

Public Document Pack

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13 September 2018

Environment, Communities and Fire Select Committee

A meeting of the committee will be held at **10.30 am** on **Friday, 21 September 2018** at **County Hall, Chichester**.

Tony Kershaw
Director of Law and Assurance

Item no's: 1 to 6 on the agenda will be available to view live via the Internet at this address:

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Agenda

Part I

- 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.
2. **Minutes from previous meetings of the Committee**
- The Committee is asked to agree the minutes of the previous meetings of the Committee.
- (a) **Part I Minutes of 4 June 2018 meeting** (Pages 7 - 14)
- The Committee is asked to agree the Part I minutes of the meeting of the Committee held on 4 June 2018 – attached (cream paper).
- (b) **Minutes of 13 June 2018 meeting** (Pages 15 - 22)
- The Committee is asked to agree the minutes of the meeting of the Committee held on 13 June 2018 – attached (cream paper).
3. **Urgent Matters**

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

4. **Part II Matters**

Members are asked at this stage if they wish the meeting to consider bringing into Part I any items on the Part II agenda.

5. **Responses to Recommendations** (Pages 23 - 28)

The Committee is asked to note the Cabinet Member's responses to the Committees recommendations:

- a) A27 Chichester Bypass Improvements: Submission to the Government's Roads Investments Strategy – attached.
- b) Bus Strategy 2018-2026 – attached.
- c) FRS Integrated Risk Management Plan 2018-22, Annual Statement of Assurance 2017/18 and Annual Report May 2017/18 – attached.

10.40 am 6. **Fire Authority Integrated Risk Management Action Plan 2018-22** (Pages 29 - 54)

Report by Executive Director Communities and Public Protection and Director of Operations and Chief Fire Officer – attached.

At its meeting on 13 June 2018, the Committee recommended the publication of the Integrated Risk Management Plan (IRMP) 2018-22 and the next steps for delivery. This report outlines the draft action plans developed to deliver the priorities contained within the IRMP and to detail how the actions will be delivered over the period of 2018-22 through the Fire and Rescue Service governance and programmes arrangements.

The Committee is asked to support the publication and delivery of the 2018-22 IRMP action plans.

11.40 am 7. **Strategic Planning**

The Committee will consider approaches taken to planning for new or improved infrastructure to support the delivery of housing development in the County. Evidence will include the views of an external service provider/utility company (Southern Water), the views of a local planning authority with regard to planning for infrastructure when reviewing a local plan (Horsham District Council), and the implications for the County

Council as a key service provider.

The Committee is asked to consider the presentations and make recommendations to address any shortcomings – no background papers.

The Committee will break

1.30 pm

8. **Business Planning Group Report** (Pages 55 - 70)

The report informs the Committee of the Business Planning Group meeting held on 18 June 2018, setting out the key issues discussed – attached.

The Committee is asked to endorse the contents of this report, and particularly the Committee's Work Programme for 2018/19, revised to reflect the Business Planning Group's discussions (attached at Appendix A).

9. **Requests for Call-in**

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

10. **Forward Plan of Key Decisions** (Pages 71 - 84)

Extract from the Forward Plan dated 11 September 2018 – attached.

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

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

11. **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.

If any member puts forward such an item, the Committee's role at this meeting is just to assess, briefly, whether to refer the matter to its Business Planning Group (BPG) to consider in detail.

12. **Date of Next Meeting**

The next meeting of the Committee will be held on 14

November 2018 at 10.30 am at County Hall, Chichester.
Probable agenda items include:

- Portfolio Savings Proposals
- Economy Growth Plan - Delivery Plan
- On-street Parking to Support Traffic Management
- Updated Guidance on Parking in New Developments
- Lesson Learned - Bognor to Littlehampton Cyclepath

Any member wishing to place an item on the agenda for the meeting must notify the Director of Law and Assurance by 2 November 2018.

Part II

13. Exclusion of Press and Public

The Committee is asked to consider in respect of the following item whether the public, including the press, should be excluded from the meeting on the grounds of exemption under Part I of Schedule 12A of the Local Government Act 1972, as indicated against the item and because, in all the circumstances of the case, the public interest in maintaining the exemption of that information outweighs the public interest in disclosing the information.

1.35 pm 14. Part II Minutes of the 4 June Meeting (Pages 85 - 86)

The Committee is asked to agree the Part II minutes of the meeting held on 4 June 2018 (for members of the Committee only)

Exempt: paragraph 3, financial or business affairs of any person (including the authority).

1.40 pm 15. Highways Maintenance Contract Update (Pages 87 - 98)

The Committee will receive a verbal update from the Director of Highways and Transport on the status of the Highways Maintenance Contract procurement – Part I and Part II papers (for members of the Committee only) attached.

Exempt: paragraph 3, financial or business affairs of any person (including the authority).

The following links provide further background information on the recent court ruling:-

<https://www.blakemorgan.co.uk/training-knowledge/case-studies/court-extends-time-bring-procurement-claim/>

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.

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Environment, Communities and Fire Select Committee

4 June 2018 – At a meeting of the Environment, Communities and Fire Select Committee held at 2.15 pm at County Hall, Chichester.

Present: Mr Barrett-Miles (Chairman)

Mr S J Oakley	Mr Jones, arrived at	Mrs Purnell
Mr Baldwin	10.40am	
Mrs Bridges	Mr McDonald	
	Mr Patel	

Apologies were received from Lt Col Barton, Mrs Brunsdon, Mr Oppler and Mr Purchase

Also in attendance: Ms Goldsmith, Mrs Hall, Dr O'Kelly, Mr Hunt, Mr Montyn and Mr Parikh

Part I

1. Declarations of Interest

1.1 In accordance with the Code of Conduct, the following personal interests were declared in relation to: the A27 Chichester Bypass Improvements: Submission to the Government's Roads Investment Strategy:

Mr Baldwin as a member of Horsham District Council

Ms Goldsmith as a local resident living within 6 miles of the A27

Mrs Hall as a member of the Development Control Committee at Arun District council

Mr Hunt as Cabinet Member for Finance at the County Council

Dr O'Kelly as a member of Chichester District Council

Mrs Purnell as a member of Chichester District Council and Selsey Town Council an attendee of the Build a Better A27 (BABA27) meetings and a local resident living within 10 miles of the A27

Mr S Oakley as a member of Chichester District Council and Tangmere Parish Council and a member of the County Council's Planning Committee

2. Minutes of the last meeting of the Committee

2.1 Resolved – that the minutes of the Environment, Communities and Fire Select Committee held on 16 March 2018 be approved as a correct record, and that they be signed by the Chairman.

