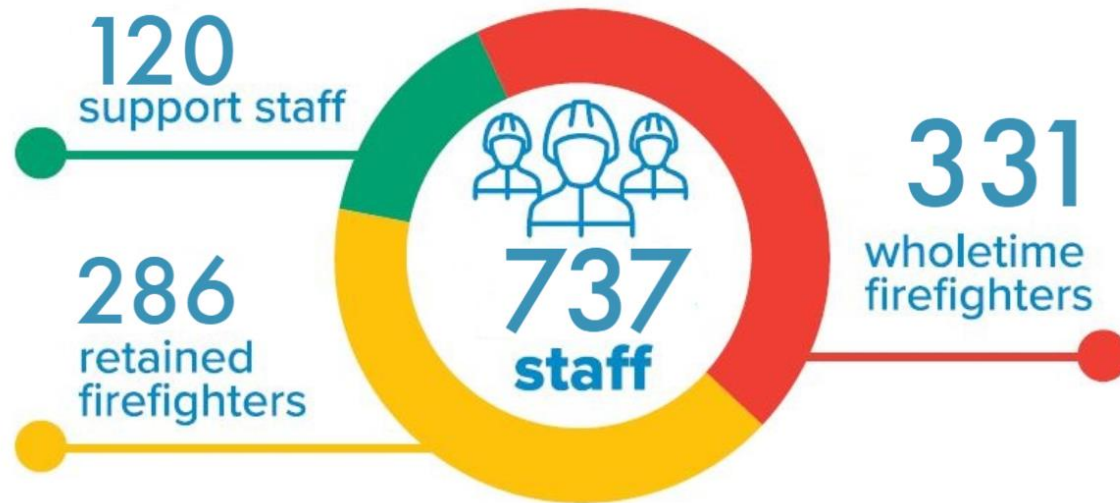


Figure 1 - FRS Expenditure 2021-22

Our People

At the end of March 2022 our workforce total 737 included a total of 331 wholetime firefighters, 286 retained On-Call and 120 support staff working for WSFRS.

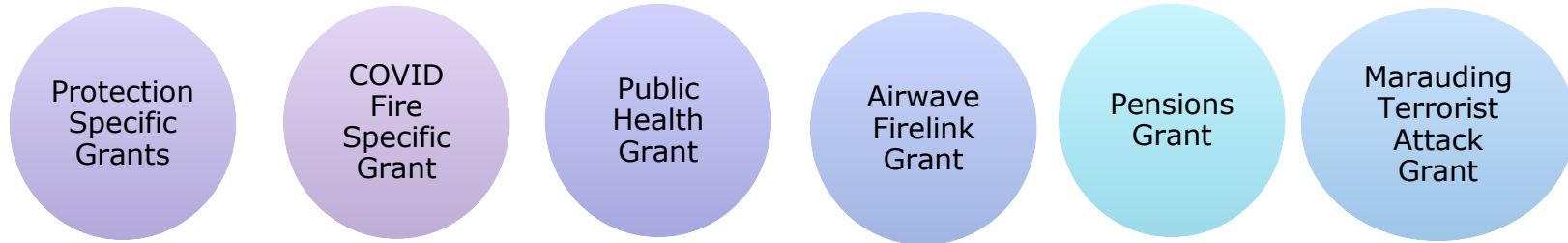
The service has continued to maintain its critical functions throughout the last 12 months of the pandemic. The Resilience and Emergencies Team which is overseen by the Fire and Rescue Service on behalf of West Sussex County Council, ensures service resilience and emergency support across County Council service areas. This has been achieved through regular monitoring and management via the Service Business Continuity Advice Team (BCAT). The BCAT has received the latest Public Health Infection Control Information and guidance, put in place a number of controls to assist in maintaining an effective service. A recent external audit of risk management and business continuity processes has concluded that the service's ongoing response has been good.



Despite the changes and relaxation of pandemic regulations, infection rates remain high. Ongoing monitoring and management of infection rates will continue via BCAT although the frequency of

meetings will be adjusted accordingly. We remain confident that the service can continue to operate in a safe and effective way during the remainder of this pandemic with a particular focus on mental health and the long term effects of the pandemic on staff and communities.

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



In addition, WSCC receive county council COVID grants, which supported additional spend relating to COVID-19. WSFRS monitored their activity through BCAT and expenditure was made through WSCC.

Performance Assurance Framework

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

As part of the [Our Council Plan](#) we ensured a clear link to our Performance and Assurance Framework with 4 key measures highlighted to provide assurance. This golden thread continues through our core performance measures and through to service objectives into team plans and individual performance objectives.

Keeping people safe from vulnerable situations.

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

Helping people and communities to fulfil their potential.

- OUTCOME - Safe and connected and cohesive communities measured through 1st appliance attendance to both critical fires and critical special service incidents.

The PAF examines performance on a quarterly basis across the four elements of service provision, corporate health, priority programmes and risk through a suite of core and service measures. This allows the organisation to respond and make informed decisions to ensure organisational aims and objectives are achieved through being intelligence and evidence led.

In the reporting year 2021-22 we tracked the performance of 30 core measures against quarterly and end of year targets (see Appendix B). These core measures are monitored by the Council's Cabinet and subject to scrutiny at our Strategic Performance Board, Service Executive Board and by the FRS Scrutiny Committee.

A graphical representation of the year end to date reporting statistics has been provided here as an overview (data accurate as of 14th April 2022). More detail can be found in our [Quarterly Performance Reports](#).

End of year performance is detailed in Appendix A, in this years overall performance our of the 30 measures including 2 previous years data has a comparison. There are 14 green, 5 amber, 11 reds in comparison to last year (14 green, 2 amber, 11 red, 3 not measured), which is encouraging given that throughout this year it has been in a pandemic for the majority. Therefore to keep performance at a level where crossing the household thresholds and attending business premises has been a challenge, it has been reassuring to see the progress maintained.

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

In the autumn of 2018 West Sussex Fire & Rescue Service were inspected by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and the associated report from that inspection can be found [here](#).

We welcomed the 2018 report to enable continual improvement across our service. To assist in the delivery of the HMICFRS findings we established an Improvement Board to implement and monitor service improvement plans that addressed the areas identified by the Inspectorate.

September 2021 saw the HMICFRS once again visit WSFRS as part of their second round of full inspections across the country. WSFRS formed part of tranche two of that inspection programme. At the time of drafting this Statement of Assurance WSFRS are awaiting that final report to be published.

The Inspectorate witnessed and reported in their COVID-19 Interim inspection in January 2020 and again in October 2020, where they said *"The fire and rescue authority maintained effective ways of working with the service during the pandemic. This made sure the service could fulfil its statutory duties as well as its extra work supporting the LRF and the tripartite arrangements" and that "Staff wellbeing was a clear priority for the service during the pandemic"*. We also had a revisit in February 2021, where they noted in their report the amount of improvement work and change in the service continued to be significant. It was highlighted that the extra funding has been used to create an appropriately skilled and dedicated programme management team, which has since broadened its remit to include Organisational Assurance and Governance. The Inspectorate reported this brought an increased level of co-ordination and supports organisation-wide improvement.

