

Public Document Pack

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6 September 2023

Fire & Rescue Service Scrutiny Committee

A meeting of the Committee will be held at **2.15 pm** on **Thursday, 14 September 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

- 2.15 pm
1. **Declarations of Interest**

Committee members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.
 2. **Minutes of the last meeting of the Committee** (Pages 5 - 8)

The Committee is asked to agree the minutes of the meeting held on 12 June 2023 (cream paper).
 3. **Urgent Matters**

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

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

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

2.20 pm

5. **Performance Report Quarter 1**

(a) **Fire and Rescue Service Strategic Performance Report Quarter 1** (Pages 11 - 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 June 2023 (Quarter 1) Quarterly Performance and Resources Report** (Pages 43 - 62)

A report by the Chief Executive and Director of Finance and Support Services setting out the corporate performance, finance, workforce, risk and capital programme positions as at the end of June 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.

3.35 pm

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

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

(a) **Forward Plan of Key Decisions** (Pages 63 - 66)

Extract from the Forward Plan dated 1 September 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 67 - 70)

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

3.45 pm

7. **Requests for Call-in**

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

8. **Date of Next Meeting**

The next meeting of the Committee will be held on 30 November at 14.15 am at County Hall, Chichester. Probable agenda items include:

- Fire and Rescue Service Strategic Performance Report
- Quarterly Performance and Resources Report
- Recruitment of Retained Duty Staff

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 15 November 2023.

To all members of the Fire & Rescue Service Scrutiny Committee

Webcasting

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

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

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Fire & Rescue Service Scrutiny Committee

12 June 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 Pendleton, Cllr Bence, Cllr Chowdhury and Cllr Duncton

Absent: Cllr Joy and Cllr Patel

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

1. Election of Chairman

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

2. Election of Vice Chairman

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

3. Declarations of Interest

- 3.1 No declarations were made.

4. Minutes of the last meeting of the Committee

- 4.1 Resolved – that the minutes of the meeting held on 9 March 2023 are approved as a correct record and are signed by the Chairman.

5. Responses to Recommendations

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

6. Fire and Rescue Service Strategic Performance Report Quarter 4

- 6.1 The Committee considered a report by the Chief Fire Officer (copy appended to the signed minutes).
- 6.2 Summary of responses to Members' questions and comments: -

- The hotel fire in Midhurst is classified as a primary fire, not a dwelling fire and is reported separately to the Home Office – the cause of the fire is not yet known but is not thought to be deliberate or suspicious
 - The Service is achieving 2.9 audits per 100 premises which is higher than the national average and performing well compared to its neighbours. It also carries out other checks that are not included in these figures and prioritises quality over quantity and is confident that the target is correct
 - It is unrealistic that all fire safety inspections could be satisfactory and in fact unsatisfactory inspections show that the Service is targeting premises where it can be most effective to make vulnerable people and premises safer
 - The Service has circulated a guidance report for refurbished buildings to district and borough council housing departments concerning fire safety which was well received
 - The Service uses a risk-based inspection programme following national guidance - feedback from inspected businesses is taken on board
 - The Service has 35,000 buildings on its risk-based inspection database which are sampled for audits and will respond to referrals for inspections - businesses usually cooperate with inspections
 - If significant fire safety defects are identified in premises, enforcement powers can be used – low level/low risk defects receive advice but are not monitored
 - Where people work from home, this is still classed as a domestic environment
 - All but one of 715 customers assessed as having a high level of fire risk were contacted within 7 days and offered a visit – the other person was contacted after eight days and the visit has now been completed
 - Reasons for the target for the time between the Joint Fire Control Room receiving an emergency call and a fire station being alerted (CM17) not being met include a high turnover of staff (19 out of 50 are currently in development) and the time taken to get information from callers who initially contact other emergency services and the call has to be transferred to fire
 - Average mobilisation times are not shown (these can be very quick) neither are the types of incidents
 - An action plan is in place to recruit and retain more control centre staff, this work also includes a cultural element, but some staff may be drawn to similar jobs in London Fire Brigade, other blue light services or other roles within West Sussex Fire & Rescue Service
 - The Service could use a GPS system to locate calls, but this would take too long so other ways are used such as What 3 Words
 - All control centre staff, regardless of where they live, are skilled at locating incidents
 - There has been a 6% increase in the availability of retained staff
 - The Committee congratulated the Service on its protection work
- 6.3 Resolved – that the CM17 measure will be reviewed and the new position reported to the next meeting of the Committee at which stage the Committee will decide if it wishes to consider it further

7. End of March 2023 (Quarter 4) Quarterly Performance and Resources Report

- 7.1 The Committee considered a report by the Chief Fire Officer (copy appended to the signed minutes).
- 7.2 Summary of responses to Members' questions and comments: -
- The staff vacancies underspend is part of the overall budget
 - The pay award will be part of next year's budget
 - Human Resources risk is looked at for the Council as a whole by the Performance & Finance Scrutiny Committee
- 7.3 Resolved – that Committee notes the report.

8. West Sussex Fire & Rescue Service Annual Statement of Assurance 2022-23

- 8.1 The Committee considered a report by the Chief Fire Officer (copy appended to the signed minutes).
- 8.2 Summary of responses to Members' questions and comments: -
- The National Fire Chiefs' Council has introduced six new Fire Standards that apply to all fire services – the West Sussex Fire & Rescue Service has aligned its core measures with these standards that will also be used as criteria for the independent inspection
- 8.3 Resolved – that the Committee: -
- i. Endorses the draft Statement of Assurance and congratulates the Cabinet Member and Chief Fire Officer on the excellent work of the previous year
 - ii. Wishes to see which key performance indicators are measured nationally at the next meeting as part of the Performance and Assurance Framework

9. Forward Plan of Key Decisions

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

10. Work Programme

- 10.1 Resolved – that the Committee notes its draft work programme.

11. Date of Next Meeting

- 11.1 The next meeting of the Committee will take place on 14 September 2023 at 2.15pm.

The meeting ended at 12.24 pm

Chairman

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Responses to Recommendations

Topic	Meeting (date raised)	Recommendation	Responsible Officer/ Member	Follow up	Response/Progress/ Deadlines	Status
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, this may be part of a member session in Spring 2024.	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
Fire and Rescue Service Strategic Performance Report	12 June 2023	Core Measure 17 will be reviewed and the new position reported to the next meeting of the Committee at which stage the Committee will decide if it wishes to consider it further	Chief Fire Officer		See Appendix B of the Fire and Rescue Service Strategic Performance Report Quarter 1.	Completed.
West Sussex Fire & Rescue Service Annual	12 June 2023	Wishes to see which key performance indicators are measured nationally at the next meeting as part of the	Chief Fire Officer		Included.	Completed.

Topic	Meeting (date raised)	Recommendation	Responsible Officer/ Member	Follow up	Response/Progress/ Deadlines	Status
Statement of Assurance 2022-23		Performance and Assurance Framework				

Fire and Rescue Service Scrutiny Committee

14 September 2023

Fire and Rescue Service Strategic Performance Report Q1 2023/24

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 April 2023 – 30 June 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. Key lines of enquiry include:

- Whether the report provides all the information necessary to enable effective and efficient scrutiny
- Identify any issues needing further in-depth scrutiny relevant to the committee's portfolio area of responsibility
- Identification of any specific areas for action or response by the relevant Cabinet Member

To note the updated core measures review (Appendix B).

Proposal

1 Background and context

- 1.1 West Sussex County Council is the Fire Authority and is responsible for making sure West Sussex Fire & Rescue Service (WSFRS) performs efficiently and in the best interest of the public and communities it serves.

- 1.2 WSFRS was inspected in November 2021 by Her Majesty's Inspector of Constabulary Fire and Rescue Services (HMICFRS) in the second round of full inspections. The full Inspection Report for the service was published on 27 July 2022. The report found that WSFRS has improved since it's 2018 inspection, noting the increased funding to expand our prevention and protection teams. The report also highlighted improvements in keeping people safe and secure from fires and other risks, but there are areas where the service needs to improve. These include making sure firefighters carry out enough prevention activity, doing more to reduce unwanted fire signals, and continuing to make sure staff behaviour aligns with organisational values.
- 1.3 There is one cause of concern within the report which relates to people. The report states that 'The service hasn't done enough since the last inspection to improve how staff understand and display its expected values and behaviours'.
- 1.4 The Inspectorate has requested an updated action plan that demonstrates:
 - how we work with our staff and provides feedback in relation to issues involving values and behaviours; and
 - ensure that staff act in line with our values and are trained to identify and deal with non-compliance. The Service has now provided an action plan to respond to the cause of concern.
- 1.5 On behalf of residents, Members are responsible for ensuring that WSFRS delivers excellent services and achieves outcomes as efficiently and effectively as possible. This involves the West Sussex County Council Fire Authority (WSCCFA):
 - setting a high-level policy agenda (Strategic Objectives) for what the WSFRS should do and the outcomes it should achieve
 - setting a budget to fund delivery of the policy agenda
 - securing assurance that the budget is being spent wisely on delivering the policy agenda set by the authority.
 - Ensuring outcomes are delivered
- 1.6 In order to secure assurance, it is necessary for effective scrutiny to be an integral component of WSCCFA governance arrangements. Scrutiny is there to hold the Cabinet Member for Community Support, Fire and Rescue to account concerning the decisions taken relating to WSFRS.
- 1.7 The role of scrutiny is also to contribute to the development of solutions and ideas to support continuous service improvement. The Fire and Rescue Service Scrutiny Committee may need to be flexible in the way it scrutinises the service and the Executive's decisions. On occasions, Members may wish to 'drill down' on certain specific issues but still at a strategic level with the focus being the interests of all West Sussex residents and businesses.

2 Proposal details

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

Sabrina Cohen-Hatton
Chief Fire Officer

Contact Officer: Sabrina Cohen-Hatton, Chief Fire Officer

Appendices

Appendix A FRS Scrutiny PAF Core Measures Report Q1 2023-24

Appendix B Briefing Note Core Measure Review 2023-24

Background papers

None

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West Sussex Fire and Rescue Service Performance Report Quarter 1 2023/24

Deputy Chief Fire Officer
Mark Andrews

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Strategic Performance Board Quarterly Report

Quarter 1 2023-2024

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

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

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

This report covers data from the period of 1st April 2023 – 30th June 2023.

Cabinet Member Summary



It was a pleasure to see a significant milestone reached for the new Horsham Fire Station and Training Centre in this quarter. Contractors Wilmott Dixon handed over the keys to our Facilities Management team, marking the early completion of the construction phase and allowing for the commissioning of all the internal systems ready for the site to become operational.

April also saw all four of our day crewed fire stations go live with the new shift pattern marking another successful Community Risk Management Plan project delivered. Each station is now working a rota system that will provide immediate response cover seven days a week which promises an improvement in overall response times of 13 seconds to all incidents across West Sussex.

I am really pleased with the progress against this set of performance indicators which shows that the recommendations and interventions applied by the service are having a real and sustained effect.

Chief Fire Officer Summary



Culture and leadership remains a priority for the Service and this quarter we continued our leadership programme with a focus on coaching, grievances and discipline. The programme was supported by our annual staff Proud To Serve conference which we were delighted to host at the new training centre in Horsham. Colleagues heard from all the heads of service on previous successes and future challenges with a focus on sustained performance and improvement for the Service.

This quarter saw more good news with recruitment when we welcomed our latest new wholetime firefighters that joined the service after completing their 13-week training course. These new colleagues will provide further resilience to our crewing optimisation group which continues to help maintain good standards of fire cover for our county and contribute to the core measure performance reported.

The service was operationally busy with a particularly difficult road traffic collision and a significant fire in Burgess Hill at an industrial unit that required 10 fire engines and over 50 firefighters at the height of the incident. The tragic road traffic collision in Petworth was yet another reminder of the road risks in West Sussex and our prevention team remain focussed on road safety, hosting a drop in event for bikers to help raise awareness and share prevention messages to the biker community.

Performance Summary

Scrutiny Committee Members to note that an annual review of the core measures was undertaken prior to April 2023 to ensure that the service continued to use those most effective in indicating performance on the statutory functions and requirements of West Sussex Fire and Rescue Service. As a result of that review, the core measures and targets detailed in this report may differ from those reported in the previous year 2022-2023, as detailed in Appendix B.