3. Responses to Recommendations

a) County Council's Proposed Response to the Department for Transport's (DfT's) Consultation on the creation of a Major Road Network (MRN)

3.1 The Committee noted the Cabinet Member's Response to the Committee's Recommendations on the County Council's Proposed Response to the Department for Transport's (DfT's) Consultation on the

creation of a Major Road Network (MRN)

b) Fire & Rescue Service and Performance of the Substance Misuse Contract

3.2 The Committee noted the Cabinet Member's Response to the Committee's Recommendations on the Fire & Rescue Service and Performance of the Substance Misuse Contract

4. A27 Chichester Bypass Improvements: Submission to the Government's Roads Investment Strategy

4.1 The Committee considered a report by Executive Director for Economy, Infrastructure and Environment and Director for Highways and Transport (copy appended to signed minutes).

4.2 Lee Harris, Executive Director, Economy, Infrastructure and Environment and Darryl Hemmings, Planning and Transport Policy Manager introduced the report which outlined the conclusions and options drawn from the recent joint work undertaken by the County Council and technical consultants Systra, with input from various community groups involved in the 'Build a Better A27' BABA27 initiative. The report put forward three potential approaches to promoting a scheme to improve the A27 Chichester Bypass. Key points were:

- Following the cancellation in February 2017, by the Secretary of State due to lack of local consensus for the previous improvement scheme in the RS1 period, the County Council set up the BABA27 community group initiative. This involved the bringing together of various local community groups as a way of developing ideas and consensus for the improvements needed. Transport and engineering consultants Systra were also brought in to advise and develop the options.
- To promote a scheme to be included in the Government's second Roads Investment Strategy (RIS2 – 2020-25), Systra had conducted a high level assessment of options against the success criteria identified by the community group and wider delivery considerations. Although there was still no overall majority in favour of one of the options, officers recommended the County Council show preference for a route but present the other option as a reasonable alternative (Approach C). If no option was recommended, then the Committee was asked to note the fall back option would be that no major scheme would be delivered by Highways England and small scale improvements would be delivered as development takes place.
- Next steps involved a decision by the Cabinet Member which would then be sent to Highways England to consider. Further technical work by Highways England will be required on any options put forward before a future public consultation.

4.3 *The Cabinet Member for Highways and Infrastructure thanked officers and the work of both Systra and the BABA27 community group. He advised that it was useful to keep in mind the core objective of identifying*

options that could compete with other schemes for inclusion in RIS2 and deliver solutions to local concerns. He was minded, without prejudice, that the County Council should present an option to Highways England in order to maintain traction.

4.4 The Committee invited the following non-committee local Members to address the Committee for five minutes and give comment:

4.5 Mrs Hall – She raised concerns that any major improvements to the existing A27 Chichester Bypass could cause disruption to already congested access routes to Pagham and the surrounding areas. She was in favour of the 'Mitigated Northern Route' as the preferred option.

4.6 Mr Hunt – He noted a correction was needed on page 45, Figure 2 of the Systra report, illustrating the suggested route alignments. In his view, the South Downs National Park (SDNP) boundary could be misleading and should be just south of the dotted line in the figure. He believed that it would be a mistake to put forward a single concept as the community was still split between a Northern and Southern option. He felt it was too early to confirm a choice or preference as there was still a huge amount of work to be done by Highways England to see what was practicable. He felt that improving the existing A27 Chichester Bypass was preferable and that the fairest approach was to go for proposing both routes and to consider both options. Officers advised that a revised Systra report with corrections and amendments would be published in due course.

4.7 Mr Montyn – He believed that a 'Mitigated Northern Route' was the best long term solution, which would affect fewer residents. In his view, the 'Full Southern Route' was likely to produce costly, engineering challenges, demolition of properties and changes to the structure of the canal which could do wider economic harm. He believed the work could take around 5 years to construct and cause further congestion to residents on the Manhood Peninsula. He urged the Committee to support the 'Mitigated Northern Route' as it offered the best capacity for economic growth and was a long term solution.

4.8 Dr O'Kelly – She believed that any new development would mean a worsening situation for the current congestion issues on the A27. In her view, the Mitigated Northern Route was the best option, with the Full Southern Route only as a preferred back-up. She advised that it was important to show consensus by putting forward just one option to Highways England, otherwise the County Council could be in danger of losing the project altogether. She hoped that improved cycle routes and lower bus fares would be looked at alongside this project.

4.9 Mr Parikh – He believed that local residents had major concerns over traffic and congestion and although in his view, both routes had pro's and con's, he recommended that members support the Mitigated Northern Route, with the Full Southern Route as a back-up.

4.10 Ms Goldsmith – She emphasised that she was speaking in her capacity as a local member and not as the Leader. She advised that the report had been based on 15 months of joint working undertaken with a 'bottom up' community led approach. In her view, the community

remained polarised, but she supported the Mitigated Northern Route as she believed it gave greater capacity, produced minimum disruption and was a better long term solution. She highlighted concerns associated with the Full Southern Route including increased delays and congestion brought about by construction work, increased air pollution and significant challenges and expense over changes to the canal and existing problematic junctions. The length of these works could also have a detrimental impact on businesses and the city centre.

4.11 The Committee made comments including those that follow. It:

- Welcomed the community led approach taken by the County Council, and understood that both options would cause concerns for local residents, noting that a proposal needed to be balanced with overall public interest.
- Noted the concerns raised over the Full Southern Route including: increased congestion on the local roads network due to diverted traffic, major engineering costs, in particular at the Stockbridge and Whyke junctions, air quality issues, environmental concerns and the financial risk of engineering works associated with the canal. Impact on the economy was also of major concern.
- Noted that even though the Mitigated Northern Route would be less disruptive to traffic than the Full Southern Route during construction, more detail was needed concerning important points, such as the possibility of a slip road connecting to the A286 road. An officer advised that the proposed Mitigated Northern Route currently didn't include plans for an A286 junction, mainly due to the fact that this would increase the area of land required for the scheme in the setting of the SDNP and would have further visual impacts. It was also likely that this would put additional pressure on local road network junctions such as the Northgate Gyratory, but when more detailed work had been carried out by Highways England such issues would be investigated further.
- Highlighted that it was important to keep pushing Highways England to deliver an option and to take into account the output from the BABA27 community group in regards to mitigations such as air quality and visual impacts; and to keep the County Council on board when plans were being defined. Also concerns were raised that by putting forward the Full Southern Route as a reasonable alternative, it could make it easier for Highways England to rule out the Mitigated Northern Route if it were to come under pressure again.
- Queried the process and next steps once the County Council had put forward a recommendation. An officer advised that it was expected that Highways England would carry out its own technical reporting alongside viewing the proposals in the Systra report and come back to the County Council with a view before the end of the year. This would then be shared with the BABA27 community group and local members. It would not be known until late 2019 when RIS2 is finalised whether the A27 Chichester scheme would be included.

