

# Public Document Pack

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5 June 2018

## Environment, Communities and Fire Select Committee

A meeting of the committee will be held at **10.30 am** on **Wednesday, 13 June 2018** at **County Hall, Chichester**.

**Tony Kershaw**

Director of Law and Assurance

**Items no: 3 & 4 on the agenda will be available to view live via the Internet at this address:**

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### Agenda

10.30 am      1.      **Declarations of Interest**

Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.

10.30 am      2.      **Urgent Matters**

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

10.35 am      3.      **Fire & Rescue Service: Integrated Risk Management Plan**  
(Pages 5 - 28)

Report by Executive Director Nicola Bulbeck and Director of Operations and Chief Fire Officer Gavin Watts – attached.

The Fire Authority is required under the national fire and rescue framework to produce an Integrated Risk Management Plan (IRMP). The plan assesses all foreseeable risk communities face within the county of West Sussex. The Chief Fire officer then

addresses the risk by developing action plans to be delivered over the next three to five years. A draft 2018-22 IRMP was developed and submitted as a draft consultation document to stakeholders, staff and the public. The consultation took place between the 16<sup>th</sup> April and the 28<sup>th</sup> May 2018. All the responses have now been considered and we are now in a position to publish the final version of the 2018-22 IRMP.

Representatives of the three main fire service unions have been invited to address the Committee at the outset of the session for five minutes each.

The Committee is asked to note the consultation feedback and subsequent amendments to the draft IRMP and support the publication of the 2018-22 IRMP.

11.45 am      4.      **Fire & Rescue Service: Annual Statement of Assurance 2017/18 & Annual Report May 2017/18** (Pages 29 - 72)

Report by Executive Director Nicola Bulbeck and Director of Operations and Chief Fire Officer Gavin Watts – attached.

The Fire Authority is required under the Fire and Rescue National Framework for England to produce an annual statement of assurance to give assurance that the FRA is in compliance with the National Framework as set out by the Minister of State for Policing and the Fire Service. The Service is also producing an annual report that details how the service delivers its vision and plans and reports on the progress made in the last year.

The Committee is asked to consider both the FRS Annual Statement of Assurance 2017-18 and the FRS Annual Report 2017-18

12.05 pm      5.      **Bus Strategy 2018-2026** (Pages 73 - 98)

Report by Executive Director of Economy, Infrastructure and Environment and Director of Highways and Transport – attached.

This report presents the draft West Sussex Bus Strategy, which covers the period 2018 to 2026, and sets out the County Council's approach to local bus and community transport services, over the next eight years. The work on the Strategy is being informed by a Cabinet Member Task and Finish Group, as well as an eight-week public consultation on the proposed priorities running from April to early June 2018.

The Committee is asked to consider the draft Bus Strategy and to give feedback as part of the consultation.

## **The Committee will break**

1.10 pm      6.      **17/18 Outturn Performance Monitor** (Pages 99 - 106)

Report by Executive Director Economy, Infrastructure & Environment and Executive Director Communities & Public Protection – attached.

The Total Performance Monitor (TPM) information in this report reflects the 2017/18 outturn performance position in relation to the services which fall under the remit of this Committee and has been reviewed by Cabinet Members and senior officers within the authority. The recommendations within the TPM have been approved by the Cabinet Member for Finance and Resources as a decision report.

The Committee is asked to examine the data and supporting commentary for the 2017/18 outturn TPM and make any relevant recommendations for action to the relevant Cabinet Member; identify any issues for further scrutiny by this Committee; and identify any strategic issues for referral to the Performance and Finance Select Committee

1.50 pm      7.      **Economic Growth Plan 2018-23 - Update**

The Committee will receive a verbal update on the development of a new Economic Growth Plan for the period 2018 – 2023 and beyond to provide the framework for supporting and driving economic growth to achieve the West Sussex Plan's "Prosperous Place" outcomes. The adoption of the Economic Growth Plan through a Key Decision is in the Forward Plan for May 2018.

The Committee is asked to scrutinise progress with the development of the Plan, and to advise on any further issues or opportunities for growth to be considered.

2.00 pm      8.      **Request for Call-ins**

There have been no requests for Call-in to the Select Committee within its constitutional remit since the date of the last meeting.

2.00 pm      9.      **Forward Plan of Key Decisions** (Pages 107 - 114)

Extract from the Forward Plan dated 1 June 2018 – attached.

An extract from any Forward Plan published between the date of dispatch 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.

2.00 pm      10.      **Possible Items for Future Scrutiny**

Members to mention any items which they believe to be of relevance to the business of the Select Committee, and suitable for scrutiny, e.g. raised with them by constituents, arising from central government initiatives etc.

2.00 pm      11.      **Date of Next meeting**

The next scheduled meeting of the Committee is on **21 September 2018** at 10.30 a.m. at County Hall, Chichester. Any Member wishing to place an item on the agenda for this must notify the Director of Law and Assurance by 11 September 2018.

Items likely to be on the agenda include:

- Annual Sustainability report
- Strategic Planning
- Economic Growth Plan – Delivery Plan
- FRS Action Plan Timeline for 2018/19
- Lesson Learned - Bognor to Littlehampton Cycle path

**To all members of the Environment, Communities and Fire Select Committee**

### **Webcasting**

Please note: this meeting may be filmed for live or subsequent broadcast via the County Council's website on the internet - at the start of the meeting the Chairman will confirm if all or part of the meeting is to be filmed. 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.



**Environment, Communities and Fire Select Committee****13 June 2018****Fire Authority Integrated Risk Management Plan 2018-22****Report by Executive Director, Communities and Public Protection and Director of Operations and Chief Fire Officer****Summary**

The Fire Authority is required under the national fire and rescue framework to Produce an Integrated Risk Management Plan (IRMP). The plan assesses all foreseeable risk our communities face within the county of West Sussex.

The Chief Fire Officer then addresses the risk by developing action plans to be delivered over the next three to five years.

The purpose of the plan is to prevent and mitigate the fire and rescue related risks and keep our communities safe.

A draft 2018-22 IRMP has been developed and has now been submitted as a draft consultation document to stakeholders, staff and the public. The consultation took place between the 16<sup>th</sup> April and the 28<sup>th</sup> May 2018. Prior to and during the consultation a wide spread media campaign was run with six pre planned events that were publicised widely. Our communities were invited to attend these events across the county where members of the fire and rescue senior leadership team attended to discuss the IRMP. In addition we held five face to face events were held in open public places to gather feedback on the five priorities set by the Fire Authority and the subsequent action plans.

All the responses have now been considered and are now in a position to publish the final version of the 2018-22 IRMP.

**Recommendation(s)**

That the Committee:

- 1.** Notes the consultation feedback and subsequent amendments to the draft IRMP.
- 2.** Recommends the publication of the 2018-22 IRMP.
- 3.** Recommends the next steps for the delivery of the IRMP

**Proposal****1. Background and Context**

- 1.1 Producing an Integrated Risk Management Plan (IRMP) is a statutory requirement for all Fire and Rescue Authorities, under the National Framework for Fire and Rescue.

- 1.2 As per the National Framework, each plan must:
- i. Reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority;
  - ii. Demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a cost effective way;
  - iii. Include an evaluation of service delivery outcomes including the allocation of resources, for the mitigation of those risks;
  - iv. Set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat;
  - v. Cover at least a three year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework;
  - vi. Reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
  - vii. Be easily accessible and publicly available.
- 1.3 The last IRMP was published in 2015. During this short time the Fire and Rescue Service has seen significant changes to the risk we face and also in new legislation that has been issued. Therefore a new IRMP has been drafted and consulted on. This plan will cover the period from 2018 to 2022. In line with the statutory duty, a new IRMP will ensure that recent changes to the risk environment, such as those arising from Grenfell and a series of national terrorist incidents, can be fully accounted for. It will also ensure that provisions under the Policing and Crime Act 2017, and drivers from the Home Office Reform agenda, are fully considered.
- 1.4 The IRMP has completed its six week consultation period with 209 on line Have Your Say responses received, collated and considered that can be reviewed in Appendix A and B. Five written responses were also received.

## **2. Proposal**

- 2.1 Under the direction of the Cabinet Member for Safer, Stronger Communities, West Sussex Fire and Rescue Service, within West Sussex County Council, have prepared the final IRMP document for 2018 – 2022.
- 2.2 In accordance with the requirements for an IRMP, the document covers the following:
- An introduction to the Fire and Rescue Service, and its role, as part of West Sussex County Council.
  - The risk assessment of the county.
  - The structure of the service, its people and resources.
  - Response standards.
  - Collaboration and partnerships.
  - Challenges.

- Strategic aims and plans for the next four years.
  - Risk management, planning, governance and performance reporting.
- 2.3 The intention is that the IRMP is published as a final version document and that the action plans are delivered over the period of 2018-22 through the Fire and Rescue service governance and programmes arrangements.
- 2.4 Please follow this link to the Draft Integrated Risk management plan
- [https://haveyoursay.westsussex.gov.uk/++preview++/risk/west-sussex-fire-rescue-service-risk-management-pl/supporting\\_documents/18\\_22\\_working\\_draft\\_Graphics\\_%20Template\\_v18%20%20final%20for%20public%20consultation.pdf](https://haveyoursay.westsussex.gov.uk/++preview++/risk/west-sussex-fire-rescue-service-risk-management-pl/supporting_documents/18_22_working_draft_Graphics_%20Template_v18%20%20final%20for%20public%20consultation.pdf)

### **3 Resources**

- 3.1 The IRMP will require resources to deliver the action plans throughout the period and will be managed through the fire and rescue governance and programme arrangements. This consists of five programme and governance boards.
- FRS 1 FRS Senior leadership Board
  - FRS 2 Service delivery Board
  - FRS 3 People and Culture Board
  - FRS 4 Integration and Collaboration Board
  - FRS 5 Customer Centred Value for Money Board

Each board will have an overarching strategy document articulating the direction of travel and detailing areas of work over the next four years and also developed time lines.

Additional resources will be applied for and allocated at appropriate times following approved business cases.

- 3.2 The IRMP is important to the allocation of resources across the fire and rescue service in West Sussex, as it is required to outline how the Service will assign its resources and address the risks identified within the County. Specific detail on resourcing is provided in the sections of the IRMP explaining how the service is structured.
- 3.3 The action plans will be delivered throughout the period of 2018-22 based on a priority basis and in line with current capacity. The Fire and Rescue Service will report back to ECFSC in September to detail the first year action plan.

### **Factors taken into account**

#### **4. Issues for consideration by the Select Committee**

- 4.1 At the Cabinet meeting on the 5 June 2018 the results of the consultation were discussed.
- 4.2 At its meeting on 13 June 2018, ECFSC proposals will be considered.

## **5. Consultation**

5.1 During the consultation period for the IRMP a wide spread social media campaign was delivered and over 100 groups directly emailed, the following are the main groups that have been consulted through the period 16 April to the 28 May 2018:

- The Environment, Communities and Fire Select Committee (ECFSC) at its meeting on 16 March 2018 seeking scrutiny on the consultation.
- The Environment, Communities and Fire Select Committee (ECFSC) at its meeting on 13 June 2018 seeking scrutiny on the final document.
- Directorates within West Sussex County Council including representatives from: Adult Operations; Economy, Planning and Place; Education and Skills; Energy, Waste and the Environment; Family Operations; Finance, Performance and Procurement; Highways and Transport; Law, Assurance and Strategy; and Public Protection.
- Unions
- Members of the public
- Members of staff
- Stakeholders
- Cabinet members

A definitive list of contacts that received correspondence on the IRMP can be found in Appendix C.

5.2 ECFSC commented on the overall size of the draft IRMP and as a technical document questioned how easy it was for the public to read. Therefore an executive summary was placed into the full IRMP document. An additional summary leaflet was published and used widely throughout the consultation to sign post people to the full IRMP documentation, providing a brief overview of the priorities.

5.3 A number of full IRMP documents were also printed and placed in public places.

5.4 An easy read version was also published to ensure access for as many people during the consultation as possible.

5.5 The Draft IRMP consultation documentation provided several ways in which to be able to provide feedback as follows:

- West Sussex County Council web pages
- Contact telephone number
- In writing to County Hall

5.6 Members have been consulted through discussion with the County Council's Cabinet and also through the review of the draft IRMP at two ECFSC.

5.7 During the early stages of the consultation due to low numbers of engagement at the first two organised consultation events the consultation plan was revised to include several events in town centres across the county.

5.8 At its meeting on 16 March 2018, and in subsequent submissions made through the Chairman and the Vice Chairman, ECFSC proposed the following:

- The addition of an Executive Summary.
- The production of a separate summary document, making clear the areas of focus for the public.
- The inclusion of specific references to matters such as the handling of Asbestos.
- The provision of more detail in regards to action plans, and performance measurement.
- That the consultation process be supported by pro-active communications and engagement activities, which, in addition to the public, should also seek to capture the views of District and Borough Councils and other partners.
- That reviews of areas such as the retained duty systems, and proposals to address any issues, are returned to the Committee for specific and distinct scrutiny.
- That the enhanced scrutiny arrangements now in place be directly referenced in the document.

All the recommendations were incorporated into the draft document.

## **6. Risk Management Implications**

6.1 The IRMP is a key risk management document. Its purpose is to document an assessment of all foreseeable risks relevant to the delivery of Fire and Rescue Services within West Sussex, and to demonstrate how those risks are being addressed and how they will be addressed in the future.

6.2 The preparation of an IRMP is a statutory requirement under the National Framework for Fire and Rescue. It is fundamental to the planning and delivery of fire and rescue service operations in regard to response, prevention and protection within the county.

6.3 The key risks associated with the preparation of any IRMP are:

- That the document does not comply with statutory requirements: This is being mitigated via close reference to the current National Framework for Fire and Rescue during generation of the document, consultation with appropriate Fire and Rescue Service professionals, and oversight by Members. This includes the new National framework document published on 9 May 2018.
- That the document does not inform delivery by the fire and rescue service: This is being mitigated through use of the IRMP action plans to directly inform business planning by the service, and by accounting to Members and the Public, through an online performance dashboard and an annual Statement of Assurance. Performance will also be addressed and scrutinised going forward through the business planning group.

## **7 Other Options Considered**

- 7.1 As the production of the IRMP is a statutory duty no other options have been considered.

## **8 Equality Duty**

- 8.1 The extant Equality Impact Assessment for the current IRMP has been reviewed and updated and can be found in Appendix D.
- 8.2 As the impact report notes, the IRMP is an enabling document, which is intended to mandate specific work streams and projects. Each work stream or project that requires public or staff consultation will go through an impact assessment, and also be subject to its own Equality Impact Report. As such, there are no known negative impacts inherent in the publication of this document for consultation purposes. West Sussex Fire and Rescue Service is available to all equally, without regard to whether a service user has a protected characteristic or not.
- 8.3 Whilst there are no negative impacts indicated, there are positive impacts. The IRMP updates the public and other stakeholders on community risks, fire service activity and operational demands on our service, and gives them opportunity to formally comment on our use of resources.
- 8.4 In addition, the Fire and Rescue Service maintains its commitment to protect and deliver positive outcomes for all who live, work, or travel through West Sussex without fear of discrimination, harassment or victimisation. The service is available to all equally, without regard to whether a service user has a protected characteristic or not. Service planning takes into account the emergency resilience needs of the whole community, and what effective preventative measures can be delivered to make them safer stronger and more resilient.

## **9 Social Value**

- 9.1 There are no procurements involved in this exercise which would be subject to Social Value requirements.
- 9.2 In terms of environmental sustainability, the IRMP makes clear the Authority's commitment to reducing the environmental impact of its operations, and provides an indication of work done to date.

## **10. Crime and Disorder Implications**

- 10.1 No impacts in this area.

## **11. Human Rights Implications**

- 11.1 No impacts in this area.

**Nicola Bulbeck**

Executive Director  
Communities and Public Protection

**Gavin Watts**

Director of  
Operations & Chief Fire Officer

**Contact:** Jon Lacey 03302225057 – jon.lacey@westsussex.gov.uk

**Appendices (documents which are critical to the decision)**

- A IRMP feedback data
- B IRMP response, themes and comments
- C List of organisations and groups that were contacted on the IRMP draft consultation document
- D Equalities and impact report
- E Integrated Risk Management Plan

**No background documents**

## **Appendix A**

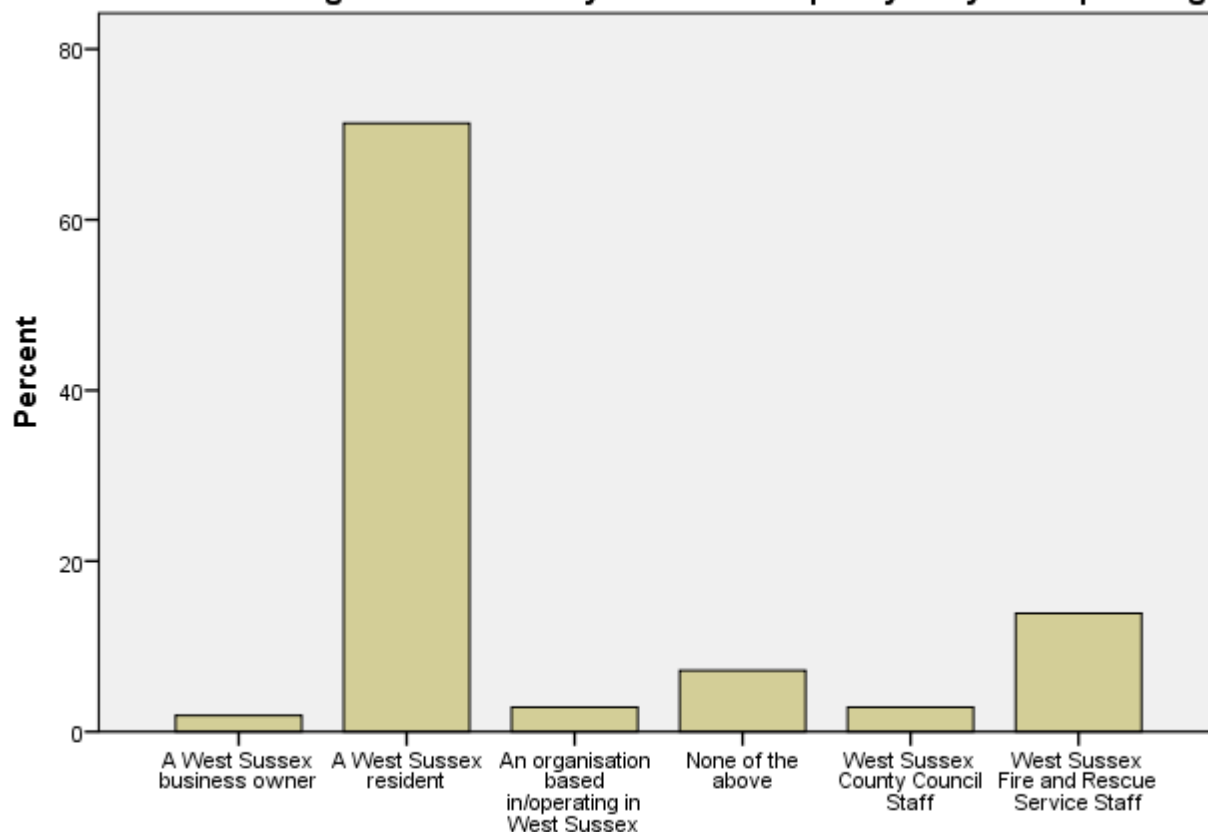
IRMP feedback data

Consultation response data through the online “have your say survey”

Total “Have your say” respondents over the six week consultation	
To end of Consultation	209
Written responses	5