Whilst we await the HMICFRS tranche two report for WSFRS, we are pleased with the interim revisit findings that we have received and are assured that the improvement programme we have diligently implemented has seen improvements across all areas of the service. The tranche two inspection will be published by the HMICFRS in due course.

Strategic Objectives of IRMP 2018-22

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

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

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

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

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

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

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

Major Incident/Emergency Preparedness



WSFRS have robust business continuity and resilience plans covering all aspects of our service to ensure that our service operates effectively and continues to make West Sussex a safer place. These plans bring together WSCC partners, emergency services, Military, voluntary sector and other representatives. This collaborative approach to preparing, responding too, and recovering from reasonably foreseeable events enables the service to deliver our statutory obligations and service delivery functions.

When the global Covid-19 pandemic entered all our lives, WSFRS reacted and adapted to the unprecedented events that we would all come to live through and continue to learn to live with. Our internal Business Continuity Action Team (BCAT) brought together representatives from across our service to focus on how service delivery will continue to operate, deliver and adapt to an ever-changing pandemic.

Our Organisational Assurance and Governance (OAG) team re-evaluated the services IRMP action plan to ensure all core workstreams would continue in its delivery but with flexibility and resilience built into it. The service adopted a 'bubble' approach to each Fire Station which reduced the movement of personnel between each Fire Station in the instances of covering sickness, and instead made each station self-sufficient. This approach reduced the levels of sickness caused by Covid-19 and meant that the service remained effective in responding to incidents.

Our Operational Assurance Team (OAT) created and delivered Covid related exercises to our officer cadre to ensure that they remained effective in delivering national guidance, keeping our workforce safe and support incident response. Our Incident Command Team took advantage of delivering on-line seminars and training to which attracted attendance from neighboring fire services, blue light colleagues and National Fire Chiefs Council (NFCC) representatives.

The Service supported the Sussex Resilience Forum (SRF) by seconding an officer to help support the collaborative workstreams involving both civilian and military colleagues. The service also actively attended and contributed to the Strategic and Tactical Co-ordinating Groups, both of which brought SRF stakeholders together in sharing resource, expertise and knowledge. WSFRS also offered logistical to South East Coast Ambulance Service (SECamb) via a Service Level Agreement (SLA) with Firefighters being trained to drive ambulances during the height of the pandemic.

At the end of March 2020, all employees, where possible, were instructed to work from home as per government guidance. This required the service to enter a new way of working approach to which would be the catalyst for change and continues to see an adopted hybrid approach to home/office working.

As a result of continued planning and the ability to adapt to the ever-changing situation, WSFRS remained prepared to respond to all eventualities of incidents. Incidents of significance included the IBIS hotel fire at Gatwick which was a 15 pump fire; Wildfire on Chobham Common to which we deployed resources to support Surrey Fire and Rescue (SFRS) and a Convent fire in Littlehampton which involved solar panels.

The wellbeing of our staff became more focused than ever as many took to working remotely at home and the face-to-face interactions with colleagues and managers ceased. This prompted additional lines of communication to help people to remain connected including staff surgeries, virtual 'check in's', increased weekly team meetings and staff surveys to understand the health of our workforce. There were also virtual open days to help us remain engaged and connected to our communities along with stronger social media links to project messages for businesses and homes to maintain vital reassurance during this difficult time.



Protection

Fire Protection team supports public safety and business resilience through ensuring compliance against the Regulatory Reform (Fire Safety) Order 2005. Our Fire Safety Regulators ensure that those who are responsible for buildings minimise the risk and likelihood of fire, understand their duties and continue to monitor and maintain their general fire precautions as required within the Order. We also publish information to assist businesses to comply with the law on our [webpages](#).

These teams operate in accordance with the [Regulators Code](#), to ensure appropriate and proportionate actions are taken where our Fire Safety Regulators identify premises that fall short of an acceptable standard of fire safety. Our regulators follow NFCC guidance in determining the most appropriate enforcement action for the circumstances, which can include formal enforcement notices, prohibition, and prosecution in the most severe of cases.

Our proactive regulatory work is based upon our Risk Based Inspection Programme, which ensures that our Fire Safety Regulators concentrate their activity within those premises that represent the highest risk to their occupants in the event of fire. To ensure that we are also able to consider risk across our entire built environment portfolio, our teams undertake reactive auditing activities such as post fire, or following a concern raised by a member of the public or a partner agency. We are seeking to develop this area further over the life span of our new [CRMP](#), to train and involve our response crews in protection to enable them to undertake fire safety activity within lower risk premises. As part of our duties, where we identify a risk that impacts upon the regulations enforced by another agency, we share that

intelligence in a timely fashion, undertaking joint inspections where appropriate. Our service delivery activities are detailed within our Fire Safety Enforcement [Strategy](#).

Prevention

Safe & Well Visits are central to the way that we reduce the number of incidents and protect people from the harm caused by a fire in the home. Visits target the most 'at risk' groups and are carried out by our Community Fire Safety Officers and our firefighters. We know from reviewing our serious and fatal fires that poor health is a contributory factor, so we include health information during our visits and signpost and refer people to partner agencies for support. Whilst we were working in people's homes, we identified 54 people who urgently needed support and so we made safeguarding referrals for them.

Requests for a home visit come from a number of sources health, social care and telecare. Due to the pandemic, we have seen a decline in referrals with the total number of visits being completed.

We completed 3519 visits and in addition visited 1080 homes to carry out risk reduction activity such as replacing smoke alarms or batteries and supplying additional fire safety equipment. To find out more about safety in the home please see our webpages on [Home fire safety - West Sussex County Council](#).



We have been making the most of every opportunity to deliver focused community safety activities following incidents at residential properties. These result in more prevention activity being delivered to those at risk or those affected by an incident.

Volunteers have also been integral to our prevention work and engagement with communities. They have been proactive in visiting homes in areas where our data indicates they may have additional benefit to offer Safe and Well Visits. We're always on the lookout for new volunteers, to find out more visit our [Fire Rescue Service Community Volunteer](#) page.

We also deliver a range of interventions through our Targeted Education Team and operational crews. These include fire safety education within schools and other programmes like GRIT that help build confidence, resilience and provide information that support young people to respond to the wider challenges they face. We also provide interactive safety messages and home learning through our fun educational webpages aimed at children, parents and teachers. You can find out more on our [Learning Zone](#).

We work with children and young people who play with or deliberately set fires. By understanding the circumstances that lead young people to start fires, and following some basic fire safety advice, we can reduce the chance of further fires.

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

We, along with Brighton & Hove City Council, East and West Sussex county councils, Highways England, East Sussex Fire and Rescue Service and Sussex Police make up the Sussex Safer Roads Partnership (SSRP) where we use our combined expertise to help keep road users safer.