4.12 *The Cabinet Member summed up by adding that the debate had shown that the Mitigated Northern Route was a superior option. Members had commented on costs and budget, although both cost estimates for both options indicated that additional funding would be required beyond the RIS1 budget range of £100-250m. Much had been made of consensus and less so around identifying some form of single approach. He believed that the County Council should put both options forward to help build local consensus as they are developed.*

4.13 Mr Patel made the following proposal, seconded by Mr McDonald which the Committee considered: -

That the Committee proposes that the 'mitigated northern route' should be identified as the County Council's preferred option.

4.14 A vote was held and the proposal was carried

4.15 Resolved – That the Committee proposes that the 'mitigated northern route' should be identified as the County Council's preferred option.

5. Growth Deals

5.1 The Committee considered a report by Executive Director Economy, Infrastructure & Environment and Director of Economy, Planning & Place (copy appended to signed minutes).

5.2 Duncan Barrett, Strategic Manager, Economy, introduced the report which highlighted the progress made to date, and the current status of programmes being delivered through the deals and proposed next steps. Key points were:

- Deals were currently in place with five of the district and borough councils, with the overall target being to secure twelve deals by March 2022.
- Although some projects had been historically challenging to get off the ground, a long process of work had now been carried out in partnership with district and boroughs councils. The next steps were to ensure the County Council, along with its partners, delivered the outcomes.

5.3. Lee Harris, Executive Director, Economy, Infrastructure and Environment added that the alignment of priorities by the County Council and the district and borough councils had been critical to progress being made.

5.4. Ms Goldsmith thanked the officers involved and advised that the Growth Deal concept came about from observations taken from Staffordshire County Council. In her view, current investment in the Crawley area showed the strength and innovation of joint partnership working.

5.5 The Committee made comments including those that follow. It:

- Welcomed the current progress being made on the Growth Deals and its positive benefits for the Economy.
- Queried the governance and management of each deal. An officer advised that the programme of governance in place included reporting to each respective growth board. In addition, each project would have a project manager.
- Queried whether all partnerships that were required for the successful implementation of projects were in place and what risks or barriers had been encountered that could prevent delivery or delay to the projects. An officer advised that some areas had been challenging, but there was clarity with the district and borough councils over each project and what the priorities were.
- Noted that a majority of the funding had been allocated to only three deals, with the remaining receiving smaller amounts.

5.6 Mrs Goldsmith added that partnership working was important, with people beginning to see results in areas where investment had already taken place. There had been a collective focus on key areas and projects to ensure delivery of the deals.

5.7 Resolved – That the Committee notes the progress made to date and the next steps identified in paragraph 2.1 of the report.

6. Business Planning Group Report

6.1 The Committee considered a report by the Chairman of the Business Planning Group (copy appended to the signed minutes).

6.2 Resolved – That the Committee endorses the contents of the report and particularly the Committee’s Work Programme for 2018/19, revised to reflect the Business Planning Group’s (BPG’s) discussions.

7. Appointment of Business Planning Group Members

7.1. The Committee considered the political group requirements for the membership of the Business Planning Group.

7.2. The Committee approved the membership by majority.

7.3 Resolved – That the Committee appoints Mr Barret-Miles (Chairman), Mr S Oakley (Vice-Chairman), Mr Baldwin, Mr Jones, and Mr Purchase to the Business Planning Group.

8. Forward Plan of Key Decisions

8.1 The Committee considered the Forward Plan dated 23 May (copy appended to signed minutes).

8.2 Resolved – That the Forward Plan be noted.

9. Date of Next Meeting

The Committee noted that its next scheduled meeting will take place on 13 June 2018 at 10.30am at County Hall, Chichester.

10. Exclusion of Press and Public

Resolved - That under Section 100(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part I, of Schedule 12A, of the Act by virtue of the paragraph specified under the item and that, in all the circumstances of the case, the public interest in maintaining the exemption of that information outweighs the public interest in disclosing the information.

11. Highways Contract Update

Summary of Matters discussed in the absence of the Press and Public

(Exempt, paragraph 3, Financial or business affairs of any person (including the authority))

The Committee noted the update on the Highways Contract and members gave comment.

The meeting ended at 5.05 pm

Chairman

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Environment, Communities and Fire Select Committee

13 June 2018 – At a meeting of the Environment, Communities and Fire Select Committee held at 10.30 am at County Hall, Chichester.

Present: Mr Barrett-Miles (Chairman)

Mr S J Oakley, arrived at 11.20am	Mr Jones, arrived at 10.45am	Mr Purchase
Mr Baldwin	Mr McDonald	Mrs Purnell, arrived at 1.25pm
Lt Col Barton	Mr Oppler, arrived at 11am	
Mrs Brunsdon	Mr Patel	

Apologies were received from Mrs Bridges

Also in attendance: Ms Goldsmith and Mr Lanzer

Part I

12. Declarations of Interest

12.1 In accordance with the Code of Conduct, the following personal interests were declared:

Mr Baldwin as a member of the Executive Task and Finish Group (TFG) in relation to Bus Strategy 2018-2026

Mr Purchase as a member of Littlehampton Town Council in relation to Bus Strategy 2018-2026

13. Fire & Rescue Service: Integrated Risk Management Plan

13.1 The Committee considered a report by Executive Director and Director of Operations and Chief Fire Officer (copy appended to signed minutes). The timing of this item was delayed due to webcasting technical reasons.

13.2 Gavin Watts, Director of Operations and Chief Fire Officer and Neil Stocker, Director of Public Protection and Deputy Chief Fire Officer introduced the report which gave an overview of the draft Integrated Risk Management Plan (IRMP) 2018-22 which assessed all foreseeable risks communities face within West Sussex. A consultation of the draft took place between 16 April and 28 May 2018 which involved stakeholders, staff and the public, with all responses now received. West Sussex Fire and Rescue Service (WSFRS) was now in a position to publish the final version of the IRMP 2018-22. Key points were:

- There were 5 priorities in the IRMP for WSFRS, which was part of the journey for the Service to be more visible, open and transparent. The priorities were similar to those proposed in the FRS National Framework, with a focus on the way residents were looked after.

