

Public Document Pack

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2 June 2023

Fire & Rescue Service Scrutiny Committee

A meeting of the Committee will be held at **10.30 am** on **Monday, 12 June 2023** at **County Hall, Chichester, PO19 1RQ**.

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

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

Tony Kershaw

Director of Law and Assurance

Agenda

10.30 am 1. **Election of Chairman**

The Committee is asked to elect a Chairman for 2023-24 from the committee members listed below.

Cllr Bence, Cllr Boram, Cllr Chowdhury, Cllr Duncton, Cllr Joy, Cllr Patel and Cllr Pendleton.

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

10.35 am 2. **Election of Vice Chairman**

The Committee is asked to elect a Vice Chairman for 2023-24 from the committee members listed below.

Cllr Bence, Cllr Boram, Cllr Chowdhury, Cllr Duncton, Cllr Joy, Cllr Patel and Cllr Pendleton.

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

10.40 am

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 9 March 2023 (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 - 12)

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

10.45 am

7. **Performance Report Quarter 4**

(a) **Fire and Rescue Service Strategic Performance Report Quarter 4** (Pages 13 - 42)

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 2023 (Quarter 4) Quarterly Performance and Resources Report** (Pages 43 - 68)

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 2023.

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

11.45 am 8. **West Sussex Fire & Rescue Service Annual Statement of Assurance 2022-23** (Pages 69 - 110)

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 Community Risk Management Plan during 2022/2023.

12.15 pm 9. **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 111 - 114)

Extract from the Forward Plan dated 4 May 2023 – attached.

An extract from any Forward Plan relevant to the Committee's portfolio 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.

12.25 pm

10. **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.

11. **Date of Next Meeting**

The next meeting of the Committee will be held on 14 September at 2.15pm at County Hall, Chichester. Probable agenda items include:

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

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 30 August 2023.

To all members of the Fire & Rescue Service Scrutiny Committee

Webcasting

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

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

Fire & Rescue Service Scrutiny Committee

9 March 2023 – At a meeting of the Fire & Rescue Service Scrutiny Committee held at 10.30 am at County Hall, Chichester, PO19 1RQ.

Present: Cllr Boram (Chairman)

Cllr Bence, Cllr Chowdhury, Cllr Evans, Cllr Milne and Cllr Patel

Apologies were received from Cllr Pendleton

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

29. Declarations of Interest

29.1 No declarations were made.

30. Minutes of the last meeting of the Committee

30.1 Resolved – that the Committee agrees the minutes of the meeting held on 25 November 2022 and that they be signed by the Chairman.

31. Responses to Recommendations

31.1 Resolved – that the Committee notes the responses to recommendations made at its 25 November 2022 meeting.

32. Fire and Rescue Service Strategic Performance Report Quarter 3

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

32.2 Summary of responses to members' questions and comments: -

- Turnout times are measured when the station receives the call and appliances leave the station (GPS technology can be used to check when a vehicle has left a station)
- Since publication of the report, there has been one late RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) report
- Near misses are included in RIDDOR reports
- Fire safety inspections have been carried out by a reduced number of inspectors against a background of legislation changes following the Grenfell incident. Given the number of inspections where fire safety arrangements were found to be unsatisfactory falling against the national average, a review is being undertaken of the Risk Based Inspection Programme as well as an internal audit of the process. As a result, the measure is expected to be reported as amber in the next quarter

- The Risk Based Inspection Programme is being reviewed and updated. As part of this the Service will review the Other Building Fires, national definition of risk work
- The Service also carries out around 1,400 low risk inspections each year
- The figures in core Measure 14 requires clarification – **Action:** Chief Fire Officer to clarify
- False alarms are identified from fire crew reports and challenging callouts that seem suspicious – the Community Risk Management Plan commits the service to penalise companies whose premises have false alarms
- The target for the number of false alarms is likely to reduce next year
- The service has decided to phase in the new call challenge and non-attendance policy to ensure undue risk does not arise
- It was felt that the wording of Core Measure 17 was unclear - **Action:** Chief Fire Officer to clarify
- Core Measure 17 was red because sometimes the control centre has difficulty in identifying the location of the incident from the information given by the caller e.g. it can be hard to get an exact location for a road traffic accident in a rural location causing a delay in the fire station being alerted
- It was suggested that a core measure be introduced for alerts that miss the target or analysis provide for outlier responses - **Action:** Chief Fire Officer to consider
- The Service sometimes uses wholetime fire fighters if there are insufficient retained fire fighters to maximise the number of appliances available at a station
- A sustainable solution was sought to address the shortage of retained firefighters. It was noted that this matter is on the Committee's work programme

32.3 Resolved – that the Committee requests: -

- i. Information to be provided on retained firefighters as part of the fire service member session in February 2024

33. End of December 2022 (Quarter 3) Quarterly Performance and Resources Report

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

33.2 Summary of responses to members' questions and comments: -

- The backdated fire service pay increase will have to be funded through the Council's budget, possibly from the contingency, and may have an impact on delivery of the Community Risk Management Programme

33.3 Resolved – that the Committee: -

- i. Asks to be provided with an explanation of how key performance indicators are reviewed and dealt with, particularly when a particular matter is an indicator is an outlier

34. Diversity in Recruitment

- 34.1 The Committee considered a report by the Chief Fire Officer (copy appended to the signed minutes).
- 34.2 Summary of responses to members' questions and comments: -
 - The Committee would like to see data on the retention of staff from diverse groups – **Action:** Chief Fire Officer to include this information in the update to the Committee on the progress against the Community Risk Management Plan
 - The Committee would like to see appropriate material on inclusivity produced by the Service – **Action:** Chief Fire Officer to share appropriate material with the Committee
 - Whilst the Service captured ethnicity information of those that applied for jobs, that information was not tracked through the recruitment process at present for those that were shortlisted, employed and retained
 - There is a stereotypical view of firefighters which focuses solely on physical attributes, whereas a range of skills is required by the service
 - There is no national target for recruitment of a diverse workforce
 - The Service has targeted a range of groups in Crawley in recruitment drives and aims to recruit the best possible workforce
 - Community events such as 'Have a go' days have a big impact on promoting the Service and encouraging recruitment – **Action:** Chief Fire Officer to let the Committee know if any more 'Have a go' days are planned
 - The Service was working on menopause awareness – a successful workshop had taken place and the next two would now be extended. A policy to help women going through the menopause was also being developed
 - A national College for Fire was planned – details were awaited from the Home Office
- 34.3 Resolved – that the Committee notes the progress on the work to date and agrees the future areas of focus will be the Community Risk Management Plan.

35. Forward Plan of Key Decisions

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

36. Work Programme

- 36.1 The Committee considered its work programme (copy appended to the signed minutes) and requested: -

Agenda Item 4

- i. A visit to the Joint Fire Control Centre to be arranged
- ii. An update on diversity in recruitment to be provided as part of the Statement of Assurance
- iii. A possible information session on new key performance indicators before consideration at a committee meeting to be arranged

37. Date of Next Meeting

37.1 The next meeting of the Committee will take place on 12 June 2023 at 10.30am.

The meeting ended at 12.27 pm

Chairman

Recommendations tracker

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

Topic	Meeting (date raised)	Recommendation	Responsible Officer/ Member	Follow up	Response/Progress/ Deadlines	Status
Fire and Rescue Service Strategic Performance Report Quarter 3	9 March 2023	Information to be provided on retained firefighters as part of the fire service member session in February 2024	Chief Fire Officer		Strategic Priority 3.5 within the current Community Risk Management Plan is to work with staff to develop and implement an operational response model to maximise retained availability in strategic geographical areas aligned to community risk. This work will be underway by February 2024 and the service will share its findings at the members session.	Completed for 12/6/23
End of December 2022 (Quarter 3) Quarterly Performance	9 March 2023	The Committee asks to be provided with an explanation of how key performance indicators are reviewed and dealt with, particularly when a	Chief Fire Officer		The service reviews performance on a regular basis. This information is scrutinised formally through the service's	Completed for 12/6/23

Topic	Meeting (date raised)	Recommendation	Responsible Officer/ Member	Follow up	Response/Progress/ Deadlines	Status
and Resources Report		particular matter is an indicator is an outlier			<p>robust governance cycle on a quarterly basis. Initially at Strategic Performance Board, where relevant Heads of Service can discuss performance and agree actions to address any issues. This can then be shared with the relevant teams to address any agreed actions. In addition, this information is shared at Strategic Executive Board so the Chief Fire Officer is appraised regularly on performance.</p> <p>Whilst performance is reviewed formally at the two meetings highlighted above, it is regularly monitored by all teams and the introduction of the Data Analysis Research Team, has</p>	

Topic	Meeting (date raised)	Recommendation	Responsible Officer/ Member	Follow up	Response/Progress/ Deadlines	Status
					ensured the service can regularly review data and performance to implement local actions to reduce any associated risk and can continue to deliver strong performance.	
Diversity in Recruitment	9 March 2023	The Committee notes the progress on the work to date and agrees the future areas of focus will be the Community Risk Management Plan	No response required			No response required
Work Programme	9 March 2023	A visit to the Joint Fire Control Centre to be arranged	Chief Fire Officer		Currently working with Joint Fire Control to agree suitable dates.	Ongoing
Work Programme	9 March 2023	An update on diversity in recruitment to be provided as part of the Statement of Assurance	Chief Fire Officer		Overview included within this Statement of Assurance, more detail including the retention of staff from diverse groups to be included within the next Statement of Assurance.	Partially completed for 12/6/23
Work Programme	9 March 2023	A possible information session on new key performance indicators before consideration at a	Chief Fire Officer		Having liaised with Democratic Services and due to the nature of the changes a	Completed for 12/6/23

Topic	Meeting (date raised)	Recommendation	Responsible Officer/ Member	Follow up	Response/Progress/ Deadlines	Status
		committee meeting to be arranged			briefing note will be circulated ahead of the Committee's September meeting which will give greater information and justification with regard to the changes to the Core Measures.	

Fire and Rescue Service Scrutiny Committee

12 June 2023

Fire and Rescue Service Strategic Performance Report Quarter 4

Report by Chief Fire Officer

Summary

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

The PAF includes monitoring of service performance against core measures that provide a strong indication of organisational performance directly aligned to the delivery of the Strategic Commitments i.e. Community Risk Management Plan (CRMP). This ensures the service is intelligence and evidence led and enables the service to react early when performance is not to the required level.

Appendix A of the report is the quarter 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 2023 – 31 March 2023.

Focus for Scrutiny

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

Proposal

1 Background and context

- 1.1 West Sussex County Council is the Fire Authority and is responsible for making sure West Sussex Fire & Rescue Service (WSFRS) performs efficiently and in the best interest of the public and communities it serves.
- 1.2 WSFRS was inspected in November 2021 by Her Majesty's Inspector of Constabulary Fire and Rescue Services (HMICFRS) in the second round of full inspections. The full Inspection Report for the service was published on 27 July 2022. The report found that WSFRS has improved since its 2018 inspection, noting the increased funding to expand our prevention and protection teams. The report also highlighted improvements in keeping people safe and secure from fires and other risks, but there are areas where the service needs to improve. These include making sure firefighters carry out enough prevention

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

- 1.3 There is one cause of concern within the report which relates to people. The report states that 'The service hasn't done enough since the last inspection to improve how staff understand and display its expected values and behaviours'.
- 1.4 The Inspectorate has requested an updated action plan that demonstrates:
 - how we work with our staff and provides feedback in relation to issues involving values and behaviours; and
 - ensure that staff act in line with our values and are trained to identify and deal with non-compliance. The Service has now provided an action plan to respond to the cause of concern.
- 1.5 On behalf of residents, Members are responsible for ensuring that WSFRS delivers excellent services and achieves outcomes as efficiently and effectively as possible. This involves the West Sussex County Council Fire Authority (WSCCFA):
 - setting a high-level policy agenda (Strategic Objectives) for what the WSFRS should do and the outcomes it should achieve
 - setting a budget to fund delivery of the policy agenda
 - securing assurance that the budget is being spent wisely on delivering the policy agenda set by the authority.
 - Ensuring outcomes are delivered
- 1.6 In order to secure assurance, it is necessary for effective scrutiny to be an integral component of WSCCFA governance arrangements. Scrutiny is there to hold the Cabinet Member for Community Support, Fire and Rescue to account concerning the decisions taken relating to WSFRS.
- 1.7 The role of scrutiny is also to contribute to the development of solutions and ideas to support continuous service improvement. The Fire and Rescue Service Scrutiny Committee may need to be flexible in the way it scrutinises the service and the Executive's decisions. On occasions, Members may wish to 'drill down' on certain specific issues but still at a strategic level with the focus being the interests of all West Sussex residents and businesses.

2 Proposal details

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

Sabrina Cohen-Hatton
Chief Fire Officer

Contact Officer: Sabrina Cohen-Hatton, Chief Fire Officer

Appendices

Appendix A – Fire & Rescue Service Scrutiny Performance and Assurance Framework Core Measures Report Quarter4

Background papers

None

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West Sussex Fire and Rescue Service Performance Report Quarter 4 2022/23

Deputy Chief Fire Officer
Mark Andrews

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Strategic Performance Board Quarterly Report

Quarter 4 2022-2023

The aim of the Quarterly Performance Report is to summarise how West Sussex Fire & Rescue Service/Directorate has performed over the previous three months, and to capture how performance contributes cumulatively to the year-end performance outcomes.

The report retrospectively presents information from the Performance and Assurance Framework (PAF) including the core measures and targets for the year which are current at the time of publishing. The report contains performance across the four elements of the PAF, namely Service Provision, Corporate health and where appropriate, Priority Programmes and Risk.

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

This report covers data from the period of 1st January 2023 – 31st March 2023.

Cabinet Member Summary



This quarter saw the continued delivery of the Leadership & Culture Programme that focusses on coaching skills and inclusive behaviours. The focus and priority given to leadership and culture continues to be relevant and timely in the light of the publication in March of the HMICFRS Spotlight Report on Values and culture in fire and rescue services.

We also saw the national firefighters pay dispute brought to a close with a revised pay offer that was accepted by the members of the Fire Brigades Union. Whilst this ended the potential for industrial action, officers are reviewing plans for loss of staff and assisting Home Office colleagues in wider plans for future minimum service levels.

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

Chief Fire Officer Summary



Quarter 4 was a busy period for all teams across the service in ensuring the Local Risk Management Plans were completed. These plans underpin our offer to the public which targets resources against risk. A number of local events were delivered to ensure we met our annual targets for Safe and Well Visits, Fire Safety Audits and emergency response standards.

The Protection Team were also busy ensuring end of year targets were completed. The team managed to land our very first Primary Authority Scheme with Churchill Retirement Living. Primary Authority Schemes give businesses greater confidence and consistency to reduce the risk of contravening legislation, and this legal partnership will create a single point of contact for Churchill Retirement Living to get advice on fire safety matters to keep their residents safe from harm.

Operational crews saw a busy quarter, the most notable incident being the Angel Inn fire at Midhurst where 15 fire engines attended. This was a protracted incident, involving many of our partners across the county council and beyond where everyone played their part.

Finally, two new and important Fire Standards on leadership were launched in this quarter. These are professional standards that are set for each fire service to achieve and maintain continuous improvement across the fire sector and the team are busy ensuring all our activity and processes meet these expectations in readiness for future independent inspection.

Performance Summary

At the end of Quarter 4 2022-23 the following performance against the 29 core measures was recorded: 21 measures had a GREEN status, 6 were AMBER and 2 were RED.

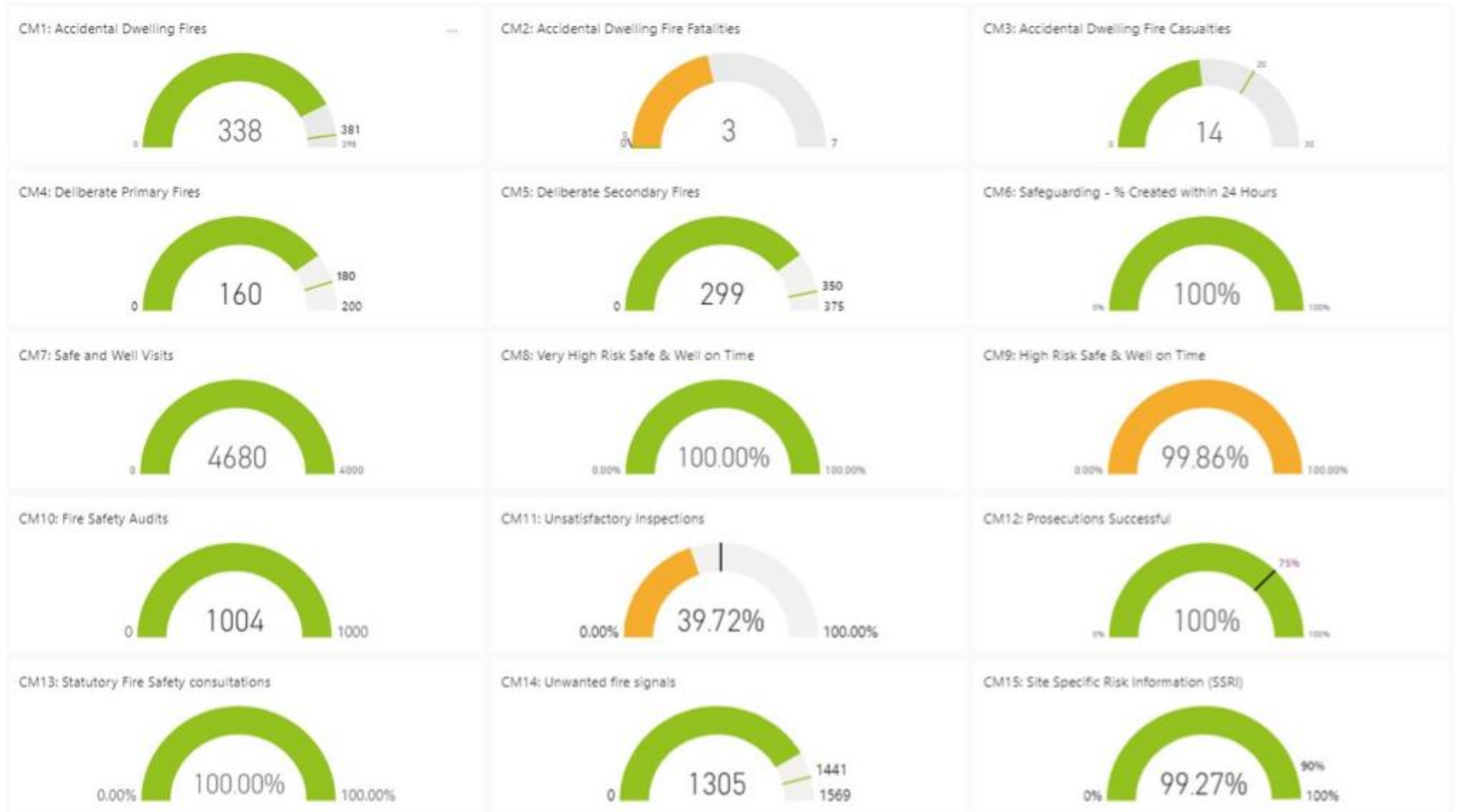
Of the 7 comparable measures that were RED or AMBER last quarter:

- 4 measures showed an improvement in performance and 2 a decline
- 1 measure changed from RED to GREEN status and another from RED to AMBER status

Of the 14 comparable measures that were GREEN last quarter:

- 4 measures showed an improvement and 3 a decline
- 1 measure moved to AMBER status

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



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



Areas of Significant Improvement and Success

Quarter 4

(1st January – 31st March 2023)

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

- CM 1: Accidental dwelling fires
- CM 4: Deliberate primary fires
- CM 5: Deliberate secondary fires
- CM 7: Safe and well visits delivered to households with at least one vulnerability
- CM 10: Number of FSO regulated buildings having received an audit over a year period
- CM 14: Number of unwanted fire signals attended
- CM 29: Health and safety risk assessments within date

Core Measure 1: Accidental Dwelling Fires in West Sussex

338 fires at the end of Q4 2022-23

RAG Status GREEN

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

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

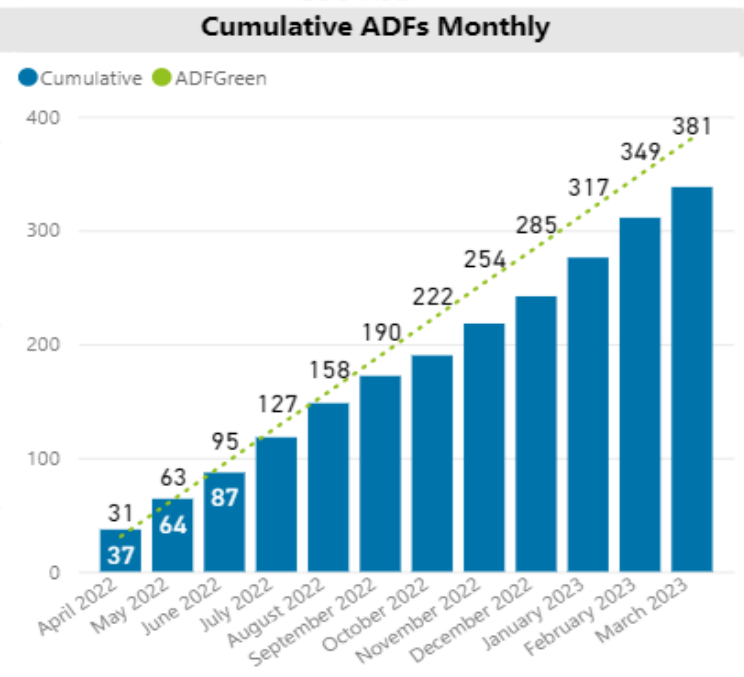
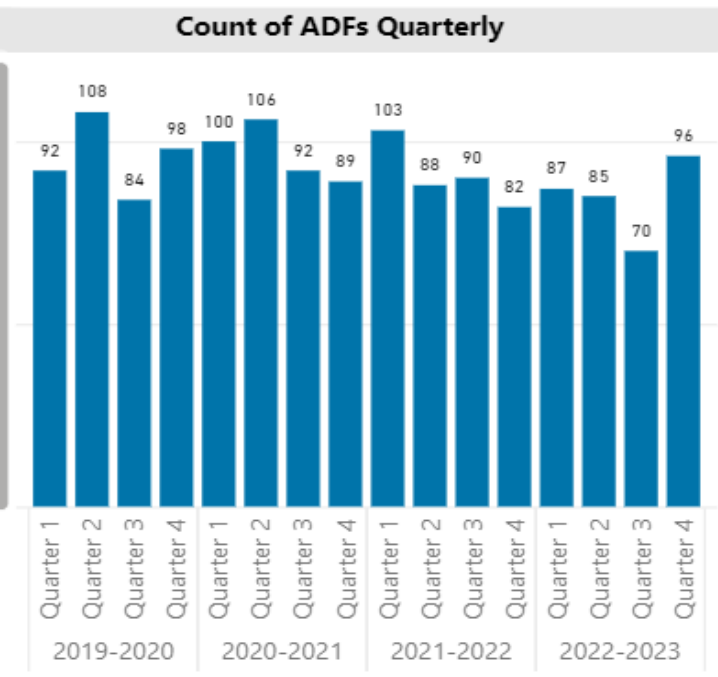
Service Owner:
Nicki Peddle
 Area:
Incidents

Accidental Dwelling Fires by FY

Financial Year	ADFs	Rate per 100,000
2014-2015	462	0.00
2015-2016	456	53.84
2016-2017	469	55.38
2017-2018	481	56.36
2018-2019	412	47.88
2019-2020	382	44.21
2020-2021	387	44.79
2021-2022	363	41.84
2022-2023	338	0.00
Total	3750	0.00

National Average: 43 ADFs per 100,000 in 20/21

[More Information](#)



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Commentary
 Annually this measure reflects an ongoing downward trend, although the quarter 4 total is consistent with previous year's quarter 4 total. The main causes relate to cooking, electrical items and placing items too close to a heat source. These areas are key elements of our Safe and Well Visits. Quarter 4 total represents a figure of 38 ADFs per 100,000 population which is one the lowest for 5 years and is below the national average, which was 43 per 100,000 in 20/21.