At the end of Quarter 1 2023-24 the following performance against 30 core measures was recorded:

26 measures had a GREEN status, 3 were AMBER and 1 was RED.

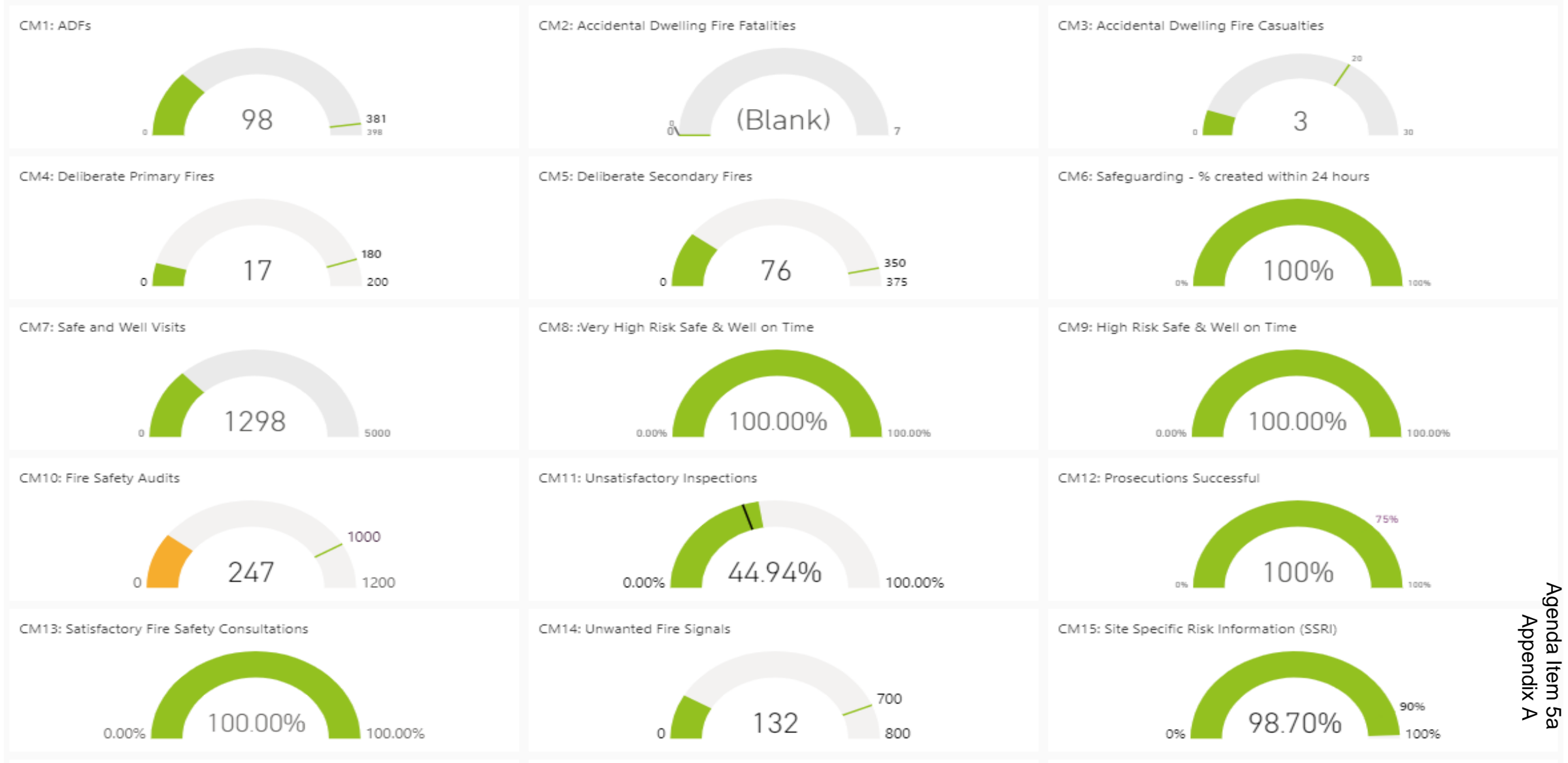
Of the 6 comparable measures that were RED or AMBER last quarter:

- 4 measures showed an improvement in performance and 2 a decline
- 3 measures changed from AMBER to GREEN status

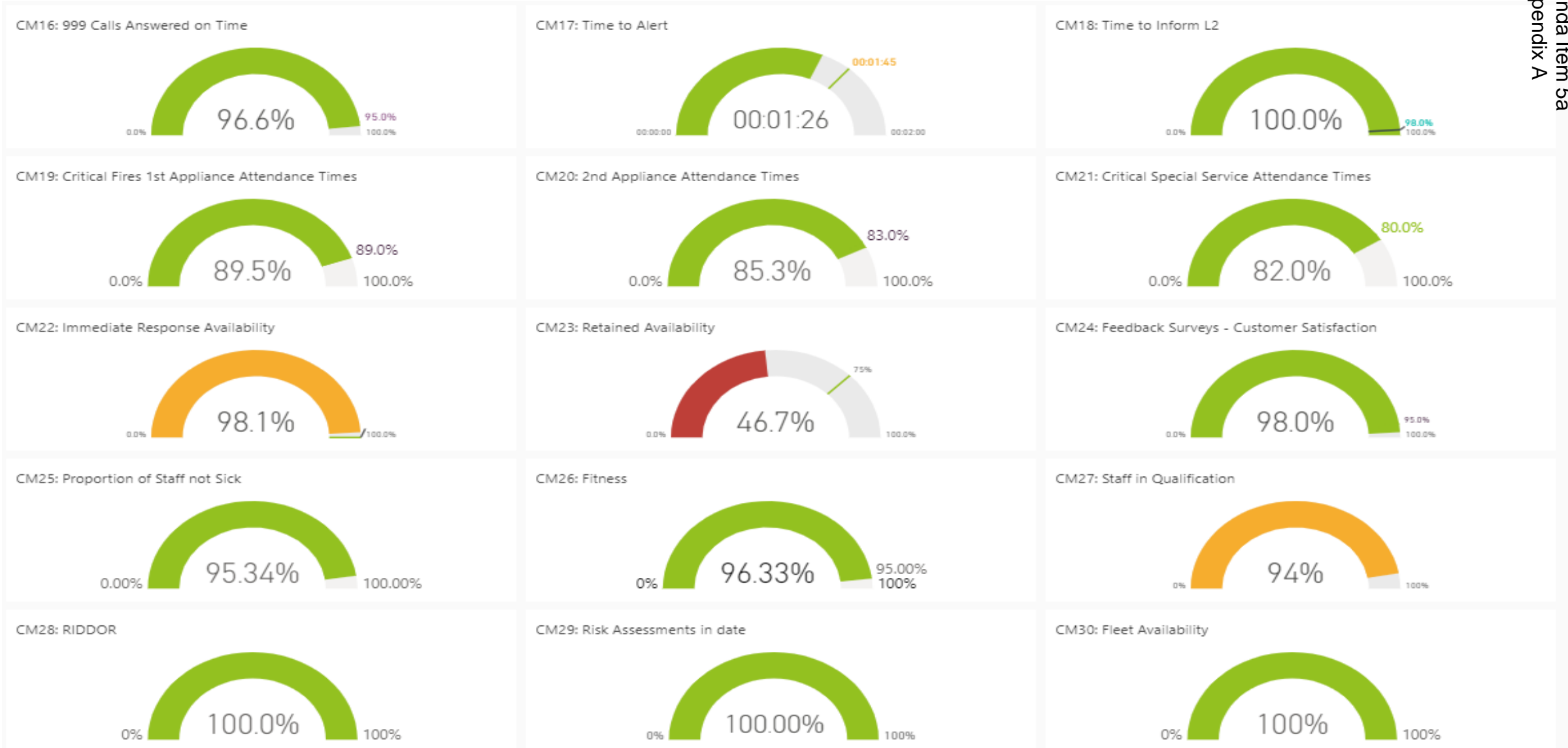
Of the 16 comparable measures that were GREEN last quarter:

- 8 measures showed a decline and none showed improvement
- All measures remained GREEN status

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



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



Areas of Significant Improvement and Success

Quarter 1

(1st April – 30th June 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 1 saw sustained good performance in many areas, with the following measures showing particular success:

- CM2: Accidental Dwelling Fire Fatalities
- CM6: Safeguarding referrals made to Social Care colleagues in West Sussex County Council within 24 hours of discovery
- CM8: Very High Risk Safe and Well Visit referrals contacted within 1 working day
- CM9: High risk safe and well visit referrals contacted within 7 working days
- CM13: Building regulation consultations
- CM17: Time to alert the correct station of an emergency call
- CM26: Eligible staff with a successful fitness test
- CM30: Fleet Availability

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

0 fire deaths at the end of Q1 2023-24

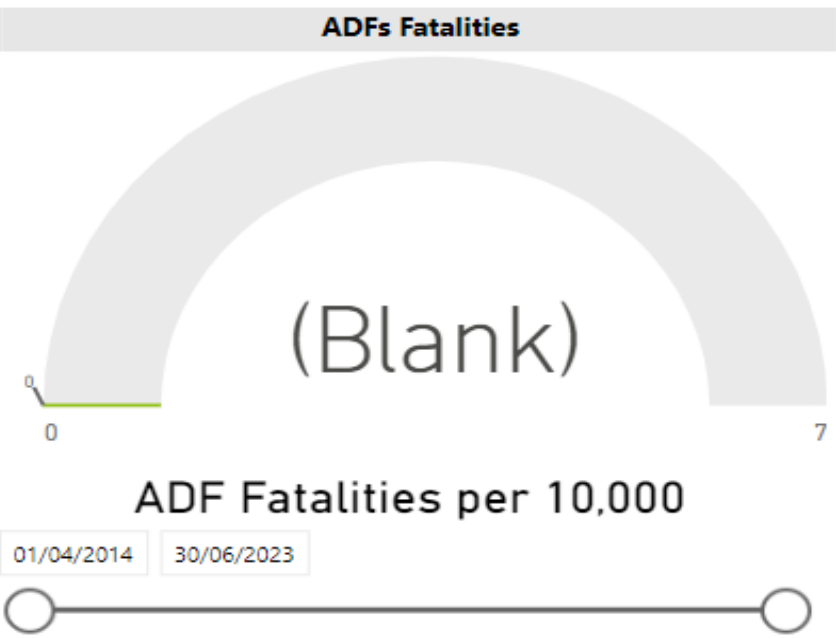
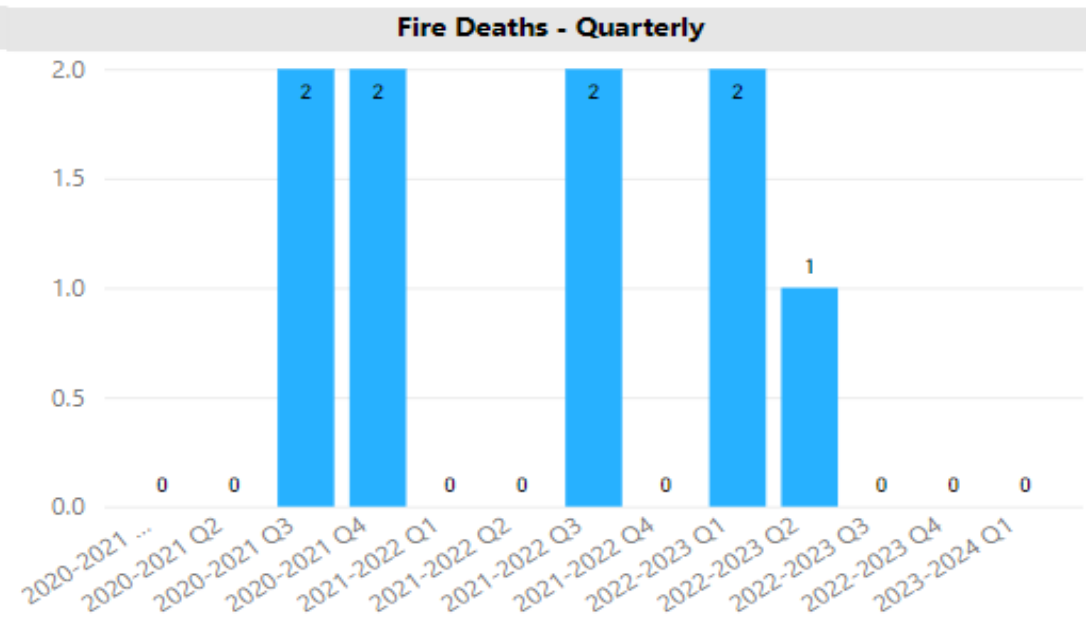
RAG Status GREEN

The total number of deaths that occur as a result of a Accidental Dwelling Fire. This includes a person whose death is attributed to a fire, even when the death occurs weeks or months later.