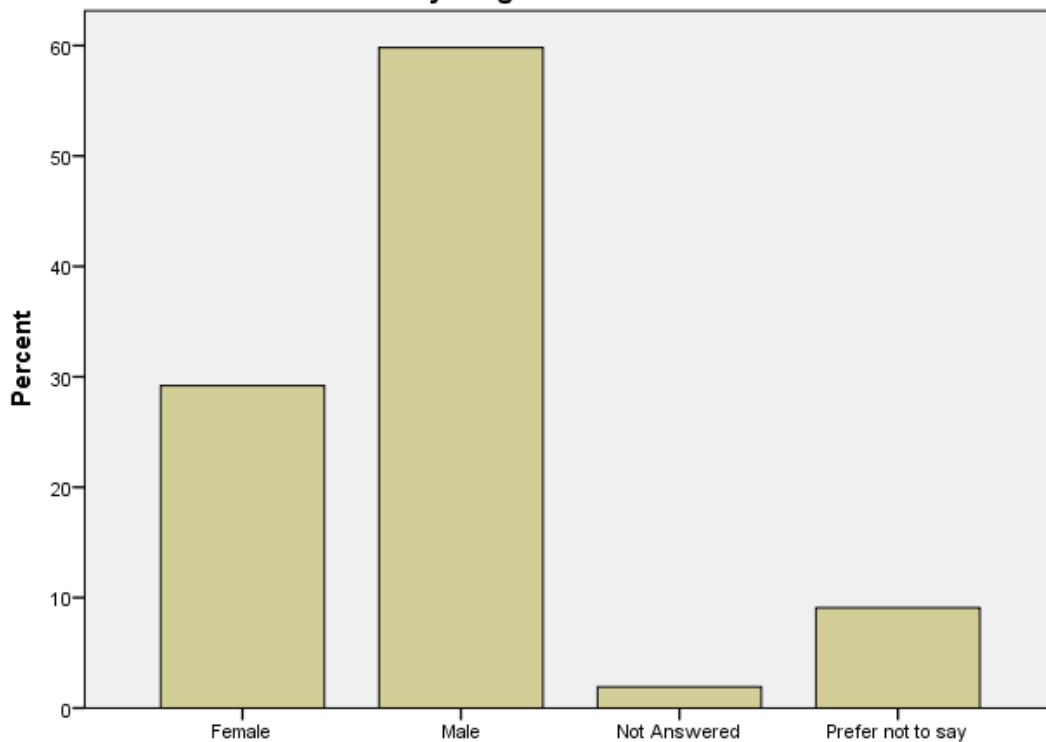


**Which of the following best describes you? - What capacity are you responding**

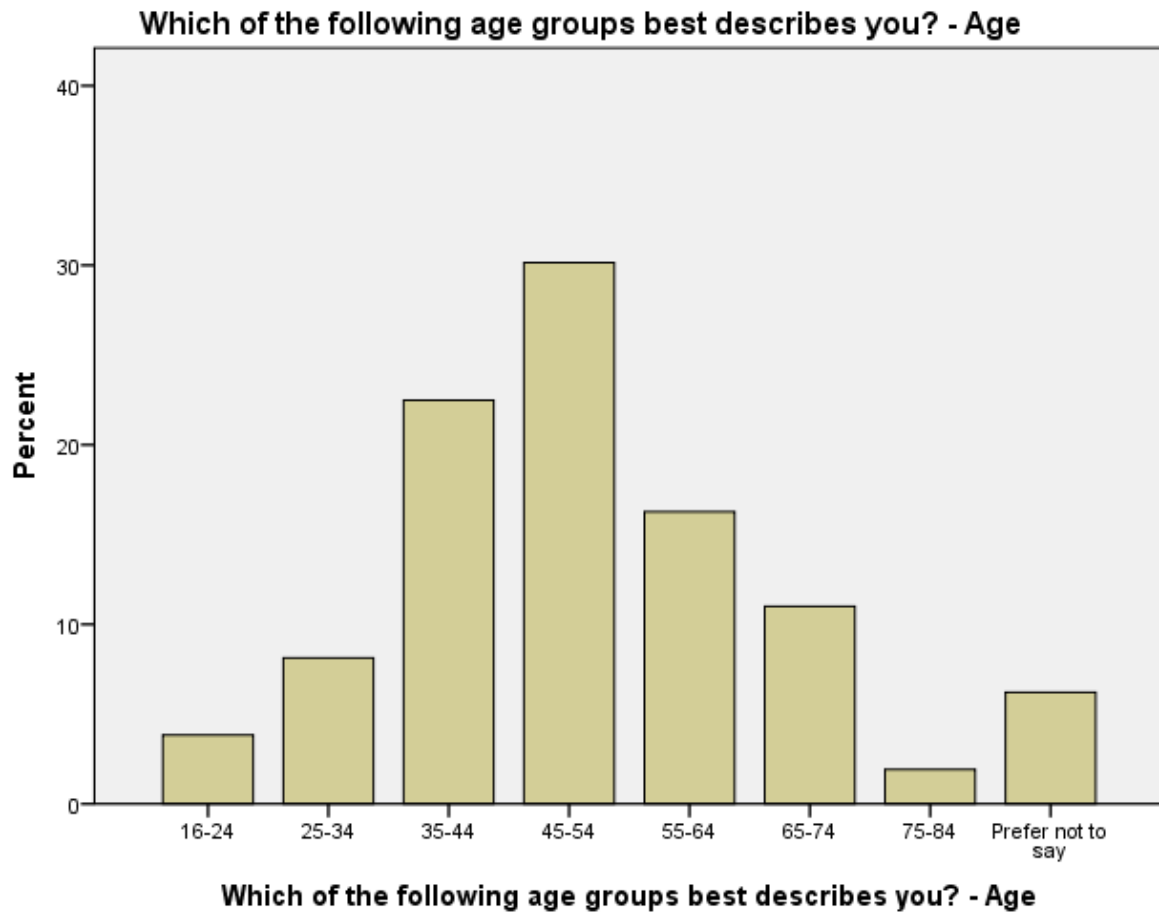


**Which of the following best describes you? - What capacity are you responding**

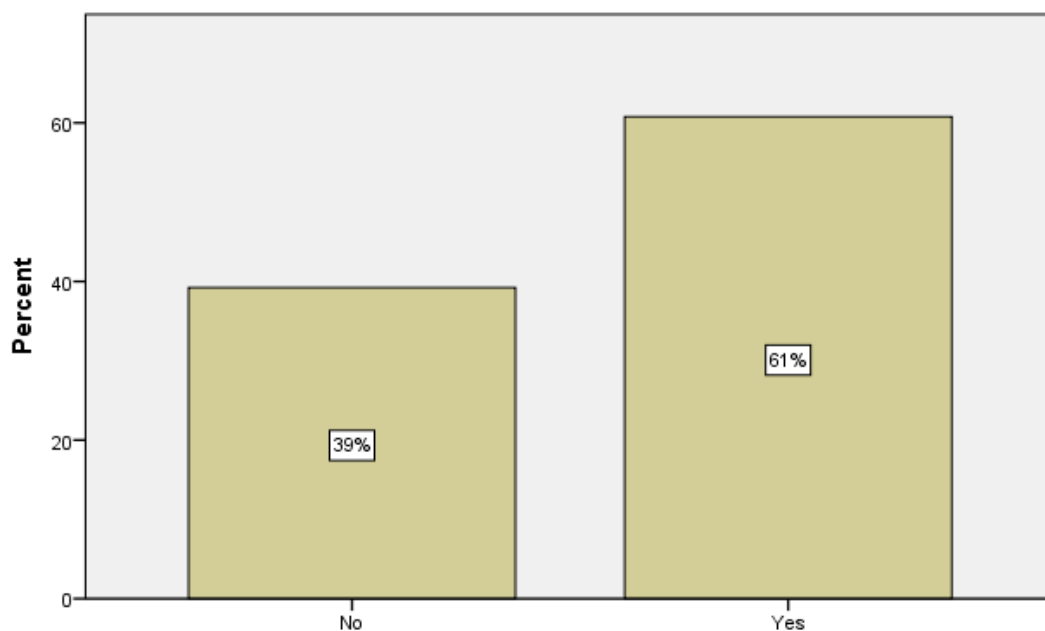
**What is your gender? - Gender**



**What is your gender? - Gender**

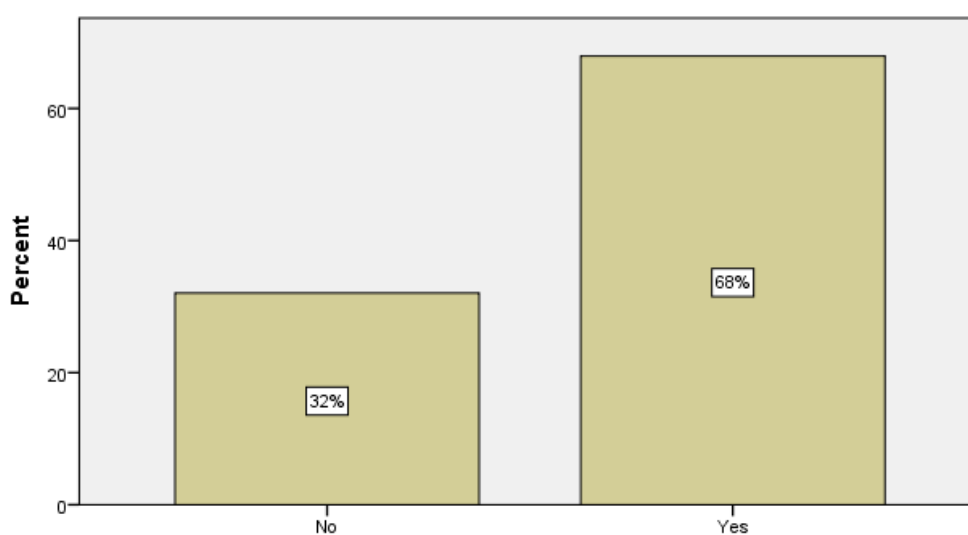


### Approval Priority One



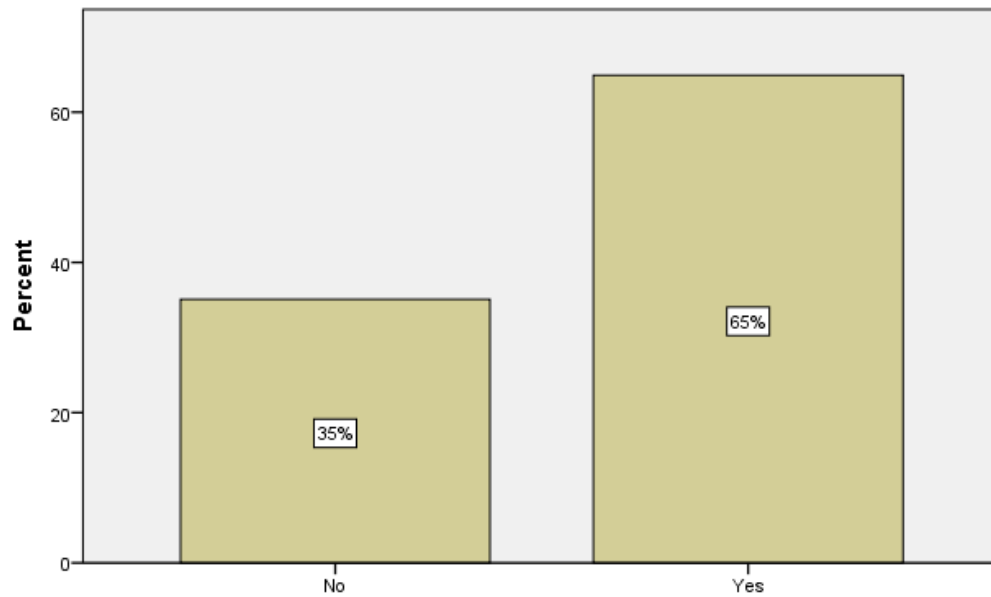
**Do you agree with priority one: Reduce the number of emergency incidents and their consequences through the continuous improvement of prevention, protection and response activities. - Approval Priority One**

### Approval priority two



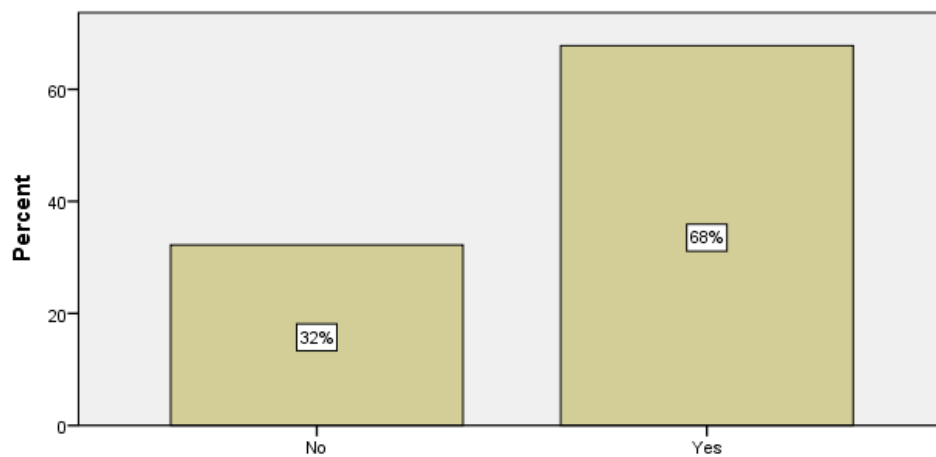
**Do you agree with priority two:  
As part of West Sussex County Council, the fire service must work with local communities, districts and boroughs to keep West Sussex safe? - Approval priority two**

**Approval for priority three**

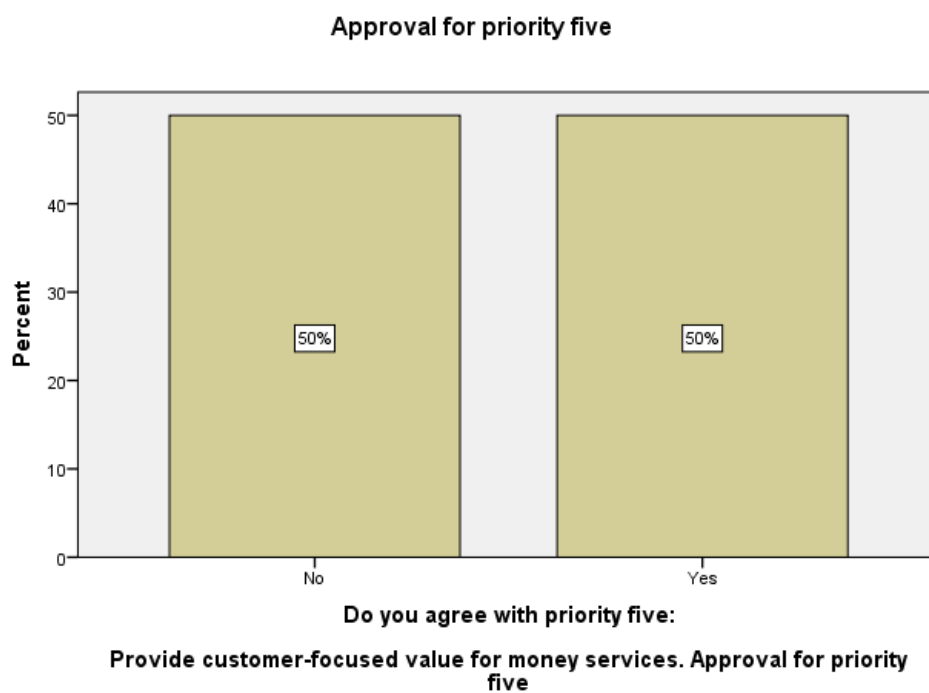


**Do you agree with priority three:**  
**Collaborate with emergency services and other local and national partners to**  
**improve the service to the public. - Approval for priority three**

**Approval for priority four**



**Do you agree with priority four:**  
**Develop and maintain a workforce that is professional, resilient, skilled,**  
**flexible and diverse.**  
**- Approval for priority four**



## **Appendix B**

### **Integrated Risk Management Plan 2018-22 consultation response**

Thank you to everyone who took part in our Integrated Risk Management Plan 2018-22 public consultation.

We received 209 online responses on the 'Have Your Say' website and in addition were sent responses from neighbouring fire services and fire service unions.

The IRMP is a strategic document. Action plans will be produced to deliver the work detailed in the document. These plans will be consulted on in future public consultations.

Respondents were asked to complete an online 'Have your say' survey and could add additional comments if they did not agree with a priority that was put forward.

The priorities put forward were in no order of preference.

The survey provided for some anonymity and did not mandatorily require all respondents to submit their name or contact details. We have therefore provided a generic response to all the points raised in the document below.

Of the 209 online responses received:

- 61% said they agreed with priority one and 39% said they disagreed
- 68% said they agreed with priority two and 32% said they disagreed
- 65% said they agreed with priority three and 35% said they disagreed
- 68% said they agreed with priority four and 32% said they disagreed
- 50% said they agreed with priority five and 50% said they disagreed

Additional written responses were received from Hampshire Fire & Rescue Service, The FBU, RFU and FOA.

When respondents disagreed with a priority there was the opportunity for them to say why. In addition, there was a comment section for people to add any other comments to us. Due to the large number of comments we received we have decided to group some of these together to answer under each priority.

**Priority one: Reduce the number of emergency incidents and their consequences through the continuous improvement of prevention, protection and response activities.**

**Themes to responses received:** A number of people raised concerns that we wanted to have a crew of four firefighters on appliances and the impact this might have on firefighters' wellbeing. Other points raised were concerns that the fire service may have to find more savings in the future and that by not attending all automatic fire alarms in future that this may lead to more fires.

**Our response:** Crewing with four on wholetime pumps as the minimum has now been in place for some time. We have made adjustments in how we approach

incidents and develop our tactical plans to accommodate this. The adoption of four on our wholtime appliances as our standard enables us to use the resources that we have as effectively as possible. We are not reducing the number of firefighters available. For eg, if we have 20 firefighters available then this would allow us to make five fire engines available each with a crew of four on them, rather than four fire engines with a crew of five. Working this way also allows us to reduce travel time to certain incidents.

As an integral part of West Sussex County Council our financial planning is linked to the authority's funding. Even with increases in council tax over the past two years we know there is still a funding gap and that the fire service may be asked to look at options to reduce our budget. Along with the county council we continually look at how we spend our money. This is done in an open and transparent way through the council's democratic process with all councillors voting on budget decisions.

Our priority is to make sure the people of West Sussex are safe as possible. It is our view that our prevention work has been very successful in preventing fires. Adopting new technologies will improve the way we respond to incidents making firefighters and the public safer.

Last year we received more than 3,000 calls to false alarms involving automatic fire alarms. Only a small per cent turned out to be fires. We will review the way these are responded to as this would allow us to carry out other core functions. In other parts of the country many other fire and rescue services already do this.

**Priority two: As part of West Sussex County Council, the fire service must work with local communities, districts and boroughs to keep West Sussex safe?**

**Themes:** You raised concerns that we would not be able to carry out our statutory duties by working with other agencies, such as social services. You raised queries about how this would improve fire and accident safety and whether we should be doing community work on behalf of other agencies.

**Answer:** We will always maintain our statutory duties and we have governance in place to make sure our core functions are not adversely impacted by other work we carry out. We also publically report on our performance against these statutory duties.

It is also important that we can help people access the right agency in any given situation.

As part of West Sussex County Council we work closely with our colleagues to keep residents safe. Like all other local authorities there are challenges around funding and demand on our resources and by working together we all become more effective.

A key part of this work is our prevention activity and we do this alongside colleagues across the county. For example this could be with the public health team or the adult social care if we identify residents who requires further support.

We constantly look at the work we do ourselves and with our partners as well as reviewing key findings from across the country to continually improve safety for residents.

We are producing local plans that will reflect the needs of individual areas and the risks we identify through the local data we have for each area.

**Priority three: Collaborate with emergency services and other local and national partners to improve the service to the public.**

**Themes:** You raised concerns that collaborating with partner organisations and agencies could mean reductions in the service and our service would be watered down. You also raised suggestions about a combined fire authority.

**Answer:** Collaboration is a statutory duty under the Policing and Crime Act 2017. There are many benefits to collaborating with our partners, particularly our blue light partners. This includes sharing buildings, sharing some services and shared use of facilities. We will explore opportunities as they arise. An example of where we are working with partners is on the maintenance of our vehicles and purchasing equipment. We are also part of the One Public Estate Programme with a number of fire stations being rebuilt as shared blue light facilities.

We will always maintain our statutory duties and we have governance in place to make sure our core functions are not adversely impacted by other work we carry out.

**Priority four: Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.**

**Themes:** The majority of responses agreed with this priority however some of you raised concerns about crewing at our on call stations and how we train and reward on call firefighters.

**Answer:**

We want to make better use of our on call firefighters. We know this will have many benefits one being a higher a retention rate. Our action plan for this area will prioritise work around recruitment and retention and remuneration of our on call staff.

We run four on-call initial courses and one wholetime initial course every year and anticipate this will continue.

It benefits the service to have on call crews as the more people we have to call on the more appliances will be available.



**Priority five: Provide customer-focused value for money services.**

**Themes:** This priority divided opinion. One of the concerns raised was that this appears to be a further focus on savings. Concerns were also raised about the wording, particularly around calling people 'our customers'.

**Answer:** This priority is about being as efficient and effective a Fire & Rescue Service as possible. This is not about reducing the levels of service that we provide but looking at new ways to ensure that our residents have the best service possible within the budget that we have. We continually challenge ourselves on how we use our resources and consider the long term sustainability of the Service as part of our planning as part of the County Council and with our partners.

One very clear message from you is that you want a fire engine within our agreed response times when there is in an emergency and we can assure you that that this will always be our focus. We constantly monitor our performance against these standards and report on them on a quarterly basis.

A number of you questioned why we used the term 'customer' in this priority. We used this term because part of your council tax funds the Fire & Rescue Service. Being 'customer-centred' is a key priority for West Sussex County Council and one that we follow.

**Other responses received:**

**Comment:** You said the IRMP was not an easy read.

**Answer:** We acknowledge this is a lengthy document but it is required under the Fire Services Act and must be a comprehensive analysis of the foreseeable risks in West Sussex. This is also West Sussex Fire Authority's strategic plan for 2018-2022.

**Comment:** You asked whether we would consider changing the way we work in order to reduce our numbers of on call firefighters and boosting our wholetime numbers.

**Answer:** Our on call firefighters are highly skilled and essential to how we operate. The men and women who work this system provide the highest levels of dedication and commitment when serving their communities. We have clearly articulated the challenges faced by this system and are confident in our plans to address these.

**Comment:** You asked why we asked so many questions about you, such as pregnancy, gender.

**Answer:** We ask the 'About You' questions to make sure that everyone is treated fairly and equally. We collect collect this data as part of our day to day business to improve our services. It means that we meet our duties under the Equality Act 2010.

These duties are to eliminate unlawful discrimination, advance equality of opportunity, foster good relations between those who share a protected characteristic\* and those who don't. \*The Equality Act 2010 lists a number of characteristics which must not be used as a reason to treat someone worse than others. The 'protected characteristics' are: age, gender, disability, race, sexual orientation, gender reassignment, religion or belief, marriage or civil partnerships and pregnancy and maternity.

This information helps us to make sure that we are seeking the views of everyone in society. By understanding more about the make-up of the communities in the county, we can make better decisions about how to provide accessible information and appropriate services to everyone, and see where there may be gaps. It can help contribute to decisions about where to direct our services, and to identify any areas of the community who aren't making the most of the services that are available to them. We also have a statutory duty to show that we are eliminating unlawful discrimination and promoting equality of opportunity. As an organisation we need to consider the impact that race, sex and transgender, disability, age, sexual orientation and religion or belief may have on the life chances of members of our communities.

We received a number of other responses outside of the 'have your say' survey. Some of these raised questions about crewing our fire engines with less than four firefighters. We will review this in conjunction with our staff and ensure that we take a risk based approach, considering the safety of the public and our firefighters.

The Fire Brigades Union raised a number of points. Among these was asking about the use of sprinklers in buildings. Our position is that there is clear evidence that sprinklers can be effective in stopping fires spreading and putting them out. West Sussex Fire & Rescue Service already promote better understanding of the benefits of sprinklers as part of our vision to achieve safer business and community sectors and to reduce the impact of fire on people, property and the environment.

The FBU also raised points about our response times and when they were last reviewed. We recognise response standards were last looked at 10 years ago and are ready for review. However we would like to assure residents that any change to response standard would be consulted on.

Any significant changes to the delivery of service will be the subject of extensive analysis and risk assessment and where required we will undertake further public consultation.

## Appendix C

List of organisations and groups that were contacted on the IRMP draft consultation document

LGBT Carers Support Group  
 LGBT Staff Group  
 Mindout LGBT MH Group  
 International Neighbours (Shoreham area)  
 BAME Staff Group  
 Apple tree Centre, Gurjar Hindu Union  
 Sikh Gudwara  
 Minorities Health and Social Care Group  
 Diverse Community Empowerment  
 Worthing Masjid  
 Crawley Ethnic Minority Partnership  
 Families friends and travellers  
 Sussex Travellers and Gypsies  
 AGE UK West Sussex  
 Age UK Horsham  
 Horsham Older People's Council  
 Mid-Sussex Olders Peoples Council  
 Crawley Older People's Forum  
 General Groups; Specific Conditions  
 4Sight  
 ABI Group  
 Adults' Services Customer and Carer Group  
 Action for Deafness  
 Aldingbourne Trust  
 Alzheimer's Society  
 Autism - Working Age Adults Team - PAT  
 Capital Project - Mental Health Project  
 Carers Voice(Carers Open Forum Carers Voice is best route)  
 DSG: (Disability Staff Group)  
 Headway  
 Horizon Self Advocacy Strawford  
 Impact Advocacy  
 Independent Lives  
 Coastal West Sussex Mind  
 Sussex Deaf Association  
 West Sussex Parent Carer Forum and Service Families  
 Sussex Armed Forces Network  
 WSFRS staff  
 WSCC staff  
 Internal Staff Diversity Groups  
 Unions  
 Neighbouring FRS  
 Police and Crime Commissioner Katy Bourne  
 South East Coast Ambulance  
 Police and Crime Panel  
 Members  
 All Parish/Town/District/Borough Council  
 All MPs  
 All CLCs

## Agenda Item 3

Press release  
Radio and video release  
Corporate Twitter/FRS Twitter  
Town + Parish newsletters  
Sussex Resilience Forum  
Local Strategic Partnership  
Community Safety Partnership  
All Libraries  
Children and Young People Partnership Board  
4Sight  
AGE UK West Sussex  
CEMP, Crawley Ethnic Minority Partnership  
Worthing Islamic Social and Welfare Society  
Holbrook Tiddlers & Toddlers Group – Horsham  
Horsham Interfaith Forum  
The Point Scope West Sussex  
Sussex Traveller Action Group (Now called Sussex Traveller and Gypsy Group)  
TAGS - The Arun Gay Society  
Carers Support West Sussex  
Action for Deafness Association  
West Sussex Parent and Carers Forum  
Coastal West Sussex Mind  
Worthing Equality and Diversity Group  
Parents for Autism  
West Sussex Humanists - Chichester  
Business  
Burgess Hill Business Parks Association  
Chichester Chamber of Commerce and Industry  
Coastal West Sussex  
Haywards Heath and District Business Association  
Henfield Enterprise  
Partnership for Economic Prosperity  
Petworth Business Association  
Invest West Sussex  
Rustington Chamber of Trade  
Selsey Business Partnership  
South East Design Forum  
Steyning and District Business Chamber  
Sussex Enterprise  
Voluntary Action Arun and Chichester  
West Sussex Social Enterprise Network  
West Sussex Sustainable Business Partnership  
Worthing chamber of Commerce  
Worthing Town Centre Initiative  
Action in Rural Sussex  
Federation of Small Businesses (West Sussex)  
Sussex Chamber of Commerce  
SALC  
Voluntary sector  
District/Borough as appropriate  
National Farmers Union  
Rural economy

## Appendix D

## Equality Impact Report

<b>Title of proposal</b>	Public and stakeholder consultation arrangements for the WSFRA Integrated Risk Management Plan 2018-22
<b>Date of implementation</b>	19 June 2018
<b>EIR completed by:</b>	<b>Name:</b> Gary Locker, Strategic Risk Manager, WSFRS <b>Tel:</b> 07714819987

**1. Decide whether this report is needed and, if so, describe how you have assessed the impact of the proposal.**

Fire & Rescue Services' have a statutory duty to consult on and publish their 'Integrated Risk Management Plan' (IRMP). Each IRMP has a lifespan of 3-5yrs. The lifespan of the previous WSFRS CRMP ends in 2020. WSFRA have decided to refresh the current CRMP early due to the changing environment FRS's find themselves in, and as part of our ambition for continual improvement and value for money.

An IRMP is a strategic assessment of community risks in their area, and how the Fire & Rescue Service uses its resources (including its working with partners) to reduce those risks as low as is practicably possible.

The consultation will seek the views of the public and stakeholders on the draft WSFRA IRMP 2018-22 (referred to as the WSFRA Integrated Risk Management Plan – IRMP) and make changes where appropriate before the finalised IRMP is published.

**2. Describe any negative impact for customers or residents.**

The operating model and deployment of resources for WSFRS has been agreed through the course of three major public consultations since.

There are no specific proposed changes to the operating model in the IRMP. The IRMP is an 'enabling document' that allow for specific work streams and projects to be undertaken. Each work stream or project that requires public consultation will go through that process, and also be subject to its own Equality Impact Report.

There are no known negative impacts for customers or residents.

**3. Describe any positive effects which may offset any negative impact.**

There is no known negative impact to offset. However, the IRMP updates the public and other stakeholders on community risks, fire service activity and operational demands on our service, and gives them opportunity to formally comment on our uses of resources.

**4. Describe whether and how the proposal helps to eliminate discrimination, harassment and victimisation.**

There are no new proposals in the IRMP.

The Fire & Rescue Service works to protect and deliver positive outcomes for all who live, work, or travel through West Sussex without fear of discrimination, harassment or victimisation.

**5. Describe whether and how the proposal helps to advance equality of opportunity between people who share a protected characteristic and those who do not.**

Our service is available to all equally, without regard to whether a service user has a protected characteristic or not. Our planning takes into account the emergency resilience needs of the whole community, and what effective preventative measures we can deliver to make them safer stronger and more resilient.

However, when resources are limited or stretched in times of emergency, our practical assistance must be aimed at those most in need, including those who have less opportunity to help themselves.

WSFRS are however embarking on a number of projects that focus on people with a protected characteristic, or who are underrepresented;

HeforShe – WSFRS have made a pledge to this cause, which strive to address gender imbalance in the workplace.