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

Agenda Item 7a
 Appendix A

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

160 at the end of Q4 2022-23

RAG Status GREEN

Agenda Item 7a
Appendix A

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

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

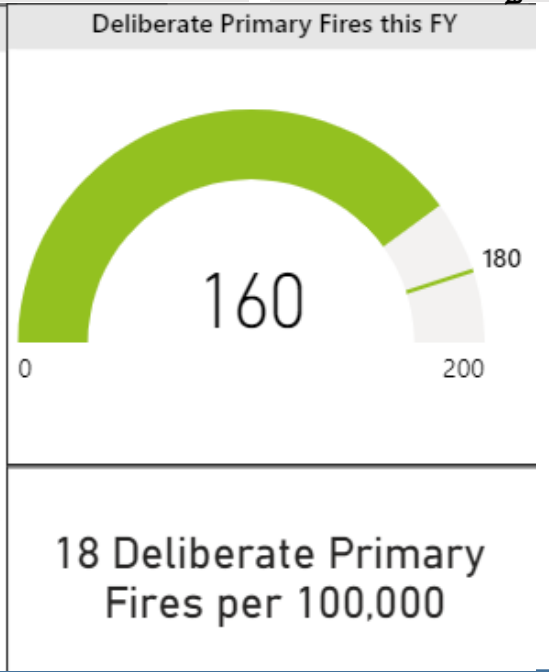
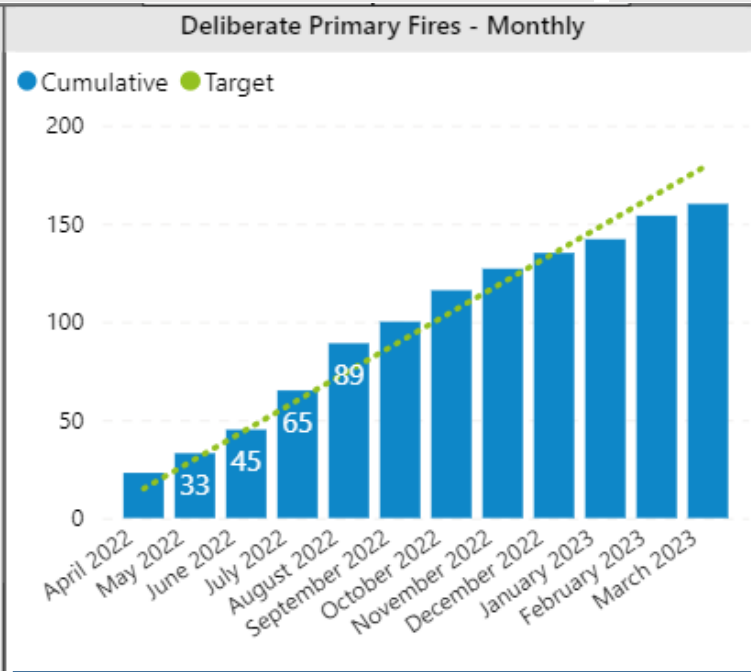
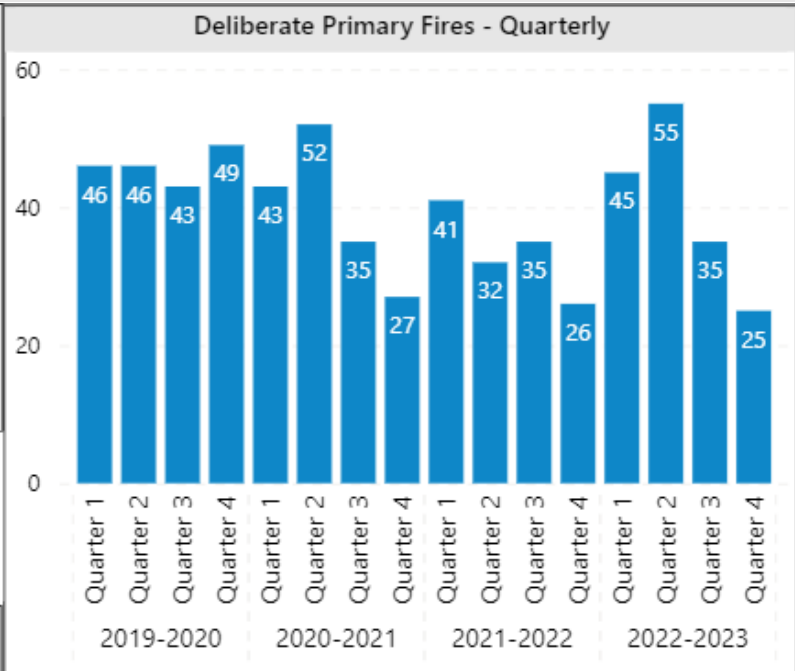
Service Owned
Nicki Peddle
 Area:
Incidents

Financial Year	Fires	Rate per 100,000
2015-2016	178	20
2016-2017	208	23
2017-2018	209	24
2018-2019	178	20
2019-2020	184	21
2020-2021	157	18
2021-2022	134	15
2022-2023	160	18

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National Average: 29 deliberate primary fires per 100,000 in 20/21

Additional Insights



Commentary
 With 25 deliberate fires, this is the lowest quarter 4 on record. It reflects an in depth review of each deliberate fire and how it has been recorded. For example an out of control bonfire has previously been incorrectly recorded as being deliberate in the way that we would record arson. Crawley and Worthing station grounds had the highest number, mostly in vehicles, dwellings and grassland, woodland and crops. The national annual average for deliberate primary fires in 20/21 was 29 per 100,000, our end of year figure is equivalent to 16 per 100,000.

Actions
 Treat: We will continue to scrutinise the data and address trends wherever they emerge. The most effective way to respond to arson is to work with local partners and to have a presence in areas where arson is taking place. We use social media and a variety of other comms channels to raise awareness of the implications of setting fires. This work is supplemented by the deliberate fire prevention toolkit for operational crews to use to support their local arson reduction work.

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

299 at the end of Q4 2022-23

RAG Status GREEN

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

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

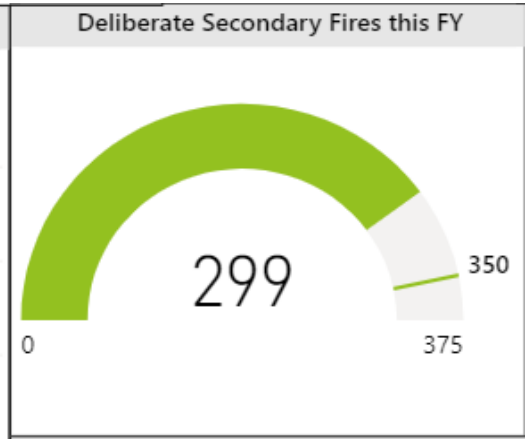
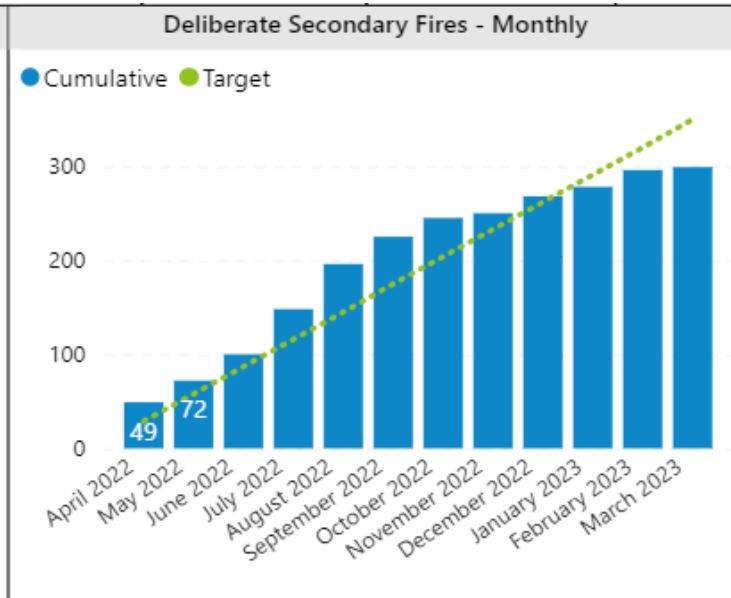
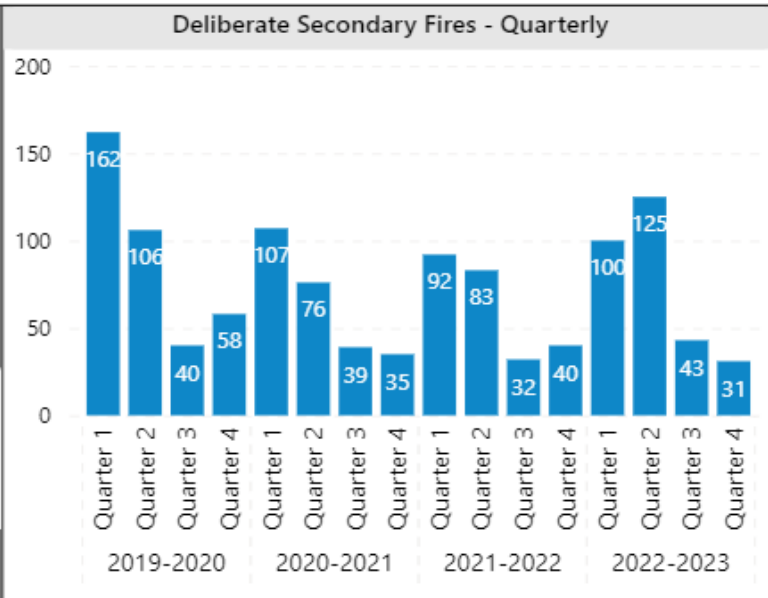
Service Owner:
Nicki Peddle
 Area:
Prevention

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Financial Year	Fires	Rate per 100,000
2017-2018	369	42
2018-2019	365	42
2019-2020	366	42
2020-2021	257	29
2021-2022	247	28
2022-2023	299	34

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

Additional Insights



34 Deliberate Secondary Fires per 100,000

Commentary
 There were 31 deliberate secondary fires in quarter 4, which is the lowest quarter 4 figure since 2019. Historically deliberate secondary fires are always at their lowest in the last 2 quarters of the year. Bognor, Worthing, Burgess Hill and Crawley have the highest proportion of deliberate secondary fires, the majority of which were grassland, woodland and roadside related. At the year end we have an average of 34 per 100, 000 population, the national annual average in 20/21 was 94 per 100,000.

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

Agenda Item 7a
 Appendix A

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

4680 at the end of Q4 2022-23

RAG Status GREEN

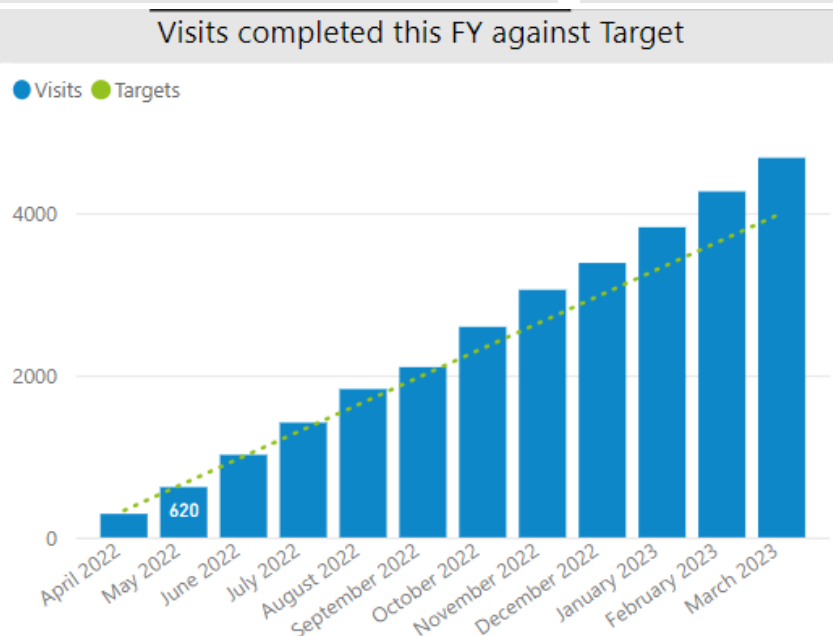
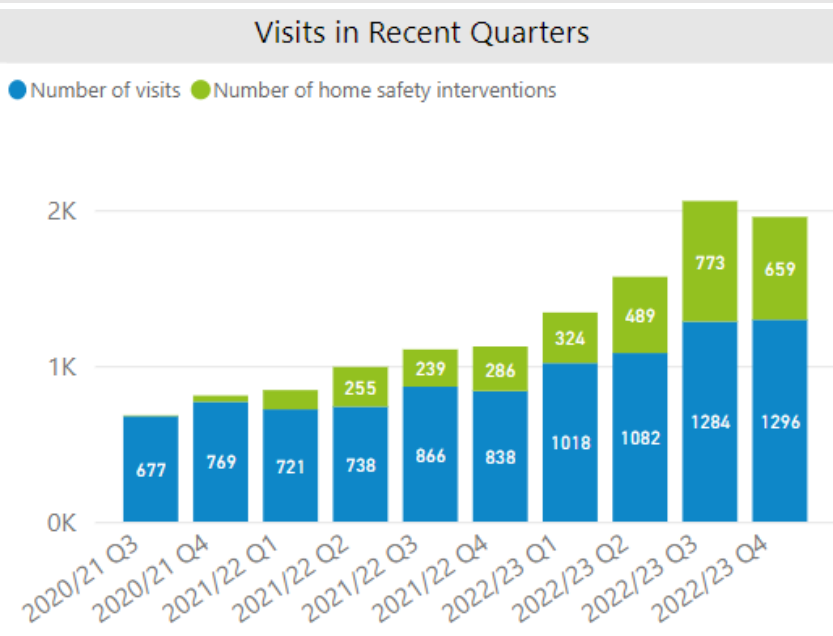
Agenda Item 7a Appendix A

The number of Safe and Well Visits (SWVs) delivered to those who are at risk of dying or being injured in the event of a dwelling fire, over a year period starting from April.

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

Service Owner:
Nicki Peddle
Area:
Prevention

Visits by FY		
Financial Year	Visits	Rate per1000
2018/19	4175	4.83
2019/20	4669	5.4
2020/21	2998	3.47
2021/22	3355	3.88
2022/23	4680	5.3



National Average: 4.6 HFSCs per 1000 in 20/21
Visits prior to 21/22 were assessed against a different criteria for high or very high risk

More Information

Commentary
In quarter 4 we carried out 1296 Safe and Well Visits and 659 home safety interventions. A total of 4680 Safe and Well Visits were delivered in 22/23, exceeding the target by 17%. In addition, we visited 2245 homes to carry out risk reduction activity such as installing smoke alarms and carbon monoxide sensors and supplying fire safety equipment. These are the highest number of visits completed since 2018.

Actions
Treat: We continue to support referrals and requests for Safe and Well Visits through our partnerships and through local initiatives promoting them. We use data to target those who are most at risk of being injured or dying in a fire. We now offer regular fire risk awareness webinars to staff in the health, housing and social care sector and are working on direct pathways for customers with high fire risk, such as with Public Health and Wellbeing Hubs for housebound smokers to support smoking cessation.

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

1004 at the end of Q4 2022-23

RAG Status GREEN

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.

Target:
1750 Green
1400 - 1749 Amber
<1400 red

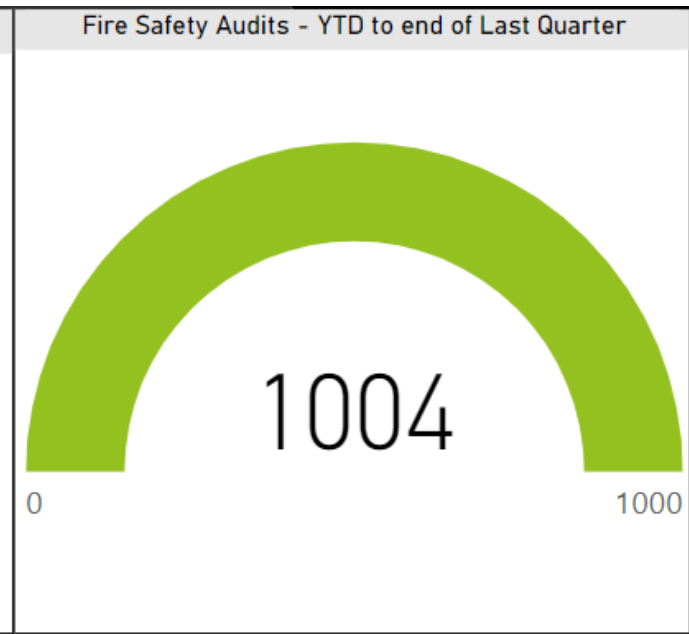
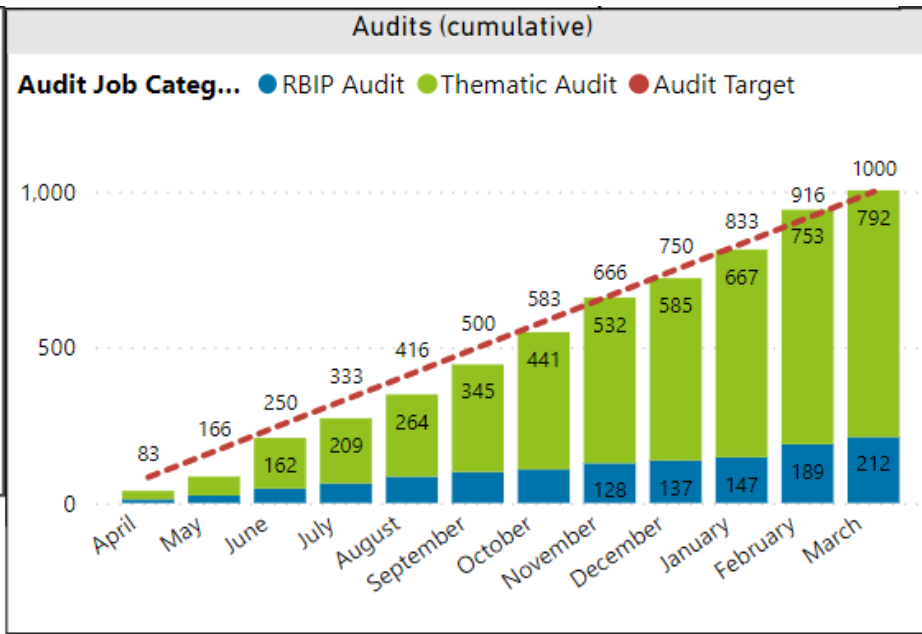
Service Owner:
Dave Bray
Area:
Protection

Financial Year	Audits	Fire Safety Checks	Audits per 100 premises
Q2	241		0.7
Q3	181		0.5
Q4	178	182	0.5
2022/23			
Q1	210	23	0.6
Q2	236	182	0.7
Q3	277	99	0.8
Q4	282	220	0.8

National Average: 1.7 Audits per 100 premises in 20/21

More Information

Last Refresh Date
12/05/2023



Commentary

Quarter 4 audit output has been the highest attained in any of the previous 8 quarters. This has enabled the protection department to meet the target of 1000 fire safety audits in regulated premises for the year.