- The consultation process involved the extensive use of social media, organisational contacts, drop in events, engagement with staff, and with local district, borough and parish councils. The main themes to arise from the consultation included crewing levels, value for money and capacity to deliver action plans.
- Next steps included a decision by the Cabinet Member for Safer Stronger Communities in late June / early July and then a first year action plan to be developed and brought back to the Committee at its meeting in September.

13.3 Ms Goldsmith, Leader, substituted for the Cabinet Member for Safer, Stronger, Communities and thanked officers for their time and effort in producing the IRMP document. She highlighted the need to ensure the County Council was ready for the upcoming autumn inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

13.4 Representatives of 2 of the main fire service unions were in attendance to address the Committee:

13.5. Gary Locker, South East Regional representative from the Fire Officers Association (FOA), thanked the Committee for the opportunity to speak. He declared an interest for his role in risk and improvement within the FRS and advised that the view of the FOA was not influenced by his role.

13.6 The FOA supported the reform within the FRS and broadly agreed with the plans presented in the IRMP. A main concern was over the ability to deliver the 61 projects that arose from the plans, in addition to usual FRS business. It was felt to be impossible to deliver with current resources and even though the FOA accepted it would cover a 4 year period, it believed that without sufficient investment or support, service and delivery of projects could be affected. FOA thought this to be an ambitious IRMP but with the right resources behind it would make residents and the community much safer, so the Association asked the Committee to consider the significant amount of work underlying it.

13.7 Joe Weir, Fire Brigades Union (FBU) echoed the points above but opposed the IRMP. The FBU had serious concerns including the planned reduction of fire officers and fire vehicles, which in their view would hamper safety standards. Also that a reduced crew of 4 fire officers would be less resilient and not cost effective for the Service. They thought the IRMP was unachievable and unobtainable and felt that it should highlight the true cuts to service that were planned.

13.8. The Committee made comments including those that follow. It:

- Welcomed the draft IRMP as a framework for future work but queried whether the Service had the ability and capacity to deliver the action plans and how this would be monitored.

- Questioned whether the FRS understood the risk profiles in the plans and were supportive of the development of a more diverse workforce, including both older and retained fire officers and the issue of staff recruitment and retention. An officer advised that a suitable assessment of risk had been carried out and the FRS were developing a workforce strategy which would be part of the presentation in September to Environment, Communities and Fire Select Committee (ECFSC). There was a challenge around an older workforce where experience was lost, but it was recognised that there was a need for improved fitness facilities for staff and barriers and blocks that may deter new applicants were also being looked at.
- Raised concerns over the issue of appliance crewing numbers proposed reduction from 5 to 4 officers as standard, although recognised that each incident was assessed individually. An officer advised that any changes would be consulted on and protocols developed. 4 officer crews were currently in operation with safe systems in place, so it was a case of using resources more effectively and not reducing numbers.
- Noted the low response rate to the consultation was disappointing, but highlighted the importance of collaboration with other blue light services. An officer advised that the FRS currently had good working relationships with other local fire authorities such as East Sussex County Council, Surrey County Council and Hampshire County Council, with good evidence of achievements already.
- Raised concerns over the impact of response times on businesses and suggested that the IRMP was a recipe for cuts rather than improving efficiency and that its aspirational nature should warrant further investment in the service.

13.9 Ms Goldsmith added that investment in new equipment had already taken place this year, including the purchase of a new platform, with further investment planned towards acquiring 6 new fire engines and additional equipment.

13.10 Resolved – 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
- 4) Requests that all major changes to services identified in the IRMP are subject to further consultation and scrutiny as appropriate.

14. Fire & Rescue Service: Annual Statement of Assurance 2017/18 & Annual Report May 2017/18

14.1. The Committee considered a report by Executive Director and Director of Operations and Chief Fire Officer (copy appended to signed minutes).

14.2. Gavin Watts, Director of Operations and Chief Fire Officer introduced the report which outlined the Statement of Assurance as a statutory document that WSFRS was required to produce annually under the FRS National Framework for England, in order to give assurance that the WSFRS was compliant. An annual report was also produced which gave details on how the Service delivered its plans and reported on progress from the last year. Both documents would be scrutinised by the Committee on an annual basis, whilst the Business Planning Group (BPG) would continue to have quarterly performance reports.

14.3 The Committee made comments including those that follow. It:

- Requested that the final Statement of Assurance document show 5 years' worth of data for all performance targets and measures as well as total incident numbers being given alongside the percentages. Also requested more detail over the improvements and why previous plans had not worked. Mr Watts advised that 5 years of data could be added along with more of a detailed narrative.
- Requested format changes where possible to include Red / Amber / Green (RAG)'s performance measures and suggested the positive actions and outcomes in the report be more prominently highlighted.
- Requested assurances that the County Council and the FRS were continuing to liaise with water companies in reference to the previous water supply failures in early March this year, so that past errors were not repeated. Mr Watts advised that the WSCC officers currently had a good relationship with the main water companies.

14.4 Resolved – That the Committee agrees the FRS draft Annual Statement of Assurance 2017-18 and draft Annual Report 2017/18, with a request that the proposed additions be included.

15. Bus Strategy 2018-2026

15.1 The Committee considered a report by Executive Director Economy, Infrastructure and Environment and Director of Highways and Transport (copy appended to signed minutes).

15.2 The Cabinet Member for Highways and Infrastructure advised that the County Council had carried out a detailed public consultation, the output of which helped to inform the strategy, which included feedback from residents, bus companies and input from the Executive Task and Finish Group (TFG). A prospective draft strategy had now been developed which *amongst other things, looked at various options available and sustaining current services.*

15.3 Bill Leath, Transport Bureau Manager, introduced the report which presented the draft West Sussex Bus Strategy covering the period 2018-2026 and set out the County Council's approach to local bus and community transport services, over the next eight years. The eight-week public consultation ran from April to early June 2018 and had nearly 1,300 responses. Previous comments by the Committee had also been taken on board. The Strategy, including planning and design of new developments will be brought back to the committee at its meeting in December.