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

Service Owner:
Nicki Peddle
 Area:
Incidents

Financial Year	Fatalities	Rate per 10,000
2015-2016	1	0.00
2016-2017	3	0.00
2017-2018	0	
2018-2019	1	0.01
2019-2020	0	
20-2021	4	0.05
21-2022	2	0.02
22-2023	3	0.03
Total	14	0.00



National Average: 3 ADF Fatalities per 10,000 in 21/22

[More Information](#)

Commentary
 There were no fatal accidental dwelling fires (ADFs) in quarter 1. This is an improvement on the previous 2 years' first quarters.

Actions
 Treat: We will continue to raise fire risk awareness amongst all professionals who work with people who have high levels of fire risk.

Core Measure 6: Safeguarding referrals made to Social Care colleagues in West Sussex County Council within 24 hours of discovery

100% at the end of Q1 2023-24

RAG Status GREEN

Agenda Item 5a Appendix A

Safeguarding referrals made to Social Care colleagues in West Sussex County Council within 24 hours of discovery over a year period starting from April. To ensure that safeguarding referrals are made in a timely manner for the protection of individuals considered at risk in West Sussex. This is the time taken from the Duty Officer or Safeguarding Coordinator being made aware of a safeguarding case, to the referral being made to the local authority.

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

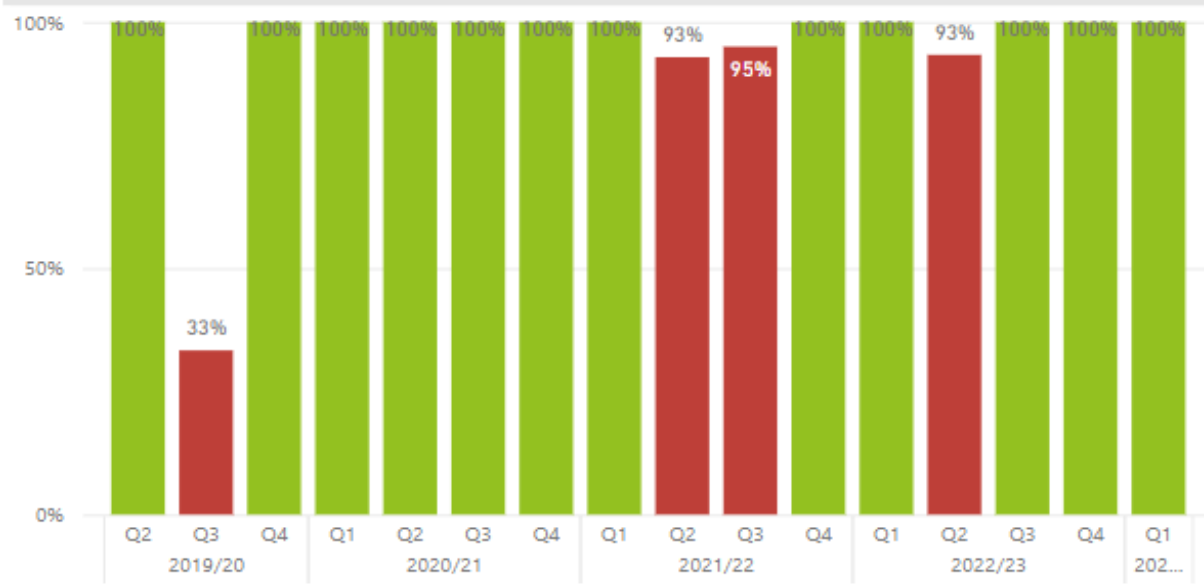
Service Owner
Nicki Peddle
 Area:
Prevention

Safeguarding Process by Date Created

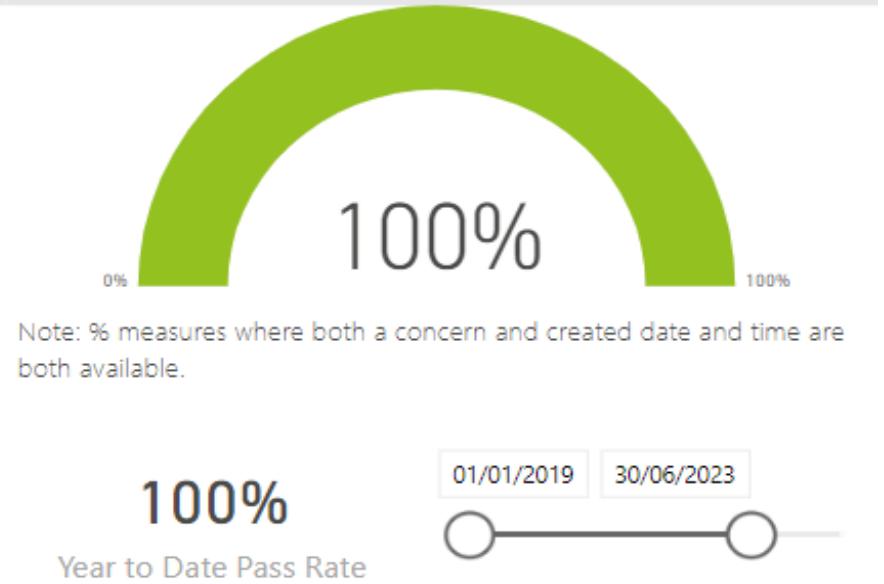
Financial Year	No	Yes	Total
Q1	14	14	
April	6	6	
May	5	5	
June	3	3	
Q2	1	14	15
July	1	6	7
August		3	3
September		5	5
Q3	12	12	
October	4	4	
November	3	3	
December	5	5	
Q4	10	10	
January	8	8	
February	1	1	
March	1	1	
Total	7	169	176

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Safeguarding created withing 24 Hours of concern by FY Quarter



Safeguarding Created within 24 Hours of Concern Last Quarter



Commentary
 13 safeguarding referrals were made in quarter 1, all within the 24 hour target.

Actions
 Tolerate and monitor: We are confident that vulnerable people are getting the appropriate support that they immediately need. Mandatory safeguarding refresher training is provided to front line staff. Work remains ongoing to support local referral pathways to ensure our operational crews can seek support for vulnerable people where the concerns aren't covered by safeguarding.

Core Measure 8: Very high risk safe and well visit referrals contacted within 1 working day

100% Q1 2023-24

RAG Status GREEN

The percentage of safe and well visit referrals for individuals assessed as very high risk (including where there has been a threat or incidence of arson) contacted within 1 working day. Target is 100% completed on time.

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

Service Owner:
Nicki Peddle
 Area:
Prevention

Financial Year	Visits
2021/22	85
2022/23	43
Total	128



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100.00%
On Time FY

i More Information

Commentary
 In quarter 1 there were 7 customers who were assessed as having a very high level of fire risk, 100% were contacted within 1 day and offered a visit.

Actions
 Treat: Customers with very high levels of fire risk will always be a priority. We work closely with other organisations to help us identify them so we can arrange to visit them and mitigate the fire risk as far as is possible

Agenda Item 5a
Appendix A

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

100% Q1 2023-24

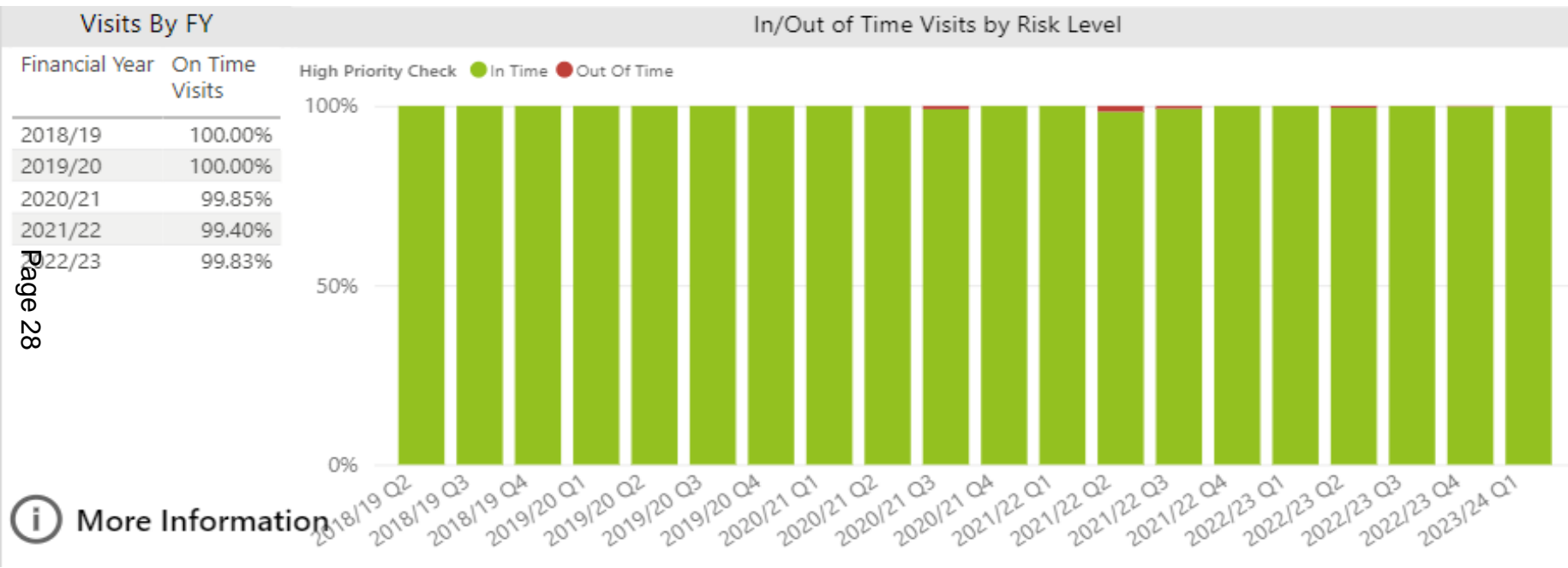
RAG Status GREEN

Agenda Item 5a
Appendix A

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.

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

Service Owner
Nicki Peddle
Area:
Prevention



[More Information](#)

Commentary
In quarter 1 there were 569 customers who were assessed as having a high level of fire risk, and 100% were contacted within 7 days and offered a visit.