Actions

Tolerate: A significant number of the team have commenced the necessary training courses to bring them in line with the requirements of the Fire Standard and the National Competency Framework during quarter 4, and this will ultimately assist in ensuring that our regulatory work in the future is effective.

Agenda Item 7a
Appendix A

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

1305 at the end of Q4 2022-23

Current RAG Status GREEN

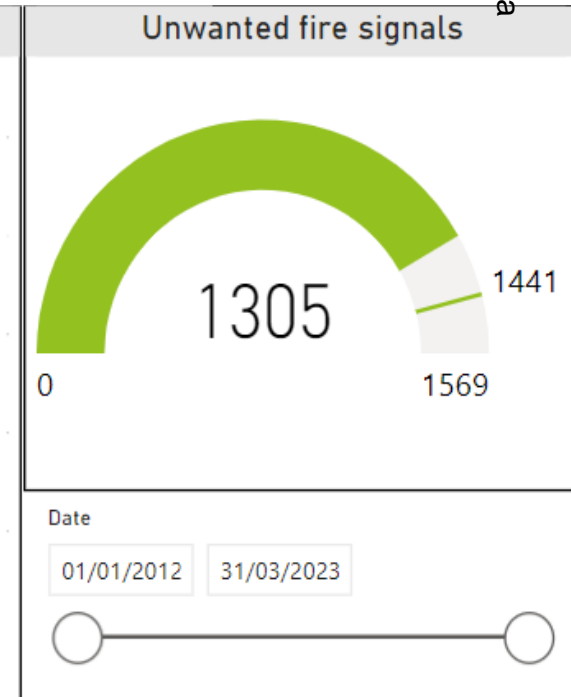
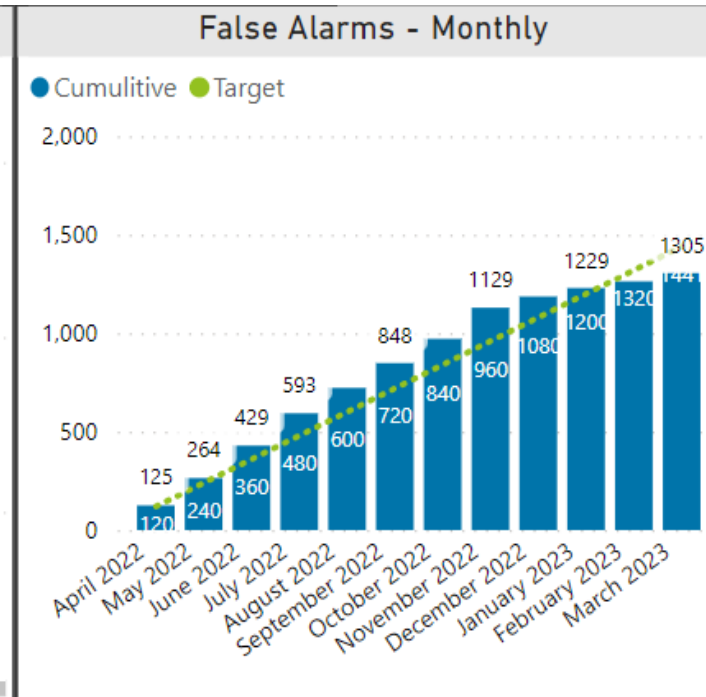
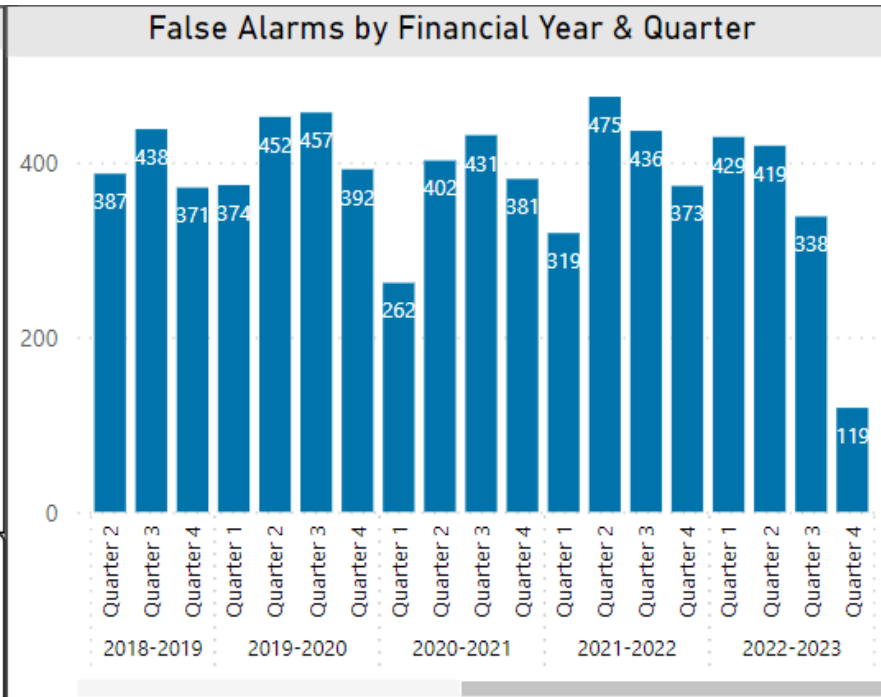
This measure records the number of incidents to which at least one fire engine was sent where the origin of the call was an automatic fire alarm (AFA) system, the property type was non-residential or other residential and the incident was recorded as a false alarm. AFA data is analysed monthly, with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

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

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

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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
2022-2023	1305



i Additional Information

Commentary
 As a result of the changes that we made to our attendance at Unwanted Fire Signals (UwFS) on December 1st 2022 as part of our CRMP strategic objectives, our annual performance is on target. We have, for quarter 4, attended only 117 UwFS, equating to 43 in Jan, 34 in Feb, and 40 in March. This is a reduction against quarter 4 of last year. Such has been the impact of the call challenge policy, that quarter 4 accounts for only 9% of the total of all UwFS attended for the entire year.

Actions
 Tolerate: We will continue to monitor this measure to ensure that Joint Fire Control continues to operate the call challenge and non-attendance procedure correctly.

Core Measure 29: % of Health and Safety Risk assessments within date

100% at the end of Q4 2022-23

RAG Status
GREEN

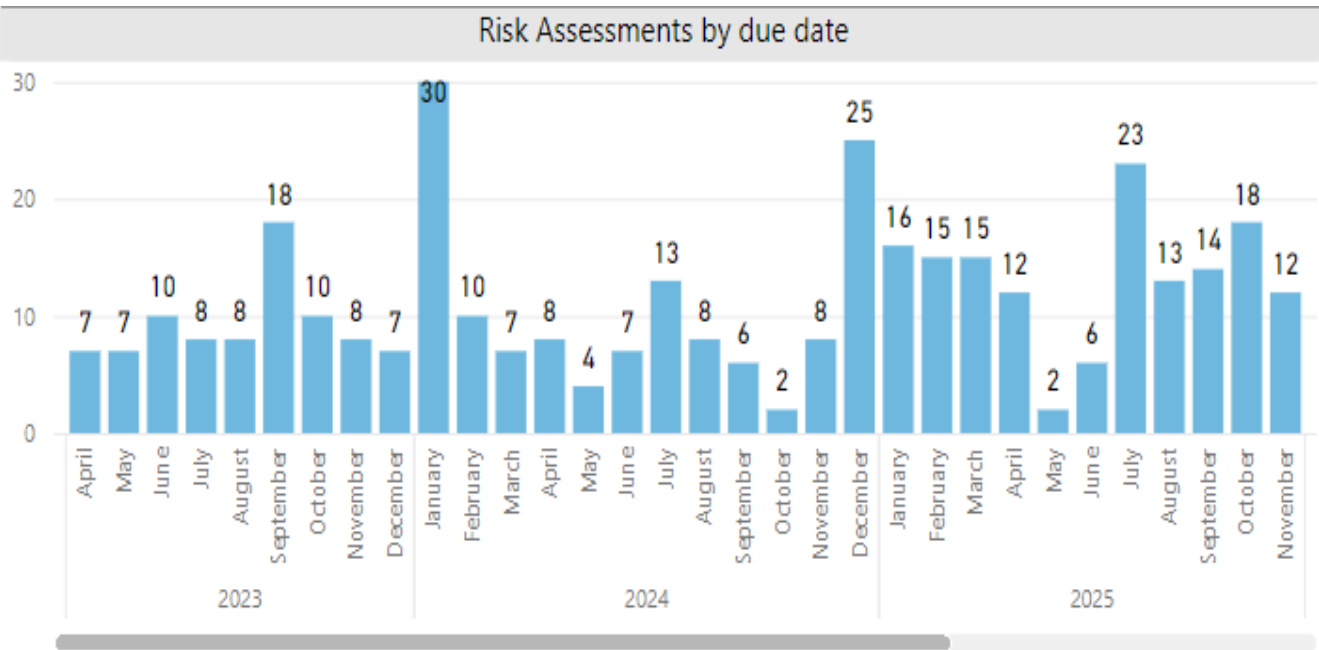
WSFRS are required by law to complete risk assessments under the Health and Safety at Work Act 1974. The required period is either every 3 years for risk critical documents, 5 years for non-risk critical documents, or when there has been an update or change, for example in legislation. This measure examines the percentage of risk assessments currently in date.

Annual Target:
100% Green
>95% Amber
>95% Red

Service Owner:
Richard Abbot
Area:
Strategic Risk

Performance in previous quarters

FY	Qtr	% Risk Assessments completed on time
2021/22	1	98.90%
2021/22	2	100.00%
2021/22	3	100.00%
2021/22	4	100.00%
2022/23	1	100.00%
2022/23	2	100.00%
2022/23	3	100.00%



Year End Forecast

GREEN

Target

100%	Green
>95%	Amber
<95%	Red



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Commentary
All WSFRS Health and Safety risk assessments that required review were completed and reviewed within the legislated timelines. Strict management and monitoring of all risk assessments is maintained by the WSFRS Health and Safety team who work closely with other managers to ensure compliance and provide specialist support where required.

Actions
Tolerate: An ongoing review programme is established to ensure that all risk assessments are reviewed and recorded within the legislated timelines.

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Appendix A

Selected Measures (Red and Amber Status)

Quarter 4

(1st January – 31st March 2023)

Selected Measures (Red and Amber Status)

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

- CM 9: High risk safe and well visit referrals contacted within 7 working days
- CM 11: Unsatisfactory audits
- CM 17: Time to alert
- CM 23: Retained duty system crewing availability
- CM 26 : Eligible Staff with a successful fitness test
- CM 27: Eligibly operational staff in qualification

Core Measure 9: High Risk safe and well visit referrals contacted within 7 working days

99.86% in Q4
2022-23

RAG Status
AMBER

The percentage of safe and well visit referrals for individuals assessed as high risk of dying or being injured in the event of a dwelling fire, contacted within 7 working days.

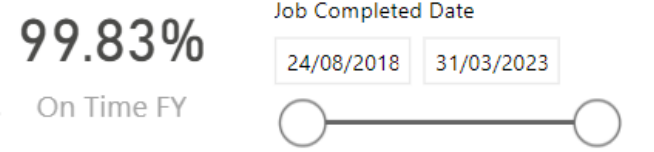
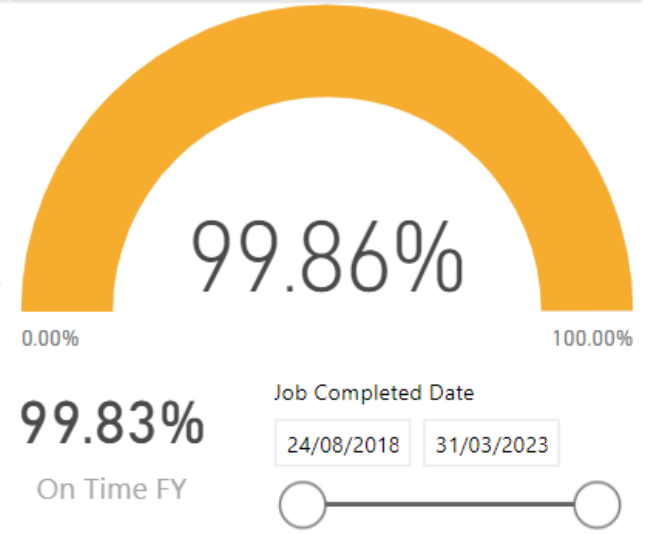
Target:
>100% Green
98%-99.9% Amber
<98% Red

Service Owner:
Nicki Peddie
Area:
Prevention

Appendix A
Agenda Item 7a



High Risk Safe & Well on Time Last Quarter



[More Information](#)

Commentary
In quarter 4 there were 715 customers who were assessed as having a high level of fire risk, and all but 1 were contacted within 7 days and offered a visit. In 22/23, 99.87% of customers were contacted within 7 days. There were a small number that were delayed due to Covid absence in the team over Christmas and earlier in the year when there a training need was identified.

Actions
Treat: We will continue to monitor and use the additional measures now in place to monitor timelines.

Core Measure 11: Proportion of Unsatisfactory Fire Safety Inspections

39.72% in Q4 2022-23

RAG Status AMBER

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

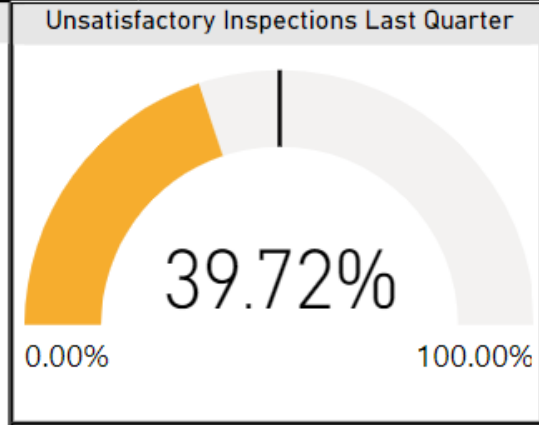
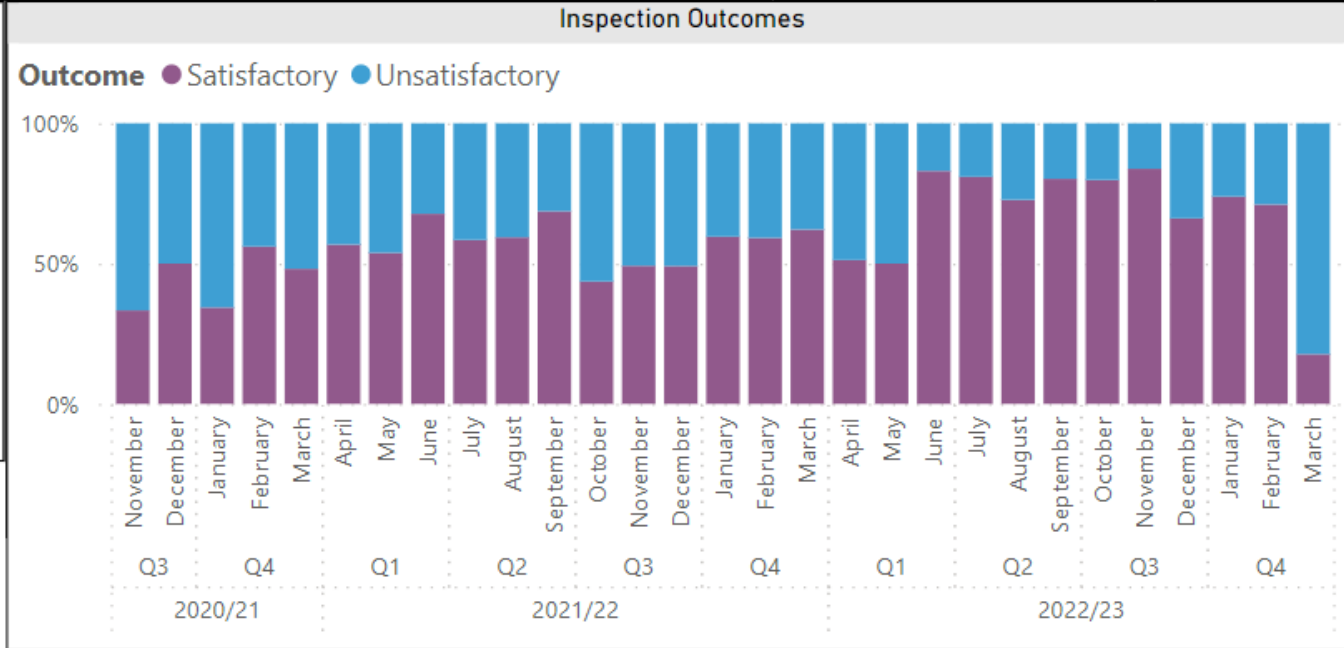
Target:
 >50% Green
 30%-50% Amber
 <30% Red

Service Owner:
Dave Bray
 Area:
Protection

Financial Year	Satisfactory	Unsatisfactory	Total
2021/22			
Q1	60.89%	39.11%	100.00%
Q2	62.92%	37.08%	100.00%
Q3	47.51%	52.49%	100.00%
Q4	60.57%	39.43%	100.00%
2022/23			
Q1	69.86%	30.14%	100.00%
Q2	77.97%	22.03%	100.00%
Q3	78.34%	21.66%	100.00%
Q4	60.28%	39.72%	100.00%

National Average: 24% unsatisfactory Audits in 20/21

Last Refresh Date
 12/05/2023



Commentary

Whilst we have achieved just under 29% for the year to date, the national average based on all FRs across the last 5 years is 32%. The changes that we made to our recording systems during quarter 4 as to what constitutes an unsatisfactory audit meant that across quarter 4 we recorded 40%, whilst March recorded over 80%.

Actions

Treat: Whilst we have achieved just under 29% for the year to date, the national average based on all Fire & Rescue Services across the last five years is 32%. As part of our ongoing improvements, staff training and quality assurance processes, we identified some improvements we could make to recording audit outcomes and as a result changed our recording systems during quarter four as to what constitutes an unsatisfactory audit. This meant that during quarter 4 we recorded an average of 40%, whilst March recorded over 80% unsatisfactory. We will continue to monitor this and have further training sessions booked.