Targeted Home Safety Visits – Our approach, particularly focusing on those that are elderly or vulnerable, ensures that these people receive our highest level of support.

FireBreak – We have developed our firebreak course to include young adults with learning difficulties. These opportunities provide valuable confidence building experience for young adults who may be finding life particularly challenging.

**6. Describe whether and how the proposal helps to foster good relations between persons who share a protected characteristic and those who do not.**

Our service is available to all equally, without regard to whether a service user has a protected characteristic or not.

**7. What changes were made to the proposal as a result? If none, explain why.**

No changes have been made to the proposal as no requirements have been identified.

**8. Explain how the impact will be monitored to make sure it continues to meet the equality duty owed to customers and say who will be responsible for this.**

We will continue to monitor community risks and our response activities through a

variety of means, including:

Performance standards and data (published on the WSCC website)

Community Risk Map (updated annually with 3yrs of rolling data including fire service activity and social demographics)

After the incident surveys; impartially and independently reviewed analysis of customer feedback (WSFRS Management Information Team)

Monitoring of customer complaints (WSFRS Management Information Team)

## **Appendix E**

[https://haveyoursay.westsussex.gov.uk/++preview++/risk/west-sussex-fire-rescue-service-risk-management-pl/supporting\\_documents/18\\_22\\_working\\_draft\\_Graphics %20Template v18%20%20final%20for%20public%20consultation.pdf](https://haveyoursay.westsussex.gov.uk/++preview++/risk/west-sussex-fire-rescue-service-risk-management-pl/supporting_documents/18_22_working_draft_Graphics_%20Template_v18%20%20final%20for%20public%20consultation.pdf)

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<b>Environment, Communities and Fire Select Committee</b>
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<b>13 June 2018</b>
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Fire and Rescue Service Annual Statement of Assurance 2017-18 Fire and Rescue Service Annual Report May 2017-18
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<b>Report by Executive Director, Communities and Public Protection and Director of Operations and Chief Fire Officer</b>
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<b>Summary</b>
----------------

<p>The Fire Authority is required under the Fire and Rescue National Framework for England (updated and published in May 2018) to produce an annual statement of assurance to give assurance that the FRA is in compliance with the National Framework as set out by the Minister of State for Policing and the Fire Service.</p>
---

<p>The Annual Statement of assurance details the following:</p>
---

- |   |
|---|
| <ul style="list-style-type: none"> <li>• Finance details</li> <li>• Governance</li> <li>• Operational performance</li> <li>• Framework requirements</li> <li>• Future improvements</li> </ul> |
|---|

<p>The Service is also producing an annual report that details how the service delivers its vision and plans and reports on the progress made in the last year.</p>
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<p>Two draft documents have been produced for the financial year 2017 -18.</p>
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- |   |
|---|
| <ul style="list-style-type: none"> <li>• West Sussex Fire and Rescue Statement of Assurance 2017-18</li> <li>• West Sussex Fire and Rescue Service Annual Report 2017-18</li> </ul> |
|---|

<b>Recommendation(s)</b>
--------------------------

- |  |
|--|
| <ol style="list-style-type: none"> <li>(1) The Select Committee considers the FRS draft Annual Statement of Assurance 2017-18</li> <li>(2) The Select Committee considers the FRS draft Annual Report 2017-18</li> </ol> |
|--|

<b>Proposal</b>
-----------------

<b>1. Background and Context</b>
----------------------------------

- |  |
|--|
| <ol style="list-style-type: none"> <li>1.1 Producing an annual statement and report is a statutory requirement for all Fire and Rescue Authorities under the National Framework for Fire and Rescue England 2018.</li> </ol> |
|--|

<p>The framework states:</p>
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<p><b><i>'Fire and rescue authorities must provide annual assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their</i></b></p>
---

***integrated risk management plan and the requirements included in the Framework. To provide assurance, fire and rescue authorities must publish an annual statement of assurance’.***

- 1.2 Under the framework the statement of assurance should contain detail on governance arrangements, operational performance, financials and future Improvements
- 1.3 Fire authorities are accountable for their performance and should be open to evaluation to the communities they serve. Information should be accurate and transparent, robust and fit for purpose.
- 1.4 One of the principal aims of the statement of assurance is to provide an accessible way in which communities, government, local authorities and other partners may make a valid assessment of their local fire and rescue authority’s performance.
- 1.5 The statement of assurance will be used as a source of information on which to base the Secretary of State’s biennial report under section 25 of the Fire and Rescue Act 2004
- 1.6 Statements of assurance should be published annually by fire and rescue authorities.

**2. Proposal**

- 2.1 Under the direction of the Cabinet Member for Safer, Stronger Communities, West Sussex Fire and Rescue Service, within West Sussex County Council, have prepared a draft statement of assurance and annual report for 2017-18.
- 2.2 In accordance with the requirements contained in the National Framework the documents covers the following:

Statement of Assurance

- Legislation relating to Fire and Rescue
- Finance details
- Governance
- Managing Risk
- Annual Operational Performance report
- IRMP action plan delivery

Annual report

- An introduction into the county
- The Fire and Rescue Leadership team
- Our responsibilities
- The Integrated Risk Management Plan
- Your Fire and Rescue Service
- Prevention
- Protection
- Response
- Incidents of note
- People

- Integration and collaboration
- Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services.
- Events of note
- Awards
- What people thought about us

### **3. Resources**

- 3.1 Following the publication of the reports the Fire and Rescue Service will be monitoring performance through the quarterly performance review and will publish subsequent action plans to drive performance improvement. The Business Planning Group of this Committee also considers a performance report at each of its quarterly meetings.

### **Factors taken into account**

#### **4. Issues for consideration by the Select Committee**

- 4.1 There are no issues identified.

#### **5. Consultation**

- 5.1 There is no public or staff consultation required for the reports.
- 5.2 Key teams within the County Council have been consulted to provide evidence and data to write this report.
- 5.3 The Cabinet Member for Safer, Stronger Communities has been consulted during the writing of this report.

#### **6. Risk Management Implications**

- 6.1 Production and delivery of open and transparent documentation satisfies the National Fire and Rescue Framework for England. Once approved the documents will be displayed alongside previous statements of assurance and annual reports for public viewing.

#### **7. Other Options Considered**

- 7.1 The statement of Assurance and Annual Report are statutory duties. Therefore no other options were considered.

#### **8. Equality Duty**

- 8.1 There are no equalities issues relating to these reports.

#### **9. Social Value**

- 9.1 There are no procurements involved in this exercise which would be subject to social value requirements.

- 9.2 In terms of environmental sustainability, the IRMP makes clear the Authority's commitment to reducing the environmental impact of its operations, and provides an indication of work done to date.

**10. Crime and Disorder Implications**

- 10.1 No Impacts in this area

**11. Human Rights Implications**

- 11.1 No Impacts in this area

**Nicola Bulbeck**  
Executive Director  
Communities and public protection

**Gavin Watts**  
Director  
Operations and Chief Fire officer

**Contact:** Jon Lacey, 0330 222 5057   [jon.lacey@westsussex.gov.uk](mailto:jon.lacey@westsussex.gov.uk)

**Appendices**

Appendix A: West Sussex Fire and Rescue Service Statement of assurance 2017-18

Appendix B: West Sussex Fire and rescue Service Annual report 2017-18

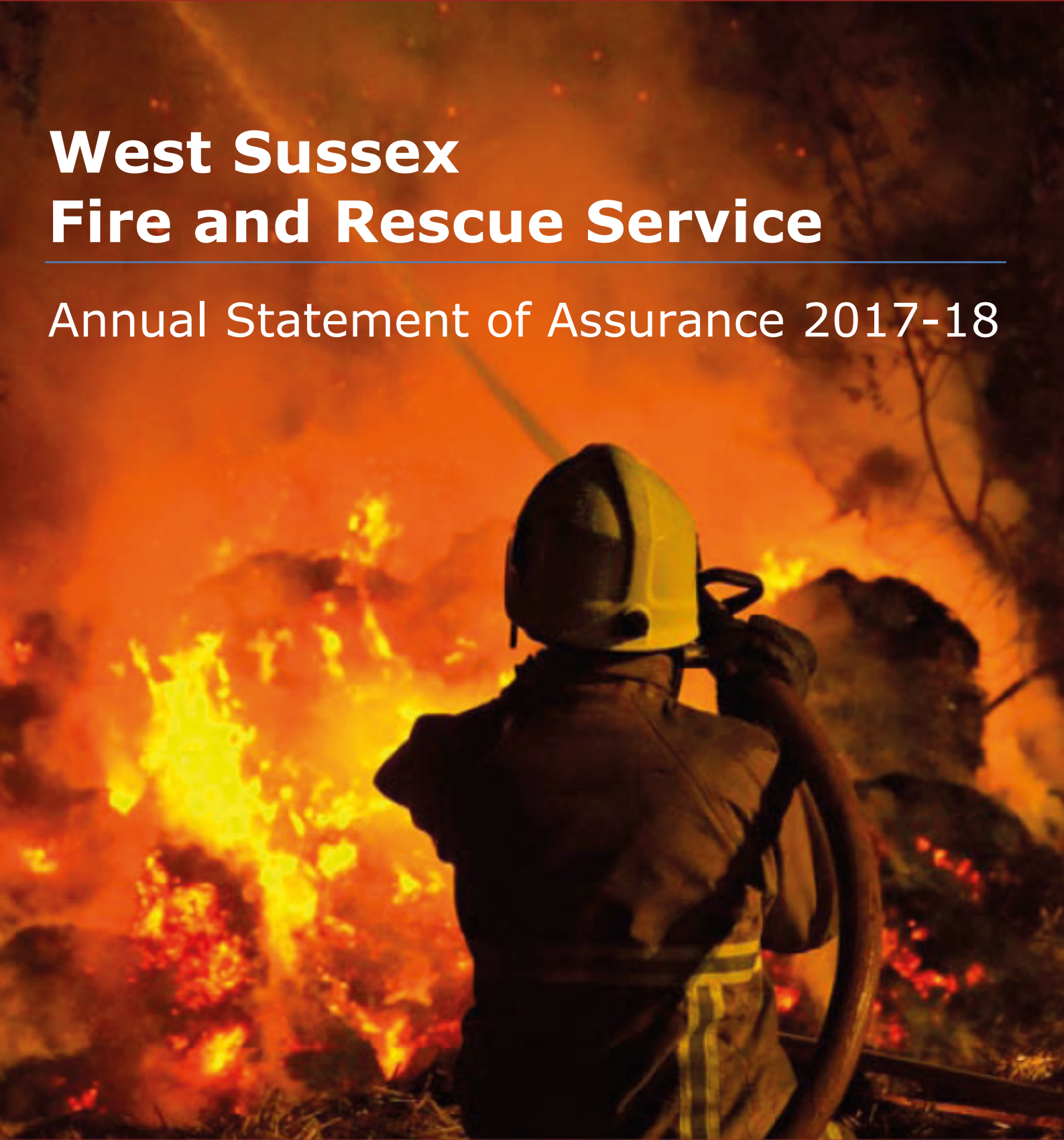
**Background Reports:**

None

# West Sussex Fire and Rescue Service

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## Annual Statement of Assurance 2017-18



## Contents

Forward and introduction

The Statement of Assurance

Governance

Financial performance

Managing risk

Operational performance

National resilience

The Integrated Risk Management Plan

Contact us

## Forward



Welcome to West Sussex Fire & Rescue Service's (WSFRS) Annual Statement of Assurance.

This report covers the financial year from 1 April 2017 to 31 March 2018 and highlights how WSFRS performed in the key areas of protection, prevention and emergency response.

Our performance data is also available on the WSFRS section of the West Sussex County Council website where you can access other documents, including our new Integrated Risk Management Plan 2018-22. These documents set out how the service is organised to support communities, we base our assessment of risk on data analysis and professional judgement of existing and predicted risks.

I am very proud of our fire and rescue teams and am confident they will continue to provide the very best service possible for our communities both now and in the future, with a leading role at the heart of the county council.

Debbie Kennard

Cabinet Member for Safer, Stronger Communities

## Introduction



### The Chief Fire Officers Vision Statement

*Vision statement: 'A fire and rescue service focused on the delivery of a value for money response, prevention and protection service operating to the highest performance standards to ensure the safety of residents and visitors to West Sussex. Continuous improvement is at the heart of everything we do.'*

Our Annual Report reflects the work we are carrying out on behalf of the fire authority to achieve a safer and stronger community.

The fire service plays a key role at the heart of WSCC's Communities and Public Protection Directorate, supporting the council's Future West Sussex Plan. This plan will help enable a safer, stronger and more resilient community.

This Annual Statement of Assurance gives an overview of some of our agreed key areas of performance and highlights how the fire service, and our partners, are striving to deliver a first class service to our residents.

In addition to this Statement of Assurance we also have an Annual Report which will help you see how we are measuring our success and working towards continual improvement.

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

Gavin Watts

Director of Operations and Chief Fire Officer

## Could you join us and help your community?

We continue to urgently need more on call firefighters in our communities. There are many reasons for taking on the role including satisfaction at helping your community, learning new skills - and you are paid too. For more information see [www.westsussex.gov.uk/fire](http://www.westsussex.gov.uk/fire)

## What is a Statement of Assurance

Fire and rescue authorities must provide assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their integrated risk management plan.

Statements of Assurance should be open and transparent demonstrating accountability to communities who expect to know how these services are being provided.

This document outlines the way in which the West Sussex Fire & Rescue Authority and its fire and rescue service covered the requirements contained in the National Fire and Rescue Framework and the authority's Integrated Risk Management Plan during 2017-18.

## Governance

West Sussex County Council is the Fire Authority for West Sussex Fire and Rescue Service and is responsible for:

- Firefighting and rescue
- Protecting people and property from fire
- Promoting fire safety in the home

- Providing special services for emergencies

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

The Constitution explains how the County Council operates and decisions are made, and the procedures which are followed to make sure that these are efficient, transparent and accountable to local people.

All members meet together as the full Council and they are responsible for deciding some of the overall policies and setting the budget each year.

The West Sussex Cabinet, or 'Executive', has eight members selected from the Conservative majority. The Cabinet proposes the key policy decisions of the Council, which are subject to agreement by the full County Council.

Each Cabinet Member is allocated a portfolio of work for which they take personal responsibility.

West Sussex Fire & Rescue Service is the responsibility of the Cabinet Member for Safer, Stronger Communities. During 2017/18 this role was fulfilled by Councilor Debbie Kennard.

Four select committees, including Members from all political parties, have been established to provide an independent check on the way the County Council provides its services. Decisions relating to the fire and rescue service are scrutinised by the Environment, Communities and Fire Select Committee (ECFSC).

The performance and transformation plans of the service are regularly scrutinised by ECFSC.

## Planning and policy framework



West Sussex FRS operates as part of West Sussex County Council, which sets a clear framework for the work the service does.

The key documents relating to this area are:

The West Sussex Plan: The West Sussex Plan sets out how the county council plans to shape its services for the next five years

<https://www.westsussex.gov.uk/campaigns/the-west-sussex-plan/>

<https://www.westsussex.gov.uk/about-the-council/finance-and-budgets/how-the-county-council-spends-your-money/>

The FRS also operates under broader corporate policies on:

<https://www.westsussex.gov.uk/about-the-council/strategies-plans-and-policies/corporate-policies/fraud-and-corruption/>

<https://www.westsussex.gov.uk/about-the-council/strategies-plans-and-policies/corporate-policies/equality-and-inclusion/>

<https://www.westsussex.gov.uk/about-the-council/strategies-plans-and-policies/corporate-policies/pay-policy/>

## **Your fire and rescue service**

West Sussex Fire & Rescue Service plays a key role in the Communities and Public Protection directorate. The FRS has three fundamental areas of focus: prevention and protection and response. Eight immediate response engines are based at six fire stations – Crawley, Worthing, Bognor, Littlehampton, Chichester and Horsham. These stations are crewed around the clock using a system called Group Crewing.

There are also four fire engines crewed by wholetime firefighters working from 7am until 7pm, from Monday to Friday, at Shoreham, Burgess Hill, Haywards Heath

and East Grinstead. They carry out immediate response and community safety work during these hours.

Many of our fire stations are crewed by on call firefighters who provide an agreed amount of cover 'on-call' via a pager system.

Like other services across the country the number of on-call retained firefighters we have available has continued to decline. This model of cover was originally devised after World War Two and society has changed significantly since that time, particularly with the move of industry away from rural communities, pushing people to travel further away from out-lying areas to work. Improving the on-call duty system remains a key priority for WSFRS and we have established action plans within our Integrated Risk Management Plan to develop future options for the service.

From firefighter to Chief Fire Officer, at the end of this financial year we employed the full-time equivalent of 319 operational staff and 213 on-call crew, along with support staff and volunteers.

Our retirement profile presents us with a growing workforce challenge and work is continues to recruit and train the firefighters of the future in partnership with other services.

The excellent service we provide is thanks to the dedication and hard work of every member of the West Sussex Fire & Rescue Service team.

During the period covered by this report we have been working on a new assessment of all foreseeable fire and rescue related risk within the county of West Sussex. This document assesses the current and projected risk profile for West Sussex over the next three to five years and sets out how we plan to keep the county safe through a combination of prevention, protection and response activities.

The plan is based on current and historic data and information about emerging trends and is available via

## Financial performance

### Overview

West Sussex Fire and Rescue Service is an integrated part of West Sussex County Council. As such, it receives a range of services provided centrally, either via county council back office functions or corporately procured contracts. These include provision for:

- Payroll, pensions and Human Resources administration
- Human resources and organisational development advice and services
- Occupational Health services
- Information and communications technology
- Facilities management and estates maintenance
- Rates and utilities
- Insurances
- Legal advice
- Procurement services

Costs relating to these areas are accounted for as a whole, and are not apportioned at FRS level. Best value and high quality services in all of these areas are sought and achieved council wide.

Financial management for the FRS in areas including assets and estate, revenue provision, debt, and treasury management are covered under arrangements for the whole of the West Sussex County Council and, again, are not reported solely for the FRS.

The Fire Service's total net controllable expenditure for the 2017-18

Financial year was £25.9 million. This is broken down below.

### How your money is spent

Most of our £ million budget is invested in frontline services including firefighting, rescue operations and community safety activity. This breaks down into:

Firefighting and rescue operations – £

(2016/17 £ ; 2017/18 - £)

Community Safety – £ plus additional Public Health grant funding

Fire Service Emergency Planning and Civil Resilience £ (2016/17 £; 2017/18 £ ).

### The budget and medium term financial strategy: MTFP

This provides details of budgets across all council portfolios and the context to spending decisions.

detail an efficiency plan can be part of the MTFP

detail a reserves strategy can be part of the MTFP

### All Financial data is to be confirmed

## Managing Risk

As a service we have to understand and identify our greatest risks in order to be able to effectively manage our resources.

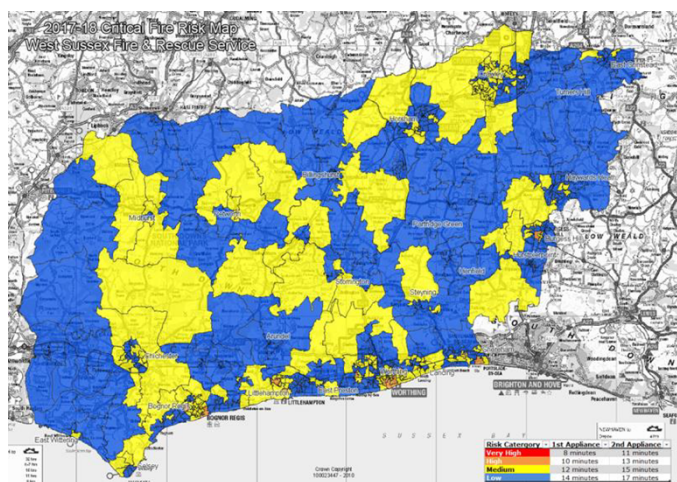
We record information about every emergency call we receive and analyse where, why and how incidents have occurred to help us understand where incidents might happen in the future and how we are best placed to prevent them.

We also use the extensive local knowledge of our firefighters and officers, alongside the

latest modelling software, demographic profiling, census data and information from our partner agencies.

All of this information is pulled together by our risk team in a Critical Fire Risk Map (pictured below) which is updated every year based on rolling data from the previous three years.

This shows that, for the period covered by this report, most of the county was classified as low or medium risk. Where small pockets of high, or very high, risk are identified we can target our resources in proportion to those needs.



## Operational Performance report

During this financial year West Sussex Fire & Rescue Service (WSFRS) attended **9,241** incidents in West Sussex with 1,741 being categorised as critical incidents, these are serious incidents for example where there has been a fatality.

1,007 Critical Special Services  
734 Critical Fires

In addition, 232 incidents were attended in neighbouring counties, predominantly East Sussex and Surrey.

Past 3 years historic (annual) data	2014/15	2015/16	2016/17	2017/18
<b>Critical Special Services</b>	748	765	771	1007 <sup>1</sup>
<b>Critical Fires</b>	739	732	800	734
<b>All Incidents</b>	8566	8552	8842	9241
<b>Over the Border Calls</b>	187	202	162	232

Our critical special service incidents have seen an increase from previous years as we are now using an improved method of measuring the incidents which fall into the Critical Special Service category. This means incidents that previously may not have been categorised this way now are, and will be for future reports. The higher number is mainly due to this change rather than an underlying rapid rise in Critical Specials Services.

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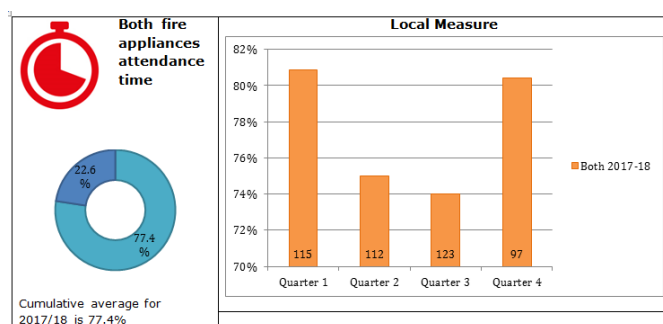
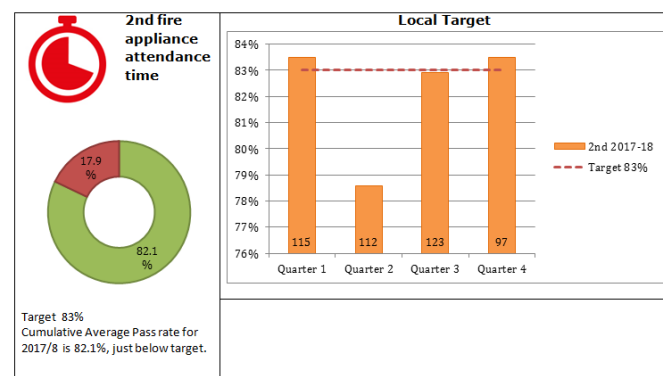
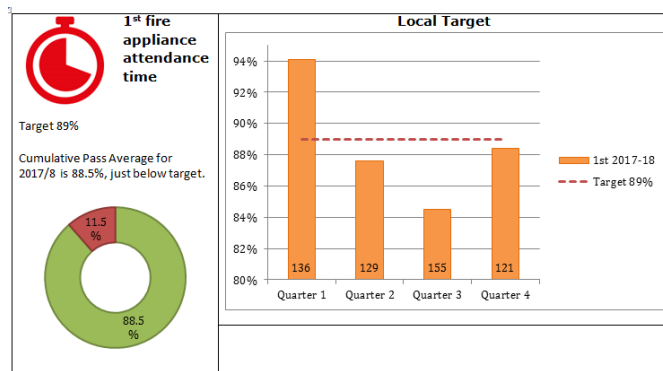
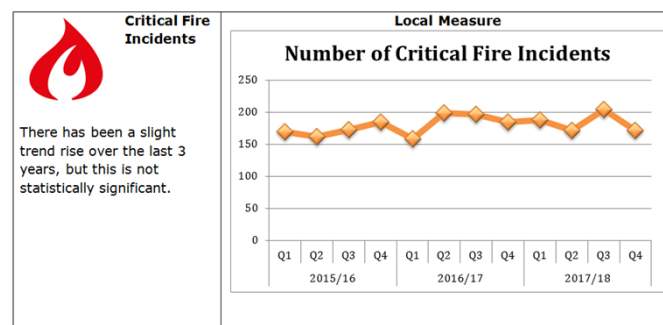
Our incidents we attend over the borders to assist our neighbouring fire and rescue services has risen by 70 calls last year, mainly as a result of working with our neighbours to send the fastest fire engine without considering the county borders.