Whilst recent years have seen some of the lowest number fatal casualties on the roads there is still a lot of work to be done to influence road user behaviour and reduce the number of people who tragically lose their lives on our roads. In 2021/22 we attended 481 RTCs and carried out 45 number of extrications. For more information: [Road safety - West Sussex County Council](#)



4630 People were supplied health and wellbeing information and referred to a partner agency for support

The Prevention team, supported by volunteers, and a crew of our firefighters, working with a number of organisations to provide fire safety advice.



Managing Risk

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

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

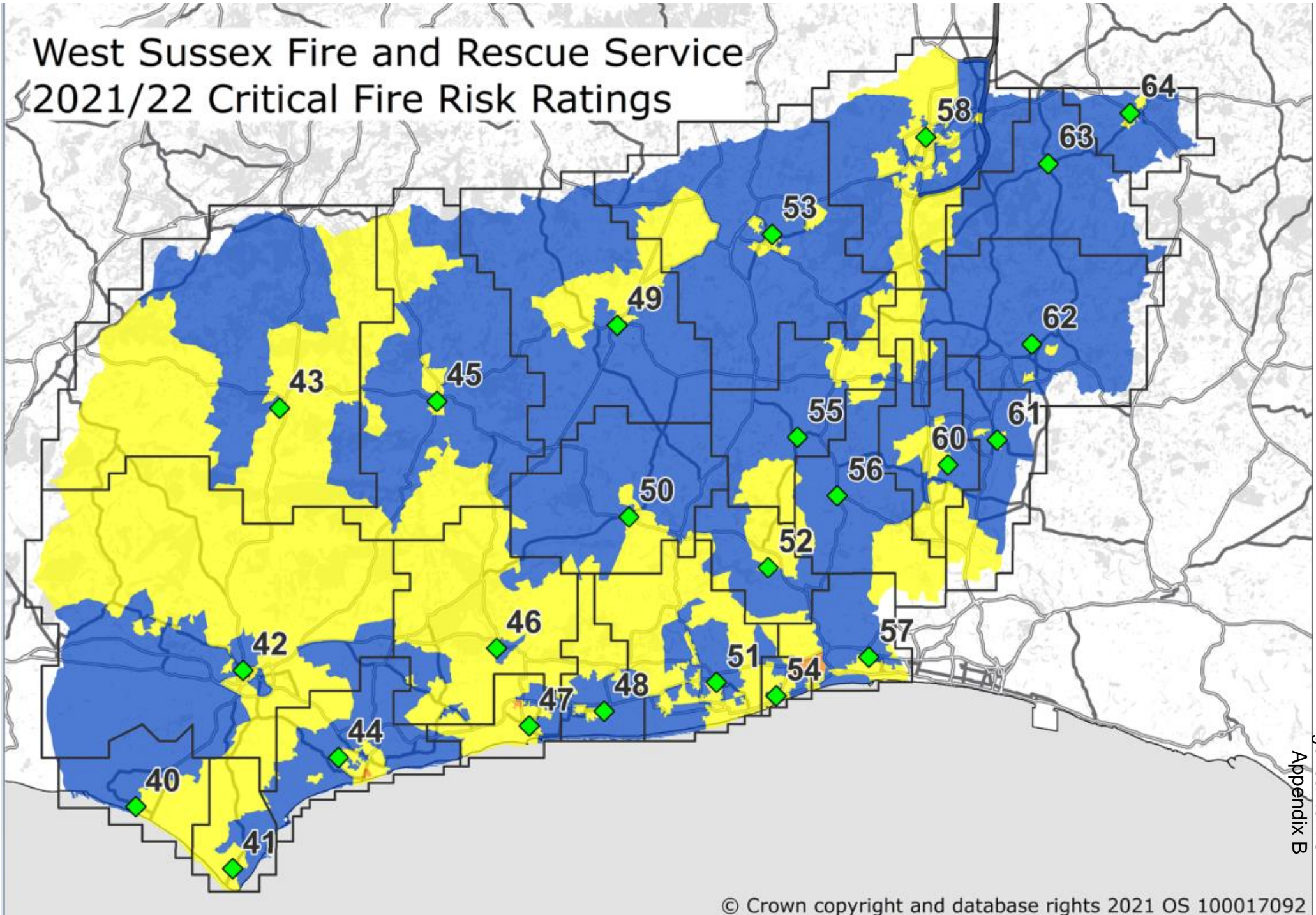
We also use the extensive local knowledge of our firefighters and officers, alongside the latest modelling software, demographic profiling, census data and information from our partner agencies. All this information is compiled by our Management of Information Team (MIT), Operational Assurance Team (OAT)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

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

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



West Sussex Fire and Rescue Service 2021/22 Critical Fire Risk Ratings



The numbers shown on the map above are allocated fire station numbers for WSFRS. The below table shows the number of areas that are either High, Medium, or Low for example, we have 3 high areas, 180 medium areas and 322 low areas of risk.

For information the table below shows the target time in minutes from when our Control Room receives a 999 call to when the first fire engine arrives at the incident.

These standards are target maximums – we typically arrive even more quickly.

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

Critical Special Service Standards

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

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

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

Risk Rating 2021/22

■ High	(3)
■ Medium	(180)
■ Low	(322)

Health and Safety

WSFRS observe all requirements of the Health and Safety at Work Act 1974 and all other Regulations and Approved Codes of Practice applicable to its undertakings. The Health and Safety team ensure we take due care of the health, safety and welfare of employees, service users and other persons who may be affected by its operations. The service has put arrangements in place to enable the reporting and investigation of health and safety incidents including injuries, ill health and near hits. This procedure applies to all WSFRS personnel, visitors to service workplaces, contractors who are carrying out work at service workplaces and other agencies working or undertaking activities at service premises. Every health and safety incident will be investigated to determine causation and where practicable prevent reoccurrence. The primary aim is to learn from the experience and prevent recurrence by using the information gained. This will contribute to the service's strategic aim of providing safe, healthy and competent employees.

COVID - 19

During the COVID pandemic the Health and Safety Team worked closely with the BCAT meetings and were constantly reviewing the risk assessments and other appropriate documentation, introducing additional control measures where necessary and changes to procedures were recorded and published across the service. This was in line with NFCC and Government guidance, also ensuring appropriate PPE was available to keep our workforce/public safe during this time.

Scheme of Recognition:

Measuring performance is essential to maintain and improve health and safety and active monitoring through the Scheme of Recognition is a key element of this process. The Scheme of Recognition for Health and Safety Performance achieves this by recognising excellence in health and safety awarding three non-competitive award levels: gold, silver and bronze for achieving high standards within our places of work. Through the ongoing training and information offered across the service by the Health and Safety department we have seen 99% of stations reaching a gold standard as part of this work.