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

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Core Measure 13: Building Regulations Consultations within 15 days

100% Q1 2023-24

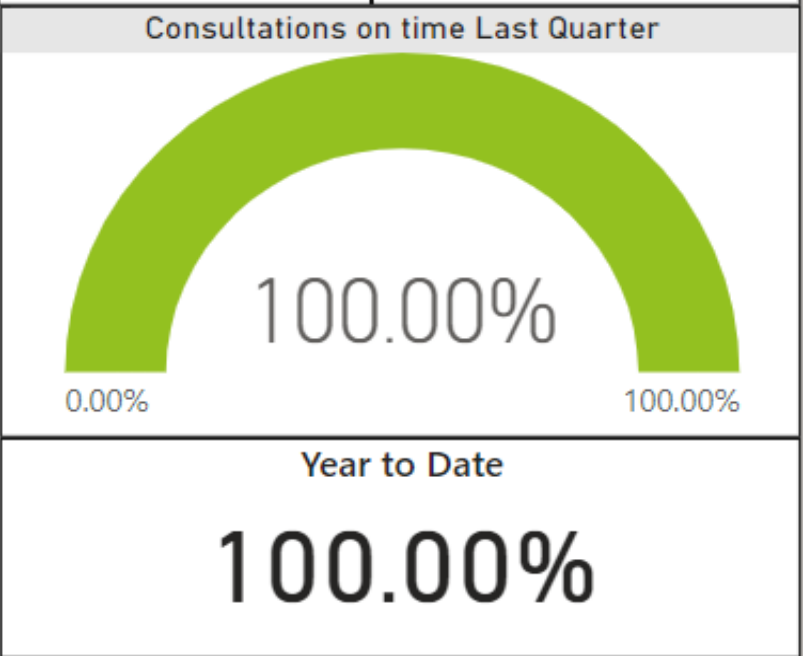
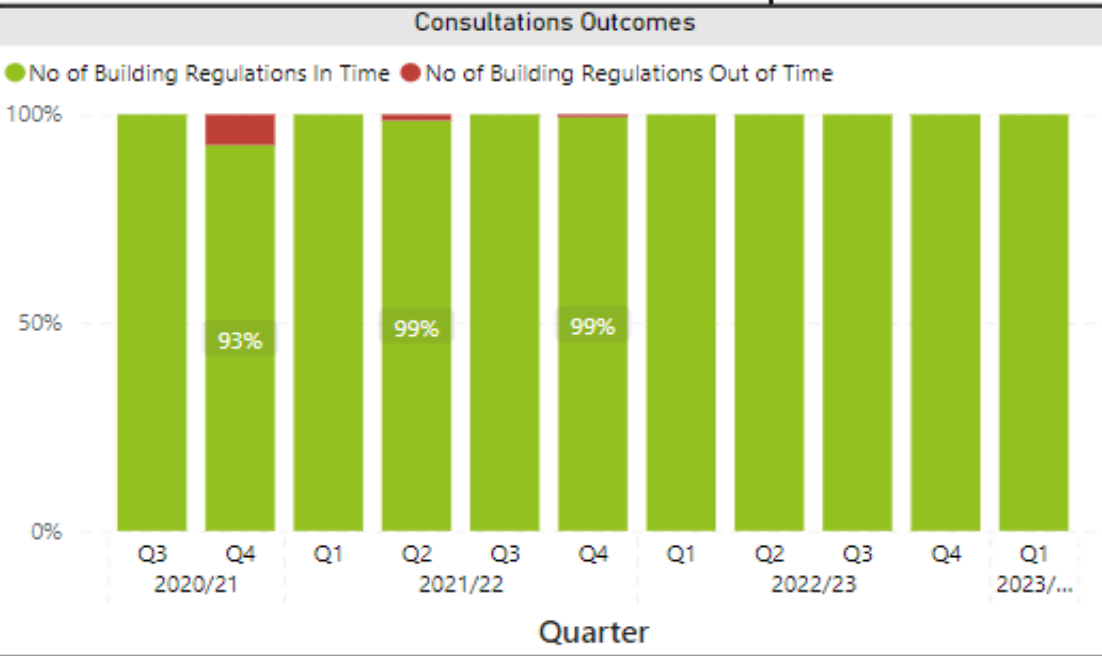
RAG Status GREEN

The percentage of Statutory Fire Safety consultations completed within the 15-day time period.

Annual Target:
> 100% Green, <100% Red

Service Owner:
Dave Bray
Area:
Protection

Financial Year	Building Regulations In Time	Building Regulations Out of Time
2020/21	164	10
2021/22	598	3
2022/23	576	
Q1	124	
Q2	137	
Q3	151	
Q4	164	
Total	1338	13



[Additional Information](#)

Last Refresh Date
17/08/2023

Commentary
The team have continued to meet our statutory duty to respond to 100% of all building regulation consultations submitted to the FRS within 15 working days.

Actions
Tolerate: We will continue to focus upon this measure as a departmental priority.

Agenda Item 5a
Appendix A

Core Measure 17: Average time between Joint Fire Control Room receiving the emergency call and the station being notified

00:01:26 Q1 2023-24

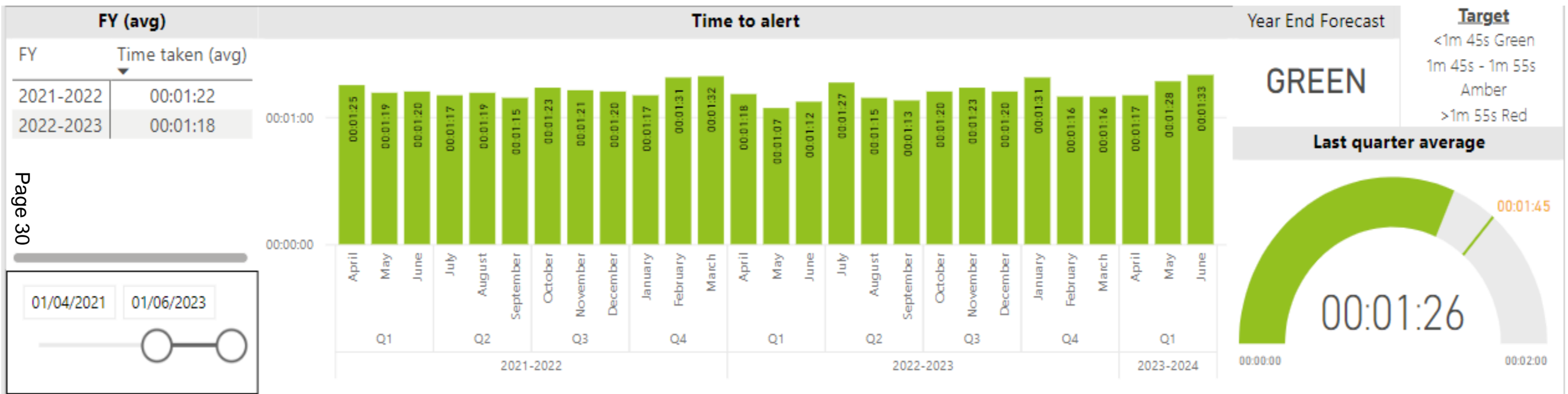
RAG Status GREEN

Agenda Item 5a Appendix A

This measure looks at the time taken from when the Surrey/West Sussex Joint Fire Control Room Operator answers a 999 call to when the nearest fire station/engine is alerted to the incident (station end activation). The target is that emergency incidents are alerted within 1 minute 45 seconds of the Surrey/West Sussex Joint Fire Control Room receiving the call.

Annual Target:
 <1m 45s Green
 1m 45s - 1m 55s Amber
 >1m 55s Red

Service Owner
Dave Bray
 Area:
Protection



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01/04/2021 01/06/2023

Commentary
 The new way of recording this data has now taken effect and it shows that the average time to alert for Quarter 1 is 1m26 seconds. This is under the threshold of 1m45s and faster than the national average for fires.

Actions
 Treat: Whilst this is positive against the target, it is also the worst performance since Quarter 4 2021/22. Quarter 1 for 2022/23 was 1m13 seconds and therefore we will address this with our Fire Control to ensure that the time to mobilise our resources is as low as possible.

Core Measure 26: Eligible staff with a successful fitness test

96.33% Q1 2023-24

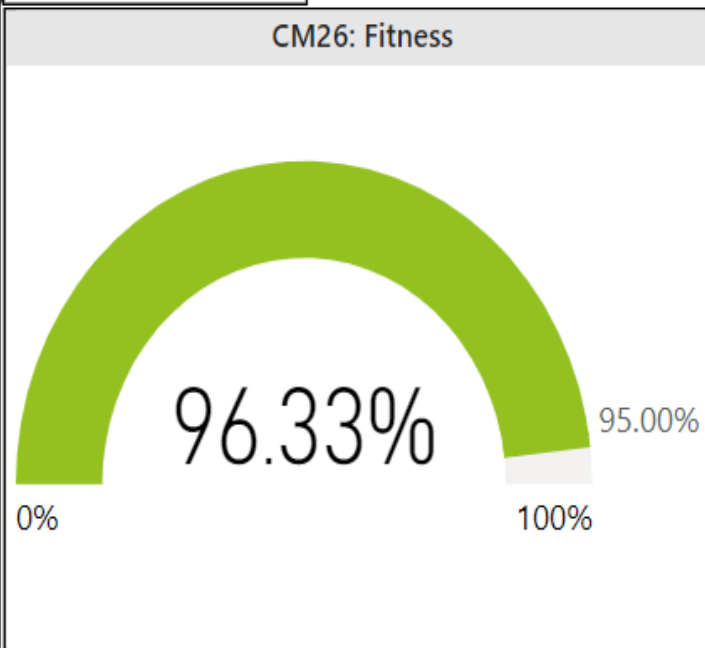
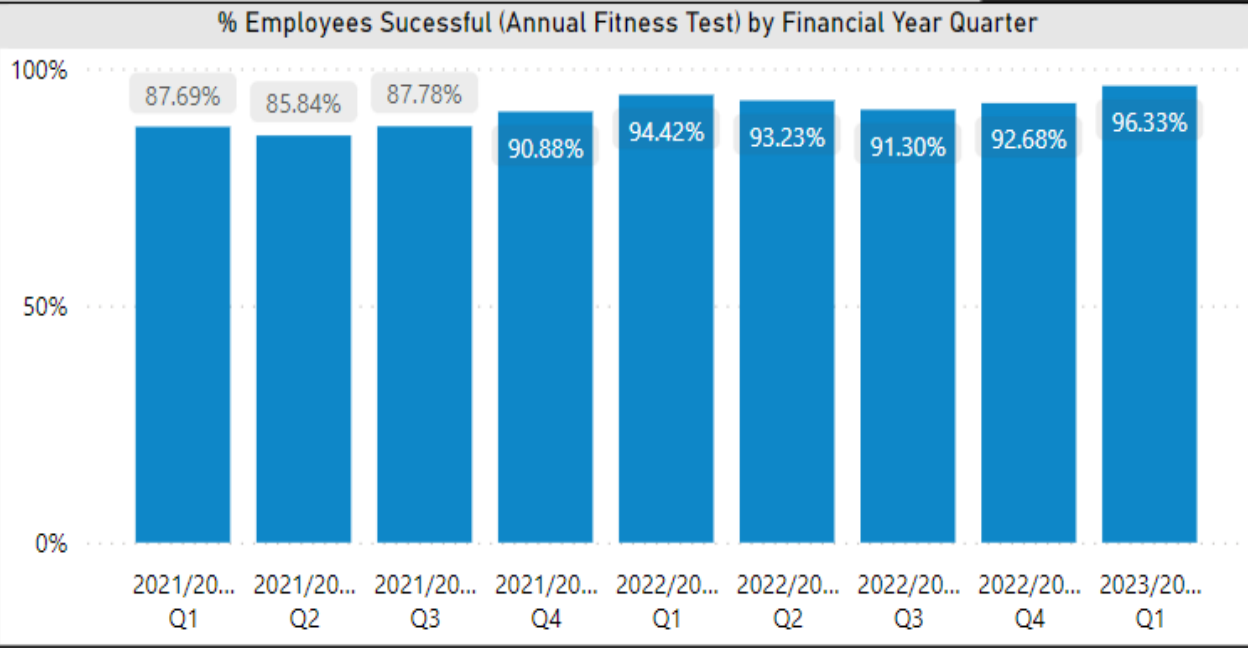
RAG Status GREEN

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

Annual Target:
 Green -- >95%
 Amber -- >85%
 Red -- <85%

Service Owner:
Catherine Walker
 Area:
DOT

Previous Performance	
Financial Year	% Employees Successful (Annual Fitness Test)
2016/2017	11.85%
2017/2018	58.86%
2018/2019	87.73%
2019/2020	89.33%
2020/2021	88.01%
2021/2022	88.05%
2022/2023	92.91%
Total	81.26%



Commentary
 Q1 has seen this measure improve again, thanks to the culmination of further reminders, an improved process for chasing and review of the data set to ensure we are driving further completion of fitness tests. The support provided by the Personal Training Instructor in Q4 on the Wholetime Firefighter recruits course came to an end, meaning more time was also allocated to focus on this measure in Q1. We have also run a Personal Training Instructor course for 8 individuals in Q1 to provide further PT encouragement and support on stations.

Actions
 Tolerate: The increased focus from managers supporting our PTs has resulted in a 'Green' status for Q1. The reporting system for this measure continues to be improved upon with more support provided to the Personal Training instructor in utilising this too.

Agenda Item 5a Appendix A

Core Measure 30: Occasions where a Fire Engine in the fleet was made available for each West Sussex crew in operational service.