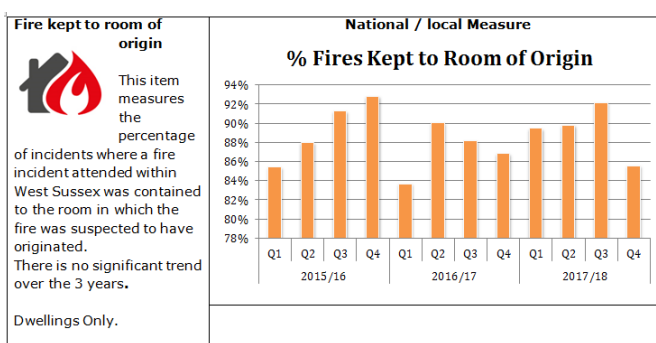
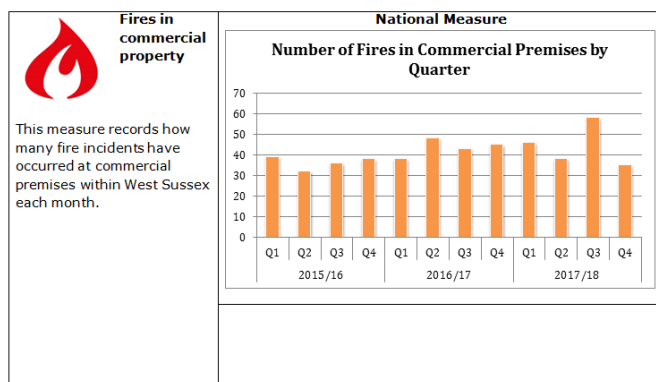
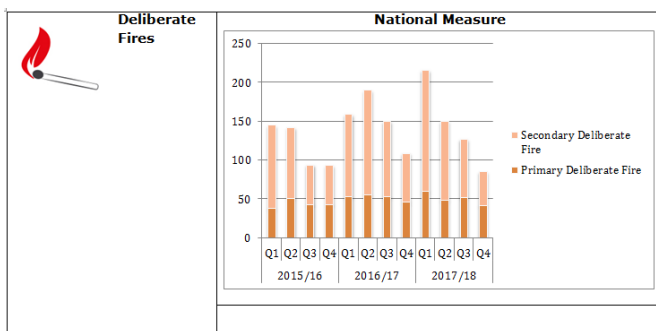
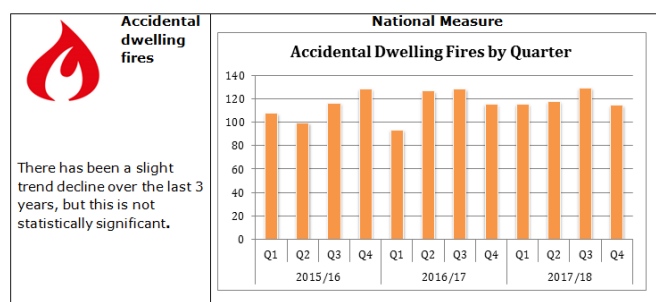
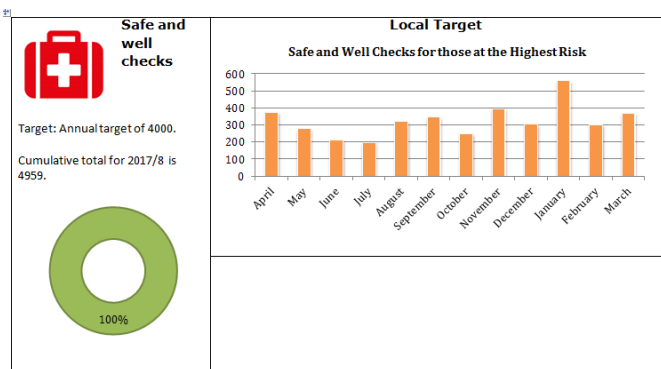
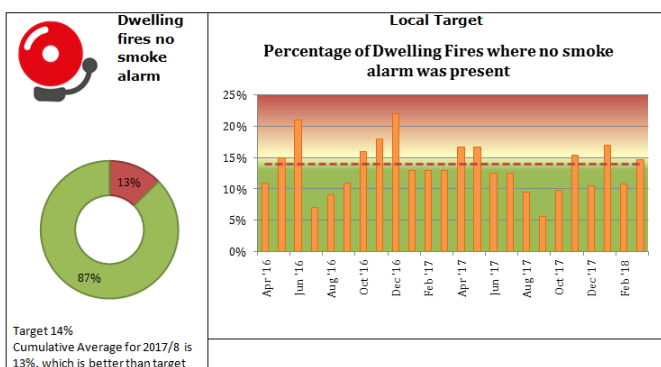
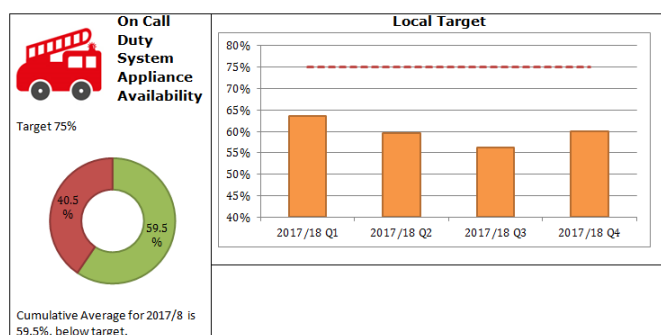
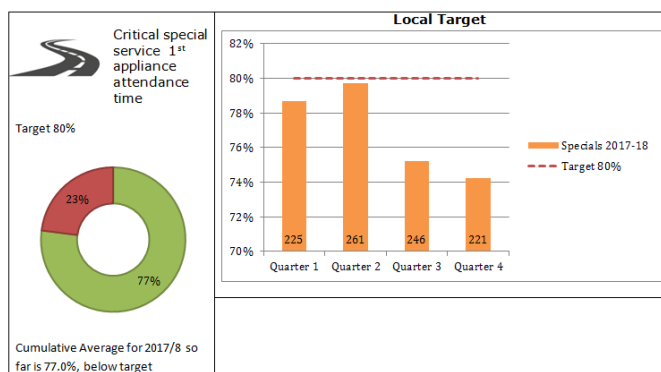
## Operational Performance targets and measures

We are required under our governance structure to carry out quarterly performance monitoring. We have over 60 key performance indicators and measures and are subject to both internal and external scrutiny.

The Fire Authority has chosen twelve operational performance measures and targets that are reported on a quarterly basis as well as annually in this Statement of Assurance. This ensures we scrutinise and manage our data to continually drive through improved performance.

#	Indicator	Measure/target
1	Critical Fire Incidents	Measure
2	1 <sup>st</sup> Appliance attendance time	Target
3	2 <sup>nd</sup> Fire appliance attendance time	Target
4	Both appliance attendance	Measure
5	Critical special service attendance time	Target
6	On call duty system availability	Target
7	Dwelling fires no smoke alarm	Target
8	Safe and well checks	Target
9	Accidental dwelling fires	Measure
10	Deliberate fires	Measure
11	Fires in commercial property	Measure
12	Fire kept to room of origin	Measure







## National Resilience

We have supported the national resilience programme since its inception post 9/11 by receiving government grant funding to provide specialist capabilities to attend national incidents including flood and terror related incidents where mass decontamination of the public may be required, buildings may have collapsed or large quantities of flood or firefighting water requires pumping. Following a recent Governmental review and during this reporting year the decontamination capability was nationally reviewed and. West Sussex no longer holds a national decontamination resource, however we continue to train and equip for the initial stages of these incidents prior to the full decontamination units arriving.

During the financial year of 2017-18 we received the following national grant funding for providing resources for:

Urban Search and Rescue £  
Hi Volume Pump capability £  
Operational Response to Terror related incidents £

### To be confirmed

We continue to deliver our agreed response to National Resilience including the joint emergency services training, equipping of our teams. We look to support future developments over the coming years.

## Integrated Risk Management Plan

West Sussex Fire & Rescue Service has a statutory duty to consult on, and publish, as detailed in the Fire and Rescue National Framework, an Integrated Risk Management Plan (IRMP).

We reviewed our Community Risk Management plan during this year as there have been a number of changes to legislation that affect the Fire and rescue Service including the duty to collaborate and the emerging risks identified in Grenfell incident.

This plan identifies and assesses all foreseeable fire and rescue related risks that could affect our community.

Once we have identified these risks, we review the resources we have in place and the activity we need to undertake to meet these risks. We then develop plans to improve the safety of our residents and staff.

Over the period of this report we have developed a new plan that covers the period 2018-22. This plan, and the action plans that are contained within the plan, reflect how we will respond to the risk.

The plan outlines:

- Prevention – educating the community on how to reduce risks through safe and well visits, school visits and other training.
- Protection – providing safer public spaces within the built environment, fire safety inspections and enforcement.
- Response – sending fire engines and firefighters to emergency incidents. This can include fires, road traffic collisions, flooding etc.
- People – how we address the challenges we face in delivering a highly trained, inclusive and diverse workforce.
- Customer centred and value for money – ensuring everything we do is as efficient as possible and delivers what our communities need.
- Partnership and collaboration – how we will work with other organisations to achieve our organisational aims.

The plan also highlights a number of challenges. To help us deliver the plan we will set up four boards: Service Delivery, People and Culture, Integration and Collaboration and Customer Centred Value for Money, to deliver the change identified in our action plans and to monitor our progress.

We will measure our progress in these boards against project and programme milestones as well using our key performance indicators to measure success and report progress to the Fire Authority.

The IRMP provides a detailed understanding of our communities and the risks they face. It also takes into account wider issues outside of West Sussex including national risks, to develop national resilience capabilities that are available to support our service when dealing with major incidents that stretch normal resource such as major flooding.

Over the next three to five years we will report back on our progress on the delivery of the IRMP action plans in this annual statement of assurance.

Our 2017/18 IRMP can be found here

**Add Web site link**

## Legislation

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

### **The National Fire and Rescue Service Framework for England 2018**

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

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

### **Fire and Rescue Services Act 2004**

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

promote fire safety, fight fires, protect people and property from fires and rescue people from road traffic incidents as well as deal with other specific emergencies, such as flooding or terrorist attack and respond to the particular needs of our communities and the risks they face.

### **Fire and Rescue Service (Emergencies) (England) Order 2007**

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

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

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

## **The Regulatory Reform (Fire Safety) Order 2005**

This order is a statutory instrument, applicable only in England and Wales, which places the responsibility on individuals within an organisation to carry out risk assessments to identify, manage and reduce the risk of fire. It became law on 1 October 2006.

## **Civil Contingencies Act 2004 Fire and Rescue Authorities are 'category 1 responders' under the Civil Contingencies Act 2004.**

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

## **The Equality Act 2010**

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

## **The Policing and Crime Act 2017**

The Act makes three key provisions pertaining to the FRS:

It places a duty for emergency ('blue light') services to collaborate, and to build this into collaboration agreements.

- It establishes an independent inspectorate for FRSs.

- It enables transfer of Fire and Rescue Authority (FRA) duties to Police and Crime Commissioners (PCCs) where a case for change is made.

Further legislation which applies to the Fire Authority can be found within our Integrated Risk management Plan 2017-18.

## **Contact us**

To find out more on West Sussex Fire and Rescue please follow the link to our web site:

Your views and comments on this Statement of Assurance are very welcome.

If you have feedback or any questions please get in touch with us.

By email: [wsfrs@westsussex.gov.uk](mailto:wsfrs@westsussex.gov.uk)

By telephone: 01243 786211

Or write to us at:

West Sussex Fire & Rescue Service  
headquarters  
Northgate  
Chichester  
PO19 1BD



# West Sussex Fire and Rescue Service

## Annual Report 2017-18

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## Forward



Welcome to West Sussex Fire & Rescue Service's (WSFRS) Annual Report.

This report covers the financial year from 1 April 2017 to 31 March 2018 and highlights how WSFRS performed in the key areas of protection, prevention and emergency response.

Our performance data is also available on the WSFRS section of the West Sussex County Council website where you can access other documents, including our new Integrated Risk Management Plan 2018-22. These documents set out how the service is organised to support communities, how our assessment of risk on data analysis is based, and gives our professional judgement of existing and predicted risks.

I am very proud of our fire and rescue teams and am confident they will continue to provide the very best service possible for our communities both now and in the future, with a leading role at the heart of the county council.

**Debbie Kennard**

**Cabinet Member for Safer, Stronger Communities**

## **Introduction**



### **The Chief Fire Officers Vision Statement**

*Vision statement: 'A fire and rescue service focused on the delivery of a value for money response, prevention and protection service operating to the highest performance standards to ensure the safety of residents and visitors to West Sussex. Continuous improvement is at the heart of everything we do.'*

Our Annual Report reflects the work we are carrying out on behalf of the fire authority to achieve a safer and stronger community.

The fire service plays a key role at the heart of WSCC's Communities and Public Protection Directorate, supporting the council's Future West Sussex Plan. This plan will help enable a safer, stronger and more resilient community.

This Annual Statement of Assurance gives an overview of some of our agreed key areas of performance and highlights how the fire service, along with our partners, are striving to deliver a first class service to our residents.

In addition to this Statement of Assurance we also have an Annual Report which will help you see how we are measuring our success and working towards continual improvement.

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

**Gavin Watts**

**Director of Operations and Chief Fire Officer**

### **Could you join us and help your community?**

We continue to urgently need more on call firefighters in our communities. There are many reasons for taking on the role including satisfaction at helping your community, learning new skills - and you are paid too. For more information see [www.westsussex.gov.uk/fire](http://www.westsussex.gov.uk/fire)

## The community we serve

West Sussex is home to more than 836,000 people, according to the Office for National Statistics.

The four largest towns are Bognor, Crawley, Horsham and Worthing and 42% of the county's population, and more than half of businesses, are located in rural areas.

Arun District has the highest proportion of residents, with 19%, while Adur, the smallest district, has the lowest, at almost 8%.

Almost 480,000 people, a little over 57% of the county population, are of working age. Almost 187,000 (22%) are over retirement age.

West Sussex Fire & Rescue Service headquarters, as well as that of West Sussex County Council, are in Chichester.

The county includes part of the South Downs National Park and coastal areas.

It has a number of stately homes, including Goodwood, Petworth House and Uppark, alongside Arundel Castle and Bramber Castle.

More than half of our county is protected countryside, including the South Downs National Park. In addition, large areas of the county are designated as Areas of Outstanding Natural Beauty.

The county is the second most wooded in the UK – 19% woodland compared to the national average 9%.

As well as major road and rail links, Gatwick Airport, which has 42 million passengers each year, is also located in the county.

While the county is generally prosperous, low pay is a feature of the rural economy, and there are areas of deprivation.

## Our leadership team

Debbie Kennard was appointed Cabinet member for Safer Stronger Communities in 2017. Following the appointment of the new senior leadership team, work has been progressing with Debbie to develop new priorities for the fire and rescue service to base its activity on over the next three to five years.

Debbie continues to ensure she engages with people from all levels of the fire and rescue service.

Over the period of this report the service saw a significant change in roles at senior leadership level.

Chief Fire Officer Sean Ruth and Deputy Chief Fire Officer Lee Neal retired after providing the fire service many dedicated years of service between them.

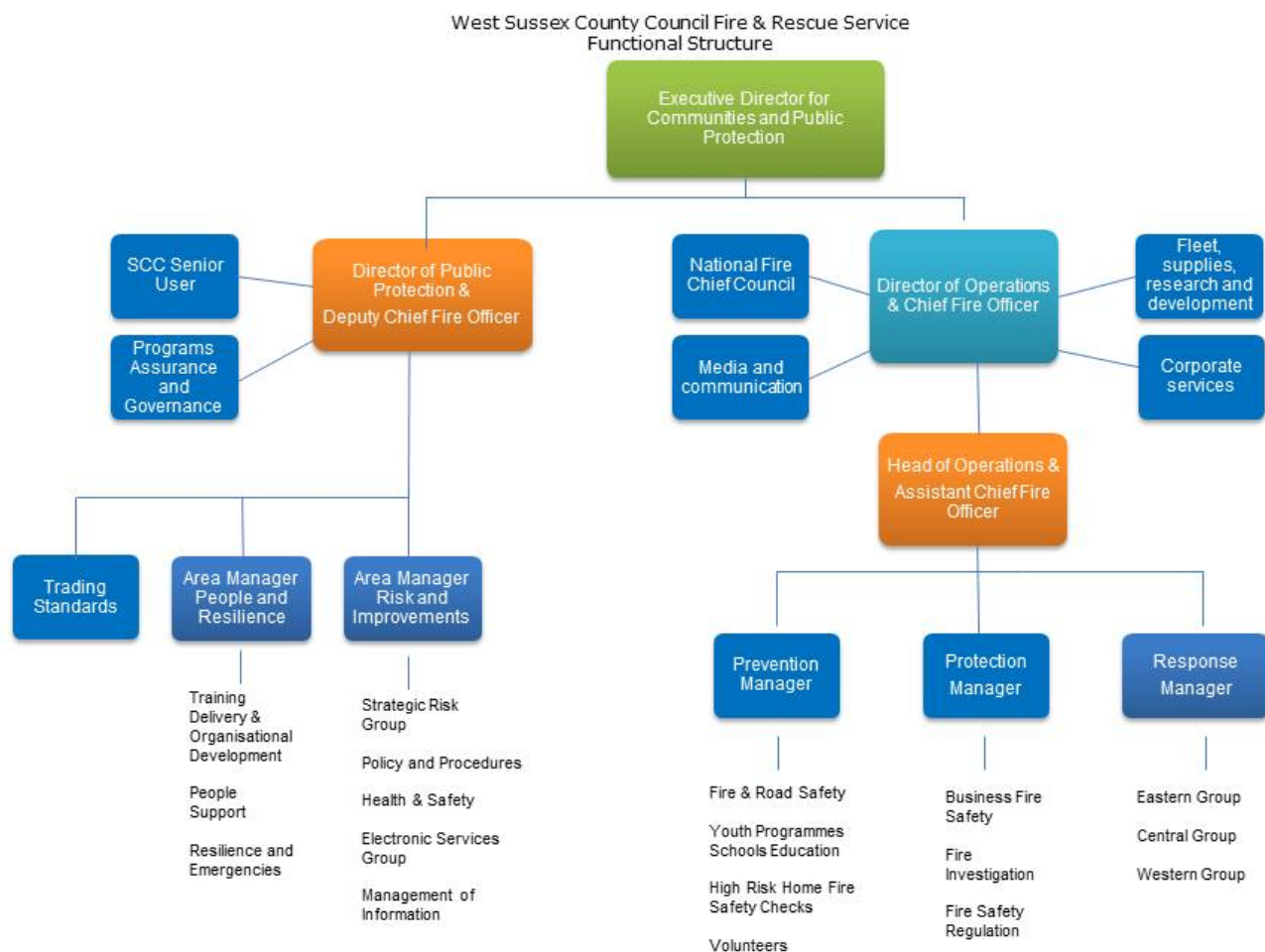
Gavin Watts was appointed as Director of Operations and Chief Fire Officer, with Neil Stocker stepping into the role of director of public protection and Deputy Chief Fire

officer. Kieran Amos was appointed to Assistance Chief Fire officer and is responsible for operations protection and prevention.

Two new area managers, Jon Lacey and Jon Simpson, joined Adrian Murphy in July completing the team of six senior leaders with responsibilities for Risk and Improvements, People and Resilience and Response. Fire service structure chart is on the following page.

During the year the team has responded to a number of challenges, including preparing for the new Home Office Inspectorate program that will start to inspect fire and rescues service in 2018.

The Grenfell incident has also presented some challenges with increased activity in the areas of protection. The team is now developing action plans around the priorities set by the fire authority in the new Integrated Risk Management Plan.





# Your Fire and Rescue Service

## Prevention

We play a valuable role teaching children about fire prevention and road safety, from primary school age upwards.

We have developed specialist learning materials to ensure we engage with children at the most appropriate level and can communicate information in a format they will be able to retain and share with others.

Last year we had contact with 18,018 pupils during 386 School Education Visits. We also saw 3,690 pupils through Junior Citizen events across the county.

Firefighters can be positive role models for young people. We work in partnership with a number of organisations to discourage anti-social behaviour and last year 99 children were referred to our Firewise programme, which helps young people understand the potential consequences of experimenting with fires.

We also run an innovative FireBreak programme, in partnership with County Council colleagues from Youth Services. It is aimed at young people aged between 12 and 14 and actively encourages students to become positive role models within their communities.

Students attend a fire station over five consecutive days, working alongside uniformed firefighters on a structured programme of events that combine classroom-based activities and practical training to promote teamwork, social awareness, self-discipline and to help reduce negative influences.

We ran eight of these courses during the year, working with a total of 89 students, including a tailor-made course for a special needs school.

## Keeping you safe

Our safety and prevention work is helping to reduce the number of serious incidents we are called to attend.

We work with a variety of partners and constantly review the best ways of supporting the people we come into contact with to help build safer, stronger and more resilient communities.

Much of this work is concentrated on those who, statistically, are most at risk from fire injuries in the home. This can include the elderly and people with mental or physical health issues.

In the year ending March 2018 our operational crews and Community Fire Safety Officers carried out 4,959 High Priority Safe and Well Visits, to those deemed most at risk.

The total number of all Safe and Well visits carried out over the year was 9,534.

West Sussex Fire & Rescue Service is a trusted organisation which can give us more open access to some individuals. To ensure we can provide the most appropriate help, our staff have been given safeguarding training to help them identify a wide range of issues.

Where required, we can refer people to other organisations we work with, or other relevant departments within West Sussex County Council.



Last year we raised safeguarding concerns about more than 129 people and referred 618 individuals to other services or sources of support.

That work is carried out alongside our traditional fire safety role, which in 2017/18 saw us:

- Install 4,153 ten-year smoke alarms
- Provide 2,865 Telecare linked smoke alarms
- Hand over 293 deaf alarm systems
- Support 84 domestic violence cases with specialist equipment and advice
- Use retardant spray to protect furniture in the homes of 29 smokers
- Provide 1,017 other items of detection and protection equipment, which includes fire aprons or blankets for vulnerable smokers with limited mobility

We also carry out drop-in events to deliver safety measures to wider audiences. These included testing 354 electric blankets last year, 102 failed as they were unsafe.

## **What We Do**

The prevention work we carry out saves lives and can help identify additional support for vulnerable residents.

Community Fire Safety Officers, or local crews, will often return to a property after an incident to offer additional advice and support and to help residents consider how the risk of future incidents can be reduced.

We can install smoke alarms or may suggest residents consider telecare linked smoke detectors. We will also refer residents to additional sources of support.

For example, in one incident, crews were called to a fire via a telecare linked smoke detector. When they arrive they found a small fire caused by a carelessly discarded cigarette. The resident who was in his 90s had dementia and was completely unaware of the fire. The crew dealt swiftly with the fire and removed the lady to safety. They then updated the telecare provider and contacted the gentleman's son to reassure them that all was well. After the incident the crew referred the gentleman to additional support via the WSFRS safeguarding process. During a follow up visit further recommendations were made to his family and carers and he was provided with a smoking blanket/apron and the area where he smoked was sprayed with fire retardant spray.

One of our specialist staff was invited to attend a multi-agency safeguarding meeting along with a Social Worker, Safeguard Enquiry Officer, Mental Health Nurse, GP and Community Officer to support a resident who had a very high level of fire risk. This resulted in joint agency visit. During the visit the gentleman agreed to the installation of extra smoke detectors and took on board the safety advice. His support worker later reported that he had changed the home environment around and had even purchased several additional safety items including a fire blanket for the kitchen.

Other agencies also ask WSFRS for help. For example, a social worker requested a Home Safety Visit and specific advice for a resident, who they believed had a very high level of fire risk. The visit took place the same day and a telecare linked smoke detector was installed. Later the

same day the lady had a fire, starting in a microwave in her kitchen. The linked smoke detector provided the earliest warning for the occupier and an early 999 call being made, which kept the lady safe and reduced fire damage to her home.

## **Road safety**

As a fire and rescue service we deal with the consequences of road traffic collisions on a daily basis.

We work closely with our national and regional partners to do everything we can to reduce the number, and severity, of such incidents.

One of our key road safety collaborations is the Sussex Safer Roads Partnership (SSRP), a partnership which includes Brighton & Hove City Council, East and West Sussex County Councils, Highways England, East and West Sussex Fire and Rescue Services and Sussex Police.

All of the organisations in the SSRP work together to help make the roads of Sussex safer and, since April 2015, the SSRP has been fully funded through the Speed Awareness operational surplus, where drivers detected speeding are offered the opportunity to take an educational course rather than have a penalty fine and points on their driving licence.

**Road Traffic Collisions** – Over the course of last year there were 1901 reported injury RTCs. Sadly 24 people lost their lives, 455 people were seriously injured and a further 2054 people suffered slight injuries.

More information can be found following this link:

<https://www.westsussex.gov.uk/roads-and-travel/road-safety/road-accidents-and-casualty-data/>

We are not asked to attend all collisions but we were called to 628 incidents last year and carried out work to remove casualties 109 times.

We work hard with a number of partners to try to reduce this number through initiatives such as Safe Drive Stay Alive.

## **Working with young road users**

Almost 8,000 young people from local schools and colleges attended our hard hitting road show Safe Drive Stay Alive. The show is delivered in partnership with staff from Sussex Police, SECamb, NHS and seriously injured victims, relatives of those who have been killed on our roads.

It brings to life difficult messages to make young people aware of their responsibilities as new, and potential drivers, or as passengers travelling with their friends, and of the devastating consequences that can occur otherwise.

We also engaged with motorcyclists through our Bikerdown programme, which promotes rider safety at events across the county and helps make motorcyclists aware of what to do in the event of a collision as well as the courses and advice available to them. This is delivered in partnership with our Police colleagues.