The broad principle of the scheme is to promote a positive health and safety culture, encourage best practice which is to be shared and adopted service wide and continued improvement in safety performance within WSFRS.

Response

As part of the county council, WSFRS aims to keep people safe from vulnerable situations and help people and communities to fulfil their potential. To achieve this, we help our residents and businesses to be safer, stronger and more resilient through prevention and protection activity and we ensure we are prepared to respond to and resolve these emergencies when they occur.

By responding to fires and emergencies quickly and effectively, we do not just support this overall county council objective, but we also deliver on our statutory obligations to make provision for: extinguishing fires, protecting life and property in the event of fires, rescuing people, and protecting people from serious harm. It also enables the delivery of our functions with respect to other emergencies that have been conferred upon us by the Secretary of State, both within West Sussex and outside of the county boundaries and take action in response to other events or situations that are likely to cause death, injury or harm to the environment (specialist response).



Every four years we refresh our understanding of risk and, following extensive public consultation, set out the fire and rescue service's strategic priorities and the steps that the service will be taking to implement these new programmes of work in the IRMP, to help ensure that West Sussex continues to be a safe place to live and work. The response plan sets out how we will deliver the identified response IRMP objectives, while achieving compliance with all relevant professional standards and continue with our journey of improvement, when assessed using the criteria set by HMICFRS.

The IRMP will be known as a Community Risk Management Plan (CRMP) for 2022-2026 [[LINK](#)]. Our CRMP for 2022-26 was agreed by cabinet in March 2022. The response aspects will be implemented through the delivery of our Response plan 22-26

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

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

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

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



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

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

We ensure we have the appropriate level of command for all incidents. All fire engines have a dedicated incident commander. We ensure we always have enough on duty commanders to create an initial safe system of work at two simultaneous incidents requiring multiple fire engines.

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

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

WSFRS respond to the following specialist incidents:

1. Confined space rescues
2. Hazardous materials incidents for rescues or environmental protection
3. Rescues at height
4. Animal rescues
5. Rescues from rivers and at flooding incidents
6. Terrorist incidents

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

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

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

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

To successfully resolve an emergency there is a need for information to be passed via the 999 system to a control room, which can then mobilise and maintain communications with allocated resources and other agencies.

Our arrangements to achieve this are delivered by Surrey Fire and Rescue Service, who run a Joint Fire Control (JFC) for East and Sussex and Surrey FRSs.

This collaborative approach to receiving 999 calls and mobilising resources provide an effective and efficient way of responding to the level of demand that is experienced within West Sussex.

JFC also continually monitors the position of available resources and relocates those resources when required to ensure that our personnel, services and equipment are always in the most efficient location for responding to potential emergencies. We are committed to continual improvement in these arrangements through the use of technological solutions.

National Operational Learning and Joint Organisational Learning

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

Operational Assurance

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

Such systems ensure:

- We deliver our services to a standard expected of the communities we serve

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

We undertake operational assurance so that an appropriate quality assurance system is implemented in WSFRS which takes account national and local learning. To facilitate this, we undertake regular performance and review of all aspects of our operational performance with both operational and command debriefs for relevant incidents.

We have utilised virtual learning platforms during the COVID-19 pandemic with various teams across the service delivering training webinars and seminars which included subject matter experts both internally and externally and has been used widely for command development and assessment. Tabletop exercises have taken place involving WSFRS and the Sussex Resilience Forum (SRF). To enhance learning experiences, the service uses the virtual incident command facilitation equipment to build station risks and generate virtual incidents. The Operational Assurance team have carried out virtual performance reviews of operations utilising the Microsoft Teams platform for presentations to the wider service and for organisational briefings including support for the services Fatal and Serious Fire review. As Sussex recovers from the pandemic, WSFRS has started to resume activities such as training, development, incidents, and exercise debriefs all now taking place in a COVID-19 compliant and secure way risk assessed by the organisations Health and Safety Team.

While we have produced a four-year plan for the delivery of and improvement of our response, the imminent white paper and HMICFRS inspection report means that this plan will be reviewed and refreshed before the publication of the next statement of assurance.

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

These exercises form one aspect of our Local Risk Management Plans (LRMP), these plans are developed at a local level to ensure our station-based personnel are training for the risks they may encounter at work and carrying out risk reduction activity that is specific to the communities within their station grounds.

LRMP format 2021/22

The LRMPs are also in place to ensure:

- the provision of local incident and demographic data to stations via the Community Risk Data app, replacing the previous paper station profile;
- the development of station plans with associated objectives based on their risk;
- and a performance dashboard to provide management information, enabling monitoring and management of LRMP performance.

The station's local knowledge, together with local data, means that we have excellent insight into our local areas to tailor our activity to each station.



OUR GROUND

15,579
residents



4,050 65+

Vulnerable people
mainly in Yapton
Ward.

Most injuries are
due to **RTCs**

26 AFAs
per year (average)

2 High risk
premises

TEMPLATE FIRE STATION 2021/22 Local Risk Management Plan

This plan is our station's commitment to keeping Arundel safe.
It sets out how we have looked at **the risks in our community** and
what we will do **prevent them and protect residents.**

IN 2020/21 WE WILL:



Development and Operational Training

The WSFRS Development and Operational Training Team aspires to meet our organisational vision to empower and support our people to be the best they can be, to deliver to the highest standards when serving our communities and to uphold the values of our fire and rescue service.

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

1. Strengthen Leadership and Line Management skills to support organisational cultural change, talent management and service delivery to the public.
2. Develop our cultural values and behaviours which make WSFRS a great place to work.
3. Provide high quality training and development opportunities that respond to the needs of our staff, our desired culture, our service model needs and ensures performance improvement of services to the public.
4. Strengthen our ability to provide an excellent service by diversifying our staff.
5. Continue our work on creating a fair and equal place to work.
6. Continue to support the health, wellbeing and ways of working for all our staff.



As part of the HMICFRS Improvement plan the People Causes of Concern were addressed through a specific programme known as the People Action Plan. The People Action Plan has been delivered by the People & Organisational Development Team which comprises a number of roles including of a Head of People and Organisation Development, Group Manager Operational Learning & Development, Health & Wellbeing Manager, Diversity and Inclusion Adviser and Workforce Development Consultant. These roles have been critical in supporting the plan and its delivery.

Our People Action Plan was developed to ensure that longer term people priorities were met and sustained. We aimed to develop an agile and flexible workforce able to change and meet future demands. Our plan also focussed on listening to and addressing feedback from staff through various forums. We then implemented programmes and initiatives to improve our performance to ensure delivery of the IRMP and wider organisational objectives.

People Action Plan Workstreams	People priorities	No of workstreams	Completion %	Progressing %	Not started
Strategic Direction	Employer of choice	2	100%	0%	0%
Leadership	Effective leadership	7	85%	15%	0%
Values, ways of working & wellbeing	Improve employee wellbeing and experience.	21	90%	10%	0%
Performance & Appraisals	Performance & Development	7	72%	28%	0%
Resourcing & Talent	Retain and nurture talent	5	80%	20%	0%

Operational Training & Development

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

All new firefighters attend basic training which is broken down into modules and each module is delivered and assessed by specialist Trainers and Assessors. Our whole-time recruits course started in January and completed their Pass Out Parade in April 2022.