100% Q1 2023-24

RAG Status GREEN

Agenda Item 5a
Appendix A

When fleet services are notified of a fire engine defect that will remove it from service, a replacement engine is supplied from the limited number of spare appliances. This measure examines the number of occasions (shifts) where a fire engine was made available to each of the immediate response and retained crews required to be available.
(Note that this measure does not examine whether sufficient crew was available for each fire engine)

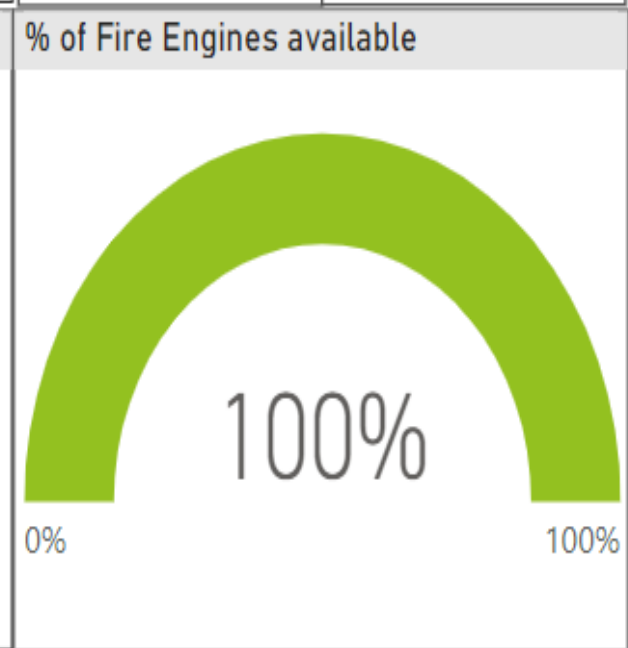
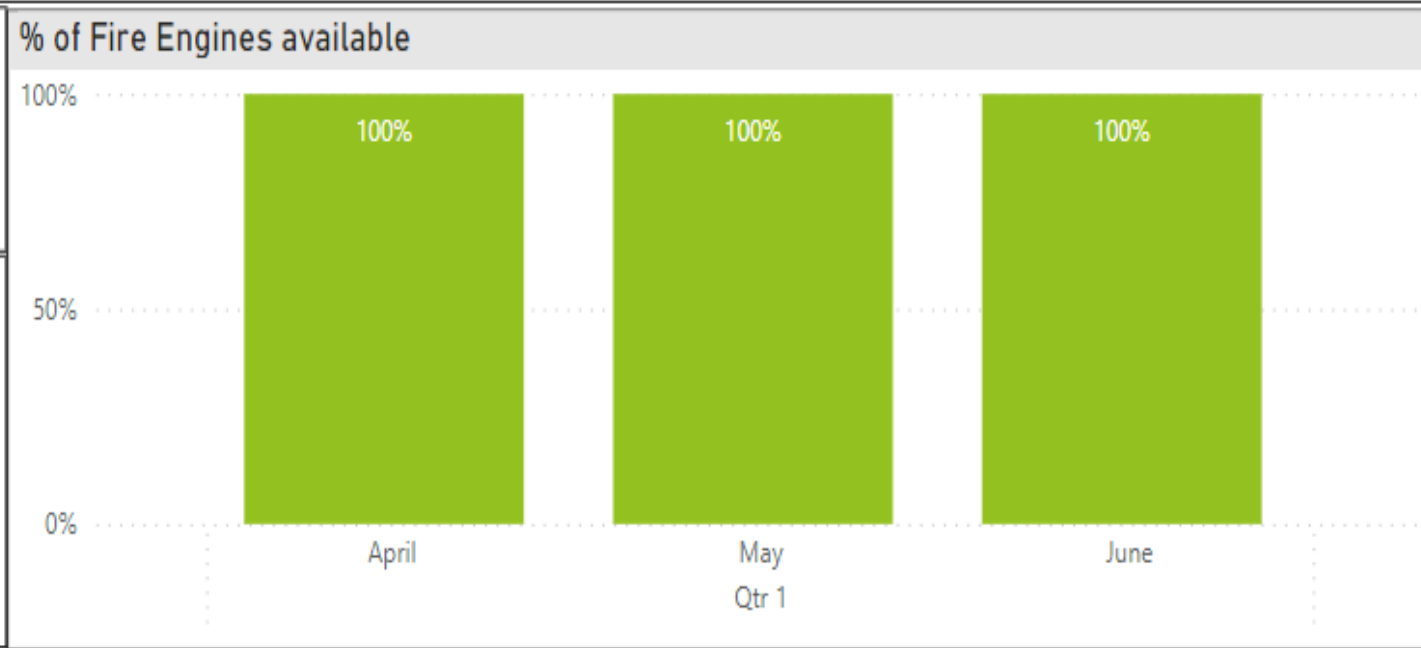
Annual Target:
Green 100%
Amber =>95%
Red <95%

Service Owner
Mike Cannon
Area:
Fleet

Date
01/04/2023 30/06/2023

Page 32

30/08/2023
Last Refresh



Commentary
All front-line fire engines were able to have a fully functioning spare available 100% of the time. On two occasions an aerial ladder platform (ALP) was off the run and this was covered by double crewing the remaining ALP to ensure coverage

Actions
On replacement of some appliances, it has been agreed to increase the level of available spares from 6 to 8 to ensure full availability going forward.

Selected Measures (Red and Amber Status)

Quarter 1

(1st April– 30th June 2023)

Selected Measures (Red and Amber Status)

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

- CM10: Number of FSO regulated buildings having received an audit over a year period starting from April
- CM22: Immediate Response crewing availability
- CM23: Retained Duty System crewing availability
- CM27: Eligible Operational Staff in Qualification

Core Measure 10: % of FSO regulated buildings having received an audit

247 in Q1 2023-24

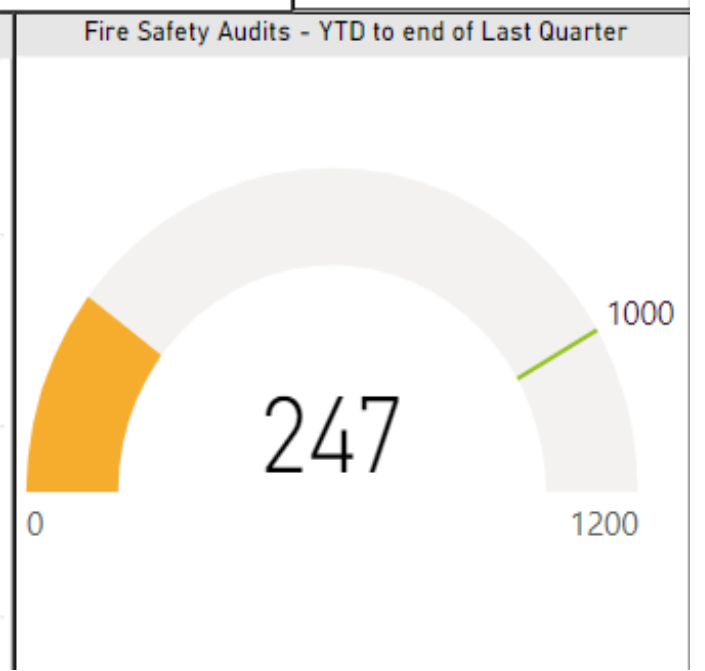
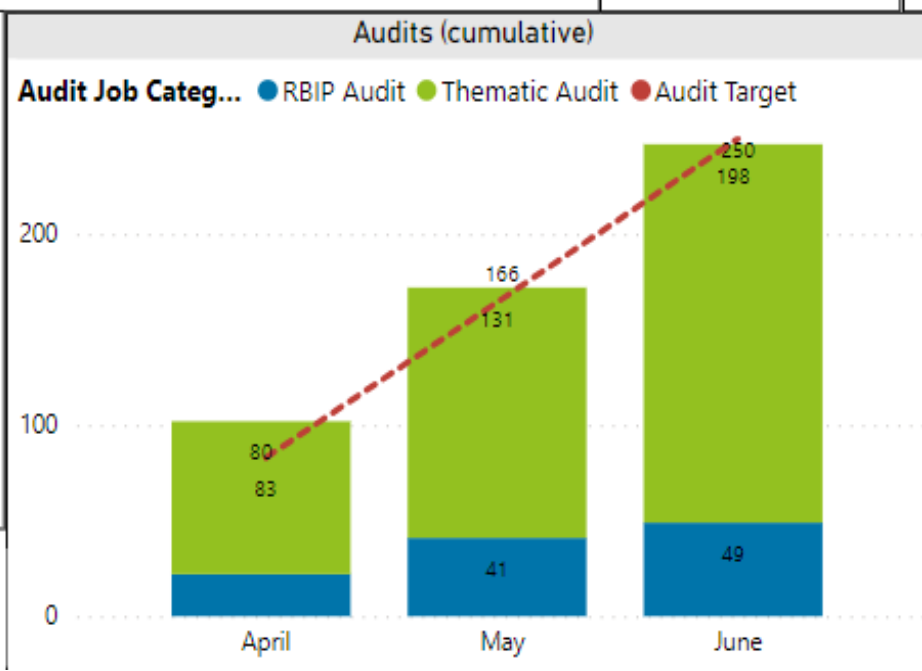
RAG Status
AMBER

There are approximately 35,000 Fire Safety Order 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 program for known sleeping risks.

Target:
Green 1000
Amber 850 – 999
Red <850

Service Owner:
Dave Bray
Area:
Protection

Financial Year	Audits	Fire Safety Checks	Audits per 100 premises
2020/21	132		0.0
2021/22	802	182	2.3
2022/23			
Q1	210	23	0.6
Q2	236	182	0.7
Q3	277	99	0.8
Q4	282	220	0.8



National Average: 2 Audits per 100 premises in 21/22

Last Refresh Date: 17/08/2023

[More Information](#)

Commentary
We have seen over a 10% increase in the number of fire safety audits completed within Quarter 1. This is in comparison to 210 delivered in Quarter 1 of last year, furthermore we have seen a positive increase in the % of unsatisfactory fire safety audits (Core Measure 11).

Actions
Tolerate: Whilst we are 3 short of the quarterly target we are confident we will meet our yearly target. We are continuing to grow and develop the team within Protection and a number of the team are continuing with their formal Protection qualification. In the past month we have also moved our three Fire Safety Apprentices to full time positions of Fire Safety Inspectors. This will assist in our Protection activities including our fire safety audits.

Agenda Item 5a
Appendix A

Core Measure 22: Full shifts where there is adequate crewing on all immediate response frontline fire engines

98.1% in Q1 2023-24

RAG Status AMBER

An immediate response frontline fire engine is available 24/7, 365 days a year. Four qualified people are required on a frontline fire engine to ensure safety. This measure examines the percentage of shifts (day or night) where there are sufficient minimum qualified fire fighters (4 personnel) on all immediate response fire engines.

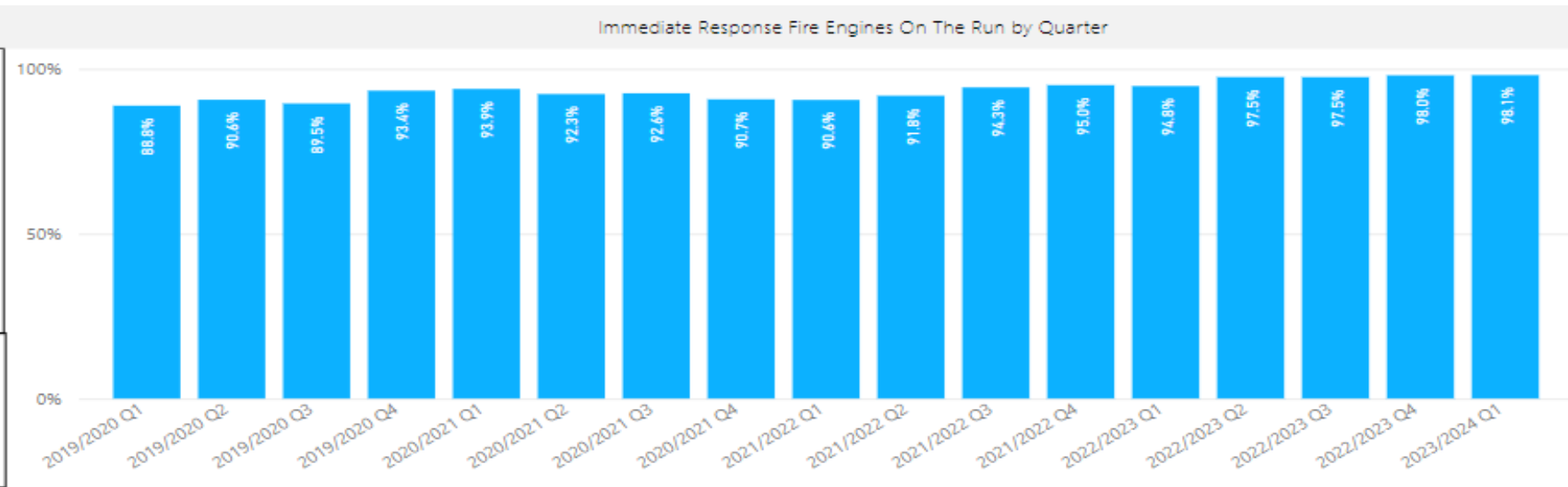
Target:
100% Green
95% - 100% Amber
<95% Red

Service Owner: **Gary Ball**
Area: **Service Delivery**

Appendix A
Agenda Item 5a

Financial Year	Total
2019/2020	90.6%
2020/2021	92.4%
2021/2022	92.9%
2022/2023	96.9%

More Information



Fire Engines On the Run

0.0% 98.1% 100.0%

Financial Year to Date

98.1%

Date Range

01/04/2019 30/06/2023

Commentary
This quarter we have experienced another slight increase in performance and over 3% increase on quarter 1 of 22/23 . We continue to address management issues in ensuring correct recording of availability is achieved on our Firewatch systems and in this quarter we have identified some data input errors that inadvertently could show an appliance as unavailable. This has been quickly communicated to all relevant supervisory managers and embedded in our Firewatch master class instructional sessions.