15.4 The Committee made comments including those that follow. It:

- Welcomed the approach already taken by the County Council in developing the Strategy, and requested an emphasis on partnership working. The appetite among bus providers for partnership working was also questioned. Mr Leath advised that the County Council had a long history of working with partners and hoped to continue to do so.
- Questioned how the success or failure of actions would be measured and suggested the use of KPI's to measure actions and outcomes, and highlighted a need to influence changing behaviours for bus patronage. Mr Leath advised that it was in the County Council's interest that buses were reliable and ran on time. A big part of the issue was fare prices, road congestion and infrastructure. These points would be taken back to the TFG for further discussion, along with looking at how changing behaviours in bus usage could be influenced.
- Highlighted the loss of the 3in1 card for young people and questioned how those in education were transported; suggesting the possibility of a West Sussex prepayment card such as an Oyster card, cross ticketing or half priced bus fares for 16 to 18 year olds. Also greater use of buses for local employees subsidised by employers. Mr Leath advised that discussions were on-going with local authorities and bus companies in relation to cross ticketing, but the challenge was competing products due to the deregulated bus market. In the past, funds from employers have contributed towards travel, but all of these points would be taken back to the TFG for further discussion.
- Requested more detailed elaboration on 'Action 6' of the report in relation to developer funding and that the funding was more actively pursued for public transport infrastructure to secure benefits for fare reduction. Also 'Action 12' was welcomed, but with a request to add the wording 'seeks to prioritise those in full time education or apprenticeships'.
- Suggested that the Bus Strategy should be part of the overall Integrated Transport Policy and requested that the possibility of new services was "toned down" where they would be clearly impossible to achieve. It was also requested that the strategy takes account of the impact of any changes to minibus licensing arrangements.

15.5 Mr Baldwin as a member of the Executive TFG did not take part in the debate.

15.6 Resolved – That the Committee notes the draft Bus Strategy 2018-2026 and the consultation results.

16. 17/18 Outturn Performance Monitor

16.1 The Committee considered a report by Executive Director Economy, Infrastructure & Environment and Executive Director Communities & Public Protection (copy appended to signed minutes).

16.2. Tim Stretton, Service Partner Business Partner introduced the report which gave an overview of the 2017/18 outturn performance position in relation to finance (revenue and capital), savings programme, performance, risk and workforce which fall under the remit of Highways and Infrastructure, Environment, Safer, Stronger Communities, and Economy.

16.3 The Committee made comments including those that follow. It:

- Queried what was being done over the 'unknown' young people (NEETs) in paragraph 5.10 of the Performance Framework section of the report and how this compared with last year's and national figures and with other South East authorities.
- Requested further detail in relation to paragraph 1.3.1 of the Safer, Stronger Communities section of the report concerning the additional costs relating to the dual running of the IT system at the Sussex Control Centre.

16.4 Mr Stretton advised that the above information would be provided to the Committee.

16.5 Resolved – That the Committee notes the 2017/18 Outturn Total performance Monitor

17. Economic Growth Plan 2018-23 - Update

17.1. The Committee received 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.

17.2. Carolyn Carr, Economic Growth Manager gave the update outlining the following key points:

- The decision to adopt the Economic Growth Plan had now been published and progress is being made on the development of the high level Action Plan. This would be brought to the Committee at its meeting in September.

- A Strategic Outline Case has been progressed on plans for the development of the Horsham Business Park (former Novartis site), and work is progressing on an outline planning application to Horsham District Council later in the year. The proposal is for a mixed residential and commercial scheme. Members were invited to attend the Performance and Finance Select Committee on 9 July for the agenda item on the project.

17.3. Resolved – That the Committee notes the Economic Growth Plan 2018-23 update

18. Forward Plan of Key Decisions

18.1 The Committee considered the Forward Plan dated 1 June 2018 (copy appended to signed minutes).

18.2. The Chairman advised that members of the Committee had been invited to the next meeting of the Performance and Finance Committee on 9 July, in relation to the proposals for the development of the former Novartis site.

18.3. Members also noted that an update on the Highways Maintenance Contract would be heard at the Business Planning Group's next meeting on the 18 June.

18.4. Resolved – That the Forward Plan be noted.

19. Date of Next meeting

The Committee noted that its next scheduled meeting will take place on 21 September 2018 at 10.30am at County Hall, Chichester.

The meeting ended at 2.25 pm

Chairman

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10 July 2018

To: Andrew Barrett-Miles
Chairman of Environment, Communities and Fire Select Committee
By email

Dear Andrew,

Re: Build A Better A27

Thank you for the Committee's recent debate on 5 June 2018 and recommendations on the A27 Chichester Bypass Improvements and the County Council's submission to the Government's Roads Investment Strategy. As you will be aware, the County Council has subsequently submitted the Systra report to Highways England for them to review and we expect them to report their findings in autumn 2018.

In recent correspondence with a local resident and former specialist in transport scheme appraisal, it has been pointed out to me that some contributions to the Select Committee debate did not use the same terminology that is used in the Systra report. As a result, it has been put to me that the Select Committee was misled during the debate, so, for the avoidance of doubt, I would like to clarify two points that appear to have caused some concern and provide the Committee with an opportunity to share any concerns.

Firstly, the Systra report points out that despite the mitigation measures included in the Mitigated Northern Route, there will still be some residual impacts. The presence of residual impacts was not mentioned during the officers' introductory statement on the Mitigated Northern Route. I note that the officers' report stated in paragraph 4.8 that; "The environmental impacts of this option will be significant, even with carefully configured environmental mitigation measures and there may be some challenging business impacts particularly during construction."

Secondly, during the debate I referred to the potential for the Benefit to Cost Ratio (BCR) to increase as a result of the additional benefits associated with the Mitigated Northern Route. However, the Systra report indicates that in their view, the changes to the cost of the scheme are unlikely to materially affect the 'wider value for money' assessment. The wider value for money assessment would include an economic assessment and monetised BCR but additionally non-monetised wider economic and environmental impacts. Therefore, it would have been more accurate for me to refer to the potential for benefits to increase as part of a wider value for money assessment rather than a BCR.

Please would you pass these points of clarification onto members of the Committee so that they are aware of these points.

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Although I do not consider that the Committee was misled on either of these points, I would be grateful for you to confirm in due course if you consider that to be the case.

Yours sincerely,

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Bob Lanzer
Cabinet Member for Highways and Infrastructure.