All front-line operational staff, inclusive of new starters, attend regular training at their station as detailed within their Station Training Plan to maintain their operational capabilities, competence, and safety. They also attend centrally planned refresher training to support their maintenance of competence programme where key skills for Breathing Apparatus, Road Traffic Collision, Water Rescue and Incident command are assessed on yearly and two yearly frequencies. An electronic course management system ensures the monitoring and recording of this training.

Incident Commanders, at all levels (Initial, Intermediate, Advanced and Strategic), are trained and assessed on their knowledge, understanding, skills and behaviours by a dedicated Incident Command Training team who are qualified in designing, delivering and assessing Incident Command training and development. WSFRS have nationally accredited status (through the SFJ Awards awarding body) to deliver the Initial Incident Command qualification internally and we rely on a network of equally accredited, external providers (primarily the Fire Service College) to deliver the other levels of Incident Command. The WSFRS Incident Command T&D team also provide a planned series of Development, Revalidation and Command Support training activities that support the key role of all Incident Commanders.

The service also delivers in-house Emergency Response Driving (ERD) Driver Training for its front-line firefighter drivers. Once they are designated as an appliance ERD Driver (having been assessed through the initial ERD Driving course), they then attend a one-day emergency response driving refresher course within a three-year period. Driver Training also includes specialist driver training (including specialist vehicles, officer and 4x4 training).

In terms of Immediate Emergency Care Responder delivery against national and local agreements, the service continues to maintain its position that while we do not deliver IECR as a service delivery activity, we will continue to deliver the IEC Qualification which will result in operational staff providing a high level of support within the service and societal benefit to the communities we serve. We have trained approximately 60% of our operational response staff in IEC and a proposal has been put forward to increase the provision of this qualification to include all response staff, through the utilisation of S106 funding. This proposal is currently going through the governance process. Staff will remain competent through our Maintenance of Competence programme.

The Operational Learning & Development team manages the Service's Nationally Accredited Centre with SFJ Awards as the awarding body. Annual visits by External Quality Assurers assess and confirm that the service operates to and maintains nationally accredited awarding standards. This assists in quality assuring the planning, delivery and review or improvement of all Operational training, development and assessment across the Service.

In December 2022, the People & Organisational Development Team, reviewed progress against the People Action Plan and developed a new People Service Plan. Our People Service Plan 22/23 is shaped by what we are trying to achieve and will set the direction and focus for our people objectives which are fully linked to our strategic objectives within our CRMP. The plan also takes account of any outstanding actions from the previous People Action Plan 20/21 and is underpinned by a detailed team workplan. The plan also incorporates the six areas of improvement outlined in the NFCC People Strategy, our WSCC People Framework and the NFCC Equality Framework.



Equality and Diversity

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



Horsham Fire Station and Training Centre

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

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



Reducing our firefighters' exposure to potential contaminants through zoning clean areas within the building. Construction started in late 2021 and is currently on track to be completed in 2023.

Integrated Risk Management Plan Progress

Integrated Risk Management (IRMP) Projects (Completed by 31st March 2022)

High Volume Pump (HVP) Operational Readiness - completed January 2022

The High-Volume Pump is a special appliance and national resource, based at Bognor Regis Fire Station. This project was put in place to return the HVP to full operational readiness. The provision of the support vehicle will be transferred to the Head of Response to be included in the vehicle and special appliance review, aimed for 2022/3. An additional benefit was that we have supported East Sussex and Hampshire FRSs with training, which has raised further potential joint opportunities. Attendance at regional meetings and conversations with neighbouring services are being held to look at how the services can support each other on reliefs to reduce impact on staff resourcing.

Boss Mobile - completed February 2022

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

999 Eye - completed February 2022

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

Hydra (Water Management System) Replacement

The WSFRS Water and Access Management Team currently operate an IT system known as Hydra which provides the functionality to maintain information about fire hydrants and emergency water supplies, map new and existing devices, support their routine inspection and maintenance, and enable basic reporting for performance management. A fit-for-purpose replacement to the Hydra system is required to mitigate the risk that at a critical point in the future a crew responding to a fire will lose precious time and place lives at risk because they cannot find a hydrant, or the hydrant they find is marked as operable, when it is inoperable. Hydra is "Legacy Software" and as such it won't be further developed or tested to ensure that it is compatible with new versions of technology. The current anticipation is that a new water management system will go live in 2022

Community Risk Management Plan (CRMP) 2022-26 - signed off 15th March 2022

The Community Risk Management Plan 2022-26, (previously known as the IRMP) has been developed in line with national guidance, highlighting how we will safely and effectively manage risk within the county. Following support of its strategic proposals through a staff and public consultation the finalised CRMP document has passed through WSFRS governance, WSCC Scrutiny Committee (as the Fire Authority) and passed through WSCC Cabinet with unanimous support. The full CRMP document was published in April 2022.

Inclusion project for take-away premises

Following a trend of fire safety issues at take-away premises, a pilot project was mandated in May 2021 to direct fire safety advice to these premises within the Chichester area in partnership with licensing and response crews. Following this activity, a review was to be undertaken to analyze its success and potential to expand to the rest of the County. The objectives were to deliver targeted fire safety advice to unknown sleeping risks, initially within the Chichester area, to significantly reduce the potential for loss of life at these premises and deliver a fire safety message that is inclusive of our local communities.

Contaminants

A 12-month pilot project that introduced a fireground decontamination process has now concluded. The outcomes are being considered alongside a recently published national report 'Minimising firefighter's exposure to toxic fire effluents – Interim best practice report' with a view to implementing a number of procedural changes to reduce fireground contamination. A specialist asset review project is a key component of our recently approved CRMP and will consider our future asset requirements in relation to the management of contaminants.

Station security - completed July 2021

A small number of break-ins at retained stations in the county in 2017 and 2018 resulted in the service instigating a Counter Terrorism review by Sussex Police. The report made a number of recommendations to improve security and reduce break-in risks that left the service vulnerable to both criminal and terrorist activity. The report made recommendations, including physical building improvements, changes in operational policy and processes and changes in staff behaviour. Some elements of this project rely on staff behaviour and therefore there have been some additional recommendations delegated to the Head of Response to implement as part of 'business as usual' to ensure the recommendations and changes are maintained into the future.

Customer Centered Service Review - closed February 2022

To be subsumed into CRMP 2022 as part of the Code of Ethics workstream

Integrated Risk Management (IRMP) Projects aligned with Community Risk Management Plan (CRMP) strategic objectives 2022-23

People Service Plan

A refreshed People Service Plan has been created for 22/23 and a high-level strategic plan that links to both the WSCC People Framework and NFCC People Strategy.