Advice and information for all drivers can be found on the Sussex Safer Roads Partnership website [www.sussexsaferroads.gov.uk](http://www.sussexsaferroads.gov.uk)

## Protection

Our Business Fire Safety team works across West Sussex to help keep customers, staff and our crews as safe as possible.

We carry this out by:

- advice
- audit
- enforcement

Business owners, and those responsible for business premises, have a legal responsibility for ensuring their places of work are safe (Regulatory Reform Fire Safety Order 2005).

We advise businesses to increase their understanding of fire safety requirements and to help them comply with their duties and responsibilities.

Safe working businesses help the economy to thrive and prosper so we produce targeted information and support. To help businesses, we host fire safety information events and offer face-to face guidance.

When we audit a business we carry out a thorough examination to establish how well they are managing fire safety on the premises. This includes checking fire safety measures to ensure they are suitable and sufficient for the site and type of business, and that proper warning systems are in place.

We aim to work in partnership with our business communities to prevent problems from occurring. However, where significant breaches of Fire Safety legislation occur we issue formal enforcement notices and will prosecute where there is a wilful disregard for public safety or risk to life.

We carried out inspections on a risk based programme, targeting those most at risk in the case of a fire, these included care homes, residential schools and public spaces with large numbers

of people. Following the disaster in London at Grenfell Tower a full inspection programme was completed to all 55 high rise residential tower blocks, none of which contained the same cladding in London. We continue to work with landlords to support identified improvements and to respond to future guidance from the 'Independent review of building regulations & fire safety' and the 'Grenfell public enquiry'.

We also responded to over 350 referrals from business partners and members of public on a risk based approach. 100% of these were satisfactorily resolved.

Last year we carried out 434 fire safety audits. Many of these premises were found to require general improvements and 331 were issued with a notice of deficiencies and/or corrective action plan to advise and ensure they became fully compliant.

Where premises were found to require more serious improvements or where there was resistance to compliance, formal enforcement notices were issued to 16 establishments including restaurants, takeaways and residential flats. Where immediate action was required to some of these establishments to reduce the risk of fire, seven prohibition notices were issued.

The provision of water supplies and access requirements for fire engines at fire incidents were assured, with in excess of 3,500 planning applications, these were examined and commented upon to ensure new buildings or changes to existing building infrastructure provided the required facilities. In addition, 4,416 hydrant inspections were carried out and 68 hydrant defects identified and repaired.

With new and evolving building infrastructure of commercial buildings in the county, 899 building consultations were examined and commented upon. An additional 278 licensing applications were received, reviewed and assessed to ensure fire safety standards are satisfactory.

Fire investigations were carried out at all fires by fire crews; however 66 fires required our specialised team to carry the investigation. The teams worked alongside police and community teams to reduce fire risk or support police with arson prosecutions.

Further information on business responsibilities, and on the high quality training we can provide, are available on the Business Safety section of our website at [www.westsussex.gov.uk/fire](http://www.westsussex.gov.uk/fire).

# Response

## What we do

We place significant importance on preventing fires and other emergency incidents, we direct our efforts to keep people safe in their homes and places of work through our protection activities, however incidents will still occur that require us to respond day or night, throughout each year.

These incidents range widely from fire's, road traffic collisions or people trapped in other ways for example aircraft accidents, rail incidents, building collapse etc, we also attend flooding, water rescues, animal rescues, terror related incidents and other emergencies including major disasters.

## How we perform

We attended a total of 9241 incidents last year, of which 1080 were significant fire calls and 628 were calls to road traffic collisions. Thankfully there were no fire fatalities within this same period.

We aim to provide a timely response to any incident in the County, based upon our current emergency response standards for fires and critical special services, which include incidents such as road traffic collisions. The speed and weight of our response is based upon the initial description of the incident type we have been called to. Pre-determined resources will be mobilised via the Sussex Control Centre to that incident type and then further assessments are made by responding officers to request additional resources if required.

Although the timeliness of the response is important, the service we provide when we get there is equally vital in how efficiently and effectively we can resolve the incident. Our crews are our greatest asset and are very well trained and equipped to deal with this wide range of emergencies.

These same response crews also help to provide some of our prevention activities, such as our 'safe and well visits'.

## Our key performance challenges

### On-call availability

Much of our performance is directly linked to the overall number firefighters and fire engines we have available to respond to emergency incidents.

Our response staff are both wholetime and on-call, also known as retained firefighters, meaning they may have other employment and are paid to respond to their local fire station when alerted to crew a fire engine, unlike the wholetime staff who permanently crew a fire engine either 24/7 or for a day shift only, dependent upon their crewing system.

Our on-call staff are highly dedicated and provide us with potentially 27 of our total 35 fire engines in West Sussex. There is however a national challenge in recruiting and retaining on-call staff, which directly impacts upon the availability of our on-call fire engines. This is due to a

number of factors such as: an overall reduction in the number of incidents they might attend; the restrictions in attracting people to the role, based upon catchment, pay and support from local employers, also the significant availability and training demands we require of the role. We are trying to improve this situation by better supporting and working with our on-call staff, with the introduction of 3 new retained liaison officers. We are also currently developing and implementing a number of new projects that will improve working arrangements and create better opportunities for our on-call staff.

### **Geographical or incident location issues**

Where incidents occur in more rural, low risk areas, the likelihood is that the nearest fire engine will be at an on-call fire station, which may not be available. The nearest and quickest available response will always be dispatched to an incident but in these rural areas the road travel distance is also likely to be greater and the road conditions slower, which may affect the response times of fire engines attending the incident. Our work to improve overall on-call availability will help us improve our response standards, particularly in these more rural locations.

Another issue we encounter that impacts upon our response times is incomplete or inaccurate address details from 999 callers, which can often delay our crews responding to the incident location.

We are continuously working with the Sussex Control Centre to improve the incident location information and mobilising arrangements.

### **Firefighter safety and effectiveness**

As incidents decrease there is an increased risk that operational experience may decline. Also the risks we respond to are becoming ever broader and more complex. We therefore continuously aim to improve our operational capability by investing in new evidence based training for our staff and by applying new technologies in our equipment and vehicles. The aim of this continuous improvement is to enhance the safety of our crews, in dealing with this wide variety of incidents and in delivering better outcomes for our community.

We are developing our vehicle fleet to ensure the most effective use of available funding, to take advantage of the latest technologies and to lessen the environmental impact of our activity. We are also making improvements across our fleet to provide all of our crews with access to the most up-to-date equipment. This includes buying and delivering a new Aerial Ladder Platform based centrally in the County at Horsham Fire Station. These specialist vehicles enable us to carry out rescues from tall buildings and provides us with high level firefighting water jets.

[Insert picture of Horsham's new ALP](#)

## **Incidents of note in 2017/18**



## **Rowlands Road, Worthing**

Crews were mobilised at 15:10 on 20 May 2017 to a kitchen fire in a flat above a shop in Worthing. Crews tackled a difficult and developing fire throughout the afternoon where an aerial vehicle was used to access the roof.

The use of a drone was really useful to the Incident Commander's tactical plan and crews were praised for their hard work.

Gala Bingo should be recognised for their support throughout the incident for providing welfare facilities for our crews.



## **Rowfant Business Park**

Crews were mobilised to a cylinder fire at Rowfant Business Park at 01:16 on 26 June 2017. Initial attendance was two fire engines and at the height of the fire 10 were used including the Gatwick foam tender which proved invaluable as it is able to project a large quantity of foam over a long distance.

We worked together with crews from East Sussex and Surrey fire and rescue services as well as other emergency responders. A drone was used and provided excellent aerial footage enabling the Operational Commander to make best use of available resources.



## **Glider stuck in tree**

At 14:53 on 18 September 2017, Sussex Control Centre received an emergency call to a hang glider and pilot who had crashed into trees at Devils Dyke.

Crews were sent to the incident with a further specialist rescue team who specialise in rescues from height.

Due to the complexity of the incident additional officers were also ordered for incident command and tactical decision making.

The crews were faced with a complex rescue of a pilot and his hang glider which had crashed and was precariously wedged within the tree canopy between two trees on the north side of the South Downs situated on a steep slope. The pilot was approximately 20-25 metres above the ground hanging from his harness.

We worked with South East Coast Ambulance supported by their Hazard Area Response Team Sussex Police and Kent, Surrey and Sussex Air Ambulance helicopters.

Fire and Rescue teams established a safe working area for all agencies and undertook what was without doubt a technical, complex and specialist rescue. The rescue was successfully completed with the pilot being returned to the ground. He was taken to hospital for precautionary examination.



## **Iping Common**

Crews were mobilised at 11:28 on 28 February 2018 to a heath fire at Iping Common. The first appliance booked in attendance from Midhurst and asked for a further three fire engines. This incident then escalated to eight fire engines and two water carriers. The fire affected approximately 30 hectares of heathland before it was extinguished.

Sussex Wildlife Trust were grateful to the fire service and for the opportunity to attend the debrief. They confirmed that the fire has not damaged the reserve and the risk to neighbours was avoided.





## **Water shortage**

West Sussex County Council including the fire and rescue service provided help and support to villages who lost their water supply during March 2018.

Water shortages hit parts of Mid Sussex and Crawley as a result of severe cold weather which caused issues such as water leaks as frozen pipes thawed.

West Sussex Fire & Rescue Service and staff from the county council helped to ensure that households in the affected areas had a regular fresh drinking water supply. More than 2,500 bottles of water were distributed to vulnerable local people.

This included going door to door handing out water supplies, checking what support people needed and checking water supply problems.

They also delivered water to central pick-up points and directly to care homes and other services which rely on water. The county council's meals on wheels service also delivered water alongside its normal service.

The county council as a whole worked together with water companies to support residents and businesses to get back to normal.

## **People**

Our Training, Development and Assurance (TDA) team are responsible for the delivery and commissioning of all learning and development requirements within WSFRS.

Our primary role is to ensure that we have a safe, competent and well trained workforce that can deliver a first class service to our residents. Key training requirements include, but are not limited to the following: wholetime and on call recruit training, breathing apparatus, road traffic collisions and incident command.

### Core Training Delivered 01/04/2017 to 31/03/2018

Course Type	Number of Courses	Number of Students	Number of Training Days
Wholetime Recruits	<b>3 Courses:</b>	<b>35 Students:</b>	<b>183 Training Days in report period.</b>
On Call Recruits	<b>3 Courses</b>	<b>30 Students</b>	<b>30 Training Days</b>
Breathing Apparatus Initial	<b>4 Courses</b>	<b>26 Students</b>	<b>44 Training Days</b>
Annual Breathing Apparatus Refreshers	<b>64 Courses:</b> <b>Mod 1A (Heat &amp; Smoke)</b> 33 Courses <b>Mod 1B (Compartment Fire)</b> 31 Courses	<b>384 Students:</b> <b>Mod 1A</b> 176 Students <b>Mod 1B</b> 208 Students	<b>64 Training Days:</b>
RTC Initial	<b>2 Courses</b>	<b>15 Students</b>	<b>8 Training Days</b>
HazMat Initial	<b>2 Courses</b>	<b>13 Students</b>	<b>6 Training Days</b>
Incident Command	<b>31 Courses:</b> <b>ICS Level 1 Requal/Re-assess:</b> 24 Courses  <b>ICS Level 1 Initial:</b> 3 Courses  <b>ICS Level 2 Requal</b> 3 Courses  <b>ICS Level 2 Initial:</b>	<b>99 Students:</b> <b>ICS Level 1 Requal/Re-assess:</b> 70 Students  <b>ICS Level 1 Initial:</b> 14 Students  <b>ICS Level 2 Requal</b> 11 Students  <b>ICS Level 2 Initial:</b>	<b>55 Training Days:</b> <b>ICS Level 1 Requal/Re-assess:</b> 29 Training Days  <b>ICS Level 1 Initial:</b> 15 Training Days  <b>ICS Level 2 Requal</b> 6 Training Days  <b>ICS Level 2 Initial:</b>

	1 Course	4 Students	5 Training Days
Emergency Response Driver Training (ERDT)	<b>114 Courses:</b>	<b>114 Students:</b>	<b>194 Training Days:</b>
Wade Rescue	<b>15 Courses:</b>  <b>Wade Refresher:</b> 14 Courses  <b>Wade Initial:</b> 1 Course	<b>127 Students:</b>  <b>Wade Refresher:</b> 121 Students  <b>Wade Initial:</b> 6 Students	<b>17 Training Days:</b>  <b>Wade Refresher:</b> 14 Training Days  <b>Wade Initial:</b> 3 Training Days
IECR	<b>10 Courses:</b>  <b>IECR Refresher:</b> 8 Courses  <b>IECR Initial:</b> 2 Courses	<b>60 Students:</b>  <b>IECR Refresher:</b> 47 Students  <b>IECR Initial:</b> 13 Students	<b>18 Training Days:</b>  <b>IECR Refresher:</b> 8 Training Days  <b>IECR Initial:</b> 10 Training Days

To support this training we also utilise the realistic facilities at the Fire Service College.

### 2017/18 Fire Service College Courses

Course Type	Number of Courses	Number of students
Live Fire Training	3	32
Level 1 Incident Command Consolidation	4	35
Wholetime Recruits Consolidation	3	35
Level 2/3 Incident Command	6	9

The TDA team have also completed the new two yearly Maintenance of Competence (MOC) programme in 2017/18, this combines the 34 maintenance of knowledge

modules and the 22 maintenance of core skills modules. This included the completion of **7940** supporting e-learning courses.

Another successful wholetime recruitment campaign was completed in August 2018. This resulted in 24 new wholetime employees joining the service, 25% of whom were women. This brings the number of female wholetime employees to 7.9% which compares to 5.5% as a national average.

Four new members of staff have joined WSFRS from neighbouring fire and rescue services following a competitive promotion process, this includes three Station Managers and one Watch Manager.

Eight on call assessment days were facilitated by People Support, this resulted in three on call initial courses for 30 new recruits.

The below table details the number of starters and leavers for wholetime and on call staff during 2017/18.

Contract Type	Starters	Leavers
Wholetime	24	25 (15 Retirements)
On Call	47*	43 (4 Retirements)

These figures show that our 2017/18 recruitment activity was aligned to the numbers of employees leaving the service. The main reason for wholetime leavers was retirement, whereas on call leavers were mainly due to personal reasons.

\*30 new recruits were trained during 2017/18; however a further 17 were employed to undertake training from April 2018 onwards.

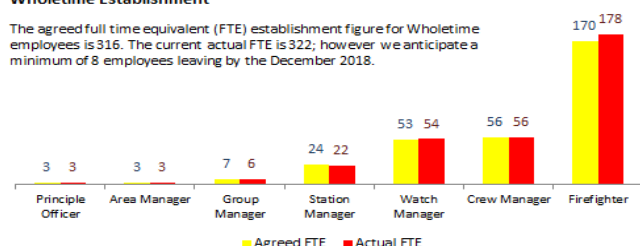
## Workforce Data

The following workforce data represents WSFRS performance measures in relation to The People & Culture Development Strategy. This data provides helpful information and evidence to support the strategy and the action arising from it. It will also help us to measure the ongoing progress of the action plans that support delivery of the strategy.



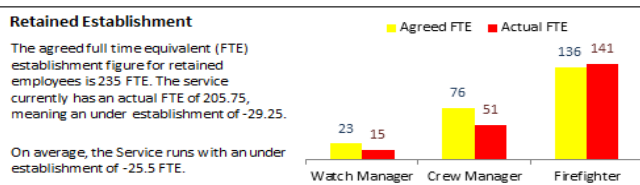
### Wholetime Establishment

The agreed full time equivalent (FTE) establishment figure for Wholetime employees is 316. The current actual FTE is 322; however we anticipate a minimum of 8 employees leaving by the December 2018.

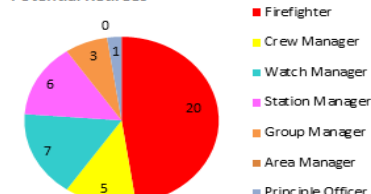


### Retained Establishment

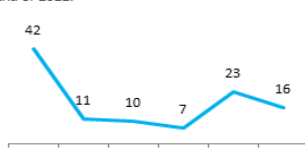
The agreed full time equivalent (FTE) establishment figure for retained employees is 235 FTE. The service currently has an actual FTE of 205.75, meaning an under establishment of -29.25.



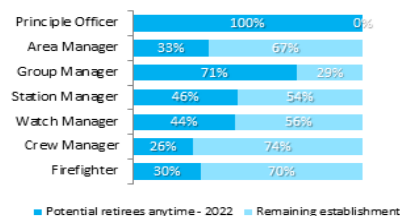
### Potential Retirees



A total of 42 employees can retire at any time with a further 67 forecasted to potentially retire by the end of 2022.

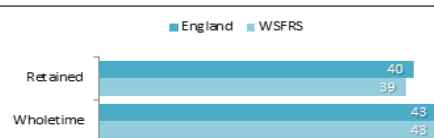


This graph shows a retirement forecast up to 2022 as a percentage of the current establishment. More than half of employees currently in middle to senior management positions can retire by December 2022.



### Age

At WSFRS the average age for Wholetime employees is 43 and for Retained employees is 39. These figures correlate with the national averages for England.



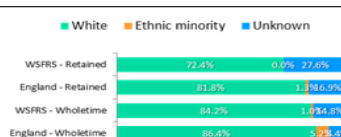
### Gender

	Male		Female	
	WSFRS	England	WSFRS	England
Wholetime	92.1%	94.5%	7.9%	5.5%
Retained	97.1%	95.5%	2.9%	4.5%

At WSFRS 7.9% of Wholetime employees are female compared to 5.5% nationally and 2.9% of Retained employees are female compared to 4.5% nationally.

### Ethnicity

At WSFRS 1% of Wholetime employees are from an ethnic minority compared to 5.2% nationally. It is worth noting the ethnicity of a significant proportion of employees at WSFRS is unknown.



## Integration and Collaboration

The Policing and Crime Act 2017 now places a duty on police, fire and ambulance services to work together.

We have set up a Collaboration and Integration Board to make sure we explore opportunities that arise. This is one of four key boards set up to implement the work from the Integrated Risk Management Plan (IRMP).

Our response to emergencies often involves joint activity with other blue light services. By working collaboratively with a range of partners such as police, ambulance, cross border fire and rescue services and community groups, we can tackle complex problems and increase our capability and capacity more effectively. We see the benefit of working with other fire and rescue services to save money. Examples include joint procurements such as uniforms and thermal imaging camera.

## Home Office Inspectorate

Changes were announced to the inspection regime of fire services in 2017. This expanded the remit of Her Majesty's Inspectorate of Constabulary to become HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

West Sussex Fire & Rescue Service is in the second wave of services to be inspected. It is anticipated the inspection will take place in late 2018.

Inspections will allow the public to see – from a small number of easy to understand categories – how well their local fire & rescue service is performing and improving year on year.

Inspections will aim to:

- Facilitate the improvement of the services provided by FRSs so that they may reduce the risks faced by local communities.
- Establish good practice and areas for improvement.
- Improve accountability of fire & rescue services to the communities they serve.

Inspections will be risk-based and proportionate, with rounded inspections and graded judgments. The inspection regime will focus on three areas: effectiveness, efficiency and leadership. Fire services will be judged in the following categories: outstanding, good, requires improvement or inadequate.

## One Public Estate



One Public Estate (OPE) is a national programme, jointly managed by Cabinet Office and the Local Government Association, that brings public sector organisations together. By working in partnership we can look at how we can use our land and buildings collaboratively to:

- Improve public services to residents, visitors, employees and businesses in the county.
- Renew and rationalise the public estate so there is a reduction in the amount of money we spend on buildings.
- Free up much needed land for the development of housing, commercial and employment space.
- Support local economic growth.
- Generate capital receipts and income.

There are a number of projects that West Sussex Fire & Rescue Service is part of through the One Public Estate West Sussex Partnership including:

- Burgess Hill: This project will see the redevelopment of a number of sites within public sector ownership at The Brow. Proposals include the creation of a new tri-service blue light centre,

new housing and commercial space to support regeneration in the area.

- Drayton Depot: A combined highways, transport and emergency services facility. This will provide fleet maintenance facilities for WSCC, as well as three fire and rescue services (West Sussex, East Sussex and Surrey) Surrey Police, Sussex Police and SECamb. Full feasibility, viability and designs are underway with a view to work starting on site early in 2019.
- Horsham: Two projects are underway, the first of which is a new combined blue light centre to provide operational and training facilities for WSFRS and Sussex Police. This project will release current blue light sites to enable Horsham District Council to delivery their planned regeneration of Hurst Road.
- Littlehampton: This project will be delivered in two phases. The first phase will deliver a new tri-service blue light operational centre with accommodation for fire, police and ambulance services. The second phase will bring together a number of sites at Maltravers/Fitzalan Road for a new public services hub, health provision and housing.

## Events of note



As a service we are invited to attend a number of national and local events throughout the year. These include attending the service of remembrance in London as well as local services across the county.

We also hold our annual Christmas carol service at Chichester Cathedral where staff and the public are invited to attend.

This year we welcomed in the new High Sheriff of West Sussex by attending the ceremony in Lewes.

Throughout the year we undertake several charity events across the county these include charity car washes, the three peaks challenges and other events to raise money for local and national causes.

We also hold community open days across the county for the public to come into fire stations and meet the crews and experience what it is like to be a firefighter. We also promote community and fire safety advice.

At the end of all our whole time courses the recruits organise a charity event to raise money for the firefighters charity and a chosen local good cause. This year was a ladder climb event that was the equivalent of climbing Mount Kilimanjaro (5895m) in just two hours. The recruits raised over £1000.

## **Our awards/medals**





Each year firefighters are honoured at a medal service held at Arundel Castle. Our Chief Fire Officer Commendations recognise people from across West Sussex for outstanding service to their communities. Those singled out for their courage, dedication and selflessness in the last year included members of the public and serving firefighters for their actions both on and off-duty. Long service certificates along with long service and good conduct medals were also awarded.

The awards also recognised organisations and partners who have supported the fire service throughout the year, alongside volunteers and individuals who have contributed to the firefighters charity.

## **What people thought about us**

After every incident we attend we send out a customer feedback survey, overall 100% of respondents were satisfied with the way the fire service dealt with their incident. 96% of respondents were very satisfied with our service.

Among the comments received:

*FANTASTIC SERVICE, THANK YOU. FRIENDLY, EFFICIENT AND HELPFUL. WE FELT THEY HAD JUST SAVED OUR HOUSE FROM BURNING DOWN. YET THEY APOLOGISED FOR GETTING DIRTY FOOT PRINTS ON THE FLOOR!*

*FRIENDLY AND REASSURING. DID A THERMAL IMAGING CHECK OF THE FLUE FROM THE BOTTOM TO THE TOP OF THE HOUSE. CONFIRMED IT WAS NOT A CHIMNEY FIRE.*

*THEY WERE ALL CALM AND COLLECTED AND EACH MEMBER WAS SO DEDICATED. I MAINTAINED CONVERSATION WITH TWO OF THEM WHO UPDATED ME WITH PROGRESS OF THE EVENT. WHEN I VISITED THEM AT THE STATION THEY WERE ALL VERY WELCOMING.*

*THEY WORKED AS A COHESIVE TEAM. THEY DID NOT LEAVE THE HOUSE UNTIL I WAS COMPLETELY SATISFIED THERE WAS NO DANGER. EXCELLENT SERVICE.*

*It is also important we listen to residents when things have not gone so well.*

*THE SERVICE SEEMED SLOW TO ARRIVE, PROMPTING ME TO CALL A SECOND TIME. THE DELAY SEEMED TO RESULT FROM OUR LOCATION ON THE BOUNDARIES OF THREE COUNTIES, WHICH WAS CONCERNING.*

*THEY WENT PAST OUR DRIVE TO START WITH AND HAD TO TURN AROUND.*

To make sure we do even better for our communities, we will continue to evaluate our customer base and develop a customer strategy. We will do this by looking at ways we can more effectively engage with local people to understand their needs.

**Contact us**

To find out more on West Sussex Fire and Rescue please follow the link to our website:  
**<https://www.westsussex.gov.uk/fire-emergencies-and-crime/west-sussex-fire-rescue-service/>**

Your views and comments on this Annual Report are very welcome.

If you have feedback or any questions please get in touch with us.

By email: **[wsfrs@westsussex.gov.uk](mailto:wsfrs@westsussex.gov.uk)**

By telephone: **01243 786211**

Or write to us at:

**West Sussex Fire & Rescue Service headquarters  
Northgate  
Chichester  
PO19 1BD**

In addition, members of the community can get involved with our work and get updates through our Facebook and Twitter pages, through their local county councillor and through WSCC's local County Local Committee meetings.

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<b>Environment, Communities &amp; Fire Select Committee</b>
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<b>13 June 2018</b>
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<b>Bus Strategy 2018-2026</b>
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<b>Report by Executive Director of Economy, Infrastructure and Environment and Director of Highways and Transport</b>
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## **Summary**

This report presents the draft West Sussex Bus Strategy, which covers the period 2018 to 2026. The Bus Strategy sets out West Sussex County Council's approach to local bus and community transport services, over the next eight years.

The Bus Strategy will align with the West Sussex Plan 2017-2022 and determine which opportunities within the Bus Services Act 2017 are supported. The draft Bus Strategy outlines the priorities for future funding for both services and infrastructure in light of various challenges.