Agenda Item 7a Appendix A

Core Measure 26: Eligible staff with a successful fitness test

92.54% in Q4 2022-23

RAG Status AMBER

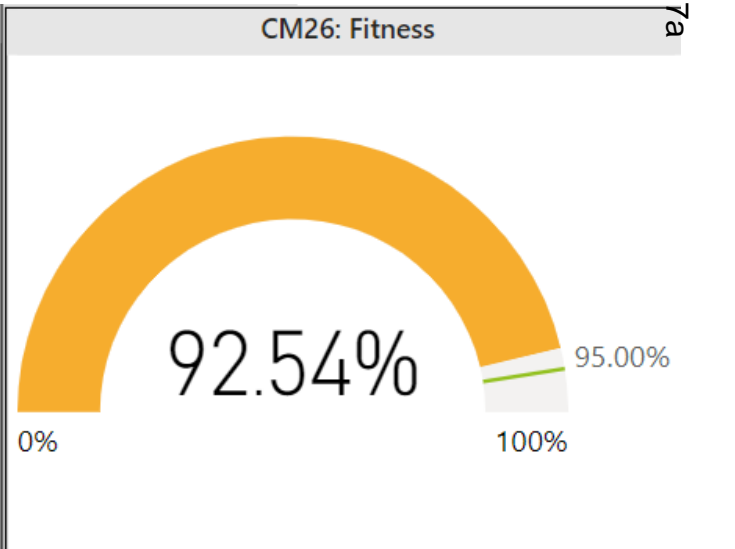
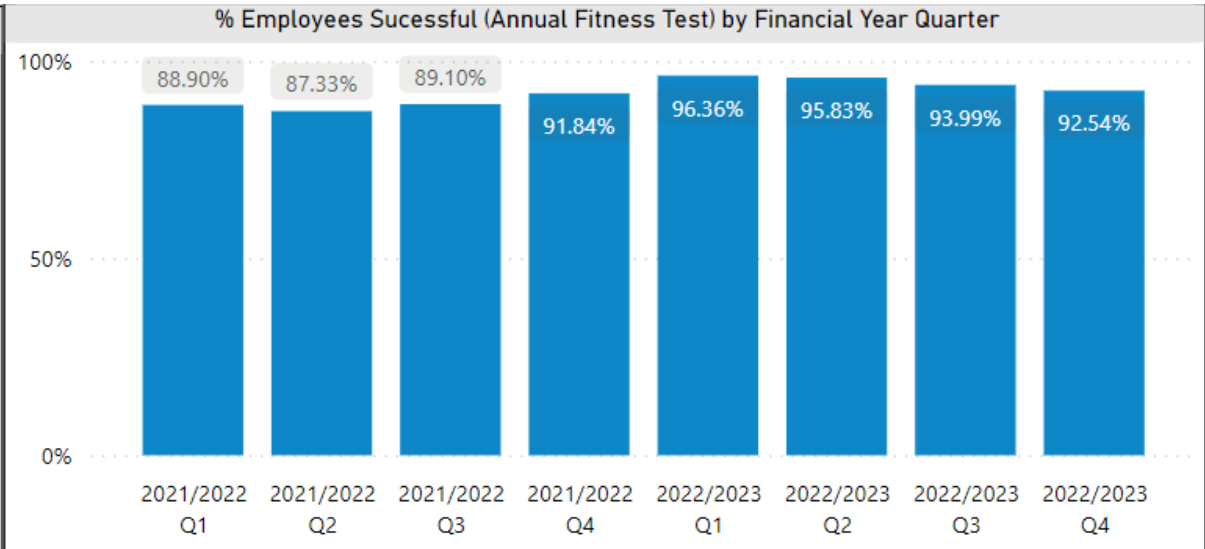
Fitness is important to the FRS as the work they do can be arduous and challenging. The service is required to have a fitness standard and to test all operational employees. This measure reflects the percentage of eligible employees who have completed and successfully passed their fitness test. Staff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

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

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

Agenda Item 7a
Appendix A

Previous Performance	
Financial Year	% Employees Successful (Annual Fitness Test)
2016/2017	12.16%
2017/2018	59.63%
2018/2019	88.75%
2019/2020	90.31%
2020/2021	89.22%
2021/2022	89.29%
2022/2023	94.53%
Total	82.20%



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Commentary
 Q4 saw a 1.7% decline in performance with firefighters not meeting the annual target to complete their fitness test. As with previous quarters, continued reminders and involvement of managers within Service Delivery are in place to drive further completion of fitness tests. The support provided by the Personal Training Instructor on the Wholetime Firefighter recruits course has now completed, meaning more time can be allocated to focus on this measure in the coming quarter.

Actions
 Treat: The new Culture & Development Manager starting 2/5/23 will provide greater levels of support for ensuring fitness tests are focused upon. The reporting system for this measure is also currently being improved upon, and more support provided to the Personal Training instructor in utilising this too. All managers will be reminded that the fitness test is annual and retests should occur inside this window. Reporting has been escalated to the ACFO for performance action for those failing to complete their test in time.

Core Measure 27: Eligible operational staff in qualification

90% in Q4 2022-23

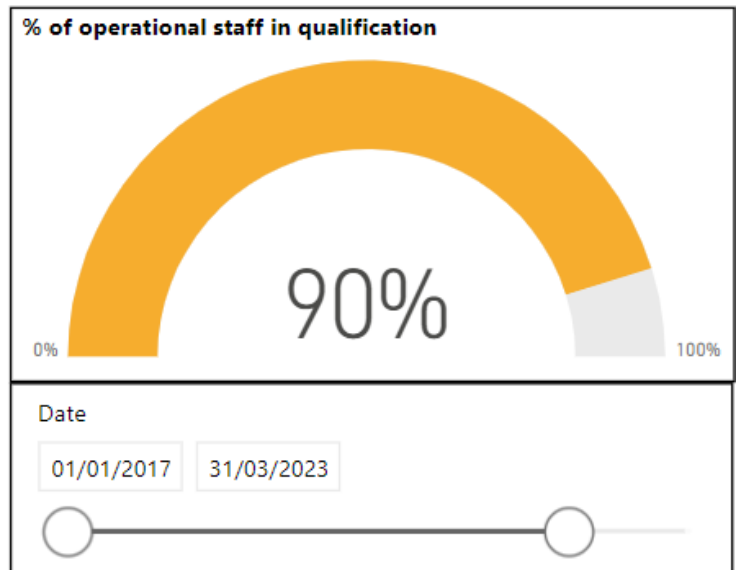
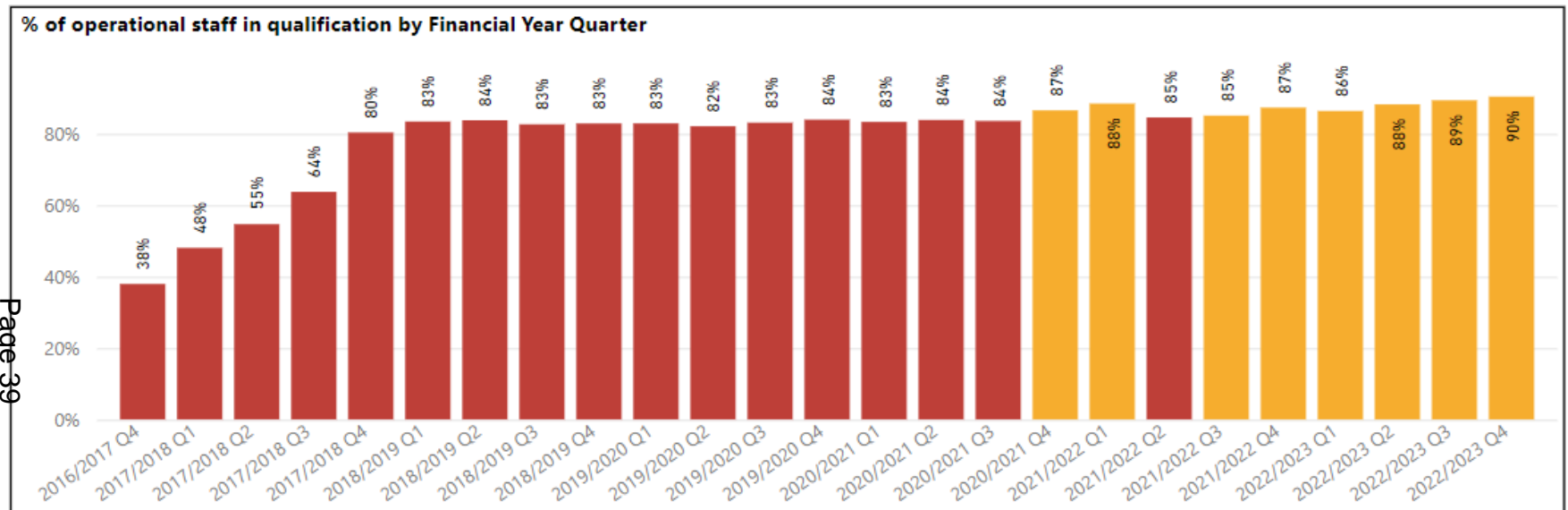
RAG Status AMBER

This measure examines the average percentage of operational staff (Station Managers, Watch Managers, Crew Managers and Firefighters) who have current qualifications in the use of breathing apparatus, emergency response driving and incident command (outlined in the 8 core areas of the Fire Professional Framework) as required by their role. TRU staff and staff who are long term sick, on secondment, maternity leave, compassionate leave, unpaid leave or alternative duties are excluded from this measure

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

Service Owner:
Catherine Walker
 Area:
Development and Operational Training

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Commentary
 Performance data for the qualifications owned by central training continue to consistently perform in excess of 95%, at 98% for the last quarter. Performance data for Service Delivery based activities are not being recorded/planned as expected. Work and support continues with station management teams to address this (from both Operational Training & Service Delivery Support).
 Data cleansing continues, with support to stations from the Operational Learning and Development team contacting stations to report non-eligible staff. A new process has been developed (using the GovService system) to allow stations to report data inaccuracies directly. Service Delivery Group Managers continue to prioritise those stations most in need of support to ensure they are updating Firewatch.

Actions
 Treat: Service Delivery have now implemented a monthly training plan to provide a more strategic and consistent approach to training. They also continue to speak with specific Station Managers whose stations are under-performing to ensure compliance and have run a webinar on updating the Firewatch system.
 Operational Training continue to provide support to station management teams regarding recording of all practical qualification modules.

Agenda Item 7a
 Appendix A

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

88.9% in Q4 2022-23

RAG Status RED

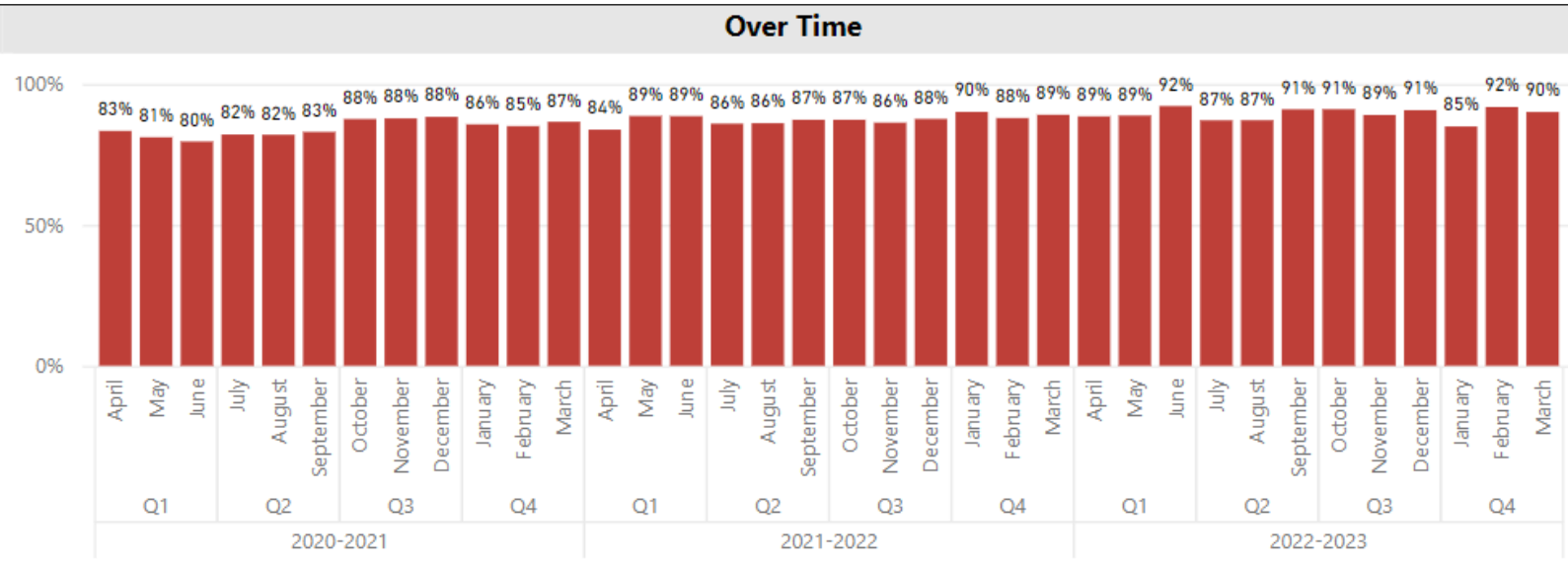
Target:
 >98% Green
 >95% Amber
 <95% Red

Service Owner
Dave Bray
 Area: **Protection**

Agenda Item 7a
 Appendix A

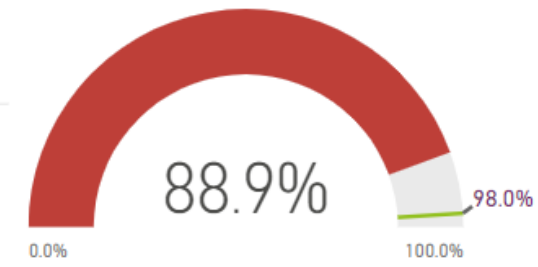
This measure looks at the time taken from when the Fire Control Room Operator answers a 999 call to when the nearest fire station/engine is alerted to the incident. The target is 98% of emergency incidents alerted within 2 minutes of the call being received.

FY	Average of %
2017-2018	92.4%
2018-2019	93.2%
2019-2020	87.4%
2020-2021	84.3%
2021-2022	87.4%
2022-2023	89.3%



Year End Forecast
RED
 % 2 minute Send last quarter

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



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Commentary
 Within quarter 4, January recorded the lowest performance registered across the entire year, whereas February recorded the joint highest performance. Quarter 4 combined performance was better than quarter 2, but worse than quarters 1 and 3.

Actions
 Treat: We are currently engaging across the 3F partnership and with JFC to ensure that this measure reflects the national guidance of a 2 minute target and a meeting is scheduled in April to further discuss this measure. With all services using the National Guidance, this core measure will better reflect the performance offered to the public, which can then be better benchmarked across the sector. JFC now have a dedicated Training Manager which will assist in the call handling training and QA, which in turn should decrease the time taken to answer and mobilise resources to the incident. This topic is currently being discussed within the JFC Governance Boards, with the aim reducing the time taken from call start to mobilising assets to the incident.

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

53% in Q4 2022-23

RAG Status RED

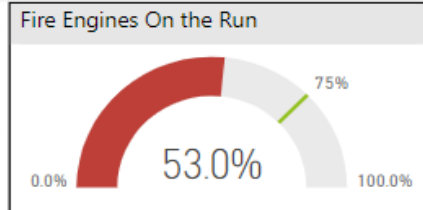
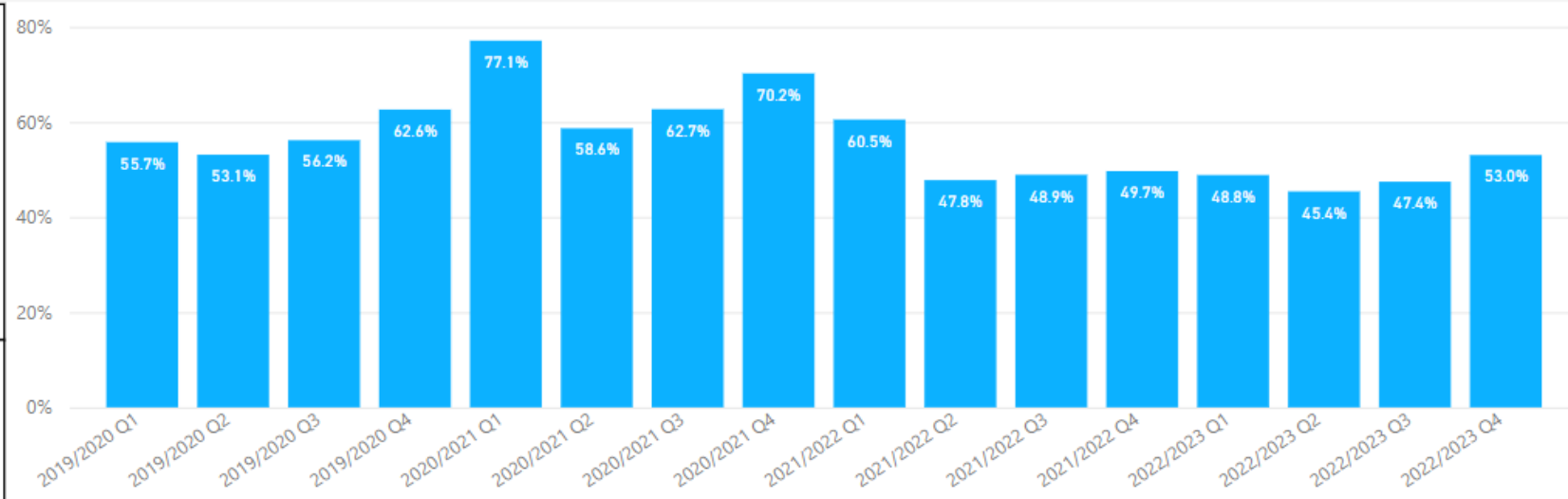
Retained frontline fire engines are crewed mainly by on-call fire fighters who are based at stations in more rural locations and, when they receive the call via their pagers, leave their place of work or home and attend emergencies from the local retained station. Four qualified people are required on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

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

Service Owner:
Gary Ball
 Area:
Response

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

Financial Year	Total
2019/2020	56.9%
2020/2021	67.1%
2021/2022	51.7%
2022/2023	48.6%



Financial Year to Date
48.6%

Date Range

01/04/2019 31/03/2023

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More Information

Commentary
 We have seen a 5.6% increase in this measure as we have continued to maximise the use of our Wholetime firefighters who are on duty at fire stations over our minimum crewing number to supplement our RDS stations. Our dedicated Station Managers and re-aligned Service Delivery structure is providing further leadership support and has also started to show benefits.

Actions
 Treat: Social economic changes impacting on the viability of the Retained Duty System is a national issue. Work also continues at a local level to ensure that we maximise availability wherever possible utilising all other available resource. A more strategic approach is also being taken in our four-year Community Risk Management Plan which includes developing and implementing an operational response model to maximise retained availability in geographical areas aligned to community risk. The planning of this work is now underway with a staff survey and a number of initiated focus groups with our Retained staff.

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 Appendix A

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Report to Fire & Rescue Service Scrutiny Committee

12 June 2023

End of March 2023 (Quarter 4) 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, risk and workforce. It has been designed to reflect the priorities, outcomes and measures included in the Council Plan. The report is available to each scrutiny committee on a quarterly basis and each committee will consider how it wishes to monitor and scrutinise performance relevant to their area of business.

The report (Appendix B - Community Support, Fire and Rescue Portfolio - Summary) reflects the position at the end of March 2023 and reports the Quarter 4 2023/24 position.

Of the four performance measures, 100% of measures are reporting as 'green', 0% as 'amber' and 0% as 'red'. The number of red rated KPIs has remained at 0 since the quarter 3 PRR.

The Fire and Rescue Service completed the year with a £0.294m overspend. This is an increase of £0.070m when compared to the £0.224m overspend forecast in December. The service has experienced a number of financial pressures during the year including £0.3m of the inflation impact on the Joint Fire Control Centre's running costs.

The PRR includes information which is specifically relevant to the portfolio responsibilities of the scrutiny committee including the continued delivery of the Leadership and Culture Programme, the conclusion of the national firefighters pay dispute, local risk management plans being completed, two new Fire Standards on leadership being launched and a busy quarter for operational crews.

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

The Cabinet meeting on 20 June 2023 will approve the Quarter 4 Performance and Resources Report.

Focus for scrutiny

The Committee is asked to consider the PRR (Appendix B). The committee's role is to monitor performance, finance and risk to identify any priorities for action by the Cabinet Member or senior officers or for including on the committee's work

programme for more in-depth scrutiny. Questions should be kept within the remit of the committee at a strategic level. Key lines of enquiry for scrutiny include:

- Whether the report provides all the information necessary to enable effective and efficient scrutiny and addresses the concerns raised at previous meetings of the Committee;
- Assess the 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;
- Identify any areas of concern in relation to the Risk Register and assess plans in place to mitigate key corporate risks;
- The effectiveness of measures taken to manage the Council's financial position and any non-delivery of identified savings;
- Using all the information presented to the committee, identify any issues needing further in-depth scrutiny relevant to the committee's portfolio area of responsibility (where there are outcomes scrutiny may influence/add value)
- Identification of:
 - a) Any specific areas for action or response by the relevant Cabinet Member
 - b) Any issues for further scrutiny by one of the other scrutiny committees as appropriate

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) is designed to be used by all scrutiny committees as the main source of the County Council's performance information.
- 1.2 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.
- 1.3 The County Council is focused on delivering the four priorities as set out in the Council Plan: keeping people safe from vulnerable situations, a sustainable and prosperous economy, helping people and communities fulfil their potential and making the best use of resources, all underpinned by tackling climate change.
- 1.4 In the fourth quarter, the measures relevant to this committee reported:
 - 100% (4 measures) as 'Green'
- 1.5 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), 033 02228966

Appendices

Appendix A – How to Read the Performance and Resources Report

Appendix B – Community Support, Fire and Rescue Portfolio - Summary

Appendix C – Corporate Risk Register Summary

Background Papers

None


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How to Read the Performance and Resources Report

The Performance and Resources Report is separated into three sections:

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

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

- Updates of the performance KPIs agreed in Our Council Plan and the action taking place, including Climate Change  performance measures.
- The KPI measures compare the last three periods - this may be quarterly, annually or other time periods (depending on how regularly data is released); however, each measure will explain the reporting period. Details include:
 - The last three periods include a RAG status to show how the measure is performing.
 - Black arrows on the KPI measures represent the direction of travel compared to the previous quarter.
- Overview of the revenue financial position, risks and issues and savings update.
- Overview of the capital financial position and latest capital performance.
- Details of the corporate risks which have a direct impact on the specific portfolio.

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

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

Scrutiny Committee Documents

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

A detailed matrix of the Performance and Resources Report’s Sections and Appendices by Scrutiny Committee responsibility is shown below.

The areas in ‘dark green’ indicate the Scrutiny Committees areas of responsibility and the areas in ‘light green’ denote areas of the report which should be included in the Committee papers for context and consideration where appropriate.