Actions
Treat: We continue to ensure human errors with data input are reduced through our masterclass training sessions and Service Delivery Governance meetings. We are also continually improving and resolving interface issues between Firewatch and vision systems that display available fire engines and other resources.

Core Measure 27: Eligible operational staff in qualification

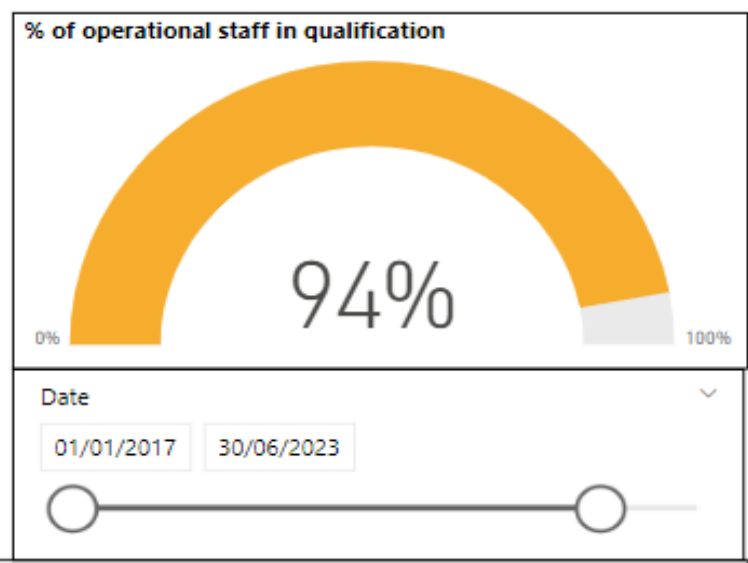
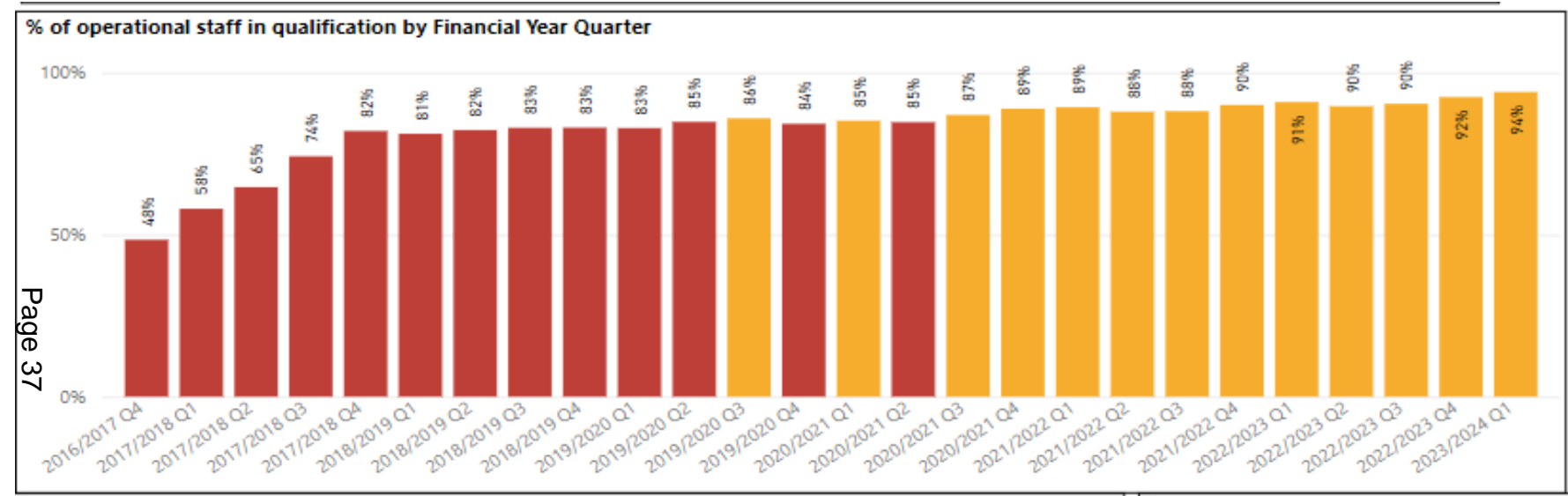
94% in Q1 2023-24

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



Commentary
 Progress from both Service delivery & Operational Training has seen this figure improve to it's highest percentage yet. Work and support continues with station management teams to improve this, from both Operational Training & Service Delivery Support, and to ensure data is accurate and up to date. Data cleansing has shown this measure includes Retained Firefighters who are in training and have not yet undertaken their Breathing Apparatus training. These individuals account for 2.5% of this measure.

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. Explore whether we should be measuring individuals who are still in training, in this measure.

Agenda Item 5a Appendix A

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

46.7% in Q1 2023-24

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.

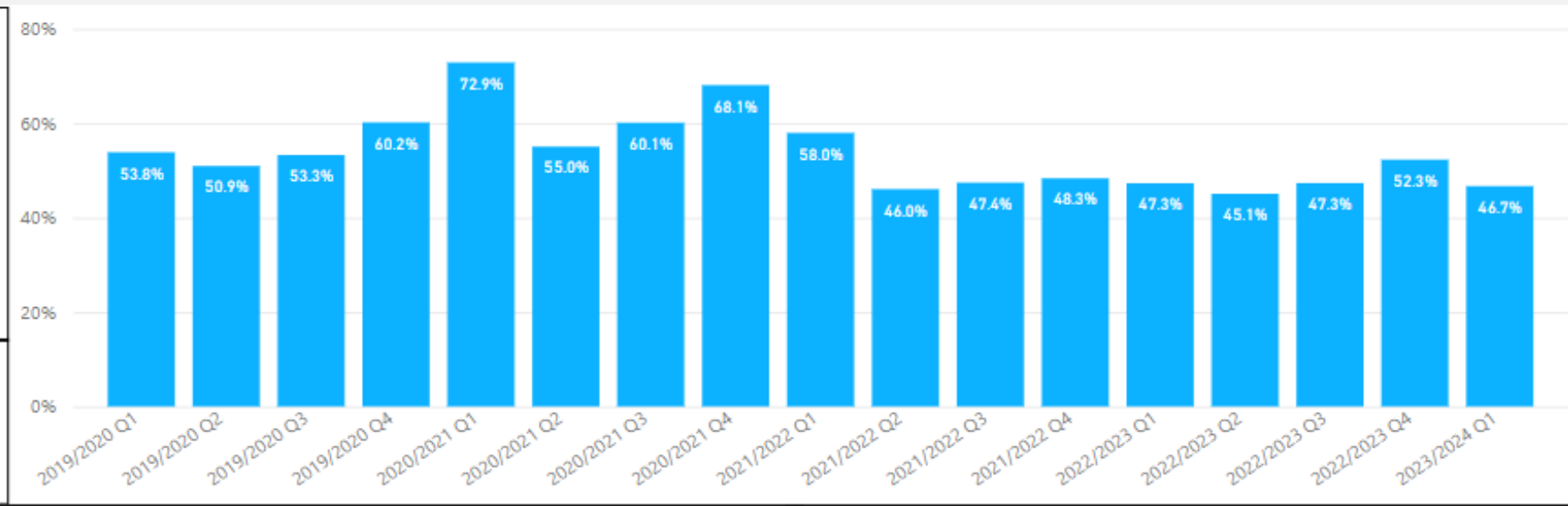
Target:
 >75% Green
 65% - 75% Amber
 <65% Red

Service Officer:
Gary Ball
 Area:
Response

Agenda Item 5a Appendix A

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

Financial Year	Total
2019/2020	54.5%
2020/2021	64.0%
2021/2022	49.9%
2022/2023	48.0%



Fire Engines On the Run

46.7%

Financial Year to Date

46.7%

Date Range

01/04/2019 30/06/2023

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More Information

Commentary
 We have seen a slight decrease in our RDS availability this quarter as we have entered the beginning of holiday period. Some additional wholetime staff we have previously been able to redeploy have been required to remain on their host station ensuring our wholetime fire engines remain available. Our day crewed stations now available 7 days a week has enhanced our response times across the county, however this has subsequently meant retained availability at these stations during daytime has seen some impact.

Actions
 Treat: The sustainability of the Retained Duty System is a national issue and since May 2023 our Area Manager for Service delivery now chairs the NFCC Practitioners forum leading the way with this work. Specific retained surveys and focus groups with our staff have concluded and the results will filter into the Community Risk Management Plans operational response model design to maximise retained availability. Cabinet Members task and finish group recommendations will also support this work. Recruitment activity has been heightened with three 'have a go days' planned in Q2 at selected stations where availability is low.

Title: Core Measures Review 23/24

The Core Measures form part of the Performance Assurance Framework within West Sussex Fire and Rescue Service (WSFRS). They are a key driver in ensuring ongoing performance can be continually monitored. The analysis of valid data enables WSFRS to improve the service it is providing to its communities. WSFRS regularly review the Core Measures to ensure that they are relevant and present a valid overview of its continual performance.

Below is an explanation of the changes that have been made to the Core Measures for 23/24;

CM 6 - Safeguarding referrals made within 24 hours.

Tolerance/Target - 100% Green
=>98% Amber
<98% Red

Justification - The addition of an amber status better aligns this core measure to others. Furthermore, we want to ensure our staff are always reporting safeguarding concerns even if outside the 24 hours.

CM7 - Number of Safe and Well Visits (S&WVs) delivered to households with at least one vulnerability or risk factor.

Tolerance/Target - 5000 Green
4800 - 4999 Amber
<3500 Red

Justification - Target has increased to 5000. We are seeing both productivity and efficiency improvements from the delivery of our service plans that will allow and support firefighters to deliver a greater number of S&WVs.

CM8 - % of Very High Risk Safe and Well referrals contacted within one working day.

Tolerance/Target - 100% Green
=>98% Amber
<98% Red

Justification - The addition of an amber status enables Prevention to monitor the delivery of SWVs to the most vulnerable. It ensures that those visits are being delivered in a timely manner and enables Prevention to demonstrate that there is no backlog of appointments, as all visits are completed within the agreed timeframes.

CM11 - % of Unsatisfactory fire safety audits.

Tolerance/Target - >40% Green
35-40% Amber
<35% Red

Justification - The number of fire safety audits that have an unsatisfactory outcome is a measure that is captured by the Home Office annually. The national average across all English FRSs for this measure when calculated over the past five years is that 40% of all fire safety audits completed are unsatisfactory, i.e. some form of remedial activity is required to be enacted by the enforcing authority. CM11 has been altered to account for this to ensure that WSFRS is measuring its activities in line with the national picture.

CM14 – The number of Unwanted Fire Signals (UwFS) attended year on year

Tolerance/Target - <700 Green
700-800 Amber
>800 Red

Justification - The new call challenge policy was implemented in December which will reduce the number of UwFS in a year. Using the number of UwFS attendances for the last 5 years, data was retrospectively calculated as if the new call challenge policy had always been in place. Analysis of this historic incidents data suggests that we can expect around 600 UwFS per year, based on the new policy.