The new plan takes account of organisational strategic needs and provides a golden thread of activity through to the People Service Plan drills down to individual team objectives. Any outstanding tasks have been carried over to the new People Plan. The new plan also aligns directly to the HMI People criteria relating to "good" or "outstanding". Our new People Service plan activity aligns to the WSFRS Core Values, WSCC People Framework, National Fire Chiefs Council Core Code of Ethics, NFCC Leadership Framework, NFCC People Strategy and NFCC Equality Framework. The new People Service Plan and associated actions supersedes the current PAP and is effective from January 2022.

There are seven workstream within the plan:

- Recruitment, retention, and workforce planning
- Operational training and development
- Career planning, professional development, talent management
- Health and wellbeing
- Equality, diversity, and inclusion
- Leadership development
- Work hours directive

RDS marginal gains - includes County Crewing, RLOs and on-call availability - Analysis on the causes of low availability and to improve understanding of how to improve it has been undertaken. This has allowed the Service to put in remedial action to improve cover and resilience. This analysis will also contribute insight into other projects around retained availability that may arise from the Community Risk Management Plan.

Service Delivery Centre - The SDC pilot is nearing completion. It has demonstrated a need for some support to stations, although with more of a focus on analysing and supporting availability, rather than administration.

Commercial opportunities - As part of the Council's Reset and Reboot activity, business-minded cost avoidance and innovation opportunities are being explored by this project. This project aims to recover costs from risk reduction efforts that fall under the remit of Integrated Risk Management Programme (IRMP) - It's about doing what we do, better. The project also aims to create awareness and confidence in understanding operational costs, processes, budgets, markets, customer demand as well as whole life costs allowing WSFRS to build robust and sustainable foundations for the future.

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

Integrated Camera solution - The scope of the Integrated Transport Function (ITF) project focuses on collaboration between ESFRS, WSFRS, SFRS with Sussex and Surrey Police (the Police) to provide a more efficient and effective fleet management function.

This project had been through the WSFRS governance process, and a solution agreed by WSFRS for progressing the procurement and installation of a 360-degree camera fit out on the fleet. The original aspiration had been for this to be part of the full ITF collaborative solution however, it has now been agreed that this will be a joint procurement exercise between ESFRS and WSFRS due to contractual obligations negating the other partners ability to participate.

WSFRS and ESFRS have agreed that ESFRS will lead on the procurement process, a specification suitable to both services has been agreed and ESFRS will now pursue market engagement to determine suitable providers to meet the joint requirements.

Automatic Fire Alarms (AFA) Review - Responding to false alarms is an unnecessary demand on the service, a major cause of this demand is the unwanted fire signals (UwFS), that are generated by the automatic fire alarms (AFAs) installed to protect many non-domestic properties. Introduction of call filtering through JFC and also reducing demand through advice and where deemed appropriate enforcement activity. The first stage of this process is now live and to support this approach, additional training and guidance has been given to response Station Managers who will disseminate this information to their teams. Performance against an agreed target is measured within the Fire Safety Team and reported quarterly as part of the Performance Assurance Framework. The next stage of this project forms part of the new CRMP consultation and focusses on additional measures including enhanced call filtering and reduction in attendance, potential for the introduction of a charging scheme and use of new technological developments to reduce the amount of unwanted fire signals.

TRU review- The Technical Rescue Unit continues to provide mission critical, specialist operational capabilities. It has seen a level of change in how it operates, which is designed to improve resilience and efficiency

Fleet Replacement Programme (five-year project) - A considerable amount of work has been undertaken to review the specialist vehicles within the service to ensure they still meet the risk within the county and are planned into the capital programme for replacement.

Giving consideration to the CRMP Proposal 6: Enhanced specialist capability and assets, approval has been granted at SEB to progress with the procurement of a range of specialist vehicles to include Off Road Wildfire and Water Rescue equipped vehicles, two Bulk Water Carriers and the continuation of cyclical replacement of front-line appliances with consideration being given to future proofing to meet the evolving demands of firefighting strategies.

Review service position with Immediate Emergency Care Responder IECR against national and local agreements and identified needs - The service continues to maintain its position that whilst we do not deliver IECR as a Service Delivery activity but we will continue to deliver the IEC Qualification for the benefit of our own staff. A proposal has been put forward to increase the provision of this qualification to all Response staff (currently approx. 60% are qualified).

National Operational Guidance (NOG) - WSFRS has a responsibility to provide up to date operational guidance to our staff to ensure it can deliver its objectives in line with the CRMP in a safe, effective and efficient way. We are now reviewing our original gap analysis to confirm its currency and working in collaboration with SFRS and ESFRS, with shared strategic oversight, to deliver NOG across the 3 services, using best practice and expertise locally and nationally to ensure a common approach to risk, training and operational delivery. The 3F collaboration is now implementing NOG packages in 3 services.'

Workwear - Unforeseen barriers such as the effects of the coronavirus pandemic have caused disruption to the rollout of the workwear project however, despite delays it is still anticipated that the transition to the new uniform workwear will still materialize by mid-year 2022 when it will be rolled out with supporting guidance for all personnel to the workwear expectations and standards.

Local Risk Management Plans - An evaluation of the Local Risk Management Plan approach highlighted the success of the Service setting activity based on local insight and identified opportunities to improve how stations understand and mitigate that risk. The reporting mechanisms and process of performance monitoring and evaluating that activity has also been improved.

Community Risk Management Plan (CRMP) 2022-26 Planning



The NFCC have commissioned a CRMP project that aims to develop robust, and evidence based digital guidance that supports a consistent approach to the CRMP planning process. The project has seen a change in terminology from IRMP to CRMP.

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

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

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

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

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

The [CRMP 2022-2026 proposal](#) was approved by Cabinet on 15th March 2022, Our 5 Strategic Priorities are outlined in the table below, along with the corresponding Council Plan Priority that each contributes to.

WSFRS Strategic Priority	Council Plan Priority
Preventing fires and emergencies from happening	Keeping people safe from vulnerable situations
Protecting people, firefighters and property by making buildings as safe from fire as they can be	Keeping people safe from vulnerable situations; Building a safe and prosperous economy
Responding to fires and emergencies quickly and effectively – (relates to Council Plan priority)	Keeping people safe from vulnerable situations; Helping people and communities to fulfil their potential
Have a safe and valued workforce	Helping people and communities to fulfil their potential
Making best use of resources	Making the best use of resources

Appendix A - Framework Requirements

Planning and policy framework

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

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

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

The National Fire and Rescue Service Framework for England 2018

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

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

Fire and Rescue Services Act 2004

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

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

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

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

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

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

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

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

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

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

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

Contact us

In an emergency you should always dial 999.

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

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

By email: wsfrs@westsussex.gov.uk

By telephone: 01243 777100

Or write to us at:

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

Appendix A - Service Performance and Assurance Framework– Core Measures

More detail can be found in our [Quarterly Performance Reports](#) including performance commentary against core measures.