PRR Matrix – Documents for Scrutiny Committees

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

KEY:
Specific Committee Responsibility
To Be Included In Committee Papers

Community Support, Fire and Rescue Portfolio - Summary

Performance Summary

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

Fire and Rescue Service

- Quarter four saw the continued delivery of our Leadership and Culture Programme that is tailor-made for West Sussex Fire and Rescue Service and focusses on coaching skills and inclusive behaviours. The focus and priority given to leadership and culture continues to be relevant and timely in the light of the publication in March 2023 of the Spotlight Report on values and culture in Fire and Rescue Services by His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS).
- In March 2023, the national firefighters pay dispute concluded with a revised pay offer that was accepted by the members of the Fire Brigades Union. This also ended the potential for industrial action. Officers are now reviewing business continuity plans and assisting Home Office colleagues in wider plans for future minimum service levels.
- Quarter four was a busy period for all teams across the service to ensure the Local Risk Management Plans were completed. These plans underpin our offer to the public which targets resources against risk. A number of local events were delivered to ensure we met our annual targets for Safe and Well Visits, Fire Safety Audits and emergency response standards.
- The Protection Team were also occupied ensuring end of year targets were completed. The team also managed to land our very first Primary Authority Scheme with Churchill Retirement Living. Primary Authority Schemes give businesses greater confidence and consistency to reduce the risk of contravening legislation, and this legal partnership will create a single point of contact for Churchill Retirement Living to get advice on fire safety matters to keep their residents safe from harm.
- Two new and important Fire Standards on leadership were launched during the quarter. These are professional standards that are set for each fire service to achieve and maintain continuous improvement across the fire sector.
- It has been a busy quarter for the operational crews. The most notable incident saw 15 fire engines attend the Angel Inn at Midhurst. This was a protracted incident, involving many of our partners across the County Council and beyond.

Community Support

- The Registration Service delivered over 3,600 ceremonies during 2022/2023, a 23% increase on the 5-year pre-pandemic average. We also welcomed 864 new citizens during this past year. In March 2023, the Littlehampton





Registration Office was successfully relocated into the Littlehampton Library where we are currently offering birth and death appointments three days per week. It is proving very popular with residents, reducing the need for them to travel, and alleviating some demand on our very busy Worthing offices.

- Online safety remains a focus for the Community Safety and Wellbeing Team and during this quarter 632 residents and professionals have engaged in digital safety training. There are also increasing numbers of residents registering for the monthly Staying Safe Online E-Newsletter with over 6,000 people now receiving this. Through these and other communications channels such as social media, radio, press release, blogs, local magazines, it is estimated we have reached over 225,000 people with important online safety messages and support.
- Responding to data and information from Sussex Police on the most prevalent forms of online fraud, a bespoke webinar on sextortion was delivered as well as a very successful courier and impersonation fraud themed webinar with 46 attendees and subsequently over 1,500 views of the recorded version on YouTube. Victims disproportionately affected are elderly and also most likely to live in the Chichester and Arun districts. Prevention activity has therefore been focused on these localities and demographics.
- An expression of interest to a British Library administered funding stream has been accepted and, subject to final due diligence, we will receive a £30k grant in to invest in new digital content to promote our library services, linking online and community-based provision.
- During the quarter, Trading Standards officers were involved in two product safety recalls, five written warnings in relation to the supply of counterfeit clothing and phone cables and cases from retail outlets and over one thousand mobile phone accessories were seized from a shop in Chichester, fifteen hundred counterfeit goods from a trader operating from home and a seizure of trademark protected covers and blankets from a market in Worthing.

Our Council Performance Measures

Fire and Rescue Service Performance Measures

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

Fire and Rescue		2022/23 Target	Performance Over The Last 3 Periods			DoT
3	Measure: Fire Safety Order regulated buildings in West Sussex having received an audit under the Risk Based Inspection Programme. Measured cumulatively in each financial year, from 1st April. Reporting Frequency: Quarterly	1,000	Sep-22	Dec-22	Mar-23	
			A	A	G	
			445	722	1,004	
Performance Analysis: Mar-23: Q4 audit output has been the highest attained in any of the previous eight quarters. This has enabled the protection department to meet the target of 1,000 fire safety audits in regulated premises for the year. Actions: A significant number of the team have commenced the necessary training courses to bring them in line with the requirements of the Fire Standard and the National Competency Framework during Q4, and this will ultimately assist in ensuring that our regulatory work in the future is effective.						
10	Measure: Number of Safe and Well Visits delivered to households with at least one vulnerability or risk factor. Measured cumulatively in each financial year, from 1st April. Reporting Frequency: Quarterly, Accumulative.	4,000	Sep-22	Dec-22	Mar-23	
			G	G	G	
			2,451	3,384	4,680	
Performance Analysis: Mar-23: In Q4, 1,296 Safe and Well Visits and 659 home checks were completed. A total of 4,680 Safe and Well Visits were delivered in 2022/23, exceeding the target by 17%. In addition, 2,245 homes were visited to carry out risk reduction activity such as installing smoke alarms and carbon monoxide sensors and supplying fire safety equipment. These are the highest number of visits completed since 2018. Actions: We continue to support referrals and requests for Safe and Well Visits through our partnerships and through local initiatives promoting them. We use data to target those who are most at risk of being injured or dying in a fire. We now offer regular fire risk awareness webinars to staff in the health, housing and social care sector and are working on direct pathways for customers with high fire risk, such as with Public Health and Wellbeing Hubs for housebound smokers to support smoking cessation.						
42	Measure: Percentage of 'critical fires' where the first appliance in attendance meets our emergency response standard Reporting Frequency: Quarterly.	89.0%	Sep-22	Dec-22	Mar-23	
			R	G	G	
			86.0%	89.1%	92.1%	
Performance Analysis: Mar-23: A further improvement of 3% between Q3 and Q4 has been achieved. This is largely down to the continued use of performance data on turn out times being available to our teams on stations. The ongoing focus of embedding our professional standards in service delivery have also contributed to this improvement. This means that appliance turn out times from the station have once again improved showing a further 4% increase. The new Service Delivery Support team regularly analyse this data with our new Data Analytics and Reporting Team ensuring accuracies of data. Actions: We will continue to monitor and review the performance data locally on our stations through our Local Risk Management Plans. The Day Crewed 7 CRMP commitment that will go live at the beginning of Q1 2023/24 will ensure more resilience is available to continue to meet the risk when facing occasions of high demand, contributing to maintaining good performance in this measure.						
43	Measure: Percentage of 'critical special service incidents' where the first appliance in attendance meets our emergency response standard Reporting Frequency: Quarterly.	80.0%	Sep-22	Dec-22	Mar-23	
			G	G	G	
			81.4%	81.6%	80.8%	

Fire and Rescue	2022/23 Target	Performance Over The Last 3 Periods	DoT
<p>Performance Analysis: Mar-23: Critical special Service Calls can occur anywhere in the County and we measure these separately to Critical fires. Performance this quarter remains high, providing further reassurance that the use of the Dynamic Cover Tool (which provides data on potential response times broken down to a district/local level to the control room operators) is now embedded in our ways of working. The initiative we have introduced to use our wholetime firefighters more proactively to support Retained Duty System (RDS) availability and improvements in our turn out times is also having a positive impact on this core measure.</p> <p>Actions: We continue to work with partner agencies to help improve the time taken to transfer calls and information. We also continue to undertake work at our fire stations to ensure we are doing everything we can to respond to incidents as quickly as possible as well as maximise the availability of RDS fire engines at times of the day when we know these incidents are most likely to occur using our Crewing Optimisation Group.</p>			

Community Support Performance Measures

Community Support	2022/23 Target	Performance Over The Last 3 Periods			DoT
<p>Measure: Use of virtual/digital library services by residents</p> <p>Reporting Frequency: Quarterly, Accumulative</p>	5.45m	Sep-22	Dec-22	Mar-23	
		G	G	G	
		2.87m	4.50m	6.30m	↗
<p>Performance Analysis: Mar-23: New library website pages have generated increased traffic to new content; increased collection of eBook and other content has led to greater eLibrary usage. Social media reach has also grown this quarter.</p> <p>Actions: Continue to support growing demand though investment in eLibrary platforms and production of virtual and online library events content</p>					
<p>Measure: Number of people reached and supported via the West Sussex Community Hub during the Covid-19 pandemic</p> <p>Reporting Frequency: Quarterly, Accumulative</p>	36,000	Sep-22	Dec-22	Mar-23	
		G	G	G	
		87,298	89,957	92,436	↗
<p>Performance Analysis: Mar-23: During Q4, there have been 2,479 reached by the Community Hub for support with food, energy and wider essentials.</p> <p>Actions: Measure is changing 2023/2024 to reflect quality rather than quantity to ensure positive outcomes at first point of contact for residents that require support from the community hub.</p>					

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Covid-19 pandemic expenditure – Community Hub and Fire and Rescue expenditure	£0.946m	Use of non-ringfenced Covid-19 grant.	(£0.946m)	
Fire and Rescue – Joint Control Centre additional inflationary costs	£0.300m	Fire and Rescue – Staffing vacancies and other minor variations	(£0.481m)	
Fire and Rescue – Additional 4% pay award pressure over and above budgeted 3%	£0.475m			
Community Support – Additional coroner costs projected following work undertaken on long inquests	£0.285m	Community Support – Staffing underspends and other minor variations in Community Safety and Wellbeing, Library Service and Trading Standards.	(£0.627m)	
Community Support – Shortfall in libraries income relating to changes in customer behaviour post pandemic	£0.181m	Community Support – Additional ceremonies income projected as this is the first summer season in recent times with no pandemic restrictions	(£0.362m)	
Community Support, Fire & Rescue Portfolio – Total	£2.187m		(£2.416m)	(£0.229m)

Significant Financial Issues and Risks Arising

- There are no significant issues to raise this quarter.

Financial Narrative on the Portfolio's Position

- The 2022/23 financial outturn position for the Community Support, Fire and Rescue Portfolio is an underspend of £0.229m. This is a reduction of £0.163m when compared to the £0.066m underspend forecast in December. The main movement during the quarter relates to the fire pay award settlement.

Fire and Rescue Service

- The Fire and Rescue Service completed the year with a £0.294m overspend. This is an increase of £0.070m when compared to the £0.224m overspend forecast in December. The service has experienced a number of financial pressures during the year including £0.3m of the inflation impact on the **Joint Fire Control Centre's running costs**.
- A 7% pay increase was agreed with unions for 2022/23 which has been backdated to 1st July 2022. An allocation of 3% was built into the 2022/23 base budget and the remaining 4% has been mitigated in year through other underspends across the service and achieved in full, largely due to staffing vacancies within the Protection and Strategic Risk and Improvement teams.

Community Support

7. Overall, Community Support completed the year with an underspend of £0.523m. This is an increase of £0.233m when compared to the £0.290m underspend forecast in December.
8. The **Coroner's Service** has overspent by £0.285m which relates to increases in mortuary and pathology provision and inquests. Excess deaths have caused an increase in expenditure due to the need to use agency cover and external mortuary provision; however, a proportion of these costs have been charged to the non-ringfenced Covid-19 grant as it is widely acknowledged that the number of excess deaths in the UK is directly linked to the impact of the pandemic. In addition, the County Council has facilitated a number of inquests this year which have led to additional expenditure, including the recently concluded Shoreham Inquest.
9. The **Library Service** has continued to experience a shortfall of income which relates to changes in customer behaviour post-pandemic restrictions. This has led to a £0.181m shortfall of income in 2022/23.
10. These overspending pressures have been mitigated by staffing vacancy savings of £0.627m and an increase in **Registrar Service** income of £0.362m. This increase is due to a surge of ceremonies being delivered in 2022/23 following the relaxation of Covid-19 restrictions.

In-year Revenue Grant Update

11. Since the creation of the 2022/23 Budget, a number of new grants have been awarded. Details of new grants are added to quarterly Performance and Resources Reports throughout the year.
12. These additional funds have/will be utilised in accordance with the grant determination.

	New In-Year Grant - Name and Details	(£)
Fire and Rescue	Marauding Terrorist Grant. This grant funds the specialist training in casualty management for Fire and Rescue Services.	£21,000
	Building Safety Regulator Grant.	£17,000
Community Support	Household Support Fund: October 2022 – March 2023. An extension (3) to the scheme to support those in need.	£4,871,000
	Community Support - Homes for Ukraine Tariff Grant. To enable local authorities to deliver their requirements in supporting Ukrainian nationals arriving under the Homes for Ukraine Scheme. (Individual based tariff).	£7,592,000
	Afghan Relocation and Assistance Scheme. To enable local authorities to support Afghan nationals resettling. (Individual based tariff).	£503,000

	New In-Year Grant - Name and Details	(£)
	Afghan Bridging Hotel Funding. Funds to deliver wrap around support for local authorities delivering bridging accommodation. (Individual based tariff).	£1,647,000
	Afghan Education Grant. For the provision of education for children who have entered via the Afghan Resettlement Scheme.	£1,233,000
	Homes for Ukraine Thank You Payments. Funding for sponsors who are hosting Ukrainians under the Homes for Ukraine scheme.	£1,545,000
	Homes for Ukraine Education and Childcare Grant. For the provision of childcare and education for children who have entered via the Homes for Ukraine visa route.	£4,704,000
	Syrian Refugee Grant. To enable local authorities to support Syrian nationals resettling. (Individual based tariff).	£189,000

Proposed Carry Forward Requests

13. A number of carry forward requests have been processed during the closure of the accounts, including the following item within the Community Support, Fire and Rescue Portfolio:

Service	2022/23 Carry Forward Requests	Amount
Fire and Rescue	Marauding Terrorist Grant - This grant funds the specialist training in casualty management for Fire and Rescue Services. Grant arrangements changed during 2022/23 with PPE replacement transferring to central provision and training left with services. Balance from 2021/22 and 2022/23 is required for 2023/24 to ensure all Firefighters are adequately trained.	£29,000
Fire and Rescue	Protection Uplift Grant (Fire Link Grant) - To drive the improvement in the capability and capacity of Fire and Rescue Services to deliver their protection function to support a safer built environment and respond to the findings from the HMICFRS State of Fire Reports.	£151,000
Community Support	Bequest to Chichester Library – A generous bequest from a member of the public has been received with a wish for the funding to be used at Chichester Library.	£12,000

14. The following carry forward balance from 2021/22 which is currently within reserves also remains available use in 2023/24.

Service	2021/22 Carry Forward Available In 2023/24	Amount
Fire and Rescue	Bequest to Worthing Fire Station – A generous bequest from a member of the public has been received with a requirement that funds are spent on Worthing Fire Station. Time is being taken to finalise plans.	£98,000

Service	2021/22 Carry Forward Available In 2023/24	Amount
Fire and Rescue	South East FRS Control Room Grant – This funding is linked to the national communications project which has been delayed.	£97,000
Community Support	Trading Standards - Proceeds of Crime Act (POCA) restricted funds - Plans have been developed for a number of initiatives to ensure these funds are reinvested into tackling crime and supporting the public.	£95,300

15. It should be noted that all carry forward balances have specific plans in place and can demonstrate the need of funding over and above set budgets. Any carry forward balance which remains unspent at the end of 2023/24, unless specifically agreed otherwise, will be withdrawn from the carry forward reserve and made available to assist the overall financial position.

Covid-19 Expenditure Update

16. The Community Support Service has continued to provide support to residents in relation to the pandemic throughout 2022/23 by working with local partners and helping vulnerable people through the Community Hub and other front-line services. Funding of £0.759m from the Non-ringfenced Covid-19 Grant has been utilised in 2022/23.

17. During 2022/23, the UK has continued to see excess deaths and the latest data from the Office for National Statistics shows that in December 2022, excess deaths were 13.5% above usual expectations. It is widely acknowledged that the Covid-19 pandemic has had a major impact on this situation, therefore £0.093m of these additional costs have been charged to the Non-ringfenced Covid-19 grant.

18. Within the Fire and Rescue Service, £0.094m of costs for firefighter isolation periods, sickness and overtime, as well as a one-year rural engagement officer within the Prevention Team to support vulnerable people living in rural areas who have been isolated during the pandemic have all been charged to the Non-ringfenced Covid-19 grant.

Savings Delivery Update

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

Saving Activity	Saving to be Delivered in 2022/23 (£000)	March 2023		Narrative	2023/24 Outlook
Community Support - Development of adapted Library Service offer in conjunction with Parish Councils	70	70	G	Saving mitigated in-year through staffing underspends. A permanent solution has been delivered and is included within the 2023/24 budget.	B

Savings Key:			
R Significant Risk	A At Risk	G Delivered/ Mitigated In Year	B Delivered On An Ongoing Basis

Capital Programme

Performance Summary - Capital

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

Scheme	RAG Status at March 2023	Reason	Latest RAG Status	Updated Position
Fire Equipment Block Programme	GREEN	Programme of delivery of various types of operational fire equipment on track.	GREEN	Progressing to plan.
Fleet Replacement Block Programme	GREEN	Programme of delivery of fleet replacement programme (Fire/Appliances/Corporate) on track.	GREEN	Progressing to plan.
Live Training Centre and Horsham Fire Station	GREEN	All buildings but the Live Fire Training Building will be complete as per the original completion date - 11th April 2023. The Contractor has advised that the final part will be completed by 2nd June 2023.	GREEN	No impact to overall programme/ occupation dates as the period between mid-April to the start of June, is the fit-out period for the other buildings.
Fire and Rescue Estates Improvement Programme	GREEN	Feasibility for remodelling at Selsey, Bognor Regis, Littlehampton & Haywards Heath Fire Stations.	GREEN	Feasibility Study including decontamination, staff welfare, accessibility, training/Community areas & heat decarbonisation works has completed.

21. A number of capital schemes have completed during the 2022/23 financial year, including the following project for this portfolio:

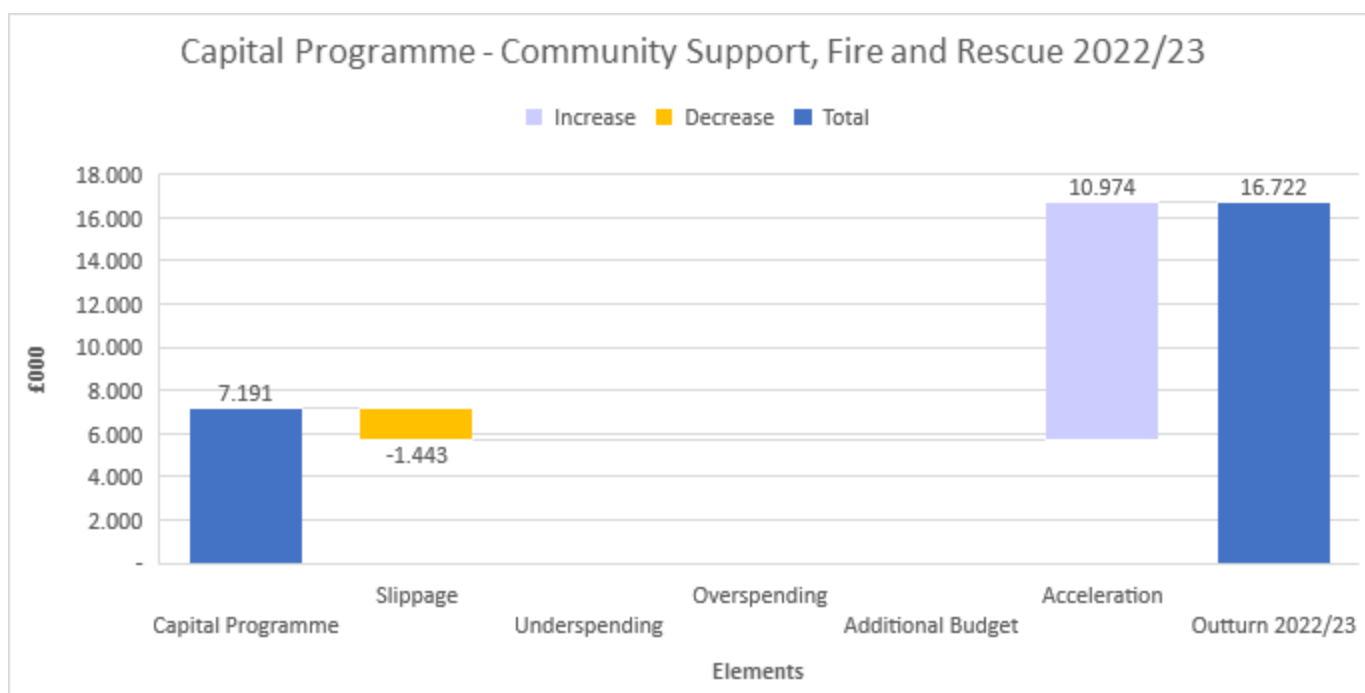
Month Completed	Project	Location	Description
May 2022	Worthing Community Hub	Worthing	Refurbishment of Worthing library to create a new community hub space, a range of services into the library building.

Finance Summary - Capital

22. The capital programme; as approved by County Council in February 2022, agreed a programme totalling £9.725m for 2022/23. Budget of £2.534m

originally profiled to spend in 2022/23, was accelerated into 2021/22, revising the capital programme to £7.191m.