CM17 - Average time between Joint Fire Control receiving the emergency call and the station being notified.

Tolerance/Target - <1m 45s Green
1m 45s - 1m 55s Amber
>1m 55s Red

Justification - Nationally the statistics are provided in an average response time in relation to performance. We, along with East Sussex Fire Rescue Service (FRS) and Surrey FRS would like to adopt this approach. By doing this we believe we can provide clearer more useful information for the Fire and Rescue Service Scrutiny Committee and our communities. The 22/23 core measure examines the percentage of occasions where crews are alerted in less than 2 mins. The new measure will provide average response time which gives more clarity on how fast our response is.

CM 24 - % of all FRS survey respondents who are satisfied with and/or have trust in WSFRS

Tolerance/Target - >95% Green
85% - 95% Amber
<85% Red

Justification - The title has been re-worded to account for new questions around trust that are included in the Protection survey. Questions will be reviewed to allow for a future measure on engagement and trust. This ensures that we can embed the Core Code of Ethics into everything that we do. Not only will it help to improve organisational culture but also demonstrates

key principles of the Code of Ethics, including Integrity, Dignity and Respect and ultimately Putting our Communities First.

CM 30 - % of occasions where a Fire Engine in the fleet was made available for each crew in operational service.

Tolerance/Target - 100% Green
=>95% Amber
<95% Red

Justification - It is important that our frontline crews have available fire engines for them to respond to incidents and serve their communities. This core measure will do this by ensuring that repairs, servicing and Fleet updates are done in a way that keeps fire engines available for crews.

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Report to Fire & Rescue Service Scrutiny Committee

14 September 2023

End of June 2023 (Quarter 1) 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) reflects the position at the end of June 2023 and reports the Quarter 1 2023/24 position.

Of the four performance measures, 75% of measures are reporting as 'green', 25% as 'amber' and 0% as 'red'. The number of red rated KPIs has remained at zero since the last quarter.

As at the end of June, the forecast for the Community Support, Fire and Rescue Portfolio budget is a projected overspend of £0.285m.

The PRR includes information which is specifically relevant to the portfolio responsibilities of the scrutiny committee including the new Horsham Fire Station and Training Centre becoming operational in July, all four of the day crewed fire stations go-live with the new shift pattern in April, the welcoming of the latest new wholetime firefighters who joined the service after completing a 13-week training course and a busy operational quarter with a particularly difficult road traffic collision and a significant fire in Burgess Hill at an industrial unit that required 10 fire engines and over 50 firefighters at the height of the incident.

Key performance indicators are regularly reviewed and Cabinet will be asked to agree a change to increase the target for Safe and Well Visits to households with at least one vulnerability or risk factor (Fire and Rescue Service KPI) to reflect the 2022/23 outturn. In 2022/23 there were 4,680 visits and the target measure is regarded as insufficiently stretching. The target is proposed to increase from 4,000 visits to 5,000 from 1st April 2023.

The current Risk Register (Appendix 4) is included to give a holistic understanding of the Council's current performance reflecting the need to manage risk proactively.

Focus for scrutiny

The Committee is asked to consider the PRR (Appendix B). 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 first quarter, the measures relevant to this committee reported:
 - 75% (3 measures) as 'Green'
 - 25% (1 measure) as 'Amber'

- 0% (0 measures) as 'Red'

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), 0330 222 8966

Appendices

Appendix A – How to Read the Performance and Resources Report

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

Appendix C – Corporate Risk Register Summary - June 2023

Background Papers

None

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How to Read the Performance and Resources Report

The Performance and Resources Report is in three parts:

a. Summary Report – An overall summary of the quarter including:

- Performance highlights for delivery of the County Council's priorities,
- Overview of the revenue and capital financial outlook,
- Key corporate risks with a severity graded above the set tolerance level,
- The latest workforce overview.

The summary explains where further detail and explanation can be found in the portfolio reports. It does not seek to include any of this detail.

b. Portfolio reports (Sections 1-9): organised alphabetically by cabinet portfolio.

- Section 1 – Adults Services
- Section 2 – Children's and Young People, Learning and Skills
- Section 3 – Community Support, Fire and Rescue
- Section 4 – Environment and Climate Change
- Section 5 – Finance and Property
- Section 6 – Highways and Transport
- Section 7 – Leader
- Section 8 – Public Health and Wellbeing
- Section 9 – Support Services and Economic Development

Each portfolio section is prepared as a stand-alone report and includes:

1. Updates of the performance KPIs in the Council Plan and the action being taken.
2. The KPI measures compare the last three periods - quarterly, annually or other depending on how data. Details include:
 - The last three periods and RAG status,
 - Black arrows show the direction of travel compared to the previous quarter.
3. Overview of the revenue financial position, risks and issues and savings update.
4. Overview of the capital performance and financial position.
5. Details of the corporate risks with a direct impact on the portfolio.

c. Supporting Appendices – for additional background and context:

- Appendix 1 – Performance by Priority - KPI Summary Table
- Appendix 2 – Revenue Budget Monitor and Reserves
- Appendix 3 – Revenue Portfolio Grant Listing
- Appendix 4 – Capital Monitor
- Appendix 5 – Corporate Risk Register Summary
- Appendix 6 – Workforce Information

Scrutiny Committee Documents

Relevant elements of the PRR are presented to Scrutiny Committees.

A matrix of the PRR's Sections and Appendices by Scrutiny Committee is below.

The dark green indicates the Scrutiny Committee's area of responsibility and the light green areas included 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, Learning and Skills Portfolio	✓				✓
Section 3	Community Support, Fire and Rescue Portfolio			✓	✓	✓
Section 4	Environment and Climate Change Portfolio			✓		✓
Section 5	Finance and Property Portfolio					✓
Section 6	Highways and Transport Portfolio			✓		✓
Section 7	Leader Portfolio					✓
Section 8	Public Health and Wellbeing Portfolio		✓			✓
Section 9	Support Services and Economic Development Portfolio					✓
Appendix 1	Performance by Priority - KPI Summary Table					✓
Appendix 2	Revenue Budget Monitor and Reserves					✓
Appendix 3	Revenue Portfolio Grant Listing					✓
Appendix 4	Capital Monitor					✓
Appendix 5	Corporate Risk Register Summary	✓	✓	✓	✓	✓
Appendix 6	Workforce					✓

KEY:
Specific Committee Responsibility
To Be Included In Committee Papers

Community Support, Fire and Rescue Portfolio - Summary

Performance Summary

1. Performance highlights this quarter:

Fire and Rescue Service

- Another significant milestone was reached in April for the **new Horsham Fire Station and Training Centre** when the contractors Wilmott Dixon handed over the keys to the County Council's Facilities Management Team. This marked the early completion of the construction phase and allowed for the start of the commissioning of all the internal systems ready for the site to operate. The Fire Station and Training Centre became operational in July.
- April also saw all four of the **day crewed fire stations go-live with the new shift pattern** marking another successful Community Risk Management Plan project delivered. Each station is now working a rota system that will provide immediate response cover seven days a week and will deliver an improvement in overall response times of 13 seconds to all incidents across West Sussex.
- This quarter, the **Fire and Rescue Service welcomed its latest new wholetime firefighters** who joined the service after completing a 13-week training course. These new colleagues will provide further resilience to the crewing optimisation group which continues to help maintain good standards of fire cover for the county and contribute to the core measure performance reported.
- Culture and leadership remains a priority for the service with the **leadership programme** continuing this quarter focusing on coaching, grievances and discipline. The programme was supported by the annual Proud To Serve staff conference which was hosted at the new Training Centre in Horsham. Colleagues heard from all the heads of service on previous successes and future challenges, with a focus on sustained performance and improvement.
- The **Fire and Rescue Service was operationally busy** this quarter with a particularly difficult road traffic collision and a significant fire in Burgess Hill at an industrial unit that required 10 fire engines and over 50 firefighters at the height of the incident. A tragic road traffic collision in Petworth was yet another reminder of the road risks in West Sussex, with the Prevention Team remaining focussed on road safety and hosting a drop-in event for bikers to help raise awareness and share prevention messages to the biker community.

Community Support

- **Support for the Homes for Ukraine scheme** continues for hosts and guests across West Sussex in 2023/24. Many Ukrainians are moving towards independence and securing privately rented accommodation. Support remains available for those newly arriving under the scheme, in addition to financial assistance for those now seeking a move to private rented accommodation following their initial period living with a sponsor. The Homes for Ukraine

Team continue to offer information, advice, guidance on a range of matters including finance and benefits, education and employment as well as delivering practical assistance with transport arrangements, access to English lessons and regular engagement through proactive milestone calls and face to face visits.

- The County Council has been **allocated £9.7m of Household Support Funding in 2023/24** by the Department for Work and Pensions. Funds from this scheme are being distributed in accordance with the guidance by a range of partner agencies including district and boroughs, Citizens Advice, and community-based organisations. The Community Hub remains a contact point for residents to request support and is available seven days a week to provide information, advice, guidance, practical support, and signposting to internal/external services and support where appropriate.
- **The Registration Service** have delivered 1,062 ceremonies and completed 2,151 notice appointments during the quarter. There were 2,306 deaths registered between April and June, the highest number of registrations in the last four years over the same period and 2,354 births were registered with good availability for appointments on the same day or next day.
- **The Library Service** has been awarded £30,000 by the British Library to enable production of new photo, video and animated content to support the promotion of library services and activities online. The ambition is to better illustrate the full breadth of support available from libraries, to engage hard to reach residents who do not make regular use of their local library. As part of the funding agreement, content will also be used on national online platforms, raising the profile of West Sussex library services across the sector.
- **The Record Office** have been awarded £22,000 by the National Manuscripts Conservation Trust to conserve the working papers of the Consistory Court of the Archdeaconry of Chichester. The documents in this collection date back to 1554 and are extremely fragile as the result of historic water and mould damage. This grant will enable them to be conserved so that they can be fully catalogued by volunteers and made accessible as a valuable resource for researchers.
- Responding to data and information provided about the most prevalent types of fraud in West Sussex, the **first of three digital support and scams awareness sessions took place** in East Grinstead Library. The session was delivered as a hybrid event, which consisted of both in person and webinar delivery to enable better access for target demographic audience.
- The **Community Safety Team** were involved in the 17 **Multi Agency Risk Assessment Conference's (MARAC)** which took place in West Sussex during Q1. These conferences involved 312 case discussions for high-risk victims and perpetrators of domestic abuse, creating targeted multi-agency safety and action plans, helping to reduce the presenting risk(s), identify gaps in support and continue to hold perpetrators to account for their abusive behaviour.

Our Council Performance Measures

Fire and Rescue Service Performance Measures

2. The following section provides KPI updates comparing performance over the last three periods (each measure will explain the reporting period).