The below table details the final annual performance data for the year 2021-22, compared to previous years. Note that this annual performance data may differ from quarterly performance data for those measures which are not cumulative and it has been rounded to the nearest percentage.

CM #	Measure (Header on Power BI report)	Tolerance/Targets	Current Year 2021/22	2020/21	2019/20
CM1	Number of Accidental Dwelling Fires in West Sussex over a year period starting in April	<400 Green 400-425 Amber >425 Red	363	387	382
CM2	Number of Fire Deaths in Accidental Dwelling fires in West Sussex over a year period starting from April	0 Green 0-3 Amber >3 Red	1	4	0
CM3	Number of fire casualties in accidental dwelling fires in West Sussex over a year period starting from April	<26 green 26 – 39 amber >39 red	14	18	28
CM4	Deliberate primary fires per year	<210 Green 210-230 Amber >230 Red	134	157	184
CM5	Deliberate Secondary fires per year	<375 Green 375-400 Amber >400 Red	246	257	366
CM6	Safeguarding referrals made within 24 hours	100% Green <100% Red	96%	100%	Not measured
CM7	Number of Safe and Well Visits (S&WVs) delivered to households with at least 1 vulnerability	4000 Green 3999 - 3500 Amber <3500 Red	3355	2998	4669
CM8	% of Very High Risk Safe and Well referrals contacted within 1 working day	100% Green <100% Red	99%	31%	Not measured

					Appendix B
CM9	% of High Risk Safe and Well referrals contacted within 7 working days	100% Green <100% Red	99%	94%	Not measured
CM10	Number of FSO regulated buildings having received an audit	5% Green (approx 1750 properties) 4% Amber (Approx 1400 properties) <4% Red	841	317	Not measured
CM11	% of Unsatisfactory fire safety audits	>50% Green 30%-50% Amber <30% Red	40%	23%	Not measured
CM12	% of successful prosecutions under the Regulatory Reform (Fire Safety) Order 2005	>75% Green <75% Red	100%	100%	Not measured
CM13	% of Statutory Fire Safety consultations completed within the 14-day time period each financial year	100% Green <100% Red	100%	94%	Not measured
CM14	The number of Unwanted Fire Signals attended year on a year	Reduction on previous year of: >10% green 10% - 2% Amber <2% Red	1601	1476	1615
CM15	% of SSRIs that are currently in date (High Risk last 12 months, Medium risk last 36 months)	>90% Green 60% - 90% Amber <60% Red	99%	Not measured	Not measured
CM16	% of emergency calls answered within 10 seconds by Joint Fire Control	>95% Green <95% Red	95%	94%	Not measured
CM17	% of mobilisations within 2 minutes by Joint Fire Control	>98% Green 95% - 98% Amber <95% Red	88%	84%	Not measured
CM18	% of notifications of a level 2 Incident Commander to life risk calls within 5 minutes by Joint Fire Control	>98% Green 95% - 98% Amber <95% Red	99%	98%	Not measured
CM19	% of occasions the first fire engine meets it's emergency response standard at a critical fire incident.	>89% Green <89% Red	89%	90%	87%
CM20	% of occasions the second fire engine	>83% Green <83% Red	80%	79%	73%

Agenda Item 9

Appendix B					
	Arrives at a critical fire incident within it's emergency response standard.				
CM21	% of occasions the first fire engine meets it's emergency response standard at a critical special service incident.	>80% Green <80% Red	79%	80%	74%
CM22	Adequate crewing on all wholetime frontline pumping appliances	100% Green 95% - 99% Amber <95% Red	99%	100%	99%
CM23	Adequate crewing on all retained frontline pumping appliances (based on 24/7 crewing)	75% Green 65% - 75% Amber <65% Red	54%	69%	59%
CM24	% of all FRS survey respondents satisfied with the overall service from WSFRS	95% Green 85% - 95% Amber <85% Red	98%	Not measured	Not measured
CM25	% of staff who are not sick across all staff groups. Measured at the end of each quarter	95% Green 90% - 95% Amber <90% Red	97%	98%	Not measured
CM26	Eligible operational staff successfully completing fitness test	95% Green 85% - 95% Amber <85% Red	90%	86%	Not measured
CM27	Eligible operational staff in qualification	>95% Green 85% - 95% Amber <85% Red	90%	92%	Not measured
CM28	% of Fire Safety Inspectors qualified or working towards to Level 4 Diploma Level	>75% Green 50% - 75% Amber <50% Red	100%	100%	Not measured
CM29	% of RIDDOR accidents that are investigated and reported on time	100% Green <100% Red	86%	100%	100%
CM30	% of Health and Safety Risk assessments within date	100% Green >95% amber <95% red	100%	Not measured	Not measured

RAG status to nearest percentage

Fire and Rescue Service Scrutiny Committee

Retained Duty System Task and Finish Group

Report by the Chairman of the Task and Finish Group

Summary

The Task and Finish Group (TFG) was made up of members of the Fire and Rescue Service Scrutiny Committee and its purpose was to scrutinise policies/issues concerning retained firefighters.

Members of the Fire and Rescue Service Scrutiny Committee were invited to volunteer to serve on the TFG in the first instance, membership of which should be cross-party and comprise no more than seven. Group leaders were consulted before the final membership was agreed which was Councillors Boram, Pendleton, Albury, Milne and Chowdhury.

The Committee agreed that the TFG should meet informally in the first instance so that members could learn about the background and wider issues with the retained duty system and in order to gather evidence to aid the formal scrutiny session. That meeting took place virtually on 5 May. The TFG then meet formally in public on 9 May.

This report summarises the discussion that took place at both meetings and summarises the recommendations of the TFG.

A report will be included in the agenda for the Fire and Rescue Service Scrutiny Committee in July and following that any recommendations directed to the Cabinet Member Community Support, Fire and Rescue.

Recommendations

See section 3.

Focus for Scrutiny

The Committee is asked to consider the recommendations of the Task and Finish Group, listed in section 3, and whether they should be directed to the Cabinet Member Community Support, Fire and Rescue.

1 Background

- 1.1 The Group met informally, on 5 April 2022. Councillors Boram, Pendleton and Milne attended. Councillors Albury and Chowdhury were unable to attend but the session was recorded and sent to them immediately after the meeting for information. Kevin Boram was appointed as the Chairman of the TFG.
- 1.2 The Group then meet formally, in public, on 9 April. All Members of the TFG were in attendance.

2 Discussion

2.1 Members heard evidence from Peter Rickard, Assistant Chief Fire Officer (ACFO) and Neil Fairhall, Station Manager, and a number of their team including current Retained Duty System (RDS) colleagues.