**Roger Elkins**

Cabinet Member for Highways and
Infrastructure

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Mr Andrew Barrett-Miles
Chairman
Environment, Community & Fire Select Committee

17 August 2018

Dear Mr Barrett-Miles

**Environment, Communities and Fire Select Committee – Bus Strategy
2018 - 2026**

At its meeting on 13 June 2018, the Committee noted the draft Bus Strategy 2018-2026 and the consultation results and made the following comments:

- Questioned how the success or failure of actions would be measured and suggested the use of KPI's to measure actions and outcomes, and highlighted a need to influence changing behaviours for bus patronage. A big part of the issue was fare prices, road congestion and infrastructure. These points would be taken back to the TFG for further discussion, along with looking at how changing behaviours in bus usage could be influenced.
- Highlighted the loss of the 3in1 card for young people and questioned how those in education were transported; suggesting the possibility of a West Sussex prepayment card such as an Oyster card, cross ticketing or half priced bus fares for 16 to 18 year olds. Also greater use of buses for local employees subsidised by employers.
- Requested more detailed elaboration on 'Action 6' of the report in relation to developer funding and that the funding was more actively pursued for public transport infrastructure to secure benefits for fare reduction. Also 'Action 12' was welcomed, but with a request to add the wording 'seeks to prioritise those in full time education or apprenticeships'.
- Suggested that the Bus Strategy should be part of the overall Integrated Transport Policy and requested that the possibility of new services was "toned down" where they would be clearly impossible to achieve. It was also requested that the strategy takes account of the impact of any changes to minibus licensing arrangements.

I would like to assure the Committee that all of the above comments will be taken into account before the Bus Strategy is finalised.

Yours sincerely

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Roger Elkins
Cabinet Member for Highways and Infrastructure

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Debbie Kennard

Cabinet Member for Safer, Stronger Communities

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Andrew Barrett-Miles
 Chairman, Environment, Communities
 and Fire Select Committee

25 July 2018

Via Email

Dear Andrew,

**Recommendations by Environment, Communities and Fire Select
 Committee 13.06.18 regarding the Fire & Rescue Service**

Thank you for the Committee's recommendations below: -

A - FRS: Integrated Risk Management Plan 2018-22

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
- 4) Requests that all major changes to services identified in the IRMP are subject to further consultation and scrutiny as appropriate.

**B – FRS Annual Statement of Assurance 2017/18 and Annual Report
 May 2017/18**

That the Committee:

- 1) Agrees the FRS draft Annual Statement of Assurance 2017-18 and draft Annual Report 2017-18, with a request that the proposed additions be included.

I am pleased that the Committee agreed to the publication of the 2018-22 IRMP, the FRS draft Annual Statement of Assurance 2017-18 and draft Annual Report 2017-18.

With regard to recommendation A, I am happy to confirm that all major changes to services identified in the IRMP will be subject to further consultation and scrutiny as appropriate. However, for the avoidance of doubt, I trust it will be helpful for me to re-iterate that the IRMP consultation was very clear with regards to the intent to make crewing with four firefighters the standard crewing model. This is in contrast to the other 'major changes' such as crewing with

Agenda Item 5

fewer than four or attendance at Automatic Fire Alarms, which will of course be the subject of further public consultation.

With regard to Recommendation B, I am happy to include the additions proposed by the Committee.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Debbie Kennard', written in a cursive style.

Debbie Kennard

Cabinet Member for Safer, Stronger Communities

Environment, Communities and Fire Select Committee

21 September 2018

Fire Authority Integrated Risk Management Action Plan 2018-22
--

Report by Executive Director of 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 four years. The purpose of the action plan is to prioritise service improvement through the delivery of the IRMP priorities and mitigate the fire and rescue related risks to keep our communities and employees safe.

The IRMP was publically scrutinised on the 13 June 2018 by the Environment, Communities and Fire Select Committee (ECFSC) and has subsequently been signed off by the Cabinet Member and is now a live document for implementation. The development of the draft action plans now requires scrutiny from the Select Committee as agreed.

Recommendation(s)

That the Committee

1. Supports the publication and delivery of the 2018-22 IRMP action plans.
2. Identifies the plans it wishes to monitor and scrutinise.

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 West Sussex Fire and Rescue Service on behalf of the Fire Authority have developed a new IRMP for the period of 2018-22 that has now passed through development, challenge and scrutiny and is now a live document.
- 1.3 Draft plans have now been developed to deliver the priorities contained within the IRMP and to detail how the actions will be delivered over the period. This will also include the resource required and who is responsible to lead each action.

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 IRMP action plan document for 2018 – 2022.
- 2.2 Under the direction of the Chief Fire Officer the Fire and Rescue Service IRMP program boards will meet to develop and deliver the actions contained within the plan.
- 2.3 The document will detail the ownership of the plans along with how the Fire and Rescue Service will apply governance to the prioritisation, monitoring and delivery of the plans.
- 2.4 The intention is that the IRMP action plan 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.
- 2.5 The action plan will be a live agile document that will need to evolve. Therefore it will require continual monitoring against its delivery and any conflicting priorities that arise. This will be managed through the FRS senior leadership board.
- 2.6 The IRMP action plan is contained within appendix A
- 2.7 The Integrated Risk Management Plan 2018-22 for background information is contained as a link in the background papers at the end of this document.

3. Resources

- 3.1 The IRMP strategies will require resources to plan, coordinate and 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.

- 3.2 Additional resources will be applied for at appropriate times where it is identified additional resource is required.

- 3.3 It will be important to allocate resources effectively across the Fire and Rescue Service and other partnerships. The action plan outlines how the Service will prioritise and assign its resources through the FRS governance.
- 3.4 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 is now reporting back to ECFSC in September meeting to detail the draft plan.

Factors taken into account

4. Issues for consideration by the Select Committee

- 4.1 Consideration of action plan against delivery capacity and that the Fire and Rescue Service has a robust governance system to manage capacity and continually review the plan and its delivery. Consideration of which plans might merit closer scrutiny as they are implemented.

5. Consultation

- 5.1 The following consultation is planned for this IRMP 2018-22 action plan
 - a. Cabinet Member for Safer, Stronger Communities.
 - b. Environment, Communities, and Fire Select Committee

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, through the action plans and County Council and Fire and Rescue governance.
- 6.2 That there is inadequate resource to deliver the IRMP action plans within the four year period without suitable controls and governance.

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 An Equality Impact Assessment was carried out for the IRMP.
- 8.2 As the impact report notes, the IRMP is an enabling document, which is intended to mandate specific work streams and projects through the action plans. 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 IRMP action plans. 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 will likely be procurements involved in the delivery of this action plan. Each will be separately assessed and would be subject to Social Value requirements.
- 9.2 In terms of environmental sustainability, the IRMP and its action plans make clear the Authority's commitment to reducing the environmental impact of its operations, and provides an indication of work done to date. The evolution of this work will be contained as an ongoing assessment within the Customer Centred Value for Money priority and Board.

10. Crime and Disorder Implications

- 10.1 There are no implications identified

11. Human Rights Implications

- 11.1 There are no implications identified

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

Appendix A - Draft IRMP action plan 2018-22 document.