The work on the Bus Strategy is being informed by an Executive Member Task and Finish Group, as well as an 8 week public consultation on the proposed priorities, running from April to early June 2018. The results of the consultation are also considered in this report.

## **The focus for scrutiny**

The Committee is asked to consider the draft Bus Strategy, in particular:

- the ambitions and priorities arising from those ambitions,
- if the opportunities in the Bus Services Act 2017 have been assessed appropriately.
- the interim results from the public consultation on the draft strategy

## **Recommendation**

- (1) The Committee is asked for their feedback as part of the consultation on the draft Bus Strategy

## **Proposal**

### **1. Background and Context**

- 1.1 Approximately 80% of local bus services in West Sussex are operated on a fully commercial basis by bus companies through a de-regulated market since 1986.

- 1.2 The remaining 20% are where the Council has chosen to step in and contract socially necessary supported bus services where they are not commercially viable. The Council also provides grants for some local community transport schemes for residents unable to use conventional bus services or where they don't operate. In addition, the Council has duties to fund school transport for eligible children as well as off peak bus travel for older and disabled people.
- 1.3 The Council has developed relationships with the bus operators supporting the continued sustainability of commercial bus services that provide millions of passenger journeys each year. The supported services and funding of school travel also helps sustain the commercial network.
- 1.4 The Council acts as a catalyst working with developers and bus companies to enable sustainable bus services serves new developments as an alternative to increased car use.
- 1.5 The challenges faced across West Sussex are increased congestion affecting commercial services mainly along the coast and in the towns in the north of the county (Crawley, Horsham and East Grinstead) and a lack of commercial viability for conventional bus services in rural areas.
- 1.6 The Bus Strategy is needed to ensure the future approach to supporting bus and community transport aligns with the West Sussex Plan 2017-2022 that sets out the direction and vision of the County Council.
- 1.7 The Bus Strategy is being drafted in the context of the Bus Services Act 2017 that outlines opportunities for transport authorities to work with bus companies and other organisations in different ways to deliver better services for residents

## **2. Proposal**

- 2.1 The Bus Strategy will support the West Sussex Transport Plan 2011- 26 that outlines the County Council's broader transport direction and aspirations.
- 2.2 The Bus Strategy sits alongside the West Sussex Walking and Cycling Strategy and will be used to consider funding priorities for bus and community transport services and infrastructure solutions in the context of future developments across the county.
- 2.3 The draft Bus Strategy sets out a vision with the proposal that West Sussex will be a place where:
  - (1) Bus services are punctual, reliable and accessible
  - (2) Bus users can plan, book and pay for travel using the latest technology
  - (3) Bus services give people a viable alternative to being a car owner
  - (4) Bus services allow older people to continue to live independently
  - (5) Bus operators and their services give a consistently good level of quality for users across the county
  - (6) Bus travel is affordable for users

- (7) Air Quality is better as a consequence of investment in cleaner buses as opposed to cars
- 2.4 In order to achieve this vision the County Council has the following ambitions being:
  - (1) Give buses priority over other travel modes when congestion occurs
  - (2) Implement cross ticketing and easy payment systems
  - (3) Use the latest clean engine technology
  - (4) Prioritise investment in good accessible bus infrastructure for bus users
  - (5) Work with property developers to design developments to incorporate buses as a priority with suitable infrastructure
  - (6) Work with all tiers of Local Government in seeking funding for prioritised local services
  - (7) Explore whether it makes sense to use our own vehicles to provide services working with Community Transport where appropriate
  - (8) Work with bus operators to provide affordable fares for young people
- 2.5 It is proposed to achieve the ambition through powers within the Bus Services Act 2017 to enter into area-based Enhanced Partnerships with bus and community transport operators, district/borough councils and other key local stakeholders. In addition, work with Total Transport partners (these being Surrey and East Sussex County Councils, Brighton and Hove City Council and the NHS) will continue to develop joined up solutions.
- 2.6 The draft Bus Strategy is included as Appendix A.
- 2.7 It is proposed that a Key Decision will be taken by the Cabinet Member for Infrastructure and Highways on the Bus Strategy and any changes to supported bus services and community transport funding in January 2019.

### **3. Resources**

- 3.1 Once the Strategy has been agreed new ways of working will commence across areas of the county determining need and to form the Enhanced Partnerships with key stakeholders. This will involve officers from Highways and Transport, as well as the Communities directorates.
- 3.2 A review of all supported bus services and community transport will be undertaken to prioritise available funding that meets the West Sussex Plan in autumn 2018. This will be undertaken by the Cabinet Member's Executive Bus Task and Finish Group, which will also assess alternative approaches to delivering bus services within local communities.
- 3.3 A public consultation will be undertaken on any proposed changes to supported services that will include an impact assessment before the Key Decision will be taken.
- 3.4 Any arising planned changes to supported services will take place in 2019/20.
- 3.5 The public transport support budget for 2018/19 is:

	£m
Payments to bus operators and database management	2.562
Income	1.563
Net cost of service	0.999

## Factors taken into account

### 4. Issues for consideration by the Select Committee

- The Committee is asked to review the ambitions within the draft Bus Strategy set out in 2.3 and the priorities arising from them set out in 2.4.
- The Committee is asked to consider if the ambitions and priorities align with the direction and vision in the West Sussex Plan 2017-2022.
- The Committee is asked to consider if the opportunities in the Bus Services Act 2017 have been assessed appropriately. Information on the Act can be found at [Bus Services Act 2017: new powers and opportunities - GOV.UK](#)
- The Committee is asked to consider the interim report from a public consultation that was undertaken just prior to the meeting (see 5.1).

### 5. Consultation

- 5.1 An 8 week public consultation was undertaken ending 6 June 2018. The consultation was widely advertised through press releases, posters and leaflets on local buses, through schools and parish councils and various other media.
- 5.2 Members have been consulted through receiving the questionnaire, as well as the Select Committee via this report.
- 5.3 External consultees have included district/borough councils, town and parish councils, schools, bus and community transport companies and other partners.
- 5.4 The wider public consultation included bus and non-bus users.
- 5.5 Responses to the consultation could be made either electronically or via paper based questionnaires to ensure as many were received as possible.
- 5.6 At the time of committee papers being circulated the consultation had not closed but an interim report is included as Appendix B for the Committee to consider.
- 5.7 A further public consultation will be undertaken to analyse impacts of any service changes as a consequence of the Bus Strategy will be undertaken in September/October 2018. The outputs of that consultation will be scrutinised along with the final draft of the Bus Strategy by the Committee at its meeting in December 2018 prior to the Key Decision in January 2019.



## **6. Risk Management Implications**

- 6.1 The Bus Strategy does not impose additional risk on the Council. It is expected that the pro-active approach to reviewing existing and designing new bus and community transport through community engagement and Enhanced Partnerships will reduce the risk to the Council. In addition, the alignment of the Bus Strategy with other plans and strategies, such as the Walking and Cycling Strategy, should help to reduce risk and in particular reputational risk to the Council.
- 6.2 With the current financial climate, continuing to re-focus priorities for future funding will reduce the risk of short term reductions in services through the work of the partnerships.
- 6.3 The Bus Strategy will help the Council to ensure that future developments are designed and built to accommodate bus services and infrastructure alongside other sustainable travel solutions to enhance health and well-being of residents and to enhance the local economy.

## **7. Other Options Considered**

- 7.1 The 'do nothing' approach, continuing to use existing scoring criteria used since 2001 could sustain a decline of services in some areas where it is most needed.
- 7.2 The move to a franchising model as found in London was considered unsustainable due to need and cost to deliver. Rural solutions linked into commercial services can be achieved without the move to this model through Enhanced Partnerships giving greater local accountability.

## **8. Equality Duty**

- 8.1 **Equality Act.** An Equalities Impact Assessment will be finalised once the consultation has completed and will form part of the formal decision report to adopt the Bus Strategy in summer 2018. Bus and community transport networks are designed based on both need and commercial viability. The Council has the power to intervene where the commercial network fails. Consideration of the available solutions takes into account the needs of all users.

## **9. Social Value**

- 9.1 The Bus Strategy is a strategic document that deals with the long term ambitions and priorities for bus and community transport services in West Sussex and does not cover more detailed commissioning decisions. Therefore no social value implications have been identified.

## **10. Crime and Disorder Implications**

- 10.1 None identified

## **11. Human Rights Implications**

11.1 None identified

**Lee Harris**

Executive Director of Economy,  
Infrastructure & Environment

**Matt Davey**

Director of Highways &  
Transport

**Contact:** Bill Leath 0330 22 25438

### **Appendices:**

**Appendix A** - Draft Bus Strategy

**Appendix B** – Public Consultation Interim Report – To be tabled at meeting

### **Background Papers**

[Bus Services Act 2017: new powers and opportunities - GOV.UK](#)

## APPENDIX A

### WEST SUSSEX COUNTY COUNCIL BUS STRATEGY 2018 - 2026

#### 1 Introduction

Buses play an important role in many lives across West Sussex providing travel for thousands of residents and visitors in the county. They play a vital role in reducing the social isolation for older, disabled and other vulnerable people who, without local bus or community bus services, would not be able to get out and about seeing friends and family and accessing important services. Research has proven that the costs to society if these services couldn't be accessed would be extreme and have a large impact on the local economy.

Modal shift from private cars to buses reduces traffic congestion improving journey reliability, thereby reducing carbon emissions linked to climate change. Nearly 27 million passenger journeys are carried out on the bus network across West Sussex each year with 85% of the bus mileage delivered on a fully commercial basis by local bus operators.

Bus services have changed dramatically since they were deregulated in 1986 (footnote) bringing both the benefit of commercial investment and the challenge of public sector support, and it has been some time since we last reviewed our approach.

Bus patronage has risen in West Sussex with large scale commercial investment by national bus companies alongside local authority investment in infrastructure. The relationship between the bus companies and the County Council is seen as very positive.

West Sussex has an aging population with a higher than average number of residents living on the coast. Many of these residents are entitled to free off-peak bus travel that has led to a 'second peak' after 9.30am. This has a positive impact on these residents' lives and helps to alleviate social isolation and loneliness.

#### 1.1 The need for this Strategy

The purpose of this document is:

- To clearly state the County Council's aims and objectives for local buses and community bus transport between 2018 and 2026
- To determine the County Council's priorities for funding, reflecting its overall passenger transport aspirations
- To provide guidance in support of prioritising bus infrastructure in new developments
- To provide a framework through which local interest and community groups can assist in the development of passenger transport improvements
- To support interested parties in securing additional funding where available
- To provide fit-for-purpose services and infrastructure supporting those services
- To determine which opportunities within the Bus Services Act 2017 are supported

This strategy explains how the County Council will prioritise funding and support for local buses and community transport. This may be direct funding for non-commercial services, investment in infrastructure, promotion of the bus and

community transport network and use of internal resources where the market cannot provide a sustainable service.

In addition, it will outline the County Council's approach to the Bus Services Act 2017, the Total Transport Initiative and the wider challenges presented by ongoing pressures on local authority funding.

## 1.2 Strategic Context

The West Sussex Plan sets out how we at the County Council will shape our services during 2017-2022.

The West Sussex Plan explains how we will focus on:

- Giving children and young people the best start in life
- Ensuring West Sussex is a prosperous place
- Communities will be strong, safe and sustainable
- We will support you in later life to remain independent
- We will be a council that works for our communities

The West Sussex Plan contains our vision for West Sussex and what we are trying to achieve for our residents and for the County. This bus review has been undertaken to ensure we align with those principles to take us forward.

This review of our approach to buses also supports the West Sussex Transport Plan 2011 – 2026 objectives. The Transport Plan includes four key priorities that guide our approach to maintaining, managing and investing in transport, and meeting the main objective of improving quality of life for the people of West Sussex:

- Promoting economic growth
- Tackling climate change/air quality issues
- Providing access to services, employment and housing
- Improving safety, security and health

## 1.3 What will be achieved?

West Sussex will be a place where:

1. Bus services<sup>1</sup> are punctual, reliable and accessible
2. Bus users can plan, book and pay for travel using the latest technology
3. Bus services give people a viable alternative to being a car owner
4. Bus services allow older people to continue to live independently
5. Bus operators and their services give a consistently good level of quality for users across the county
6. Bus travel is affordable for users
7. Air Quality is better as a consequence of investment in cleaner buses as opposed to cars

This means we will:

1. Give buses priority over other travel modes when congestion occurs
2. Implement cross-ticketing and easy payment systems
3. Use the latest clean engine technology

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<sup>1</sup> Includes conventional and community local bus services operating to a published timetable as well as demand responsive bus services operated by WSCC and community transport organisations

4. Prioritise investment in good accessible bus infrastructure for bus users
5. Work with property developers to design developments to incorporate buses as a priority, with suitable infrastructure
6. Work with all tiers of local government in seeking funding for prioritised local services
7. Explore whether it makes sense to use our own vehicles to provide services working with Community Transport where appropriate
8. Work with bus operators to provide affordable fares for young people

## 2 Discussion

To achieve the future state as outlined in the place statements above (see 1.3) we have to analyse the current state and identify the gaps. From that we can see what the challenges are and how the Bus Services Act gives us opportunities to close the gap.

### 2.1 GAP analysis

The current ways the County Council supports bus and community transport are outlined in Appendix 1. In summary funding is provided for:

- Conventional bus services that are not commercially viable but are deemed socially necessary, meaning a reasonable proportion of residents may become socially isolated if they were not available.
- Community Transport schemes who can apply for grants from the Accessible Transport Forum. This includes for Community Bus Services that are open to the public.
- To reimburse bus companies for revenue they forego by providing free off peak bus travel for older people and disabled people at any time.
- School transport via season tickets on commercial and supported bus services
- Developer (Section 106) funding is used to pump prime new services and to develop local bus infrastructure

The County Council also coordinates road side bus infrastructure such as bus stops and bus stands. It liaises with District/Borough Councils on the delivery of bus shelters and coordinates provision of Real Time Passenger Information screens throughout the county.

Analysis of the place based statements in 1.3 and especially what we will do helps us to identify the gaps between that 'future state' and the current state' to enable us to determine what needs to be tackled.

### 2.2 Challenges

The challenges are:

1. Bus service punctuality is being impacted by congestion - the County Council has proactively tackled urban congestion through major schemes (such as Fastway in Crawley<sup>2</sup>). However, most work has been to prioritise buses at junctions through signals linked to transmitters fitted to the buses. The downside is that the buses still have to sit in the traffic until they reach the

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<sup>2</sup> Fastway was a major scheme including a guided bus way constructed by WSCC to allow buses to be separated from traffic. Buses were also prioritised at junctions and roundabouts through signalling improvements leading to a step change in bus services. The local bus company Metrobus introduced new buses and put on high frequency services for the town and Gatwick Airport as the main local employment location

traffic signals. Congestion continues to grow in most of the urban areas where commercial bus services operate more successfully.

2. To improve public transport cross ticketing and easy payment systems – the Discovery ticket covers most of the South East facilitated by a number of councils. However, take up is small and operators prefer to push their own products. Take-up of the BusPlus ticket product for bus/rail use is patchy. Take-up in some towns such as Crawley is good. We need to challenge residents' views of their local bus services and use of them to get to the train station. What is needed are products that the public recognise and are attractively priced. In addition, technology has made great advances for passengers. However, the application of easy payments and bus pass solutions isn't universal. Contactless payments might be available via larger operators but not the smaller firms who provide valuable in-filling bus services. Cross ticketing and easy payment solutions will need to be easy to use and straightforward for as many user types as possible to promote use of sustainable travel modes such as bus and rail. The County Council has much to gain from working across the industry to gain good quality information about bus use as well.
3. To put buses at the forefront in use of clean technology – buses have a reputation of being high polluters when in fact they can be lower than cars based on a per passenger calculation, especially with the latest Euro 6 engines. However, there remain a large number of older vehicles used to cover secondary services and school transport that do produce high amounts of pollutants. We need to work with the bus and coach operators to replace or retrofit their vehicles to reduce this. There is more to be done together to get the message to our residents that choosing a clean bus contributes to improved air quality leading to better life outcomes. In addition, new technology such as electric and hybrid vehicles will be explored as well as the required additional generating capacity to support them. The County Council can seek to utilise its own supplies through the Sussex Energy tariff and solar farm electricity generation initiatives.
4. To improve journey experience by prioritising investment in modern suitable bus infrastructure – where partners have done this there have been step changes in bus use (such as in Crawley). We are always competing with other road users, many of whom prefer to use the car for their travel needs. Buses have a large part to play so there is the need to convince hearts and minds of both users and funders to prioritise spending as an investment in the network. Bus users welcome the benefits of features such as WIFI whilst travelling that could be enhanced across more services.
5. To ensure the design of new developments incorporates buses as a priority – much more can be done across the County Council and with our district/borough council partners to ensure new developments are designed with the bus at its centre along with walking and cycling. Too many developments have been built with access and facilities for bus use as a secondary consideration. We want developers to promote greater bus use by new residents.
6. Funding pressures mean that we will have to prioritise funding for bus services that contribute to the West Sussex Plan – requiring changes in the criteria used to determine bus support and grant funding for community transport. Rural access is a growing issue with transport solutions being expensive and sometimes difficult to achieve.
7. Public sector funding varies across West Sussex – by working with other public sector partners such as district/borough/parish and town councils, as well as the NHS, we want to provide equitable funding for services across West Sussex.
8. Young people can struggle to access their local services such as learning and work opportunities. The cost of public transport can be a barrier. Therefore we

will concentrate on working with partners to seek reduced fares and other solutions.

2.3 Opportunities

*The Bus Services Act 2017*

The basis of the Act is to give local authorities a new toolkit to enable improvements to be made to bus services in their areas. It provides a number of options (tools) that can be adopted including:

- Strengthened arrangements for partnership working between bus operators and local authorities (LA's) in England, introducing new Advanced Quality and Enhanced Partnership schemes;
- Bus franchising powers to replace previous Quality Contract Schemes;
- Modernised ticketing legislation and
- Powers necessary for a step change in the information available to passengers through audio and visual on-board information and through the provisions of open data on timetable, fares and bus services arrival times (in England).

Further detail of the opportunities within the Act can be found at Appendix 2.

Of interest to us are the potential benefits from Enhanced Partnerships and Advanced Ticketing Schemes. Enhanced Partnerships present greater opportunities than Advanced Ticketing Schemes.

The Act can be used to achieve three main categories of outcomes:

- Better Journeys
- Better Places
- Better Value

An Enhanced Partnership (EP) is an agreement between a local transport authority (such as the County Council) and the majority of local bus operators to work together to improve local bus services. It includes a clear vision of the improvements that the EP is aiming for (known as an EP plan) and the accompanying actions to achieve them.<sup>3</sup>

An EP Scheme can include vehicle specifications, branding, payment methods, ticketing structure, real-time information requirements, frequency of services and timetables amongst others. It also provides more benefits than ticketing schemes as shown in the table below:

<b>Can a requirement be put on bus operators to:</b>	<b>Ticketing schemes</b>	<b>Enhanced Partnership</b>
Sell and accept a multi-operator or multi-modal ticket (including in a specific format, such as on a smart card?)	✓	✓
Market particular tickets in a certain way (including promoting multi-operator tickets not just their own	✗	✓

<sup>3</sup> The Bus Services Act 2017 – New powers and opportunities OGL Crown copyright 2017

tickets)?		
Set all their tickets and fares on a standard set of 'zones' that applies to all operators?	x	✓
Follow common ticket rules for their own tickets (such as a standard length of 'period' tickets or age to qualify for a youth concession if offered)?	✓	✓
Sell or accept any ticket on a particular technology (such as a smart card)?	✓	✓
Charge a set price for a multi-operator ticket?	x	✓
Charge a set price for their own, single-operator tickets?	x	x

The Act does give LAs greater powers to determine where bus services run, when, fares and branding via Franchising. Bus services in London are run via a franchising model with all services effectively supported by the London Mayor on behalf of the city through Transport for London. However, this model requires large scale investment that the County Council cannot afford at this time and there is no appetite from bus companies as they lose the ability to run services where they want commercially. It would effectively mean the large commercial bus network would be dismantled. In addition the County Council would have to seek the permission of the Secretary of State. Therefore, the option of franchising is not being pursued as it is believed the likelihood of meeting the challenges will be achieved through new Enhanced Partnerships with the local bus operators, district/borough councils and other key stakeholders such as the Local Enterprise Partnership (LEP) and the NHS.

### *Community Transport*

West Sussex has many local community transport groups and schemes operating in local communities. However, many choose to operate locally as they have been developed by local residents to meet a local need. Some groups have grown to cover wider areas and tend to provide more services such as minibus operations, be they demand responsive or timetabled bus services.

There are seven community bus schemes operating weekly services from villages to shops in larger towns for residents who don't have a local accessible conventional bus or train service. These services provide a valuable link to those communities but rely on the goodwill of volunteers to sustain the service. Many older people rely on these services, travelling using their free bus pass.

Other larger community transport groups operate demand responsive services in both minibuses and cars to vital public services. Some use volunteers and others have paid staff with the latter often competing for County Council school and day service transport contracts to support their wider service.

Community transport often leads a fragile existence in West Sussex, competing for local authority grant funding and contracts. However, providers deliver valuable services that greatly contribute to the West Sussex Plan. A further challenge for



them is that minibus licensing is open to refreshed guidance from Government that could have a negative impact on their cost base.

We will work to have a more coordinated approach to community transport across all the public sector partners (including County, district/borough councils and the NHS). Whilst supermarkets sometimes contract local bus companies to provide shopping bus services for local communities, they generally don't work with local community transport providers. We will start a dialogue with the supermarket companies about this, as we believe they should seek to improve their corporate social responsibilities by working with local community transport providers.

Currently community transport groups can apply for grants in various ways. The mainstay for the larger groups is the annual revenue grants from the West Sussex Forum for Accessible Transport. In addition, the groups and smaller operators will seek funding from various sources including district/borough and town/parish councils. We have the opportunity to review this with the partners to provide a coordinated approach across the County.

### *Total Transport*

The Government awarded top tier councils funding to help them deliver change to improve passenger transport to meet the challenges they face. It was recognised that transport can be fragmented, particularly impacting rural areas with a variety of public sector funded transport services that cater for a range of transport needs. These included:

- Non-emergency patient transport
- Adult social care transport
- School bus services
- Community transport services and
- Subsidised local bus services

The County Council was a partner to a consortium of local councils including Surrey County Council and East Sussex County Council that bid for funding. They were successful in being awarded £490,000 for a number of initiatives across the tri-county area. The funds were passed to Surrey County Council who led the bid for the partners. The partners worked with Brighton and Hove City Council and other partners to understand the value of community transport, sought closer working with the NHS and established joint contractual approaches to supported conventional and school transport. However, further work is needed to realise the potential of close partnership. These areas feed into the challenges and opportunities outlined below.

The partners have all expressed a keenness to carry on the work together, having joint procurement solutions already in place. The opportunity is to take this work forward on bus and community transport services to the benefit of all parties. This should be formalised and concentrate on cross county solutions. The pooling of funds should be fully explored.

## 2.4 Challenges and Opportunities

The following table outlines the main challenges and opportunities in respect of buses and bus travel in West Sussex.