2.2 The following was discussed:

- The strengths, weaknesses, opportunities and threats of the current West Sussex Fire & Rescue Service (WSRS) RDS structure;
- Review the current performance measures;
- Review the current recruitment, induction and retention procedures for RDS
- Consider the relationship between a flexible and resilient RDS model and the WSFRS emergency response standards

2.3 In particular the ACFO and his team raised the following areas for the TFG to consider:

- Core Measures around availability should be retained. However, in addition to this a new Service Measure could be introduced to show service availability. The purpose of which would show that all contribute to the service.
- A more flexible training system. Currently the majority of training that RDS colleagues need to undertake is offered on a Monday to Friday 9am – 5pm basis. It is suggested this could be extended to offer evening and weekends. For RDFs this could be easier to manage around other commitments.
- Utilise WSFRS staff to maximise potential. This would allow non-response staff to move across departments with the WSFRS and undertake retained duty. It was mentioned that some Business Fire Safety Staff already do this, but it was suggested more staff could work from fire stations so to allow them to be on retained duty at that time.
- Retention. There is currently a difference between the pass out parades for Whole Time and Retained Firefighters. It is suggested this be updated to show the value of both. It was also suggested these could be amalgamated. In addition, pass out parades for those missed during the Covid 19 pandemic should be arranged.
- Developing RDS colleagues and allow them to gain skills outside of response, such as Business Fire Safety. It was suggested this could be done on a trial basis of around 3 or 4 RDFs. It was noted that budget would be required for this.
- A commitment to keeping barriers away from allowing RDS staff to move to Whole Time.

2.4 In addition to the above the ACFO explained that he had started to have a by-monthly virtual meetings with RDS staff and he would like to continue this going forward.

2.5 Lastly the ACFO stated that as part of the wider Community Risk management Plan work he would like to look at modernising the contracts for RDS staff.

3 Recommendations and Observations

3.1 The TFG supported the following:

- Introduce a new Service Measure to show service availability. Core measures around availability be retained.
- A more flexible training system offering weekend and evening training options and possibly more online content if appropriate. Any cost increases would be reported back to the Committee.
- Utilise WSFRS staff to maximise potential and allow non-response staff to move across departments with the WSFRS and undertake retained duty.
- Look into options to standardise or amalgamate pass out parades. In addition, ensure pass out parades for those missed during the Covid 19 pandemic be arranged.
- Develop RDS staff and allow them to gain skills outside of response, such as Business Fire Safety.
- A commitment to keeping barriers away from allowing RDS staff to move to Whole Time.
- Recognise the importance of the role of Employers

4 Further Work

4.1 It was agreed that no further meetings of the TFG were required.

4.2 The following additional actions were agreed:

- The ACFO will investigate if medicals could be offered outside of normal office hours and report back to the TFG.
- The ACFO would provide the TFG with a figure for how many RDS staff are retained after the two-year probation period.
- Monique Smart to look into whether any 'find it out days' could be arranged for Members to give them a better understanding of the training and commitment needed by RDS staff.

5 Other options considered (and reasons for not proposing)

5.1 It was noted that the TFG could not look into all the detail of all the areas in the terms of reference. It agreed to look at five or six suggestions that officers put forward as achievable. The Community Risk Management Plan (CRMP) does look into many of the areas highlighted by the TFG and that would be the longer-term project.

6 Consultation, engagement and advice

6.1 Officers provided background information during the informal TFG and assisted Members with responses and information to all queries.

6.2 It was noted that the proposals would be included in a staff newsletter to allow staff to feedback any comments.

7 Finance

7.1 The cost of the TFG was met from existing service budgets.

7.2 Some recommendations may result in additional costs such as offering training outside of additional hours. Any such additional costs would be highlighted with

Agenda Item 10

TFG and discussed with the Cabinet Member Community Support, Fire and Rescue.

Cllr Kevin Boram

Chairman of the Task and Finish Group

Contact Officer: Monique Smart, Democratic Services Officer, 033 022 22540 –
monique.smart@westsussex.gov.uk

Background papers

None



Forward Plan of Key Decisions

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

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

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

A key decision is one which:

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

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

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

Finance, assets, performance and risk management

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

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

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

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

Published: 17 June 2022

Cabinet

West Sussex Fire and Rescue Service Statement of Assurance 2021-2022	
<p>The Fire Authority (FRA) is required to provide annual assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their Integrated Risk Management Plan (IRMP) and as part of the Fire and Rescue National Framework for England.</p> <p>This Statement reinforces the commitment to provide our communities with clear information about how we manage public funds and assure the effectiveness of our financial, governance and operational fire service arrangements.</p> <p>All partners involved have been asked to formally endorse the Annual Statement of Assurance 2021-22. Cabinet will be asked to approve the West Sussex Fire and Rescue Service Statement of Assurance for 2021-22.</p>	
Decision by	Councillor Joy Dennis, Councillor Jacquie Russell, Councillor Deborah Urquhart, Councillor Steve Waight, Councillor Paul Marshall, Councillor Nigel Jupp, Councillor Jeremy Hunt, Councillor Bob Lanzer, Councillor Amanda Jupp, Councillor Duncan Crow
Date added	15 February 2022
Month	July 2022
Consultation/ Representations	Representations concerning this proposed decision can be made to the Cabinet Member for Fire & Rescue and Communities, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background documents (via website)	None
Author	Sabrina Cohen-Hatton Tel: 033 022 24993
Contact	Erica Keegan Tel: 033 022 26050

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

Topic/Issue	Other information	Timing
Work Programme Planning		Standing item
Fire and Rescue Service Strategic Performance Report		Standing item
Quarterly Performance and Resources Report		Standing item Quarterly
Priority Programme Update		Standing item
Fire and Rescue Service Strategic Performance Report		7 July 2022
Priority Programme Update		7 July 2022
Statement of Assurance		7 July 2022
Quarterly Performance and Resources Report		7 July 2022
Fire and Rescue Service Strategic Performance Report		30 September 2022
Quarterly Performance and Resources Report		30 September 2022
Priority Programme Update		30 September 2022
Fire and Rescue Service Strategic Performance Report		25 November 2022
Quarterly Performance and Resources Report		25 November 2022
Priority Programme Update		25 November 2022
Fire and Rescue Service Strategic Performance Report		3 March 2023
Quarterly Performance and Resources Report		3 March 2023
Priority Programme Update		3 March 2023
Recruitment diversity		TBC
Impact of COVID-19 on the FRS (Recovery Plan)	Wider discussion required on how best to scrutinise this work across the council, and at what point is appropriate	TBC
Fire Safety Bill		TBC
Update on the change in culture within the Service and the Service's Covid recovery plan		TBC
Leadership & Cultural Change Programme	Creating psychological safety in all aspects of work as part of the	TBC
CM16 call response times to be monitored and possibly a TFG established if they continue to be red		

Appendix A – Check List

This page is intentionally left blank

Scrutiny Business Planning Checklist

Priorities - Is the topic

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

What is being scrutinised and Why?

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

When and how to scrutinise?

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

Is the work programme focused and achievable?

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

This page is intentionally left blank