Background Papers

IRMP document 2018-22 link:

https://www.westsussex.gov.uk/media/11698/wsfrs_integrated_risk_man_plan.pdf

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West Sussex Fire and Rescue

Integrated Risk Management Action Plan 2018-2022



PREVENTION | PROTECTION | RESPONSE

2018 · 2022

WSFRS Integrated Risk Management Action Plan 2018-2022

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WSFRS Integrated Risk Management Action Plan 2018-2022

Glossary of core terms

ACO	Assistant Chief Fire Officer
AFA	Automatic Fire Alarm
AM	Area Manager
CCVFM	Customer Centred Value For Money
CFO	Chief Fire Officer
DCFO	Deputy Chief Fire Officer
ECFSC	Environment, Communities & Fire Select Committee
FTE	Full time equivalence
FRS	Fire & Rescue Service
FRSLT	Fire & Rescue Service Leadership Team
I&C	Integration and Collaboration
IECR	Immediate Emergency Care Responder

WSFRS Integrated Risk Management Action Plan 2018-2022

IRMP	Integrated Risk Management Plan
P&C	People and Culture
PRAM	Pre Agenda Meeting for Select Committee
SELECT	Select Committee for Fire and rescue
SD	Service Delivery
WSSC	West Sussex County Council

Introduction

Producing an Integrated Risk Management Plan (IRMP) is a statutory requirement for all Fire and Rescue Authorities. This strategic document identifies the risks present in our communities; for those who live, work, visit and travel in West Sussex. The IRMP sets out how we address all foreseeable risk across our county it also provides an overview of what shapes our service in terms of our obligations, both nationally and locally.

Using the IRMP the Chief Fire officer (CFO) creates action plans that set out how we will make provision for response, prevention and protection activities and improve the service we deliver; to achieve this we will work in partnership with our communities and a wide range of partners locally and nationally.

Planning the use of our resources has never been so important. We must concentrate on areas of greatest need, always seeking to improve, always seeking more efficient and effective ways of working in order to achieve good value for the local community. This means working collaboratively with neighbouring fire services, other blue light services and by maximising our position within West Sussex county council (WSSC) by actively participating in partnership opportunities including tackling the social causes of fire and other emergencies.

WSFRS Integrated Risk Management Action Plan 2018-2022

This action plan explains how the CFO will deliver the IRMP on behalf of the Fire Authority.

In this document we will explain how we anticipate to deliver the outcomes contained in the last few pages of the full IRMP document and how we prioritise the outcomes over the four year period.

These action plans will undergo continual challenge and scrutiny and will use public and staff consultation when appropriate, they will be monitored for progress against our performance measures. We know, however, that the environment around us is always changing and therefore we will review our plan each year to make sure we are still tackling the ever changing risks we face and allocating the right resources to keep our residents and staff safe.

If you'd like to know more about the data we used in the development of our plan or view the full IRMP, please visit our website www.westsussex.gov.uk

Planning and governance

To make sure we deliver our action plans we have set up key programme boards each of which report into Fire and Rescue Senior Leadership Team (FRSLT) who undertake the role of the executive IRMP board. FRSLT will be chaired by the Chief Fire Officer to provide the strategic direction required to deliver these plans:

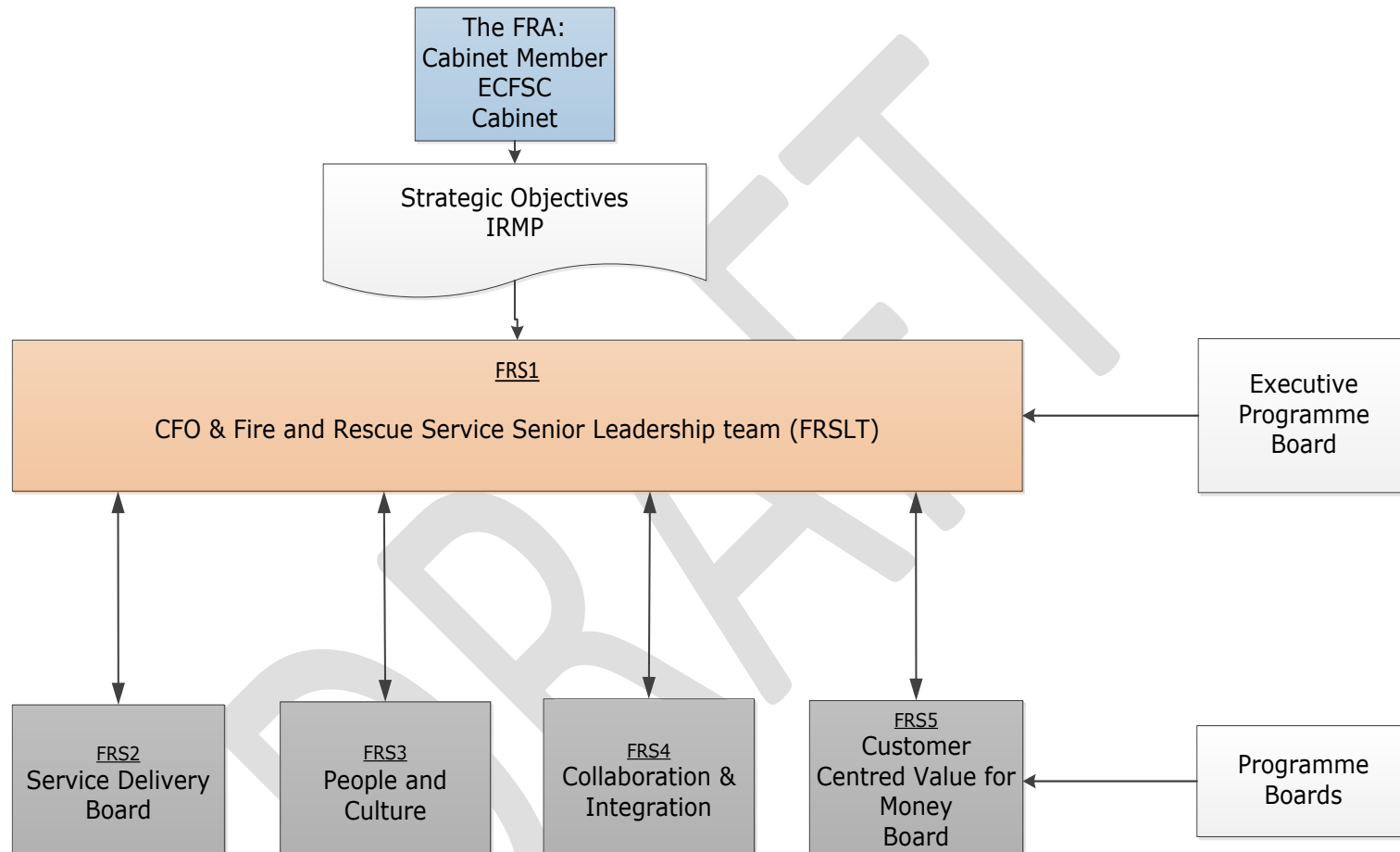
- FRS 1 - FRSLT – Chaired by CFO. This provides overarching governance to deliver our objectives.
- FRS 2 - Service Delivery Board – Chaired by CFO, delivering action plans to develop and improve our response, prevention and protection business areas.
- FRS 3 - People & Culture - Chaired by Deputy Chief Fire officer (DCFO), delivering action plans to develop and improve our People and Culture.
- FRS 4 - Integration & Collaboration – Chaired by CFO, delivering action plans to develop and improve our work with partners and stakeholders.
- FRS 5 - Customer Centred Value for Money - Chaired by DCFO, delivering our action plans to develop and improve our knowledge and awareness of value for money and increase our customer focus.