<b>West Sussex will be a place where:</b>	<b>Challenge (see 2.2)</b>	<b>Opportunity</b>
<p>Bus services are punctual, reliable and accessible</p> <p>Bus operators and their services give a consistently good level of quality for users across the county</p> <p>Air Quality is better as a consequence of investment in cleaner buses as opposed to cars</p>	<p>1.How to tackle congestion to improve bus service punctuality</p>	<p>1. Ensure all plans and solutions to improve traffic congestion prioritise buses along with other sustainable travel modes</p> <p>2. Complete Road Space Audits in towns to maximise access for bus services</p> <p>3. Work with bus operators to share bus GPS data to see where congestion occurs</p> <p>4. Identify opportunities for bus lanes</p>
<p>Bus users can plan, book and pay for travel using the latest technology</p> <p>Bus services give people a viable alternative to being a car owner</p> <p>Bus services allow older people to continue to live independently</p> <p>Bus travel is affordable for users</p>	<p>2.Improve cross ticketing across operators and modes and Easy Payment Systems</p>	<p>5. Improve the Discovery Card offer working across all operators including concentrated marketing to promote it to residents</p> <p>6. Agree affordable/competitive prices for multi operator tickets depending on location</p> <p>7. Consider zoned ticket prices in areas served by multi operators</p> <p>8. Bus/Rail smart ticketing specifically for older people</p> <p>9. Specify technology for easy payments</p> <p>10. Seek greater use of buses by local employers</p>
<p>Air Quality is better as a consequence of investment in cleaner buses as opposed to cars</p>	<p>3.Use of Clean Technology</p>	<p>11. Promotion of bus use reducing emissions compared to cars</p> <p>12. Prioritise newer cleaner buses in air quality areas, seek funding for retrofitting clean exhaust filters or new vehicles</p> <p>13. Work with bus operators on investing in new vehicle technology</p>
<p>Bus services are punctual, reliable and accessible</p>	<p>4.Prioritise investment in modern suitable bus infrastructure</p>	<p>14. Work with partners to improve infrastructure offer for residents including smart shelters</p> <p>15. Improve bus information sources for modern travellers using the latest technology</p>

		16. GPS on all services linked to real time at roadside and key locations such as rail stations, shopping centres, major employment zones
<p>Bus services are punctual, reliable and accessible</p> <p>Bus users can plan, book and pay for travel using the latest technology</p> <p>Bus services give people a viable alternative to being a car owner</p>	5.Design new developments to incorporate buses as a priority	<p>17. Seek developers funding free/low cost bus travel for new residents on new housing developments for a period to engender a bus culture</p> <p>18. Developers to design housing and industrial estates with easy access for buses and modern smart stops and shelters</p>
<p>Bus services give people a viable alternative to being a car owner</p> <p>Bus services allow older people to continue to live independently</p> <p>Bus travel is affordable for users</p>	6.Prioritise support funding for bus and community transport services that contribute to the West Sussex Plan	<p>19. Update bus funding criteria to reflect the outcomes in the West Sussex Plan</p> <p>20. Review use of grant funding for CT</p> <p>21. Develop a proposal for partner Councils to assist in funding most needed local services</p> <p>22. Ensure plans for services are rural proofed</p> <p>23. Develop internal minibus and transport service to assist in filling some gaps in the delivery of passenger transport, particularly in rural areas.</p>
<p>Bus services give people a viable alternative to being a car owner</p> <p>Bus services allow older people to continue to live independently</p> <p>Bus operators and their services give a consistently good level of quality for users across the county</p>	7.Public sector funding varies	<p>24. Develop an agreement with District/Borough Councils to provide joint funding with WSCC</p> <p>25. Develop existing agreements with Town and Parish Councils to provide funding towards local bus and community transport</p> <p>26. Formalise agreements across the Total Transport Councils to continue to pool funds and joint working on solutions across the region</p>
Bus services give	9. Bus Travel can be unaffordable for some	27. Work with bus operators to provide young peoples child

people a viable alternative to being a car owner  Bus travel is affordable for users	young people	fares for 16-19s in full time education
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2.5 Funding

Funding for bus services has been steadily reduced in recent years. Government grants ceased, leading to a reduction in support for conventional bus services, though the grants for community transport were ring fenced. Since the Government transferred the responsibility for administration of ENCTS in West Sussex from District/Borough Councils to the County Council in 2011/12 funding for the scheme has been increased by over £2.5m since it transferred to WSCC in order to meet inflationary pressure, putting further pressure on reducing budgets.

However, commercial bus patronage across West Sussex has been steadily increasing and seen as a success story. The bus operators have told us this is partially down to how we have worked together supporting some services where needed, but also in the delivery of much needed infrastructure and information about their services. Capital funding from infrastructure improvements has come from various sources including WSCC Highways, S106 developer funding and Local Enterprise Partnership (LEP) that provides funding for growth.

Bids for capital funding for bus infrastructure improvements can be made through two programmes. The funds can come various sources. Schemes costing over £1m are delivered within the Strategic Transport Improvement Programme (STIP). Schemes costing less than £1m are delivered through the Local Transport Improvement Programme (LTIP). Both programmes have potential schemes evaluated against set criteria as funding has to be prioritised. Work on LTIP has been progressed at pace, leading to a number of improvements with officers working with the bus companies.

Other opportunities can be explored with the Total Transport Fund partners, notably the use of community transport and the internal fleet.

3 DELIVERING THE STRATEGY

The Bus Services Act outlines the powers and opportunities that local authorities can use to improve bus services to support the economy and connect communities to the workplace and vital public services.

Whilst funding remains challenging there are the opportunities explored in 2.5.

Given on-going funding constraints the Strategy does not contain specific targets. The proposed delivery plan is set out below. We will work with all relevant partners to deliver the strategy which will benefit the residents and economic vitality of West Sussex.

### 3.1 Actions

**Action 1:** We will strengthen relationships between the County Council and its key stakeholders including bus and community transport operators, public sector partners and the LEP. We will put in place governance arrangements to oversee the delivery of the bus strategy, monitor and report on progress.

**Action 2:** We will enter into an Enhanced Partnerships arrangement under powers within the Bus Services Act 2017 with the bus operators and other partners. The partnerships will seek to actively achieve better bus services used as a travel more of choice over the car where appropriate. This will include identifying how the partners work together to combat congestion through road reallocation and other bus prioritisation solutions.

**Action 3:** We will ensure our approach to reviewing use of road space and developing highways and transport schemes fully considers how buses will be prioritised over cars.

**Action 4:** We will ensure the Local Transport Plan 2011 to 2026 is reviewed to align with this Bus Strategy.

**Action 5:** We will formalise our partnering arrangements with Surrey County Council, East Sussex County Council and Brighton and Hove City Council, developed through the Total Transport initiative, and work together to pool resources where appropriate.

**Action 6:** We will ensure that new developments are designed to accommodate buses and that developer funding is ringfenced to fund low cost bus travel.

**Action 7:** We will take forward the delivery of bus infrastructure through the Local Transport Improvements Programme (LTIP). See Appendix x for list of proposed schemes.

**Action 8:** We will review supported bus services and community transport funding to prioritise where they mostly contribute to the West Sussex Plan.

**Action 9:** We will develop a joint plan with bus operators to prioritise the use of clean vehicles in Air Quality Management Areas.

**Action 10:** We will, through the Enhanced Partnerships, improve multi-operator and multi-modal travel by reviewing the tickets and products allowing this. This will include seeking to have fares structures aligned across operators on an easily understood basis and the increased use of easy payments solutions enhancing the experience for users.

**Action 11:** We will, through the Enhanced Partnerships, support investment in clean bus technology solutions and new vehicles in areas where congestion occurs and Air Quality Management Areas. In addition, we will support the use of new technologies including hybrid and electric vehicles.

**Action 12:** We will, through the Enhanced Partnerships, work with bus companies to provide lower cost fares for young people and other incentives for their use and to build commercial patronage.

**Action 13:** We will work with district/borough and town/parish councils to jointly contribute to the cost of supporting non-commercial bus and community transport services.

**Action 14:** We will work with our partners seeking alternative sustainable provision in rural areas where conventional buses are not suitable.

**Action 15:** We will review the funding of community transport with district/borough/town/parish councils to provide a coordinated approach to its local provision.

**Action 16:** We will work closely with community transport providers in the delivery of training and vehicle sharing to help their prospect of viability. We will work with community minibus operators in the sharing of resources to keep costs down.

### 3.2 Communications Plan

To ensure that the benefits of the Strategy can be achieved our approach is to carry out the following actions:

**Action C1:** Public consultation on intended strategic priorities in spring 2018

**Action C2:** Revise Strategy taking into account stakeholder feedback.

**Action C3:** Set baseline data for existing bus services through Enhanced Partnership working group, including use of GPS bus tracking for congestion/punctuality and bus user surveys. Explore use of online and app solutions for future user feedback.

**Action C4:** Public engagement exercise following review of support bus and community transport funding (See Action 8 above). This is expected to take place in autumn 2018 with any changes in 2019.

All communications will be carried out in accordance with WSCC Community and Communication strategies.

## Appendices for background

### APPENDIX 1

#### 1. Existing Approach

##### 1.1 Conventional Bus Services

The County Council spends £1.8m on directly supporting conventional timetabled bus services that are not commercially viable. In addition income from developer contributions, Gatwick Airport, other large employers and some town and parish councils increases the expenditure on supporting bus services to £3.4m. This approach has been used for many years following the deregulation of bus services in 1986. The amount has reduced since Central Government ceased substantial funding to Local Transport Authorities (LTA's) for rural transport (the Rural Bus Subsidy Grant).

Nearly 27 million passenger journeys are undertaken across all timetabled bus services in West Sussex each year. The majority of these services are on services operated commercially with no support from the County Council. Approximately 13.5 million bus miles are undertaken across the network.

The current criteria for prioritising services are based on the following:

- Cost per passenger subsidy
- Wider Economic Impacts provided by service location/type
- Patronage Trends – likelihood of increase leading to commercialisation
- Resource options – likelihood of attracting alternative funding
- Option value – whether there are alternatives for residents to access
- Interchange possibilities
- Contribution to Land Use Policy

Weightings to the criteria were added when reviewing supported services in 2011. This allowed exploration of service frequency reductions as opposed to full funding withdrawal where possible enabling some residents to still have a service in some cases.

The County Council works with local bus operators and other partners such as district/borough councils, and developers in the commissioning of bus infrastructure such as bus stops, shelters and Real Time Passenger Information (RTPI). This is via capital funding and developer (S106) contributions.

## 1.2 Community Transport

The County Council provides grant funding to community transport schemes who apply via the West Sussex Forum for Accessible Transport on an annual basis. This is to support schemes providing community buses that are timetabled services operated by voluntary organisations where conventional bus services wouldn't operate, notably in rural areas. In addition, it supports demand responsive schemes such as Dial-a-Rides, voluntary car schemes and shopmobility services. The total annual budget for these grants is £155k

## 1.3 English National Concessionary Travel Scheme (ENCTS)

ENCTS provides free off-peak bus travel for people who have reached the national retirement age and people of any age with registered disabilities. The national scheme is administered locally by the County Council, which has decided to subsidise free bus travel for people with disabilities at any time.

The County Council reimburses bus journeys made by pass holders on registered timetable services starting in West Sussex. If the service returns from within another county or unitary authority's area they reimburse the return journey. Scheduled coach services are not included; only local bus services. If the number of passengers regularly causes the buses to overload the operator has to put on additional capacity and the County Council is duty bound to fund it.

It's a common misconception that the County Council is supporting the local bus services themselves through the Scheme. The payment to bus operators is reimbursing the pass-holders travel and not paying for the running of the bus itself.

The national Scheme isn't fully funded so the County Council has to fund any shortfall from within its own budget. The overall cost of the scheme is approximately £11m per annum. The approximate number of bus journeys undertaken by pass holders is 9.5m (2016/17). The number of journeys has been falling in recent years mainly owing to the increase in eligibility age for older people. However, this still means about 35% of all bus journeys are undertaken by non-paying passengers.

#### 1.4 Home to School Transport

The County Council has a statutory duty to provide free school transport for entitled pupils attending their nearest suitable school based on meeting walking distance criteria. Approximately 7,000 pupils receive transport that can be via local bus services, trains, coaches and taxis. The latter are generally used for children with Special Educational Needs and Disabilities (SEND) who are unable to travel on conventional public transport.

The County Council spends approximately £12.8m on Home to School Transport (including post 16) through purchasing season tickets, contracting coaches and taxis, as well as via its internal fleet. The costs are met through the Home to School Transport budget held by Education & Skills.

#### 1.5 Health and Social Care

The County Council arranges transport for residents eligible for day and/or residential services depending on criteria. Numbers of service users travel to and from day services via internal minibuses operated by the County Council. Others use local public transport using their ENCTS pass for free travel on conventional buses. In some cases this follows use of Independent Travel Training commissioned by Adults Services.

Travel to health care is made in various ways including by:

- Conventional bus services – that often include the local hospital in their routing. Older passengers may be able to travel free off-peak via ENCTS, disabled pass holders can travel anytime for free and can have a companion
- Community Transport – residents can access local schemes, some of which specialise in travel to medical appointments and provide companions to help them when at the hospital or other medical facility
- Patient Transport Services (PTS) – for eligible people with a diagnosed health care need whose travel is funded by the NHS using cars and accessible minibuses

The County Council has worked with local bus operators and the NHS to divert services into hospitals as well as providing travel information screens in the reception area.

## APPENDIX 2

### 1 Bus Services Act 2017 – partnering (PCs)



The Bus Services Act allows LTAs (outside London) options to play a greater role in their local bus networks. The Act outlines Four approaches that WSCC could pursue:

#### *Advanced Quality Partnerships*

Under a bus partnership services continue to be operated by commercial bus operator. New standards are set which some or all of the bus operators in the area are required to meet. The Advanced Quality Partnership Scheme (AQPS) is made by the local authority generally for a service, route or corridor. However AQPS can be for a wider geographic area. Operators not meeting the standards in the AQPS will not be able to use any of the infrastructures the local authority has provided. Operators do have a say in the proposals but this can be a time consuming process.

#### *Enhanced Partnerships*

An Enhanced Partnership (EP) is an agreement between the local authorities and the majority of the bus operators to work together to improve local bus services. It includes a clear vision of the improvements it is aiming for from the EP Plan. A framework is set up to ensure the partners have the best opportunity to solve problems together as a collective. The range of outcomes that can be achieved through an EP is broader than can be delivered through an AQPS.

#### *Franchising*

Franchising is an established model used in London as well as many cities across Europe. Local authorities have the power to determine where and when services will run and how they will be operated. This is typically under a contract to the local authority. Franchising does cost the local authority more to operate as it has a dramatic impact on the commerciality of the services. It brings many opportunities but does expose local authorities to significant financial risks.

The decision to introduce a franchising arrangement has to be taken locally by a named individual such as a Mayor, who is accountable for it. The Secretary of State for Transport has to approve the franchising scheme.

#### *Advanced Ticketing Schemes*

These establish multi-operator and multi-modal ticketing schemes where local authorities can specify, among other things, technology that is used. The authority also has to consider how advanced ticketing arrangements can be facilitated with journeys to and from nearby authorities. Powers do not allow local authorities to set the price of tickets as they have to be agreed by the operators.

The County Council did have voluntary quality bus partnerships but these have largely fallen by the wayside owing to lack of resources. However, some pockets of good work have been undertaken through the Growth Plans on a local basis, such as in Crawley. In addition, the County Council has worked closely with bus operators on improvements to local bus infrastructure through the Local Transport Improvement Programme (LTIP) where bus infrastructure improvements of up to £1m can be delivered. Congestion remains an issue as it is growing on key corridors used by bus services that require a broader approach to achieving solutions.

Discussion:

Bus patronage in West Sussex has been rising in the last ten years contrary to a national trend of falling numbers outside London. The majority of the journeys are undertaken on commercial bus services with no direct support from the County Council.

Whilst season tickets are purchased for entitled pupils and journeys are reimbursed under ENCTS the bus companies have largely invested themselves in those services. Successes have been where the County Council provides good bus infrastructure and RTPI working in collaboration with the bus operators and district/borough councils.

The option of Bus Franchising isn't considered appropriate at this current time as it would essentially mean the County Council would have to seek the Secretary of State's approval with a suitable business case. That business case would require substantial ongoing funding to resource a local model akin to Transport for London. Therefore franchising is being discounted to ensure there remains a robust commercial network in West Sussex.

Is there a potential link with crowd-funding (our Space Hive project) to secure funding for community transport? If there is, it could be a great outcome.

## Appendix B

### Bus Strategy Consultation headlines

#### Responses received

- 1289 total
- 42% people aged 65+
- 22% people who consider themselves to have a disability or long-term illness
- 47% free bus pass holders

By District/Borough:

Adur & Worthing	183
Arun	243
Chichester	362
Crawley	70
Horsham	200
Mid Sussex	199
Out of county	11
Not given	21

#### Objectives (overall averages)

- 87% agree
- 7.8% disagree
- 5.2% not answered

#### Priorities

Top three ranked by importance:

1. Prioritise investment in good accessible bus infrastructure for bus users
2. Give buses priority over other travel modes when congestion occurs
3. Work with all tiers of Local Government in seeking funding for prioritised local bus and community transport services.

Sample comments:

- *I feel the first thing to do if you want people to use public transport over cars is to invest in the infrastructure - provide a good viable public transport system first!! This gives people a choice.*
- *Establishing robust infrastructure for bus services is key. Good accessibility infrastructure such as shelters and RTI are vital when trying to encourage a shift from car use - especially for access to employment and education.*

- *It is important that buses have priority on the road so they can keep to their timetable. Too many buses are running late because of congestion on the roads.*
- *By giving buses priority on some routes they would be an attractive alternative to car use as commuters weigh up cost and time considerations.*
- *Ultimately bus transport needs to be subsidised. When prices are affordable, reliable and a viable network exists then buses will provide a solution to congestion and pollution.*
- *The County Council should continue to subsidize the bus service to ensure that there is no discrimination for older, less able members of the community and to ensure that young people can have access to the larger towns during term and half term breaks.*

### **Other key concerns (with sample comments)**

#### **Isolation of rural communities**

- *My principle concern is that buses to villages are not cut, or bus times further reduced in number. They are a life-blood.*
- *Communities would be devastated without a local and regular bus service.*
- *Ensure that rural communities' bus routes are not sacrificed in the quest to save cost. Integrate them with nearby routes so villages are still served.*
- *The strategy should include an objective to reduce and reverse the isolation of rural communities that have either had their only bus service removed or have it under threat.*
- *We need a bus back at Westbourne. I cannot walk very far and have breathing problems. I moved to Westbourne 4½ years ago because there was a bus service to Havant and now we have none, and I can't live independently anymore. I feel trapped.*

#### **Infrequent/unreliable services**

- *If you are serious about encouraging people out of their cars you need to make buses quicker and more reliable especially at peak times.*
- *Frequent and regular services attract customers. Last bus at 6pm will never attract anyone.*
- *Ensuring buses run more frequently and start and finish earlier and later for people who work outside 9-5 and buses 7 days a week*
- *I haven't seen any mention of late evening buses. Demand for these by older users is probably limited but younger users would surely benefit from buses to get home from town later than 8 pm?*

#### **Bus fares too expensive**

- *If you really want people out of their cars, you need fares that they will find attractive.*

- *I would like to see a national policy where public transport is provided cheaply, and to an extent where most car journeys can be replaced by public transport; sadly, in most cases car travel is much quicker, more convenient, and/or much cheaper.*
- *Find a way of reducing fares for ordinary working people, at the moment it's cheaper and more convenient to use the car.*
- *Most young people don't have much spare money and they won't use any bus service if they can't afford it.*

### **Need for integrated travel system**

- *Look at how many European countries manage their bus / train / tram / car share systems to provide a "joined up" public transport system.*
- *Ensure buses and trains can be joined up where possible to provide viable alternatives to the car.*
- *Buses must be seen as part of the solution and therefore used in an integrated strategy so they must be routed to railway stations and tie into train timetables.*
- *Government needs to lead the way in developing a national viable public transport system that people want to use and not feel they are second class when using it.*

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## **Environment, Communities and Fire Select Committee**

**13<sup>th</sup> June 2018**

### **2017/18 Outturn Total Performance Monitor**

#### **Report by Executive Director Economy, Infrastructure & Environment and Executive Director Communities & Public Protection**

##### **Executive Summary**

The finance (revenue and capital), savings programme and performance are currently monitored monthly through the Total Performance Monitor (TPM). This monitoring and reporting mechanism brings together all these elements of West Sussex County Council's operation in a way of reporting "one truth" to all stakeholders. The report is intended for the public, senior officers, all Members (including Select Committees) and Cabinet.

The TPM information in this report reflects the 2017/18 outturn performance position in relation to the services which fall under the remit of the Environment, Communities and Fire Select Committee and has been reviewed by Cabinet Members and senior officers within the authority.

The recommendations within the TPM will be approved by the Cabinet Member for Finance and Resources as a decision report.

From 2017/18, local authorities are required to present for audit their formal financial statements by 31 May. The figures quoted in this report are consistent with these statements which will be approved by the Regulation, Audit and Accounts Committee on 23 July. While no material changes are anticipated, they are subject to the external audit which is currently underway.

##### **Recommendations**

The Committee is asked to:

1. Examine the data and supporting commentary for the 2017/18 outturn TPM and make any relevant recommendations for action to the Cabinet Member;
2. Identify any issues for further scrutiny by this Committee; and
3. Identify any strategic issues for referral to the Performance and Finance Select Committee.

## **1. Revenue Budget Outturn Position**

### **1.1 Highways and Infrastructure**

1.1.1 The Highways and Infrastructure portfolio has underspent by £0.8m. The main revenue year-end variations for the service areas within the portfolio that come under the remit of this Select Committee are set out below:

- Capitalisation of costs to support Operation Watershed activity £0.4m
- Reduced demand for the National Concessionary Fare Scheme £0.6m
- Higher than expected income from the Streetworks Permit scheme which has been used to offset relevant costs £0.5m

1.1.2 These underspends have been able to absorb some minor pressures incurred during the year which include:

- Additional consultancy support for the procurement of a new Highways Maintenance contract £0.3m
- Additional legal costs to support planning appeals £0.1m
- A small overspend on our street lighting PFI £0.1m
- Additional transport costs £0.1m

### **1.2 Environment**

1.2.1 The Environment portfolio is showing a £1.2m overspend at year-end. A summary of the main revenue variations are set out below:

- Delays in implementing new arrangements to dispose of waste in the form of Refuse Derived Fuel (RDF). These related to issues in respect of the successful contractor obtaining the necessary licences to move the waste abroad and also finalising contract terms with the Mechanical Biological Treatment (MBT) operator to move the RDF to the appropriate part of the site
- Financial pressure of £0.7m has also been generated following the decision not to charge residents for disposing of certain types of waste at Household Waste Recycling Centres (HWRCs)

1.2.2 Significant benefit has been generated in February and March from a drop in tonnages through the HWRCs due to the inclement weather. Given this volatility, a £0.5m reserve has been created to offset the possibility of significant increases in tonnages in early 2018/19 and this is included within the outturn variation for the portfolio. (See paragraph 2.2).

### **1.3 Safer, Stronger Communities**

1.3.1 The Safer, Stronger Communities portfolio has shown an overspend of £0.2m at year-end. A summary of the main revenue variations set out below:

- Additional costs relating to the dual running of the IT system at the Sussex Control Centre
- Increased spending on retained firefighters during February and March due to additional pressure on the service during the inclement weather conditions



#### 1.4 Leader (including Economy)

1.4.1 The Leader portfolio has underspent by £0.5m in 2017/18. The summary of the revenue year-end variations for the service areas within the portfolio that come under the remit of this Select Committee are set out below:

- Reprofiting of revenue feasibility works at the Horsham Business Park
- Delays in the procurement of the lease for the Bognor Digital Hub
- Minor variations in spend within the Economic Development Service.

## 2. **Carry-forwards/Transfer to Reserves**

2.1 The carry-forward of grants and specific requests were approved as part of the February TPM to enable the closedown of the accounts. These totalled £2.647m. The carry-forward requests that come under the remit of this Select Committee are detailed below:

<b>CARRY-FORWARD OF GRANT REQUEST</b>	<b>£'000</b>
<b>Safer, Stronger Communities</b> <ul style="list-style-type: none"> <li>• Late grant allocation for Fire Operations - Grant received from the Home Office on the 15th March 2018 to support the rollout of the Emergency Services Mobile Communication Programme (ESMCP).</li> </ul>	97

2.2 There are a number of outstanding issues which have been investigated and are likely to have associated financial implications. New reserves allocating funding to support these pressures will be set up for 2018/19. The reserves which relate to the Environment, Community and Fire Select Committee are listed below:

- **Waste Volatility Account £0.5m** – to fund a potential increase in tonnage volumes which may appear during the early part of 2018/19 financial year as a result of the reduced tonnages at the Household Waste Recycling sites in February and March due to inclement weather conditions
- **Pothole Action Bonus Reserve £0.540m** – funding to support the Council carrying out permanent repairs to at least another 2,000 potholes across the county

## 3. **Savings Programme**

3.1 The 2017/18 savings target across the portfolio budgets was £16.8m. Of this amount £15.4m (or 92%) was delivered as originally envisaged or the saving has been achieved via a different mechanism. £1.4m was judged as having no expectation of delivery by the end of the financial year. In relation to the services that fall under the remit of this Select Committee there is one saving of £0.7m for waste charges which has been addressed in the 2018/19 budget (see paragraph 1.2.1.).

## 4. **Capital Programme**

4.1 The overall capital programme showed a revised budget for 2017/18 totalling £114.6m, with £101.0m on Core Services and £13.6m on Income Generating Initiatives. The actual spend for 2017/18 was £98.0m, representing a variance of £16.6m (or 14% of £114m) from the revised budget as reported

in previous TPMs. The main variations relating to this Select Committee are outlined below.

#### 4.2 Highways & Infrastructure

4.2.1 The capital payments for Highways & Infrastructure in 2017/18 were £33.1m, which was a decrease of £4.2m from the revised estimated payments of £37.3m. The main areas of movement across the portfolio were:

- **Broadband (-£2.4m)** – BT planning processes resulted in payment milestones not being achieved. This position is being managed by BT and is not forecasted to impact the overall delivery of the contract other than in delaying completion.
- **Flood Management (-£0.5m)** – The conclusion of complex modelling showed a reduction in properties at risk therefore WSCC agreed with the Environment Agency to reprofile its grant funding into 2018/19.
- **Keymer Junction (-£0.3m)** – The Cabinet Member and local members agreed to withdraw from the scheme. This was wholly funded from s106 agreements which can now be spent on another scheme subject to a viable business case.
- **National Cycle Networks 2 (£-0.3m)** – A revised construction programme showed completion in early 2018/19 compared to the previous estimate of late March 2018. This was as a result of late ground investigation prior to construction, and dealing with challenging site conditions and addressing additional essential maintenance works.
- **Pothole Action Fund (-£0.2m)** – The costs for works programmed in 2017/18 came in lower than anticipated and the budget has been reprogrammed into 2018/19.