Fire and Rescue		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
3	<p>Measure: Fire Safety Order regulated buildings in West Sussex having received an audit under the Risk Based Inspection Programme. Measured cumulatively in each financial year, from 1st April.</p> <p>Reporting Frequency: Quarterly</p>	1,000	Dec-22	Mar-23	June-23	↑	G
			A	G	A		
			722	1,004	247		
<p>Performance Analysis: Jun-23: There has been an increase in the number of fire safety audits completed compared to Quarter 1 of the previous year, where 210 audits were delivered. Furthermore, there has been a positive increase in the percentage of unsatisfactory fire safety audits.</p> <p>Actions: Whilst the service are three audits short of the quarterly target, it is confident that the annual target will be met. The team continues to grow and develop within the Protection Service and a number of the team are continuing with their formal Protection qualifications. In the past month, three of the Fire Safety Apprentices have been moved into full time positions of Fire Safety Inspectors. This will assist protection activities including fire safety audits.</p>							
10	<p>Measure: Number of Safe and Well Visits delivered to households with at least one vulnerability or risk factor. Measured cumulatively in each financial year, from 1st April.</p> <p>Reporting Frequency: Quarterly, Accumulative.</p>	4,000	Dec-22	Mar-23	Jun-23	↑	G
			G	G	G		
			3,384	4,680	1,298		
<p>Performance Analysis: Jun-23: This is the strongest Q1 performance for over four years and puts the service in a strong position to meet the new proposed annual target of 5,000 visits. During home safety interventions, additional risk reduction activities including installing carbon monoxide sensors, supplying flame retardant bedlinen and replacing alarm batteries were carried out.</p> <p>Actions: The service continues to support referrals and requests for Safe and Well Visits through partnerships and local initiatives promoting them. Data is used to target those most at risk of being injured or dying in a fire.</p>							
42	<p>Measure: Percentage of 'critical fires' where the first appliance in attendance meets our emergency response standard</p> <p>Reporting Frequency: Quarterly.</p>	89.0%	Dec-22	Mar-23	Jun-23	↓	G
			G	G	G		
			89.1%	92.1.%	89.4%		
<p>Performance Analysis: Jun-23: For a third consecutive quarter, performance remains high and above target. Stations are continuing to mobilise quickly, responding to incidents in their communities. By continuing to embed professional standards in service delivery, it has been possible to maintain this level of performance. In addition to this, the service has seen crews increasingly engage with their communities through fire safety initiatives, meaning they are off station more and working in high-risk areas ready to respond quicker. This activity is captured through Local Risk Management Plans.</p> <p>Actions: Monitoring and reviewing the performance data locally at stations through the Local Risk Management Plans via Service Delivery Governance meetings will continue, whilst seeking continuous improvements. The Day Crewed 7 CRMP commitment is now complete with the service monitoring the positive impact this is having on this measure moving forward into Q2.</p>							

Agenda Item 5b
Appendix B

Fire and Rescue		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
43	Measure: Percentage of 'critical special service incidents' where the first appliance in attendance meets our emergency response standard Reporting Frequency: Quarterly.	80.0%	Dec-22	Mar-23	Jun-23	↑	G
			G	G	G		
			81.6%	80.8%	82.2%		
Performance Analysis: Jun-23: Performance remains above target for a sixth quarter in a row providing assurances that the established use of the Dynamic Cover Tool (which provides data on response times broken down to district/local level displayed to control room operators) is now embedded in ways of working when mobilising fire engines to calls. It is assisting control room operators to ensure available fire engines are strategically placed across the county to ensure the service are maintaining the agreed response times.							
Actions: Working with partner agencies has helped to improve the time taken to transfer calls and information, enabling control staff to mobilise quicker. Work also continues to be undertaken at fire stations to ensure everything is being done to enable quick responses to incidents, as well as maximising the availability of retained fire engines at times of the day when these incidents are most likely to occur using the Crewing Optimisation Group.							

Community Support Performance Measures

Community Support		2023/24 Target	Performance Over The Last 3 Periods			DoT	Year End Forecast
4	Measure: Percentage of interventions to identified West Sussex residents that demonstrate an increase in ability for resident to deal with scams. Reporting Frequency: Quarterly	90.0%			Jun-23		G
					G		
			New Measure – No Data	New Measure – No Data	91.0%		
Performance Analysis: Jun-23: No anticipated issues at this early stage in meeting year-end target.							
33	Measure: Use of virtual/digital library services by residents Reporting Frequency: Quarterly, Accumulative	5.45m	Dec-22	Mar-23	Jun-23	↑	G
			G	G	G		
			4.50m	6.30m	1.69m		
Performance Analysis: Jun-23: Increased use driven by new Library Website platform with additional content and features, plus new BorrowBox eBook platform offering additional choice for customers.							
Actions: Continue to support growing demand though investment in eLibrary platforms and production of virtual and online library events content.							
34	Measure: Community Hub provides positive outcomes for residents at first point of contact. Reporting Frequency: Quarterly	95.0%			Jun-23		G
					A		
			New Measure – No Data	New Measure – No Data	92%		
Performance Analysis: Jun-23: The Community Hub continues to deliver a high-quality service to the residents of West Sussex providing information, guidance signposting and practical support focusing on Cost of Living and Household Support Fund enquiries.							
Actions: Continuing to regularly review the streamlining of processes as Household Support Fund moves us to a more digital focus.							

Finance Summary

Portfolio In Year Pressures and Mitigations

Pressures	(£m)	Mitigations and Underspending	(£m)	Year end budget variation (£m)
Community Support – Additional coroner costs projected following continued increase in the number of excess deaths since the pandemic.	£0.365m	Community Support – Additional ceremonies income projected.	(£0.200m)	
Community Support – Transfer of Coroner Officers from Sussex Police	£0.120m			
Community Support, Fire & Rescue Portfolio - Total	£0.485m		(£0.200m)	£0.285m

Financial Narrative on the Portfolio's Position

- As at the end of June, the forecast for the Community Support, Fire and Rescue Portfolio budget is a projected overspend of £0.285m. The main variations are described below.

Community Support

- Pressure on the Coroner's Service has continued into 2023/24 largely as a result of the continued increase in excess deaths since the pandemic which is being seen nationally. Currently £0.365m of additional costs associated with increased pathology, body storage, histology and coroner time are included within the overall projection.
- In addition, the Coroner's Service has also welcomed the transfer of Coroner Officers from Sussex Police from 1st April 2023. Over the next two years, Sussex Police will continue to pay a contribution towards the cost of these staff. The budget was increased by £0.1m in 2023/24 to contribute towards the increased staffing in-take, with further efficiencies from the coroner merger with Brighton and Hove planned to be re-directed to this team; however, due to the increasing demand on the Coroner's Service and based on current projections, an overspend of £0.120m is forecast in 2023/24.
- Additional income of £0.2m is projected within the Registration Service due to the continued increase of ceremonies being delivered following the relaxation of pandemic restrictions.

Savings Delivery Update

- There are £0.670m of planned savings to be delivered within the Portfolio. Details are shown in the table that follows:

Agenda Item 5b
Appendix B

Saving Activity	Year	Saving to be Delivered in 2023/24 (£000)	June 2023		Narrative
Community Support - Optimise Use of Grants	2023/24	200	200	G	
Resilience and Emergency Team - Structural Review	2023/24	100	100	G	
Staffing vacancy increase in vacancy factor from 5% to 6%	2023/24	370	370	G	

Savings Key:			
R Significant Risk	A At Risk	G On Track	B Delivered

Capital Programme

Summary - Capital

- 8. The Fire and Rescue and Communities capital programme; as approved by County Council in February 2023, agreed a programme totalling £9.089m for 2023/24. Budget of £4.864m originally profiled to spend in 2023/24, was accelerated into 2022/23, revising the capital programme to £4.225m.
- 9. The portfolio’s capital programme contains five schemes. Four of the schemes are in delivery and one is practically complete and is in its retention phase whilst snagging and cosmetic works are completed. The performance and financial details for each are reported below.

	Community Support, Fire Rescue Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
1	Project: Fire and Rescue Equipment Block Programme - Block	G	G	G	£0.259m	N/A	£0.061m	£0.198m
	Latest Estimated Completion Date: On-Going			Project Phase: In Delivery				
	Narrative: Scoping of projects is underway.							
2	Project: Fleet Replacement Programme - Block	G	G	G	£4.072m	N/A	£-	£4.072m
	Latest Estimated Completion Date: On-Going			Project Phase: In Delivery				
	Narrative: Projects are going through the governance process.							

	Community Support, Fire Rescue Capital Projects	Performance RAG Status			Total Project Budget	Previous Years Expenditure To 2022/23	2023/24 Expenditure to Date	In Flight Remaining Project Budget
		Time	Quality	Cost				
3	Project: Live Training Centre and Horsham Fire Station	G	G	G	£25.608m	£23.935m	£0.794m	£0.879m
	Latest Estimated Completion Date: July 2023			Project Phase: In Delivery				
	Narrative: The new building and site has been handed over to the service. The site became operational on Monday 10th July 2023. Funding remains for final invoices and retention payments.							
4	Project: Fire and Rescue Estates Improvement Programme	G	G	G	£1.852m	£-	£-	£1.852m
	Latest Estimated Completion Date: To Be Confirmed			Project Phase: In Delivery				
	Narrative: Business Case being created by Service and with a first draft expected in August 2023.							
5	Project: Worthing Community Hub	G	G	G	£2.852m	£2.693m	£-	£0.159m
	Latest Estimated Completion Date: May 2022			Project Phase: Practically Complete - In Retention				
	Narrative: In retention.							

10. A summary of the latest Capital Programme Budget Monitor is reported in **Appendix 4** and full details of all individual schemes are set out in the [Budget Report](#) published in February 2023

Risk

11. 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 5** - Corporate Risk Register Summary.

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

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Corporate Risk Register Summary - June 2023

CR11

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

Risk Description

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

Date Risk Raised

01/03/2017

Risk Owner

Director of Human Resources & Org Dev

Risk Strategy

Treat

Risk Control/Action	Target Date
Benchmarking of salaries against peers across neighbouring LA's focussed on attracting and retaining talent for key areas, 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

CR39a

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

Risk Description

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

Date Risk Raised

01/03/2017

Risk Owner

Director of Finance & Support Services

Risk Strategy

Treat

Risk Control/Action	Target Date
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

CR58

Current Score	Target Score	Initial Score	Risk Change
20	9	25	Unchanged ➡

Risk Description

The care market is experiencing an unprecedented period of fragility, particularly due to staff shortages and increasing demand. This has been further exacerbated by Covid-19 and is increasing weekly costs of care. 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
Annual review of fees paid to providers to support financial sustainability.	Ongoing
Collection of market information on Firefly. Analysis of information and appropriate level of quality assurance response.	Ongoing
Financial analysis of high risk provision - due diligence checks.	Ongoing
In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned.	Ongoing
Provision of regular support and communication to care homes to monitor financial sustainability (increased engagement during COVID-19 pandemic to monitor Infection Control Grant).	Ongoing
Review capacity of residential and non-residential services to ensure service availability and to support identification of contingencies if needed.	Ongoing

CR22

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

Risk Description

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

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

Risk Control/Action	Target Date
Continue to lobby for fairer funding for Local Government through annual settlements, the Fair Funding Review, Levelling Up Agenda and Business Rates reset.	Ongoing
Financial Planning sessions with ELT and Cabinet 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

CR76

Current Score	Target Score	Initial Score	Risk Change
12	4	12	New Risk


Risk Description

Natural England issued a Position Statement on 14 September 2021 that affects all planning applications not granted before that date within the Sussex North Water Supply Zone. This has essentially halted all WSCC plans and projects in the water supply zone until water neutrality can be demonstrated. There are number of impacts on and, potentially, opportunities for WSCC arising. The principal corporate risk is that the council will be unable to provide sufficient school places in the water neutrality area.

Date Risk Raised	Risk Owner	Risk Strategy
01/06/2023	Director of Place Services	Treat

Risk Control/Action	Target Date
Direct instruction and ongoing regular engagement with all schools (including academies) regarding entering into off-setting negotiations independently of WSCC.	01/08/2023
Produce centralised offsetting register that captures potential offsetting opportunities across WSCC estate.	01/09/2023
Regular engagement with Local Planning Authorities.	Ongoing
Resource a robust set of centralised controls and initiatives to ensure identified offsetting opportunities are supported and secured in legal agreements.	01/08/2023
Resources made available to support offsetting activities.	Ongoing

CR61

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

Risk Description

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

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

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

CR69

Current Score
10

Target Score
5

Initial Score
25

Risk Change
Unchanged
➡

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

Risk Description

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

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 Description

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

Date Risk Raised
01/03/2017

Risk Owner
Director of Human Resources & Org Dev

Risk Strategy
Treat

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

CR7

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

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

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



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: 1 September 2023

Award of Contract(s) for Vehicle Hire Services	
<p>The County Council hires a range of vehicles to support the operational requirements of service-areas where the need is short term and cannot be met from the existing fleet.</p> <p>The current contract for vehicle hire services for vehicles up to 7.5T (excluding minibuses) will expire in September 2023 and a new contract with at least one supplier is required.</p> <p>The term of the contract will be 3.5yrs and the anticipated spend on vehicle hire services over the contract term is £1.2m based on the Council's current hire profile. There will be no minimum financial commitment to the awarded supplier(s) as part of any contract.</p> <p>The Cabinet Member for Community Support, Fire and Rescue has endorsed the commencement of the procurement process to be carried out in line with Council's Standing Orders on Procurement and Contracts and delegated to the Chief Fire Officer the authority to award the contract(s) to the successful supplier.</p>	
Decision by	Chief Fire Officer (Sabrina Cohen-Hatton)
Date added	30 August 2023
Month	September 2023
Consultation/ Representations	<p>None identified.</p> <p>Representation can be made to the officer contact in the beginning of the month in which the decision is due to be taken.</p>
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

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**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		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	30 November 2023
Community Risk Management Plan		30 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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