23. During the year, the Community Support, Fire and Rescue Portfolio spent £16.722m on its capital programme, an increase of £0.346m when compared to the profiled spend reported in December 2022. Investment in the year focussed around the Live Training Centre and Horsham Fire Station which nears completion alongside improvement works at Crawley and Worthing Fire Stations, the fire equipment programme and fleet replacement programme.



Key:

Capital Programme – The revised planned expenditure for 2022/23 as at 1st April 2022.
 Slippage – Funding which was planned to be spent in 2022/23 but has since been reprofiled into future years.
 Underspending – Unused funding following the completion of projects.
 Overspending – Projects that require further funding over and above the original approved budget.
 Additional Budget – Additional external funding that has entered the capital programme for the first time.
 Acceleration – Agreed funding which has been brought forward from future years.
 Outturn 2022/23 – Total capital programme expenditure as at 31st March 2023.

24. Details of the main movements since December are as follows:

- **Slippage: (-£1.443m). Movement since Q3 report: (-£0.518m)**
 - **Fire and Rescue Estates Improvement Programme: (-£0.125m).** The service are currently reviewing the feasibility reports for all the stations which will result in the business case being updated early in the new financial year. Funding has been reprofiled into 2023/24.
 - **Fleet: (-£0.230m).** Service are currently reviewing the future needs for fleet which has resulted in delays therefore funding has been reprofiled.
 - **Fire Equipment – (-£0.105m)** – Block allocation has been reprofiled into 2023/24 due to the lead in times for delivery of equipment.

- **Worthing Community Hub – (-£0.058m)** - Negotiations are ongoing regarding final payment, therefore funds have been reprofiled into 2023/24.

- **Acceleration: £10.974m. Movement since Q3 report: £0.864m**

- **Live Training Centre and Horsham Fire Station: £0.864m.** Works continue to progress quicker than first anticipated therefore funding has been accelerated from 2023/24.

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

Risk

26. There are no corporate risks assigned to this portfolio. Risks allocated to other portfolios are specified within the respective portfolio sections. Further detail on all risks can be found in **Appendix 4** - Corporate Risk Register Summary.

27. Full details of the latest Risk Register, including actions and mitigations can be found under the County Council's [Regulation, Audit and Accounts Committee Agenda](#) website.

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Q4 - Corporate Risk Register Summary

CR11

Current Score
25

Target Score
8

Initial Score
20

Risk Change
Unchanged
➔

Risk Control/Action

Target Date

Benchmarking of salaries against peers across neighbouring LA's focussed on attracting and retaining talent for key areas, and consider activates to address outcomes.	Ongoing
Conduct planning session with HR team to review current recruitment practices, and meet with key stakeholders to develop comprehensive plan to address areas needing improvement.	Ongoing
Develop alternative arrangements to attract candidates for hard to recruit to roles including the use of specialist third party search agencies.	01/06/2023
Development and regular communication of comprehensive employee value proposition to support recruitment and retention.	01/09/2023
Development of strategic workforce planning approach in collaboration with services, to identify cross organisational skills, capacity and capability risks and requirements (current and future) and work with services to establish action plan for high risk and priority areas and roles.	01/09/2023
Longer term strategies for addressing recruitment issues e.g. apprenticeships, growing our own.	Ongoing
Restructure of HR Resourcing function to ensure it better fits how recruitment now needs to be undertaken	01/06/2023

Risk Description

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

Date Risk Raised

01/03/2017

Risk Owner

Director of Human Resources & Org Dev

Risk Strategy

Treat

CR39a

Current Score
25

Target Score
16

Initial Score
20

Risk Change
Unchanged
➔

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

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

CR58

Current Score	Target Score	Initial Score	Risk Change
20	9	25	Decreased

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
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
Review capacity of residential and non-residential services to ensure service availability and to support identification of contingencies if needed.	Ongoing

These amendments were applied after the 20 Mar 2023 RAAC and will be presented to committee on 17 Jul 2023 for information and comment.

CR22

Current Score	Target Score	Initial Score	Risk Change
20	12	16	Unchanged

Risk Description

The financial sustainability of council services is at risk due to uncertain funding from central government and economic conditions (mainly inflation and interest rates) impacting on service delivery, and/or failure to make the required decisions to ensure the budget is balanced. This has been compounded further with the COVID-19 pandemic and the now cost of living crisis which is making economic conditions uncertain, and impacting on the cost of council services and demand for services.

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

Risk Control/Action	Target Date
Continue to lobby for fairer funding for Local Government through annual settlements, the Fair Funding Review, Levelling Up Agenda and Business Rates reset.	Ongoing
Financial Planning sessions with EMT and JLT taking place to ensure officers and Members understand and own the financial challenge.	Ongoing
Monitor the use of additional funds made available to improve service delivery.	Ongoing
Monthly monitoring of the financial position in 2022/23 and 2023/24 and reported to ELT and Cabinet Member for Finance to ensure pressures are visible and mitigating action put in place. This includes reporting on the delivery of savings in year.	Ongoing
Publication of annual MTFs (Revenue and Capital) across a five year planning period aligned to the Council Plan. The budget gap for 2024/25 remains challenging - currently estimated at £40 to £50m over the medium term that will require a long term approach to financial planning and a different approach to identifying cost reductions and income generation (aligned to the Council Plan and priorities limited resources).	Ongoing

CR73a

Current Score	Target Score	Initial Score	Risk Change
12	4	12	Unchanged ➡

Risk Description

Climate Change Mitigation - If there is a failure to adequately prioritise, finance, resource and embed into BAU our efforts to decarbonise in alignment with the commitments made in the Council's Climate Change Strategy, there is a risk that there will be insufficient capacity and capability to fully deliver the necessary actions within the stated timeframes. This will lead to additional resource strain, higher demand on capital programmes and threaten organisational reputation.

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
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

CR73b

Current Score	Target Score	Initial Score	Risk Change
12	6	12	Unchanged ➡

Risk Description

Climate Change Adaptation -West Sussex faces the high risk of increasing impacts of climate change including extreme heat, severe storms, flooding and sea level rise, among others. Without proactive consideration of and preparation for these impacts, WSCC assets, service delivery and West Sussex residents are at increased risk of damage, disruption and injury. This will lead to protracted service disruptions, dangerous conditions and increased reliance on emergency services. In the longer term this could lead to displacement of residents and businesses in vulnerable, lower lying areas.

Date Risk Raised
01/01/2022

Risk Owner
Director for Place Services

Risk Strategy
Treat

Risk Control/Action	Target Date
Clear prioritisation of CC Strategy delivery within Our Council Plan	Ongoing
Existing assets and service delivery 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

These amendments were applied after the 20 Mar 2023 RAAC and will be presented to committee on 17 Jul 2023 for information and comment.

CR61

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

Risk Control/Action	Target Date
Implementation and monitoring of Continuous Practice Improvement Plan (CPIP).	Ongoing
Provide proactive improvement support to services to assure effective safeguarding practices.	Ongoing

Risk Description

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

Date Risk Raised	01/06/2019
Risk Owner	Director of Children, Young People and Learning
Risk Strategy	Tolerate

These amendments were applied after the 20 Mar 2023 RAAC and will be presented to committee on 17 Jul 2023 for information and comment.

CR68

Current Score	Target Score	Initial Score	Risk Change
10	10	25	Unchanged →

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

Risk Description

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

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

CR69

Current Score
10

Target Score
5

Initial Score
25

Risk Change
Decreased
↓

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

Risk Description

Children's Services have now been moved out of special measures as a result of the recent Ofsted inspection, however ILACS have outlined areas that require further development. If the council stall in their efforts to implement the planned improvements, there is a risk that the service will fail to progress all areas to a 'good' rating within a suitable timeframe.

Date Risk Raised
01/03/2020

Risk Owner
Director of Children, Young People and Learning

Risk Strategy
Treat

These amendments were applied after the 20 Mar 2023 RAAC and will be presented to committee on 17 Jul 2023 for information and comment.

CR39b

Current Score
9

Target Score
9

Initial Score
20

Risk Change
Unchanged
→

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.	Complete
Maintain and refresh systems of control to ensure that access to sensitive data and information is controlled.	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.	Complete

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

CR50

Current Score	Target Score	Initial Score	Risk Change
9	6	20	Unchanged ➡

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

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

CR7

Current Score	Target Score	Initial Score	Risk Change
8	4	16	Unchanged ➡

Risk Control/Action	Target Date
Audit plan focussing reviews on key corporate support systems to identify areas in need of improvement.	Ongoing
Examples of non-compliance used to inform Directors to enforce compliance with standards.	Ongoing
Officer Board review to simplify and clarify.	01/07/2023
Regular monitoring and active corporate support to establish better practice.	Ongoing
Training focused on CMT and senior officers involved in decision governance.	Ongoing

Risk Description

There are governance systems which are not used fully and to best effect, and some which do not fit well together. This inhibits effective performance and delivery and frustrates those involved. Skills and knowledge of systems are patchy and excessive effort required for sound decisions and outcomes.

Date Risk Raised
01/12/2019

Risk Owner
Director of Law & Assurance

Risk Strategy
Treat

CR72

Current Score	Target Score	Initial Score	Risk Change
8	8	20	Decreased ↓

Risk Control/Action	Target Date
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 unregistered placements. This has strengthened existing regulations that stipulate that all children and young people who require residential care must be placed within registered children's homes. Due to a local and nationwide shortage of registered provision there is a risk that these children and young people will not be cared for in settings that best meet their needs, which could lead to safeguarding concerns and enforcement action against the providers of unregistered homes and local authorities.

Date Risk Raised
01/08/2021
Risk Owner
Director of Children, Young People and Learning
Risk Strategy
Tolerate

CR74

Current Score	Target Score	Initial Score	Risk Change
6	3	15	Decreased ↓

Risk Control/Action	Target Date
Focus resource onto managing provider relationships to improve contract management.	Ongoing
Regular communication and engagement with providers on programme development/progress, and strategic direction/consequences of changes.	Ongoing
Service commitment to undertake re-procurement if and when required	Ongoing
Subject to appropriate approvals, opening up the Contingency Contract wider for providers to work with the Council in the interim	Ongoing

Risk Description

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

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

These amendments were applied after the 20 Mar 2023 RAAC and will be presented to committee on 17 Jul 2023 for information and comment.

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Report to Fire and Rescue Service Scrutiny Committee

12 June 2023

West Sussex Fire & Rescue Service Annual Statement of Assurance

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 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 Fire & Rescue Authority and its fire and rescue service delivered the requirements contained in the National Fire and Rescue Framework and the authority's CRMP during 2022/2023.

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: West Sussex Fire & Rescue Service Annual Statement of Assurance
2022/23 Decision Report

Appendix B: West Sussex Fire & Rescue Service Annual Statement of Assurance
2022-23

Background Papers

None

Report to Cabinet

June 2023

West Sussex Fire & Rescue Service Annual Statement of Assurance 2022/23

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 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 CRMP during 2022/2023.

Recommendations

Cabinet is asked to approve the West Sussex Fire and Rescue Service Annual Statement of Assurance 2022-23.

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, it references actions to reinforce service improvement in Fire and Rescue and Children's Services and contribution to its 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 Community Risk Management Plan (CRMP) Objectives that feed into that assured position.

Agenda Item 8
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 organisation 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.
- 1.9 This report includes the annual report and details the progress within the first year of the new CRMP, reviewing financial position, governance, progress against strategic priorities, as well as the overall performance for the year.
- 1.10 The statement of assurance should be signed off by an elected member of the relevant authority who is able to take responsibility for its contents, this has been entered into the forward plan for a decision on 20 June 2023 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, have prepared an Annual Statement of Assurance for 2022-23.
- 2.3 Decisions relating to the fire and rescue service 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, therefore no other options can be considered.

4 Consultation, engagement and advice

4.1 The document has been presented to the Fire and Rescue Scrutiny Committee and subsequently approved with some recommendations. The FRS considered these recommendations and made amendments where suitable. These amendments 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 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 from ceasing this process 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 Community Risk Management Plan (CRMP) became live. This new CRMP has been through public consultation, and the approved proposals agreed in Cabinet.

Risk	Mitigating Action (in place or planned)
Not adopting an Annual Statement of Assurance (SOA)	All information supporting this informs the Council’s Community 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.
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

Risk	Mitigating Action (in place or planned)
	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

Background papers

None

West Sussex Fire & Rescue Service

Annual Statement of Assurance 2022-23



PREVENTION



PROTECTION



SERVICE DELIVERY



PEOPLE



ASSETS

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Foreword from Cabinet Member for Community Support, Fire and Rescue



Welcome to West Sussex Fire Authority's Statement of Assurance for 2022/2023.

As the Cabinet Member for Community Support, Fire and Rescue, I am pleased to present this document to our local communities, setting out how West Sussex Fire & Rescue Service meets the requirements of the [Fire and Rescue National Framework for England](#).

The launch of this year's Statement of Assurance also signifies the conclusion of the first year of our new [Community Risk Management Plan](#) 2022 - 2026; a plan which sets out the direction of our fire and rescue service over the course of the next four years.

This plan sets out the strategic priorities and the steps that the service is taking to implement new programmes of work, to help ensure that West Sussex continues to be a safe place to live and work.

Keeping residents safe is the highest priority for West Sussex Fire & Rescue Service, and this objective underpins everything the service does.

I am proud of the work that West Sussex Fire & Rescue Service contributes to serve our communities, 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

Our annual Statement of Assurance covers the financial year 2022/23 and provides details on our performance, outlining how we manage the budget to provide an efficient and effective service to the residents and visitors of West Sussex.

During this fiscal year we began to emerge from under the cloud of COVID-19 after almost two years of restrictions and lockdowns.

As we began to return to a sense of normality, we faced some of the worst storms in recent years, followed by an exceptionally busy summer of wildfires that took hold of our beautiful and extensive countryside, and a vast amount of winter flooding calls – from premises that had flooded due to the volume of rainfall, and others due to burst pipes from the cold snap.

This Statement of Assurance is significant because it is the first under our new [Community Risk Management Plan](#) and through this plan set five strategic objectives across our People, Protection, Prevention, Service Delivery (formally Response) and Asset areas. These objectives will ensure that we continue to deliver a service which puts public safety at the heart of everything we do, in order to keep our communities safe from harm.

Throughout 2022/23 our improvement journey continued at great pace too, with the service's progress formally recognised in the [latest inspection report](#) from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services.

Steady progress was also made at the site of our new Horsham Fire Station and Training Centre, and the state-of-the-art facilities have been designed to place a real emphasis on the continued development of our staff.

The last 12 months have seen West Sussex Fire & Rescue Service demonstrate its ability to deliver services that benefit the community, and our teams will continue to deliver the service West Sussex expects and deserves.

Sabrina Cohen-Hatton, Chief Fire Officer



Community Risk Management Plan

It is a statutory requirement that all fire and rescue authorities produce a [Community Risk Management Plan](#) (CRMP). 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 and 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 neighbouring 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.

What is a 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 CRMP.

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 Fire Authority and its fire and rescue service delivered the requirements contained in the National Fire and Rescue Framework and the authority's CRMP during 2022/2023.

The West Sussex Fire & Rescue Authority set strategic priorities for the period of 2022-26 based on thorough risk analysis.

Strategic Priority 1: Preventing fires and emergencies from happening.

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

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

Strategic Priority 4: Have a safe and valued workforce.

Strategic Priority 5: Making best use of resources.

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

Governance

West Sussex County Council (WSCC) is the Fire Authority for West Sussex Fire & 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. Full Council is the Fire Authority and has delegated executive powers of the Fire and Rescue Authority to the Cabinet.

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, the executive policy setting and scrutiny and role of county councillors.

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 Community 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 meeting of the County Council on 17 December 2019.

Key decisions (a decision that amounts to over £500,000 in value or significantly affects more than one division) about the service can be taken by the Cabinet Member for Community Support, Fire and Rescue, the relevant fire officer, public Cabinet or at a Full Council meeting.

The council's Cabinet, the FRS Scrutiny Committee and Full Council meet in public as a demonstration of accountability to the residents of West Sussex. These meetings can be attended in person or viewed via the council's website. As a fire

authority the fire and rescue service is linked to a range of the council's 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.

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

His Majesty's Inspectorate of Constabularies and Fire & Rescue Services (HMICFRS)

In September 2021 HMICFRS undertook their second round of full national inspections and again visited the service. Following the services inspection, HMICFRS acknowledged in the report published on 27th July 2022:

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

HMICFRS also acknowledged improvements in how the service responds to incidents, how efficient it is becoming and how we anticipate workforce planning by forecasting retirements and the number of staff we need to recruit. This second round of inspection recognised an improvement and rated the service as 'requires improvement'.

WSFRS remains committed to tackling areas of bullying, harassment and discrimination of which HMICFRS have identified nationally within the fire sector. As part of our People Service Plan the service has implemented a mandatory Leadership and Culture Framework for all staff. The framework delivers several workshops to support cultural transformation and promote equality, diversity and inclusion, coaching skills, our values and behaviours, as well as the NFCC Code of Ethics - all of which are embedded into staff's performance reviews.

WSFRS remains committed to maintaining and improving the services that our communities, businesses, customers and partners depend on so heavily.

HMICFRS have now started their third round of inspections and will be visiting WSFRS as part of this programme late in financial year 2023/24. We look forward to welcoming them into our service.

Financial Performance Report 2022/23

How your money is spent

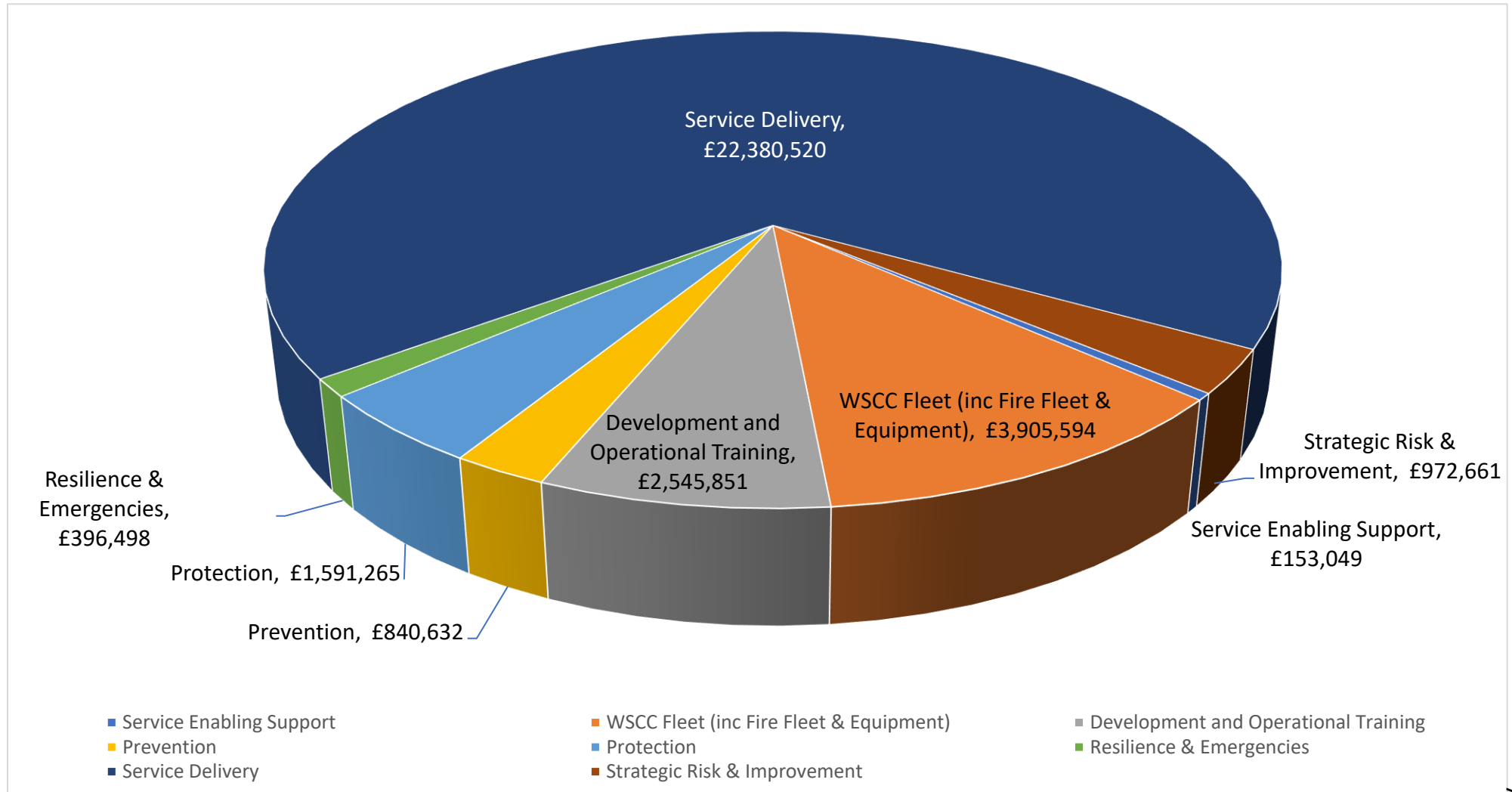


Figure 1 – FRS Expenditure 2022-23

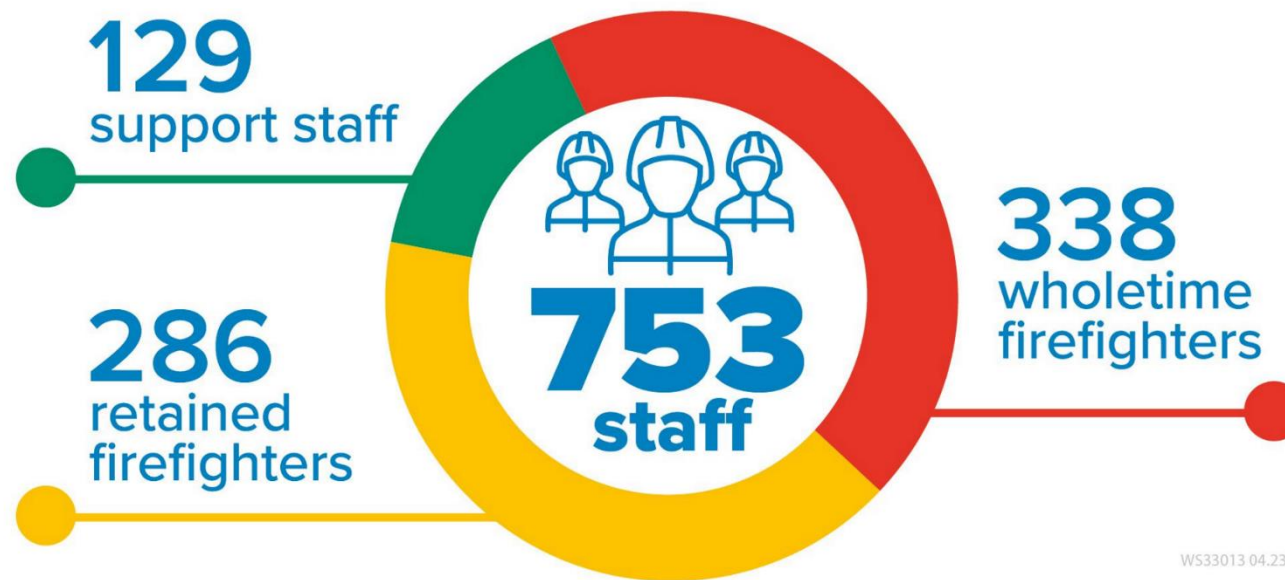
Our People

At the end of March 2023 our workforce total of 753 included a total of 338 wholetime firefighters, 286 on-call (retained) firefighters and 129 support staff working for WSFRS.