#### 4.3 Environment

4.3.1 The capital payments for Environment in 2017/18 were £11.8m, a reduction of £2.0 from the revised estimated payments of £13.8m. The main areas of movement across the portfolio were:

- **Your Energy Sussex - Westhampnett Solar Farm (-£1.1m)** – This scheme was contracted to be delivered by Carillion. Following their insolvency, WSCC negotiated directly with the sub-contractors to finish the project, and this has delayed completion.
- **Carbon Reduction (-£0.5m)** – This project was also delayed by Carillion's insolvency.
- **Brookhurst Wood - Site Ha (-£0.2m)** – The project was reviewed while different options were considered. A full business case for the remainder of the budget will be presented once a preferred option is finalised.

#### 4.4 Safer, Stronger Communities

4.4.1 The capital payments for Safer Stronger Communities for 2017/18 were £1.8m, which was a reduction of £3.5m from the revised estimated payments of £5.3m. The main areas of movement across the portfolio were:

- **Fleet (-£2.4m)** – This was reprofiled into future years due to as user requirements were not finalised until late in the financial year.

- **Fire Equipment (-£0.6m)** - Slippage occurred due to WSFRS awaiting new national guidance to help develop the specification for fire ground radios. The new guidance is expected in the 2018/19 financial year.

#### 4.5 Economy (including Leader)

- 4.5.1 The capital payments for Economy including Leader for 2017/18 were £0.5m, which was a reduction of £0.7m from the revised estimated payments of £1.2m. The main areas of movement across the portfolio were:
- **Bognor Creative Hub (-£0.6m)** - The lease negotiation process with Govia Thameslink Railway and Network Rail took longer than expected which impacted on the date of the procurement.

### 5. **Performance Framework**

- 5.1 This report provides an update to the year-end position against the Future West Sussex Plan (2015-19) reported in the February TPM report. This is the final report on the 2015-2019 plan, which will be replaced with the West Sussex Plan 2017-2022.
- 5.2 The West Sussex Performance Dashboard enables services to provide details of the aims for each goal and the activities and actions being undertaken to meet the targets set.

<https://performance.westsussex.gov.uk/>

- 5.3 The year-end position for the measures for 'Championing the Economy' that come under the remit of the Environment, Community and Fire Select Committee are listed below.
- 5.4 Gross Value Added (GVA) per head of population (10) – Year-end outturn **Green**:
- GVA indicates the level of economic activity within an area by measuring its production of goods and services. It is a measure that allows comparison of areas, and highlights variations in performance with a region, and trends over time. The GVA figure is used to indicate the economic well-being of an area.
  - For 2017, GVA in West Sussex was estimated at £25,978, and meets the target to achieve £21,180 per annum. Although we have exceeded our target, we remain lower than the England average (£27,060), and the South East average (£28,506).
- 5.5 Average earnings in West Sussex (11) – Year-end outturn **Green**:
- This measures the earnings levels for residents in West Sussex wherever they might be working.
  - For 2017, average earnings in West Sussex were £554.1 per week, exceeding the target of £552.70. However, this is a 0.5% drop from the previous year when regionally earnings levels increased by 2.5% and increased by 2% across England.
- 5.6 Business support and grants (13) - Year-end outturn **Green**.
- We aim to support at least 300 businesses during the year. Activity and support remains strong and this year we have supported over 320

businesses. We also have many businesses that are kept in touch with newsletters. Examples of support include:-

- The current LEADER programme has supported 44 businesses providing grants to the value of £4.16m (with match funding) and created over 51 fte new jobs in our rural areas.
- The Experience West Sussex tourism website now features around 245 businesses. A follow-up survey, publicised on the website and social media, was undertaken in early 2018 and showed that the economic impact of the 2017 campaign was around £2million to the local economy.
- Bognor Regis Creative Digital Hub has a contact database of around 200 businesses receiving regular information about the Hub community and events.
- WSCC's commitment to science, technology, engineering & mathematic (STEM) has continued through sponsorship and officer time. Preparation is in full swing for 2018's STEM events.

5.7 Unemployment rate for people aged 50-64 (16) – Year-end outturn **Green**.

- We aim to keep the percentage rate below 0.9%. From April to January 2018 we maintained 0.8% or better and for February and March the figure stands at 0.9%. This compares to the South East average of 0.8% and the England average of 1.2%.
- This measure shows the number of 50-64 year olds claiming Jobseeker Allowance and in future will not provide an accurate reflection of unemployment because of the introduction of Universal Credit.

5.8 Broadband roll out (17) – Year-end outturn **Green**.

- Last year, an additional £2.5 million was invested by WSCC and central government to ensure that an extra 3,000 homes and businesses in West Sussex will have access to 'superfast' fibre broadband by December 2017. A new phase has since been added for a further 4,000 premises by December 2018, giving a new total of 7,000 additional premises.
- The project is progressing well with detailed network design, planning and engineering surveys continuing and so far has delivered access to 'superfast' fibre broadband to an extra 3,307 premises in West Sussex (exceeding the original target of 3,000 by December 2017). The service will be meeting BT shortly for an 'end of financial year' review to discuss progress this year.

5.9 Payment to small and micro businesses (12) - Year-end outturn **Amber**.

- We aim to pay all invoices within 20 days, and although we have improved performance since the start of the year to 93%, we have not met our year-end target.

5.10 16-17 year olds in education, employment or training (14) – Year-end outturn **Amber**.

- The annual outturn result for this measure is based on the average figure for December, January and February, as determined by the DfE. The 3-month average for West Sussex is 88.9% of young people in Education, Employment or Training, against the target of 95%. The results are lower than last year (90.1%) and remain lower than the national and regional figures (91.9% and 90.6% respectively).
- Our unknown figures remain high at 8.1% compared to national at 3.3% and regionally at 4.6%. Attempts to contact our remaining 'unknown'

young people continue to the end of the year using WSCC Contact Centre staff, IPEH Hub staff, ongoing communication with schools and post-16 providers, liaison with neighbouring authorities, and using an on-line survey for young people and parents to access directly. The majority of our remaining 'unknown' young people are of academic age 17 (year 13) so work is currently underway to specifically target contacting this cohort.

**5.11 Apprenticeships in West Sussex (15) – Year-end outturn unknown**

- Last year apprenticeship starts were 5,790 and we aim to increase by 5% each year to 6,080 by March 2018. The longer term intention is to continue increasing the number of apprentices in the county and within the County Council. This year's numbers have not yet been published due to delays by the DfE. However, we have increased the number of apprentices with WSCC by 25% and currently have 58 across the council including schools.

**6. Consultation**

Analysis has been developed in liaison with service managers.

**7. Equality Impact Review**

An Equality Impact Review is not required as there are no decisions to be taken.

**8. Resource Implications and Value for Money**

See above.

**9. Risk Management Implications**

The duty to monitor the effective development and operation of risk management falls within the terms of reference of Regulation, Audit and Accounts Committee (RAAC) and is no longer reported as part of the TPM.

**10. Crime and Disorder Act Implications**

No implications.

**11. Human Rights Act Implications**

Inappropriate budget decisions could impact on human rights of service users.

**Lee Harris**

Executive Director Economy,  
Infrastructure & Environment

**Nicola Bulbeck**

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Public Protection

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**Background papers**

None

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# Forward Plan of Key Decisions

## Explanatory Note

The County Council must give at least 28 days' notice of all key decisions to be taken by the Members or officers. The Forward Plan includes all key decisions and the expected month for the decision to be taken over a four-month period. Decisions are categorised in the Forward Plan according to the [West Sussex Plan](#) priorities of:

- Best Start in Life
- A Prosperous Place
- A Safe, Strong and Sustainable Place
- Independence in Later Life
- A Council that Works for the Community

The Forward Plan is updated regularly and key decisions can be taken on a daily basis, when published decisions are available via this [link](#). The Forward Plan is available on the County Council's website [www.westsussex.gov.uk](http://www.westsussex.gov.uk) and from County Hall in Chichester, all Help Points and the main libraries in Bognor Regis, Crawley, Haywards Heath, Horsham and Worthing.

**Key decisions** are those which:

- Involve expenditure or savings of £500,000 or more (except decisions in connection with 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:

<b>Decision</b>	The title of the decision, a brief summary and proposed recommendation(s)
<b>Decision By</b>	Who will take the decision
<b>Date added to Forward Plan</b>	The date the proposed decision was added to the Forward Plan
<b>Decision Month</b>	The decision will be taken on any working day in the month stated
<b>Consultation</b>	Names of consultees and/or dates of Select Committee meetings
<b>Background Documents</b>	What documents relating to the proposed decision are available
<b>Background Documents from</b>	Who you can contact to obtain background documents (if available)
<b>Author</b>	The contact details of the decision report author
<b>Contact</b>	Who in Democratic Services you can contact about the entry

For questions about the Forward Plan contact Helena Cox on 0330 22 22533, [helena.cox@westsussex.gov.uk](mailto:helena.cox@westsussex.gov.uk)

**Published: 1 June 2018**



## Leader

<b>Adoption of the Economic Growth Plan</b>	
In October the County Council published The West Sussex Plan which sets out the Council's priority outcomes and ambitions for the period 2018 to 2022. An Economic Growth Plan has been developed, setting out the priorities, activities and resources to drive the County Council's economic development and growth ambitions. The Economic Growth Plan will support the delivery of the 'Prosperous Place' outcome.	
<b>Decision By</b>	Ms Goldsmith, Leader and Mr Hunt, Cabinet Member for Finance and Resources
<b>Date added to Forward Plan</b>	2 November 2017
<b>Decision Month</b>	June 2018
<b>Consultation</b>	Member Day 6 December 2017, Environment, Communities and Fire Select Committee 31 January 2018 and 16 March 2018, Consultation with District and Borough councils, Coast to Capital Local Enterprise Partnership, South Downs National Park, Area Economic Partnerships, and business organisations.
<b>Background Documents</b>	None
<b>Background Documents from</b>	Author
<b>Author</b>	Carolyn Carr - 0330 22 23836
<b>Contact</b>	Katherine De La Mora - 0330 22 22535

<b>Coast to Capital Local Enterprise Partnership Strategic Economic Plan</b>	
In 2014 the Coast to Capital Local Enterprise Partnership (LEP) published its Strategic Economic Plan (SEP) which outlines the strategy for economic growth for the Coast to Capital LEP region.	
Following the decision to leave the EU and the emergence of the Industrial Strategy, the LEP has been developing a new SEP to clearly set out the economic challenges and opportunities for the region, and what conditions, investment and interventions are needed to achieve economic growth.	
The Council has been developing an Economic Growth Plan for West Sussex and has been working closely with the LEP to ensure that there is alignment with the priorities within the SEP.	
The Leader is recommended to formally consider the SEP and, if appropriate, endorse the Plan for adoption.	
<b>Decision By</b>	Ms Goldsmith, Leader
<b>Date added to Forward Plan</b>	29 March 2018
<b>Decision Month</b>	June 2018
<b>Consultation</b>	Key stakeholders, partners and businesses were consulted on the draft SEP proposals in March 2018
<b>Background Documents</b>	Draft Strategic Economic Plan
<b>Background Documents from</b>	<a href="http://www.coast2capital.org.uk">www.coast2capital.org.uk</a>
<b>Author</b>	Carolyn Carr - 0330 22 23836
<b>Contact</b>	Katherine De La Mora - 0330 22 22535



### Proposals for the development of the former Novartis Site

In December 2016 the Council purchased the former Novartis Pharmaceuticals site in Horsham, West Sussex (LDR15 (15/16)) to meet a number of strategic objectives of the County Council, particularly around economic growth and facilitating higher value employment. The Council has been progressing plans for the redevelopment of the site, in accordance with the adopted decision.

It is anticipated that a planning application for a mixed use scheme on the site will be made later in the year which will include Grade A office space to support the maintenance of high quality employment at the location.

The Leader will therefore be asked to approve the submission of an outline planning application for the proposed redevelopment of the site.

<b>Decision By</b>	Ms Goldsmith, Leader
<b>Date added to Forward Plan</b>	25 May 2018
<b>Decision Month</b>	July 2018
<b>Consultation</b>	Performance and Finance Select Committee, 9 July 2018 (with Members of the Environment, Communities and Fire Select Committee invited to attend)
<b>Background Documents</b>	None
<b>Background Documents from</b>	Carolyn Carr
<b>Author</b>	Carolyn Carr - 0330 22 23836
<b>Contact</b>	Katherine De La Mora – 0330 22 22535

## Highways and Infrastructure

### Adoption of the West Sussex Joint Minerals Local Plan

The Council is preparing a Joint Minerals Local Plan (JMLP) for West Sussex in partnership with the South Downs National Park Authority. The JMLP was submitted to the Secretary of State at the end of May 2017 for independent examination. The hearing sessions of the examination took place in September 2017, and following a round of consultation on Proposed Modifications, the Inspector will issue his report on the Plans 'soundness', and whether or not it is suitable for adoption.

If found sound, the Cabinet Member for Highways and Infrastructure will be asked to endorse the Joint Minerals Local Plan, and recommend to County Council on 8 June 2018 that the Plan be formally adopted and become part of the statutory 'development plan' for West Sussex, replacing the 2003 MLP.

<b>Decision By</b>	Mr Lanzer, Cabinet Member for Highways and Infrastructure
<b>Date added to Forward Plan</b>	6 April 2018
<b>Decision Month</b>	June 2018
<b>Consultation</b>	None
<b>Background Documents</b>	N/A
<b>Background Documents from</b>	N/A
<b>Author</b>	Rupy Sandhu - 0330 22 26454
<b>Contact</b>	Laura Johnston 0330 22 22536

### **A27 Chichester Improvements: Submission to the Government's Roads Investment Strategy**

In February 2017, the Secretary of State cancelled the A27 Chichester bypass scheme as there was no local consensus on the option to be taken forward. The Build a Better A27 Community Action Group was subsequently convened to bring local stakeholders together to develop solutions. The South Chichester County Local Committee (CLC) also established a working group to support this project. The project is now reaching a conclusion and the Cabinet Member for Highways and Infrastructure will be asked to approve the County Council's preferences for the A27 Chichester scheme to inform Roads Investment Strategy 2 (2020-25), and that it be sent to the Secretary of State and Highways England.

<b>Decision By</b>	Mr Lanzer, Cabinet Member for Highways and Infrastructure
<b>Date added to Forward Plan</b>	1 May 2018
<b>Decision Month</b>	June 2018
<b>Consultation</b>	Environment, Communities and Fire Select Committee on 4 June
<b>Background Documents</b>	None
<b>Background Documents from</b>	N/A
<b>Author</b>	Darryl Hemmings – 0330 22 26437
<b>Contact</b>	Laura Johnston – 0330 22 22536

### **Review of On-Street Parking Charges and related policy**

The on-street parking charges review for 2018/19 has been carried out in two phases and outlines options for a review of all on-street parking charges, including all West Sussex permits, parking bay suspensions and pay & display. The first phase incorporating resident's permits has already been included within the 2018 Fees and Charges Report, in a decision taken by the Cabinet Member for Finance and Resources.

The second phase will consist of two reports to the Cabinet Member for Infrastructure and Highways: the first report dealing with parking bay suspensions, dispensation notices, visitor permits, non-resident permits, trader permits, carer permits, healthcare permits, countywide permits and doctor permits.

<b>Decision By</b>	Mr Lanzer, Cabinet Member for Highways and Infrastructure
<b>Date added to Forward Plan</b>	15 May 2018
<b>Decision Month</b>	June 2018
<b>Consultation</b>	Performance and Finance Select Committee
<b>Background Documents</b>	<a href="#">Cabinet Member for Finance and Resources, Fees and Charges 2017/18 Decision Report</a>
<b>Background Documents from</b>	Miles Davy
<b>Author</b>	Miles Davy - 0330 22 26688
<b>Contact</b>	Laura Johnston - 0330 22 22536

### **Review of On-Street Pay and Display Charges**

The on-street parking charges review for 2018/19 has been carried out in two phases and outlines options for a review of all on-street parking charges, including all West Sussex permits, parking bay suspensions and pay & display. The first phase incorporating resident's permits has already been included within the 2018 Fees and Charges Report, in a decision taken by the Cabinet Member for Finance and Resources.

The second phase will consist of two reports to the Cabinet Member for Infrastructure and Highways, the second report dealing with revised options for pay and display charges, which were called in by the Performance and Finance Select Committee during the first phase of the review.

<b>Decision By</b>	Mr Lanzer, Cabinet Member for Highways and Infrastructure
<b>Date added to Forward Plan</b>	15 May 2018

<b>Decision Month</b>	June 2018
<b>Consultation</b>	Performance and Finance Select Committee
<b>Background Documents</b>	<a href="#">Cabinet Member for Finance and Resources, Fees and Charges 2017/18 Decision Report</a>
<b>Background Documents from</b>	Miles Davy
<b>Author</b>	Miles Davy - 0330 22 26688
<b>Contact</b>	Laura Johnston - 0330 22 22536

### **A284 Lyminster Bypass – Funding and Full Planning Application**

The Lyminster Bypass has been an approved County Council scheme since 1992. The route of the Bypass has been safeguarded through the Arun District Local Plan (2003) and it is also identified in the current review of the Local Plan (which is due to be adopted this year). The proposed Bypass will provide an important north-south link between Littlehampton and the A27 Crossbush. It will help to deliver 700 new jobs and 1,260 new houses as part of the North Littlehampton development area, as well as realising safety benefits through Lyminster Village and improving journey time reliability. Ecological and archaeological surveys have been completed together with an intrusive ground investigation. The surveys are currently being used to inform the detailed design of the scheme.

The Cabinet Member for Highways and Infrastructure will be asked to consider a report on the funding of the A284 Lyminster Bypass and the inclusion of additional funding towards the scheme in the Capital Programme. The submission of a full planning application is required to enable the scheme to progress towards construction. Therefore, the Cabinet Member will also be requested to authorise the submission of the application.

<b>Decision By</b>	Mr Lanzer, Cabinet Member for Highways and Infrastructure
<b>Date added to Forward Plan</b>	1 May 2018
<b>Decision Month</b>	July 2018
<b>Consultation</b>	Consultation has been on-going with internal services, the North Littlehampton Members Steering Group, Arun District Council, Highways England, the Environment Agency, the developers of the land north of Littlehampton and other stakeholder groups.
<b>Background Documents</b>	None
<b>Background Documents from</b>	Sara McKnight
<b>Author</b>	Sara McKnight - 0330 22 24197
<b>Contact</b>	Laura Johnston - 0330 22 22536



## **A STRONG, SAFE AND SUSTAINABLE PLACE**

### **Environment**

#### **Variation of the Materials Resource Management Contract (MRMC)**

The MRMC is a contract between the Council and Biffa West Sussex with the main purpose to divert black bag waste away from landfill. The contract was let in June 2010 for an initial period of 25 years.

In order to mitigate financial risks relating to circumstances identified at the commencement of the contract, a Retention Account was set up to hold funds with a value of £8m to be available in the event of contract failure and a need for re-procurement. The contract is now mature and the concerns supporting the original decision have receded. Biffa West Sussex has asked the Council to consider a formal variation to the MRMC to restructure the way the residual risk and potential costs to the Council are covered. At the same time Biffa has offered the Council improved terms as compensation for the requested variation.

The Cabinet Member for Environment will be asked to approve a formal variation to the MRMC to effect these changes.

<b>Decision By</b>	Mrs Urquhart, Cabinet Member for Environment
<b>Date added to Forward Plan</b>	23 May 2018
<b>Decision Month</b>	June 2018
<b>Consultation</b>	Procurement Board (Senior Officers)
<b>Background Documents</b>	None
<b>Background Documents from</b>	N/A
<b>Author</b>	Gareth Rollings – 0330 22 24161
<b>Contact</b>	Laura Johnston – 0330 22 22536

### Options for Improved Control and Management at Household Waste Recycling Sites

A number of issues have been identified at Household Waste Recycling Sites (HWRSs) in West Sussex:

1. Site congestion, especially at peak times
2. Impacts of cross-border “waste tourism” due to closer proximity to, or superior facilities or service at, West Sussex sites and more restrictive policies in adjoining authorities
3. Exclusion of trade waste - illegal use of sites for non-household waste

A number of control and management options have been identified that could improve these issues.

The Cabinet Member will be asked to approve the options for improved control and management at Household Waste Recycling Sites.

<b>Decision By</b>	Mrs Urquhart, Cabinet Member for Environment
<b>Date added to Forward Plan</b>	4 December 2017
<b>Decision Month</b>	July 2018
<b>Consultation</b>	HWRS Task and Finish Group and Environment, Communities and Fire Select Committee 31 January 2018.
<b>Background Documents</b>	None
<b>Background Documents from</b>	N/A
<b>Author</b>	Kelly Goldsmith – 0330 22 27714
<b>Contact</b>	Laura Johnston – 0330 22 22536

### Solar Power for Schools – additional funding

Under decision LDR22 ((16/17) of 24 March 2017), Members approved the allocation of £2.99m capital to fund the installation of solar photovoltaic (PV) systems on West Sussex schools. Under this current phase of the Solar Power for Schools programme, systems have been installed at 9 schools and £2.29m of the funding allocation remains.

However, with 49 schools registered to join the programme and further schools considering the opportunity, an additional £2m of capital expenditure is requested in order to complete the maximum number of installations before the Government closes its Feed In Tariff (FIT) scheme to new registrations after March 2019. Payments from the FITS are an essential element of the funding package for the programme so all installations must be completed by this deadline. The additional capital requested would take the total expenditure on schools solar PV systems to £4.99m.

Installing solar power has shown clear benefits for the schools with reduced electricity consumption from the grid, cost savings of between £1,000 and £2,000 per annum per school and reduced CO2 emissions for the next 25 years. It also provides a resource for teaching and learning.

The Cabinet Member for Environment will be asked to approve the allocation of additional funding to meet the demand from schools for solar power.

<b>Decision By</b>	Mrs Urquhart, Cabinet Member for Environment
<b>Date added to Forward Plan</b>	22 May 2018

<b>Decision Month</b>	July 2018
<b>Consultation</b>	Head of School Organisation and Transport, Area Building Surveyors for schools, Heads, Business Managers and Bursars at participating schools, Church of England Chichester Diocese.
<b>Background Documents</b>	N/A
<b>Background Documents from</b>	N/A
<b>Author</b>	Andrew Tolfts – 0330 22 28563
<b>Contact</b>	Laura Johnston – 0330 22 22536

## **Safer, Stronger Communities**

<b>Endorsement of the West Sussex Fire and Rescue Service Integrated Risk Management Plan 2018-2020</b>	
<p>The Integrated Risk Management Plan (IRMP) is a statutory document required by the Secretary of State from all fire authorities, through the Fire and Rescue Service Framework. It outlines the strategic priorities of the Fire and Rescue Authority (West Sussex County Council), to the Chief Fire Officer. Within the IRMP, the fire authority assesses all foreseeable fire and rescue related risks faced within West Sussex, and proposes plans to address these.</p> <p>All Fire and Rescue Service (FRS) activity in the areas of prevention, protection and response ultimately derive from the IRMP and the actions it mandates.</p> <p>The IRMP 2016-2020 is being revised to account for an up to date assessment of local, regional and national risks and opportunities. A draft IRMP will be made available for a six-week consultation with the public.</p> <p>Following analysis of consultation responses the Cabinet Member will be asked to approve a final West Sussex Fire and Rescue Service IRMP 2018-2022.</p>	
<b>Decision By</b>	Ms Kennard, Cabinet Member for Safer, Stronger Communities
<b>Date added to Forward Plan</b>	29 March 2018
<b>Decision Month</b>	July 2018
<b>Consultation</b>	Environment, Communities and Fire Select Committee, 16 March 2018 Public consultation scheduled to be run April – May 2018 Fire Brigades Union, Retained Firefighters Union, Fire Officers Association
<b>Background Documents</b>	A draft Integrated Risk Management Plan will be the subject of consultation
<b>Background Documents from</b>	Jon Lacey
<b>Author</b>	Jon Lacey - 0330 22 25057
<b>Contact</b>	Suzannah Hill - 0330 22 22551

<b>Endorsement of the West Sussex Fire and Rescue Service Annual Statement of Assurance and Annual Report 2017-18</b>	
<p>Fire and Rescue Authorities are accountable for their performance and should be open to evaluation by the communities they serve. Information on their performance should be accessible, robust, fit-for-purpose and accurately report on effectiveness and value for money. The National Fire and Rescue framework for England states:</p> <p>'Fire and rescue authorities must provide annual assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their integrated risk management plan and the requirements included in the Framework. To provide assurance, fire and rescue authorities must publish an annual statement of assurance'.</p> <p>The Cabinet Member will be asked to approve the West Sussex Fire and Rescue Service Statement of Assurance and the Annual Report for 2017-18.</p>	
<b>Decision By</b>	Ms Kennard - Cabinet Member for Safer, Stronger Communities
<b>Date added to Forward Plan</b>	17 May 2018
<b>Decision Month</b>	July 2018
<b>Consultation</b>	Environment, Communities and Fire Select Committee 13 June 2018
<b>Background Documents</b>	West Sussex Annual Performance report 2017-18 National Fire and Rescue Service Framework for England 2018
<b>Background Documents from</b>	Jon Lacey
<b>Author</b>	Jon Lacey – 0330 22 25057
<b>Contact</b>	Suzannah Hill – 0330 22 22551