There has been significant focus through our scrutiny on our diversity within service workforce recruitment. The progress is monitored regularly and we are now seeing the representation of this within our data.

The applications for wholetime firefighters in 2016 were 91% Male, 9% Female, which in contrast to our most recent process in 2020/21 had moved to 81% Male, 16% Female and 2% would prefer not to say.

The ethnicity of applicants in 2016 was 95% White and 5% across Asian, Black, Chinese, mixed and prefer not to say. In 2021 this had moved to 91% White and increased to 9% across the other ethnicities which shows progress in both areas over the last five years, albeit a small increase.



WS33013 04.23

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 suitably scrutinised and delivered. As part of the [Our Council Plan](#) we ensured a clear link to our PAF with four 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

	22/23 Target	Performance
Number of Safe & Well Visits delivered to those at highest risk	4000	4680
Fire safety inspections of business premises (as determined by the Risk Based Inspection Programme) carried out per year	1000	1004

Helping people and communities to fulfil their potential.

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

	22/23 Target	Performance
Percentage of critical fires where the first appliance in attendance meets our emergency response standard	89%	89.1%
Percentage of critical special service incidents where the first appliance in attendance meets our emergency response standard	80%	81.3%

A critical incident is defined as one that is likely to involve a significant threat to life, structures or the environment. 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. In the reporting year 2022-23, we tracked the performance of 29 core measures against quarterly and end of year targets (detailed in Appendix A). These core measures are subject to scrutiny at our Strategic Performance Board, Service Executive Board and by the FRS Scrutiny Committee, ensuring organisational aims and objectives are achieved.



Deputy Chief Fire Officer Annual Review

This year has seen some significant progress against our CRMP, during a period of potential Industrial action and a call for significant sector improvements.

This year's scrutiny has included updates on our Retained Duty System Task and Finish Group; His Majesty's Inspectorate of Constabularies and Fire & Rescue Services (HMICFRS) Inspection Report and a report on diversity in recruitment. It also reviewed our performance using our embedded Performance and Assurance Framework quarterly with a positive upward trend on our improvement. At 22/23 year end there were 18 green, five amber and six reds compared with nine green, five amber and 15 reds at the end of 2021-22.

As with any year there are often publications which need to be considered and incorporated into our Community Risk Delivery Plan. This year has seen the publication of several key government publications including a White Paper on reforming our fire and rescue service and more recently the values and culture in fire and rescue services. The related activities have been incorporated into the planning for next year, and where there are areas to be addressed immediately, the appropriate change controls have been put in place.

The National Fire Chiefs Council (NFCC) have consulted on and introduced six Fire Standards in 2022/23 bringing a total of 16 new standards by which to align our work. These have now been responded to, reviewed and incorporated into our service plans for 2023/24 as well as reporting embedding into our internal governance.

As detailed in our CRMP there is a clear link to the county council priorities and increased focus on areas that we can support the county council further. As you will read through this year's report there has been a significant amount of progress throughout the last year which you will see across all five strategic priorities including notably a reduction in accidental dwelling fires; implementation of national fire safety regulations; increased fire cover on our day crewed stations to seven days a week; continuation of work on our leadership programme and embedding of the Code of Ethics and Values; and finally the build of the new state of the art fire station and training centre.



Progress against our CRMP Strategic Priorities

Strategic Priority 1: Preventing fires and emergencies from happening

1.1 Place the public and communities at the centre of our activities.

Our community fire safety officers and firefighters deliver Safe & Well Visits to those with the highest level of fire risk. Visits are a vital part of how we reduce incidents and protect people from fire in their home. We provide fire safety advice and equipment as well as health and wellbeing information because our data shows that there is a strong link between poor health and fire risk. Very often we identify people who need additional help to live safely and independently so we signpost and refer them to partner organisations for support. When the need is urgent we work quickly with our partners to safeguard them. In the last year we made 51 safeguarding referrals.

We completed 4680 visits and in addition visited 2245 homes to carry out risk reduction activity such as installing smoke alarms (2456) and carbon monoxide sensors (1257) and supplying fire safety equipment. For more details about safety in the home please see our webpages on [home fire safety](#).

1.2 Develop our capacity, through our frontline staff, volunteers and the frontline staff of partner agencies.

We have been working hard to deliver local community safety activities focusing on where incidents have occurred previously to make sure our safety messages reach those who most need them. We use our serious and fatal fire review procedures to drill down into the human behaviour that contributes to serious and fatal fires, which shapes our communications and safety campaigns.

Volunteers play a significant part in delivering community safety events and engaging with our communities. In 2022 we celebrated 10 years of volunteers and recognised the amazing contribution they all make to our prevention work. They focus on providing information and offering Safe & Well Visits in areas where there is a greater level of risk. If you are interested in joining our incredible team of volunteers, please visit our [Fire & Rescue Service Community Volunteer page](#).





1.4 Provide school children with fire safety education and deliver programmes so children and young people can make safer decisions and fulfil their potential.

Our Targeted Education Team delivered a number of new interventions for children and young people, SPARK and IGNITE. We continued to deliver GRIT, including a new tailor-made course especially for children with special educational needs. Along with our operational crews our education instructors visited schools to deliver safety education sessions. Our targeted programmes are designed to develop personal skills and qualities such as resilience and teamwork through a range of activities and experiences.

You can find lots of exciting and informative educational information for children, parents, carers and teachers on [WSFRS's Learning zone](#).

Through our Firewise programme we work with children and young people who play with fire. Providing education on the dangers of playing with fire or using fire inappropriately can significantly reduce the chance of this behaviour continuing.

1.5 Strengthen and grow our partnerships, working together to keep the individuals and communities safer.

As a member of the Sussex Safer Roads Partnership (SSRP) we work with the other members, Brighton & Hove City Council, East and West Sussex county councils, Highways England, East Sussex Fire & Rescue Service and Sussex Police to reduce the number of people being killed and seriously injured on our roads.

In 2022/23 we attended 516 RTCs and carried out 66 extrications.

For more information visit our [road safety webpage](#).



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

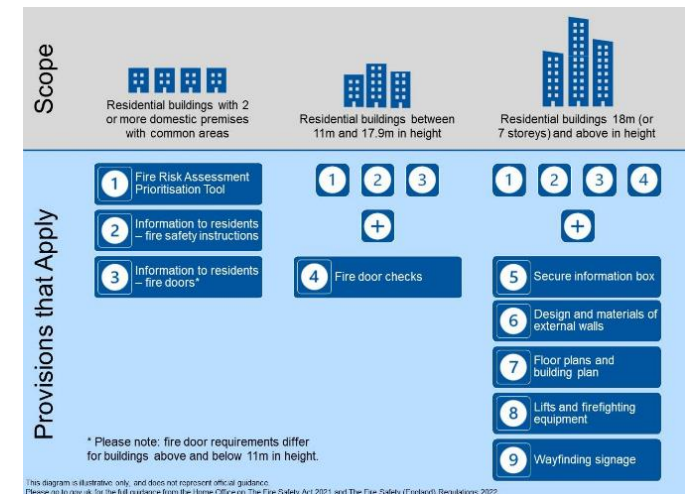
2022/2023 has been an extremely exciting year for the Protection department with the commencement of several new pieces of fire safety legislation directly linked to the ongoing response to address the outcomes of the Grenfell Tower tragedy in 2017.

This has included the Fire Safety Act 2021 and the Fire Safety (England) Regulations 2022, the latter of which has required WSFRS to set up [a portal on our website](#) to enable the responsible persons (RP) of high-rise residential buildings to submit reports of defects relating to firefighting lifts and other key firefighting facilities such as dry risers and smoke ventilation systems. This enables us to undertake a review of the risk that such defects to these critical systems would pose during a fire, and make appropriate alternate pre-planning arrangements as is necessary, such as increasing the number of fire engines, firefighters and high-reach vehicles that we would mobilise to such an incident. This portal is detailed and advertised through GOV.UK to assist RPs to comply with the legislation.

2022 saw the commencement of our new CRMP, which embedded nine strategic objectives for Protection. We have already delivered three of these objectives;

- Implementation of a call challenge system to not respond to fire alarms in commercial premises.
- Effective working between our Prevention, Protection and Service Delivery teams for an inclusive approach to local risk management.
- Work effectively with other regulators and agencies to reduce risk.

The most significant impact to WSFRS has been the implementation of our Unwanted Fire Signal Policy, which introduced a call challenge and non-attendance procedure in collaboration with our partners in Surrey FRS, so that both services no longer automatically respond to reports of fire alarm actuations in commercial premises. This procedure went live on the 1 December 2022 and had an immediate effect on the number of unwanted fire signals we attended, which were down 75% on the previous month. This reduction has allowed our fire crews to spend more time undertaking training to maintain their operational competences, focusing on risk reduction activities such as assisting those that are most vulnerable within our communities, and undertaking fire safety checks in simple premises which has been made possible following the



delivery of a service-wide training programme delivered by trainers from within the fire protection team. In March 2023 we signed our first [Primary Authority Partnership](#) agreement with Churchill Retirement PLC.

This will enable us to assist Churchill Retirement to continue to meet the requirements placed upon them by the Regulatory Reform (Fire Safety) Order 2005 and exceed those minimum standards where appropriate.

It will enable WSFRS to advise our partner on the standards that they should be adopting across their entire property portfolio and is not just restricted to those that are present within West Sussex.

As Churchill provide housing for people that are generally at a higher risk in the event of fire, due to age, infirmity, disability etc, this is a really important partnership that supports WSFRS in protecting some of the more vulnerable people in our communities.



During this year we presented to the FRS Scrutiny Committee on the rationale for reducing the target for number of fire safety audits that we would complete within regulated buildings. This was because we recognised the importance of upskilling our fire safety regulators so that they are qualified in accordance with the national competency framework and to make them more effective for the future. To undertake the necessary courses meant that they would not be available to conduct their normal auditing activities.

To achieve this upskilling, we have made efficient use of a government grant provided to FRSs to enhance the effectiveness of their Protection departments, following the outcomes of the Grenfell Tower fire. This grant is also making it possible to launch a pilot scheme whereby we are investing in our retained colleagues to train a small number to carry out fire safety audits, which will further enhance the effectiveness of our crews within their local communities to further reduce risk.

Within the 2022/23 year we have completed 1004 audits of buildings where the Fire Safety Order 2005 applies, with 175 (data to the end of Q3) being found to have deficiencies in their fire safety management. 20% of these audits have been

undertaken in premises that feature within our Risk Based Inspection Programme, with a further 500 premises receiving a Fire Safety Check conducted by our response crews and our fire safety apprentices.

We have also invested in our fire investigation (FI) capabilities, with more than half of our wholetime supervisory managers having received training to enhance their skills for investigating simple fires.

Three of our specialist FI officers have also had their skills and competencies upgraded to the highest level attainable as we continue to support our fire investigation partnership across the 4Fire partnership of Kent, Surrey, East Sussex and West Sussex. This ensures that the forensic approach that we take to investigate complex scenes supports the police and courts to bring offenders to justice where fires have been set deliberately.

Our FI team also continue to lead the way in sharing information that drives down risk and at a recent inquest aided the Coroner to submit a Regulation 28 letter to the Government with a view to prevent future deaths through the installation of automatic fire sprinklers in extra care facilities.

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

In 2022, we changed the name of Response to Service Delivery to better reflect the work we do within our communities to reduce risk and keep the public safe. Our firefighters are committed to reducing risk for those most vulnerable in our communities by carrying out prevention activity such as Safe & Well Visits as well as completing fire safety audits to keep businesses safe across West Sussex. Of course, when you need us, we will respond quickly with a safe, competent, and well-trained workforce, to help people and save lives.



As part of [our CRMP](#) we have 10 key priority areas in Service Delivery to focus on within the life cycle of the plan (3.1 to 3.10).

We are proud to have completed two of our committed key priorities within the CRMP within the first year. The first is: 3.7 Enhance day crewed immediate response cover activity 7am - 7pm, seven days a week by extending the current day crewing model at some stations to provide immediate response cover and protection and prevention activity 7am - 7pm, seven days per week with a new flexible crewing model.

We have successfully launched this at Haywards Heath, Burgess Hill, Shoreham, and

East Grinstead fire stations. Our data is telling us that this will demonstrate improved response times to all incidents by 1 minute in Mid Sussex and 34 seconds in Adur. We will now evaluate the impact of our four day crewed fire stations by reviewing the data to assure ourselves and the public we are realising the benefits.

We have also successfully launched our new Local Risk Management Plans (LRMPs) 2023-24 as part of our commitment to key priority 3.4 in service delivery.

Our LRMPs have evolved by working with key partners in our communities and we have made informed decisions to target our resources to risk by using a range of national and local data sets.



This is our first year of our new LRMPs and we will evaluate our outcomes to ensure we are realising the benefits of our work to reduce risk.

As part of our name change to Service Delivery, we took the opportunity to implement further improvements to make our fire station teams more effective and efficient.

We previously had three geographical groups of Western, Central and Eastern where our fire stations teams would be allocated to. We have decided to realign into a new two group structure made up of Eastern and Western groups. This has enabled our station managers to enhance their focus on day-to-day station activity with their teams.

This change has enabled us to introduce a new team called Service Delivery Support. This team now provides the day-to-day support to our Service Delivery teams ensuring we work closer than ever with our partners and departments across the organisation to achieve our LRMP, CRMP objectives and continue our cultural improvement journey.

Our aim is to create empowered, trusted, and high performing teams at WSFRS. Following our two recent HMICFRS reports where we have an open cause of concern relating to promoting the right values and culture. To support our realignment to a two-group structure in Service Delivery we have introduced a new meeting governance cycle where we will support our teams around three core areas:

- People
- Productivity
- Evaluation

The new meeting governance cycle in Service Delivery has removed working in silos and has created clear and transparent communication pathways. This is helping us to solve problems together and we are making informed and effective decisions to support our people and provide the best service to the public. All our decisions that are made within the governance cycle are aligned to the Code of Ethics and our values. These decisions are communicated transparently with the workforce to keep our teams up to date with information and decisions made.



We continue to use flexible ways of working to maximise appliance availability across the county. So, when a fire engine needs a fourth firefighter to become available, we will move them around the around the county to match our resources to risk.



We continue to use the Joint Fire Control (JFC) with Surrey and East Sussex fire and rescue services. This is where highly trained control room staff deal with emergency calls, mobilising the nearest and quickest vehicles to incidents. JFC also continually assess those resources dynamically and according to risk.

In 2022/23, we had several significant incidents throughout the year that required many resources. The majority of these happened in the summer months, which included sending 14 fire engines to a leisure centre fire in Copthorne (07/08/2022), and eight fire engines to a domestic fire in Crawley. We also responded to several wildfires where a care home was protected in Yapton (09/08/2022).

Other incidents of interest were a derelict care home fire in Haywards Heath and in March 2023 a large fire where we sent 14 fire engines and specialist vehicles to a Grade II listed hotel, shops and associated flats that were damaged by fire in Midhurst town centre.

We continue to ensure we are prepared to attend operational incidents when we are needed. We do this by visiting our known risk premises and sites in collaboration with our Protection and Prevention colleagues, so we can carry out joined up activity to reduce risk with residents and allow our firefighters to familiarise themselves with the built and rural environment. We continually horizon scan and identify any new risks or buildings that we need information on to support our firefighters in making effective decisions at an incident.

We regularly conduct exercises with our emergency partners and neighbouring fire services such as Surrey, Hampshire and East Sussex. We record all our exercise aims, objectives and learning outcomes to ensure we are learning from our exercises and we cascade this learning



across the service. This will enable future inspections by HMICFRS to easily view and scrutinise our exercise activity and operational preparedness.

To further support operational learning we have a debriefing process that is supported by our Operational Assurance Team who analyse all aspects of our operational learning and share this locally and nationally as required. This gives us the opportunity to adjust our policies where necessary. This assures us that we are keeping firefighter and public safety at the forefront of our work.

Our operational incident commanders are regularly tested and complete reaccreditation to ensure everyone is in date and qualified to lead incidents. We are looking forward to the opening of our new Horsham site in 2023, where our incident command facilities will support effective and efficient training opportunities.

We have also reintroduced a focus on parades at our fire stations. This gives each team at the start of a shift the opportunity to set the expectations for the day and make clear the response, protection and prevention activity that will be undertaken.

Our firefighters have been trained to complete fire safety audits at low-risk businesses across the county. We have completed 389 fire safety audits in 2022/23 which has reduced the risk in these buildings. Our firefighters carrying out these audits have a clear process for escalating risk that they find to our trained protection officers for further investigation. This training has enabled our firefighters greater awareness of the built environment and fire dynamics which is improving our overall firefighting strategy, operational assurance, data gathering and protection/prevention activity.

We have made improvements to record all of our work that our service delivery teams complete in our communities in the last year. Our firefighters have completed 1351 hours of community activity such as school visits, attending fetes and talks which are outside of our Safe & Wells Visits. This demonstrates our commitment to engaging with our communities to maximise opportunities to reduce risk.

Within the next year our CRMP focus will be to make progress on the other eight key priorities in service delivery. We look forward to starting in 2023 on 3.5 to implement an operational response model to maximise retained availability in strategic geographical areas aligned to community risk.



Strategic Priority 4 Have a safe and valued workforce

Our People

Our people are our greatest asset and they are at the heart of what we do. They always show their adaptability and willingness to go the extra mile for our residents. During 2022 the service introduced our People Service Plan to support Strategic Priority 4 within our CRMP, to 'Have a safe and valued workforce'. Our aim is 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.

We want the service to continue to be a great place to work and to help our workforce become more resilient and diverse. We are continuously working to improve the culture of our service and in the way we work, and we will explore the progress we have made over the last year through various lenses below. We continue to make every effort to protect and grow the culture of teamwork and inclusivity whilst developing more agile ways of working.



Without doubt, there will be other external factors which will influence the work the service does. Through effective workforce planning, WSFRS will ensure it has the skills and capacity needed to be able to adapt to unknown factors and to be a high performing fire and rescue service.

Health and wellbeing

We recognise that health and wellbeing is not an optional extra. Supporting our staff to be physically and mentally healthy not only forms part of our legal responsibilities, and makes good organisational sense, but most importantly, it is the right thing to do for our people who are working tirelessly to protect our communities.



We offer a range of services to support all employees to maintain healthy lifestyles. These include access to a comprehensive occupational health service, Employee Assistance Programme, close working with The Fire Fighters Charity, health and wellbeing roadshows, and Champion Health, a personalised, proactive health and wellbeing platform.

We have a network of Wellbeing Champions who are all volunteers from throughout the service and play a vital part in our wellbeing approach. We have also trained a group of staff as mental health first aiders, to ensure they can work alongside the wellbeing champions in supporting our workforce.

In the past year, we have also reviewed and relaunched the work of our team who support firefighters after being involved in a traumatic incident. All of the Trauma Support team are trained in Trauma Incident Management (TRiM) as practitioners.

We have also updated our procedures, policy and process on fitness that requires operational firefighters to undergo annual fitness testing. Fitness testing results are monitored by the Strategic Performance Board and remain consistently high.

Equality, diversity and inclusion

Our ambition is for our workforce to be more representative of the diverse communities we serve within West Sussex. We are passionate in our belief that a diverse workforce will enable us to deliver a better service and make West Sussex even safer. We have therefore committed ourselves to wide-ranging positive action initiatives, aiming to attract candidates from diverse groups to join and stay with our service. We hope this will better equip us to meet the specific needs of the communities we serve.



The Public Sector Equality Duty set out in the [Equality Act 2010](#) requires public bodies to consider all individuals when carrying out their day-to-day work but our vision is that everyone representing the service will be an ambassador of equality, diversity and inclusion.

As part of our People Strategy we will focus on promoting equality, diversity and inclusion, understanding our communities' requirements through our Local Risk Management Plans, and delivering high quality and inclusive services. Throughout all of this we want to foster a positive, inclusive and diverse culture.

In the past year we have done this through creating bitesize guides created for all colleagues to understand what inclusivity means for specific groups. People Impact Assessments are now conducted for all internal governance papers, to ensure equality, diversity and inclusion is considered in all projects.

A 'Core Behaviour Standards and Expectations Framework' has been implemented across the service, which aligns both the WSCC's values, and the NFCC Code of Ethics. Equality, diversity and inclusion are both at the heart of every behaviour standard as well as being an explicitly stated standard with expectations detailed accordingly. And our Diversity Champions group and Diversity & Inclusion Steering Board remain key to our success in driving the inclusion agenda.

Leadership and development

We want our service to be a professional and well-led organisation, exemplifying the Fire and Rescue Service Core Code of Ethics. The development of outstanding leadership skills, knowledge and capacity across all levels and teams has been supported in the past year by our new Leadership & Culture Programme, which has our Code of Ethics woven throughout.

Learning at all levels is supported by programmes of coaching, mentoring, and development centres, and underpinned by opportunities of shadowing, performance conversations, secondments, training and e-learning.

In the past year, we have also introduced a 'Development & Training Steering Group' to focus on the span of development activity across the Service, and how we are achieving our actions and activities which specifically relate to our people.



Operational Training

As defined in the Fire & Rescue Services Act 2004, Fire & Rescue Authorities have the duty to secure the provision of training for personnel, this is in relation to fighting fires, road traffic collisions (RTCs) and emergencies other than fires and road traffic collisions.

All new firefighters attend basic training which is broken down into modules and each module is assessed. In the past year, we have run two new wholetime recruits courses, four new retained recruits courses, and one retained to wholetime migration process. This amounts to 43 new firefighters joining our service.

All front-line operational staff, inclusive of new starters, attend regular station/watch planned training in order to maintain their operational abilities and competence. This training is carried out / overseen by supervisory managers and recorded on the Firewatch system.

We have a highly operationally competent and safe workforce and ensure this remains the case as every front-line operational colleague attends centrally planned refresher training in order to support their local maintenance programme. Operational Training publish an Annual Training plan on the 1 October each year which includes all the courses for the following calendar year. In order to comply with the elements of Fighting Fires and RTC's the Service provide training in:

- Breathing Apparatus and Fire Behaviour (BA & FBT)
- Incident Command (IC)
- Blue Light Driving (ERD)
- Road Traffic Collision (RTC)
- Firefighter Core Skills



In relation to Emergencies other than fires and RTCs, our Operational Training Plan identifies emergency special services to include flooding and water rescue incidents, animal assistance incidents, hazardous materials/spills, and immediate emergency care.

In the past year, we have also developed a wider provision of accredited qualifications and learning programmes as a nationally accredited centre of Skills for Justice Awards. Our courses now accredited include the firefighter development programme, breathing apparatus and breathing apparatus instructors, road traffic collision instructors, and aerial ladder platform.

The Operational Training Team ensure all training delivered is National Operational Guidance (NOG) compliant, has the Joint Emergency Service Interoperability Programme (JESIP) principles woven throughout and adheres to the appropriate Fire Standards and relevant legislation. We align with our 3F Partners (East Sussex and Surrey FRs) for incident command, operational training and development, command support standards, and associated equipment.

Our move to the new Horsham Training Centre provides an opportunity to further enhance our refresher training programme, which we have been planning this year and will implement within 2023-24.



Strategic Priority 5 Making best use of resources

This year has seen a focus on three key areas linked to the strategic priorities which are detailed below

5.1 & 5.2 Develop and deliver an Estates Improvement Plan and improve the layout of our buildings to support equality and diversity

Our staff are at the heart of our service and we are committed to providing a professional, modern and inclusive working environment. Investing in our training facilities and fire stations will enable us to provide high quality Prevention, Protection and Service Delivery services to all the communities we serve. This work will engender a strong sense of professionalism and purpose, enabling our staff to be the best they can be whilst providing a first-class service to our communities

2022/23 has seen us deliver a new state of the art Training Centre and Fire Station in Horsham.

This new sector leading facility is a significant step forward for the service ensuring we continue to meet the needs, demands and risks of our communities and staff. It incorporates best practice features in equality, diversity and inclusion, firefighters' health and wellbeing and includes cutting edge renewable technology.

This year has also seen us start a phased programme of improvement works across all our fire stations. This project aims to improve welfare facilities and the health and safety of our firefighters. This work will also support the Councils objectives for heat decarbonisation across West Sussex and as well as supporting smarter ways of working. We will promote equality and inclusion throughout our facilities to ensure staff and communities have equal access and opportunity regardless of their role, age, ethnic background, religious beliefs, gender or sexual orientation.



This project will also help us open up our fire stations to the communities they serve through shared spaces, enabling us to fully integrate in our communities so we can truly represent them. As with everything we do, in improving our estates we will seek to identify opportunities to cost recovery and provide value for money to West Sussex residents.

5.3 We will continue to work to minimise any risk from contaminants to our firefighters

Recent research has suggested that there is a link between occupational exposure to the products that are found in fires and an elevated risk of cancer in firefighters. The study analysed more than 1000 samples from on-site contaminant testing of UK fire stations, surveyed more than 10,000 firefighters and analysed the range of decontamination practices implemented by fire and rescue services in the UK and around the world.

2022/23 saw WSFRS complete an initial project aimed at mitigating the risk from these contaminants to firefighters. This project introduced first aid decontamination wipes on all front-line fire appliances, piloted a new post fire decontamination procedure and introduced this new decontamination procedure service wide. It also set out an ambition to deliver a longer-term project to consider the wider implications of associated studies on contaminants.

We have now started this longer-term project which has an added focus on fire station facilities and design to ensure that our buildings support the health and wellbeing of our firefighters. It will aim to embed a new safer culture that tackles the existing service culture towards contaminants.

This new project, which will be delivered throughout 2023 and 2024, will:

- Continue to address these growing issues by remaining up to date with the latest research in this evolving area.
- Seek to develop processes which remove contamination at source and remove the risk and prevalence of cross contamination within our buildings and vehicles.
- Prioritise further enhancements to operational procedures and training to reduce risks to firefighters from contaminants
- Develop an ongoing contaminants strategy and supporting processes to steer the continuous improvement to reduce the immediate risk of contaminants to firefighters.
- Identify additional requirements for health screening of our firefighters to support the long-term health of everyone who works for WSFRS.



3.8 A risk-based review of our specialist capability and asset requirements

There are 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 access, accidents involving heavy goods vehicles, aircraft and trains, fires that require a specialist media for extinguishing or fires distant from water supplies, undertaking work or rescues at height, confined space operations, wildfire, water and flood rescue, and hazardous material incidents.

To enable us to respond to this range of risks we have a range of specialist vehicles located across the county, they are:

- 11 four-wheel drive
- 1 four-wheel drive with Environment Agency equipment
- 2 water carriers
- 2 incident command support units
- 3 heavy rescue tenders
- 2 breathing apparatus support units
- 2 boats
- 1 Unimog specialist all-terrain multi-purpose vehicle
- 1 drone
- 1 high volume pump;
- 2 aerial ladder platform.



We have already invested in specialist equipment to allow us to deal with the full range of foreseeable incidents and will continue to upgrade these capabilities as new technology becomes available.



As part of our commitment to continue to provide the best services to the communities of West Sussex, we have started a risk-based review of our specialist capabilities to ensure that they are able to support firefighting activities and deal with a whole range of emergencies that may occur across West Sussex. Our review will look at the capabilities we require to keep our firefighters safe, as well as specialist rescue capabilities which are required for more technical incidents that may not involve fire.

This review is the most comprehensive review of its type ever undertaken by WSFRS and it will ensure that we are able to continue to provide the highest quality service now and, in the future, whatever it might hold. In making any changes it is important that the services we

provide are delivered in the most valuable way and that they meet the needs of the communities we serve.

Whilst we are always working to improve our service, many of us in WSFRS are working every day to deliver and support our frontline services. This includes our policy and National Operational Guidance Team who make sure that our existing policies are kept up to date and that we support our frontline service delivery with the latest National Operational Guidance and procedures for new and emerging risks, such as lithium-ion batteries.

Our Health and Safety Team have continued to deliver the highest standards to ensure that WSFRS is compliant with its duties under the Health and Safety at Work Act 1974. Using the Plan, Do, Check, Act approach the team has worked across the service and South-East regional partners to maintain the services duties towards employees and members of the public and continually remind colleagues of the duties they have to themselves and to each other by ensuring that all risk assessments remain up to date and more serious injuries are investigated and learnt from.

This year the Operational Assurance Team have been recognised 'Good' by HMICFRS and provides the organisation with the ability to assure itself that it has the right processes in place to effectively deal with all fire and rescue related risks and continually learn and improve. Our business continuity arrangements have continued to be tested throughout the year with the ongoing recovery from the COVID pandemic as well as the service preparing for the threat of industrial action.

2022/23 has seen WSFRS introduce several new approaches to help us understand risks in the county. These include the NFCC's Definition of Risk for Dwelling Fires which supports the service in targeting those that are most vulnerable to the risk of fire and the Dynamic Cover Tool. This is a real time system that tracks all of our fire engines against the risk across the county so that we know if there is a requirement to move any of our fire engines to maintain optimal fire cover.

We have also updated our strategic assessment of risk which is a high-level document which supports our CRMP and enables us to prioritise our resources based on risk.

Future Improvements

The new Fire and Rescue Service Training Centre and fire station in Horsham is a significant step forward for the service ensuring we continue to meet the needs, demands and risks of our communities and staff. The sector is continuously learning from incidents such as the Grenfell Tower tragedy highlighting new and emerging hazards which we, as a service, must be able to adapt and respond to.

Developing this new centre will allow us to do that 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 sector-leading '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
- Keeping firefighters safer by enhancing training and managing exposure to contaminants through zoned areas.

Construction is nearing completion and the project is on track for the Service to begin both training and frontline firefighting operations in 2023.



PREVENTION



PROTECTION



RESPONSE



PEOPLE

Appendix A Service Performance and Assurance Framework– Core Measures over last 3 years

CM #	Measure	Tolerance / Targets	20-21	21-22	22-23
CM1	Number of accidental dwelling fires in West Sussex over a year period	<381 green 381-398 amber >398 red	387	363	338
CM2	Number of fire deaths in accidental dwelling fires in West Sussex over a year period	0 green 1-3 amber >3 Red	4	1	3
CM3	Number of fire casualties in accidental dwelling fires in West Sussex over a year period	<20 green 20 – 30 amber >30 red	18	14	14
CM4	Number of deliberate primary fires in West Sussex over a year period	<180 green 180 - 199 amber 200+ red	157	134	160
CM5	Number of deliberate secondary fires in West Sussex over a year period	< 350 green 351 - 375 amber >375 red	257	246	299
CM6	Percentage of safeguarding referrals made within 24 hours of discovery	100% green <100% red	100%	96%	98%
CM7	Number of Safe and Well Visits delivered to households with at least 1 vulnerability or risk factor	4000 green 3999 - 3500 amber <3500 red	2998	3355	4680
CM8	Percentage of very high risk Safe and Well	100% green <100% red	31.1%	98.8%	100%

	referrals contacted within 1 working day				
CM9	Percentage of high risk Safe and Well Visit referrals contacted within 7 working days	100% green >98% amber <98% red	93.9%	99.4%	99.8%
CM10	Number of FSO regulated buildings having received an audit in each financial year	green 1000 850-999 amber <850 red	317	841	1004
CM11	Percentage of unsatisfactory fire safety audits	>50% green 30%-50% amber <30% red	23%	39.5%	28.6%
CM12	Percentage of successful prosecutions under the Regulatory Reform (Fire Safety) Order 2005	>75% green <75% red	100%	100%	100%
CM13	Percentage of statutory fire safety consultations completed within the 14-day time period	100% green <100% red	94.3%	99.5%	100%
CM14	The number of unwanted fire signals attended in West Sussex over a year period	Reduction on previous year of: >10% green 10% - 2% amber <2% red	1476	1601	1305
CM15	Percentage of SSRIs that are currently in date (high risk last 12 months, medium risk last 36 months)	>90% green 60% - 90% amber <60% red	Not measured	98.5%	99.3%
CM16	Percentage of emergency calls answered within 10 seconds by Joint Fire Control	>98% green 95% - 98% amber <95% red	94.2%	94.6%	95.4%
CM17	Percentage of mobilisations within 2	>98% green 95% - 98% amber	84.3%	87.5%	89.2%

	minutes by Joint Fire Control	<95% red			
CM18	Percentage 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	98.40%	98.90% ↗	100% ↗
CM19	Percentage of occasions the first fire engine meets its emergency response standard at a critical fire incident.	>89% green <89% red	90.2%	88.9% ↘	89.1% ↗
CM20	Percentage of occasions the second fire engine arrives at a critical fire incident within its emergency response standard.	>83% green <83% red	78.8%	79.5% ↗	84.2% ↗
CM21	Percentage of occasions the first fire engine meets its emergency response standard at a critical special service incident.	>80% green <80% red	80.1%	78.7% ↘	81.3% ↗
CM22	Percentage of availability on all wholetime frontline pumping appliances	100% green 95% - 99% amber <95% red	99.9%	98.8% ↘	97.6% ↘
CM23	Percentage of availability on all retained frontline pumping appliances (based on 24/7 crewing)	75% green 65% - 75% amber <65% red	69.3%	53.8% ↘	48.6% ↘
CM24	Percentage of all FRS survey respondents satisfied with the overall service from WSFRS	95% green 85% - 95% amber <85% red	Not measured	97.8%	98% ↗
CM25	Percentage of staff who are not sick across all staff groups	95% green 90% - 95% amber <90% red	97.8%	96.5% ↘	96.8% ↗

CM26	Percentage of eligible operational staff successfully completing fitness test	95% green 85% - 95% amber <85% red	86.2%	89.8% ↗	94.7% ↗
CM27	Percentage of eligible operational staff in qualification	>95% green 85% - 95% amber <85% red	91.7%	90.3% ↘	91.9% ↗
CM28	Percentage of RIDDOR accidents that are investigated and reported on time	100% green <100% red	100%	86.4% ↘	85.7% ↘
CM29	Percentage of Health and Safety Risk assessments within date	100% green >95% amber <95% red	Not measured	99.7%	100% ↗

Appendix B

Agenda Item 8

Note that the target for CM10: Number of fire safety audits was reduced from 1750 to 1000 part way through the year

Appendix B – Framework Requirements

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 - which 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:

- Promote fire safety
- Fight fires
- Protect people and property from fires
- Rescue people from road traffic incidents
- 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). 40 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 1st October 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 CRMP.

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



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.
Lead officer (report 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: 4 May 2023

Community Support, Fire and Rescue

West Sussex Fire and Rescue Service Statement of Assurance 2022-2023	
<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 Community Risk Management Plan (CRMP) 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 2022-23. Cabinet will be asked to approve the West Sussex Fire and Rescue Service Statement of Assurance for 2022-23.</p>	
Decision by	Cabinet
Date added	29 March 2023
Month	June 2023
Consultation/ Representations	<p>The Statement of Assurance will be presented to the Fire and Rescue Service Scrutiny Committee at the meeting on 12 June 2023.</p> <p>Representations concerning this proposed decision can be made via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background documents (via website)	None
Lead officer (report author)	Sabrina Cohen-Hatton Tel: 033 022 24993
Contact	Erica Keegan Tel: 033 022 26050

West Sussex Fire and Rescue Service - Award of contract for 2 x bulk water carriers	
<p>West Sussex Fire and Rescue has commenced the procurement of 2 bulk water carriers using lot 5 of the Framework Agreement for UK Fire and Rescue Emergency Response Vehicles.</p> <p>The specification for the vehicles is based on an 18-tonne chassis (day cab), with 9000ltrs of water carrying capacity. The vehicles will replace the 2 currently in service which have reached the end of their operational life. The estimated value of the contract is £600,000 for both vehicles.</p> <p>Upon completion of the procurement process the Chief Fire Officer will be requested to approve the award of a contract to the most economically advantageous bidder.</p>	
Decision by	Chief Fire Officer (Sabrina Cohen-Hatton)
Date added	3 March 2023
Month	June 2023
Consultation/ Representations	Representations concerning this proposed decision can be made via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background documents (via website)	None
Lead officer (report author)	James Skilling Tel: 033 022 25432
Contact	Erica Keegan Tel: 033 022 26050

West Sussex Fire and Rescue Service - Award of contract for breathing apparatus and ancillary equipment

West Sussex Fire and Rescue Service are leading an aggregated procurement to standardise Breathing Apparatus and ancillary equipment (BA) on behalf of the 4F Group consisting of West Sussex Fire and Rescue Service, East Sussex Fire Authority, Surrey Fire and Rescue Service and Kent and Medway Fire and Rescue Authority.

Aside from the collaborative process and initial financial efficiencies from procurement, the project outcomes will strongly influence a variety of longer-term benefits which will include:

1. standardisation of Breathing Apparatus (BA) equipment across 4F.
2. enabling the wider programme of operational alignment (for example BA).
3. seamless cross-border mobilisation of FRS assets and firefighters who can work together using the same operational guidance, training, and equipment.

The procurement will utilise a National Fire Chiefs Council (NFCC) endorsed Framework Agreement with each organisation entering into its own call-off agreement for the provision of equipment and support services. The estimated total contract value for West Sussex is £1.7m based on a 10-year contract.

Following the completion of the procurement process, the Chief Fire Officer seeks to award the Contract for the purchase of this equipment to the bidder submitting the most economical and technologically suitable tender and following extensive practical evaluation processes by 4F leads.

Decision by	Chief Fire Officer (Sabrina Cohen-Hatton)
Date added	20 April 2023
Month	October 2023
Consultation/ Representations	Representations concerning this proposed decision can be made via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background documents (via website)	None
Lead officer (report author)	James Skilling Tel: 033 022 25432
Contact	Erica Keegan Tel: 033 022 26050

**Fire and Rescue Service Scrutiny Committee Work Programme
June 2023 – March 2024**

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
Fire and Rescue Service Strategic Performance Report		12 June 2023
Quarterly Performance and Resources Report		12 June 2023
Community Risk Management Plan	To include updates on the Fire Safety Bill and the Leadership & Cultural Change Programme	12 June 2023
West Sussex Fire & Rescue Service Annual Statement of Assurance		12 June 2023
Fire and Rescue Service Strategic Performance Report		14 September 2023
Quarterly Performance and Resources Report		14 September 2023
Recruitment of Retained Duty Staff	Update requested by the Committee at its November 2022 meeting - to include a review of the effectiveness of measures affecting retained firefighters, specifically relating to the recommendations made by the Retained Duty System Task & Finish Group	24 November 2023
Community Risk Management Plan		24 November 2023
Fire and Rescue Service Strategic Performance Report		1 March 2024
Quarterly Performance and Resources Report		1 March 2024
CM16 call response times to be monitored and possibly a TFG established if they continue to be red		

Appendix A – Check List

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Scrutiny Business Planning Checklist

Priorities	<p>Is the topic:</p> <ul style="list-style-type: none"> • 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? • key decision preview, policy development or performance?
What is being scrutinised and why?	<ul style="list-style-type: none"> • What should the scrutiny focus be? What key lines of enquiry should be covered? • Where can the committee add value, what impact can scrutiny have? • What is the desired outcome from scrutiny?
When and how to scrutinise?	<ul style="list-style-type: none"> • When can the committee have most influence? (Is the committee getting involved at the right time, or the earliest opportunity?) • What is the best approach - committee, TFG, one-off small group, informal briefing or written update? • What research, visits or other activities are needed could complement the scrutiny? • Would scrutiny benefit from external witnesses or evidence?
Is the work programme focused and achievable?	<ul style="list-style-type: none"> • Have priorities changed – should any work be brought forward, stopped or put back? • Can there be fewer items for more in-depth consideration? • Is there a balance between policy development, performance monitoring and key decision preview? • Has sufficient capacity been retained for future work?

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