WSFRS Integrated Risk Management Action Plan 2018-2022

In support of the IRMP boards both Operations and Public Protection directorates will maintain a business delivery plan linked directly to WSCC corporate plan, which will also assist in the continual improvement of service. These plans will be reviewed in accordance with this IRMP and associated action plans as the business requires. Targets, measures and milestones will be monitored through the IRMP boards and the key performance indicators supporting the business delivery plans.

DRAFT

WSFRS Integrated Risk Management Action Plan 2018-2022



WSFRS Integrated Risk Management Action Plan 2018-2022

Prioritisation

It is recognised that the modern public sector environment is a far more dynamic and responsive work place than has historically been the case. Often funding pressures need to inform and drive priority areas of work to ensure the service remains fit for purpose, effective and efficient within the most current financial envelope.

It is the intention of WSFRS to deliver a pragmatic and responsive approach to this climate, focusing on the actions to deliver and mitigate the IRMP identified risks and associated business improvement opportunities. It is recognised that the leadership aspirations for WSFRS need to remain flexible and in context with the whole business environment of WSCC.

To enable this WSFRS recognise areas of priority and have introduced a tiered approach to help define those areas of imperative need and those that can incorporate a level of flexibility to incorporate the expected responsive and flexible approach required of public service's within the IRMP time frame of 2018-22. The table below defines the tiers applied to this plan, which will be reviewed 1/4ly and refreshed annually or as a result of any altered specific business needs of WSCC.

<u>Tier One – High Priority</u>	Planned work considered fundamental to delivering an efficient and effective statutory Fire & Rescue Service. These work streams are expected to deliver product or change within a time frame of 12 calendar months from initiation. It should be noted this will cross financial and business years where started mid-year. All tier one work streams for this IRMP are anticipated to be completed by March 2020 to enable activation up to and including March 2019 within the current business year.
<u>Tier Two- Medium Priority</u>	Planned work that supports and informs new and transformative work streams seeking to improve performance. Tier two work streams will include work collaboratively with partner organisations as such there will be dependencies within and outside WSCC (WSFRS) to deliver product or transformation. Time frames will need to incorporate and accommodate partner requirements. Tier two work is anticipated to deliver product or change within 24 calendar months from initiation.
<u>Tier Three – Low Priority</u>	Work considered to be exploratory that will drive broader transformation and provide future strategic direction for WSFRS beyond 2022.

WSFRS Integrated Risk Management Action Plan 2018-2022

IRMP Action plans 2018-19

*NB the indicated estimated resource allocation is for FRS Officers additional responsibility within IRMP programme and does not account for FRS business as usual or response to operational incidents. The days estimated are cumulative to anticipate the requirement across multiple functions.

Tier One – High Priority Action Plan 2018-19

Delegate Programme Board /Project Ref	Project detail	Expected Delivery Date	*Estimated Resource Allocation	Delegated Lead Officer
FRSLT Exec Board	Publish four Strategies to support IRMP delivery plan, establish four strategic Boards to deliver each of the strategies. Establish robust governance arrangements to assure delivery mechanisms of IRMP action plans.	March 2019	200 days	CFO
CCVFM Board	Deliver WSCC 2019/20 savings requirement for Public Protection and Operations Directorates.	April 2019	150 days	DCFO
Requires allocation – anticipated for I&C Board	Conduct investigation work with partners on the next generation of mobilising system and provide options to assure future mobilisation of FRS response resources.	TBC	TBC	DCFO
SD Board -FRS 2.2.3	Develop the delivery of new firefighting tactics to enhance our response to fires in buildings.	Dec 2018	100 days	AM Response
SD Board FRS 2.2.3 – extension to mandate	Develop and commence implementation of a strategy to support enhanced firefighting equipment, including high pressure and water misting capability across the fire engine fleet.	April 2019	100 days	AM Response
SD FRS 2.2.1	Implement new Emergency Rescue Equipment to enhance our response to transport incidents.	April 2019	250 days	AM Response
Requires allocation – anticipated for SD board	Develop a strategy for on-call recruitment and retention programme locally whilst linking into the national on-call campaigns and strategy.	TBC	TBC	ACO

WSFRS Integrated Risk Management Action Plan 2018-2022

Tier One – High Priority Action Plan 2018-19 (cont)				
Delegate Programme Board /Project Ref	Project detail	Expected Delivery Date	Estimated Resource Allocation	Delegated Lead Officer
FRSLT Exec Board	Initiate scoping work to enable a review our emergency response standards to include an outcome based measure.	Jan 2019	10 days	AM Risk and Improvement
SD FRS 2.1.2	Develop a specification for the provision of new 12 tonne Fire Engine to enhance resilience , deliver flexible options and support new Firefighting technologies	March 2019	10 days	AM response / Fleet Manager
SD Board FRS 2.2.2	Research new personal protective equipment (PPE) for all of our staff as part of a national collaboration.	March 2019	50 days	Procurement & Contract manager
P&C FRS 3.1.1	Develop a workforce plan to assure succession for all staff and inform recruitment and promotion requirements	March 2019	10 days	AM People
P&C FRS 3.1.3	Review FRS pay processes to remove error and assure effectiveness	Dec 2018	20 days	AM People
P&C 3.4.3	Develop an improvement plan for WSFRS staff wellbeing	March 2019	100 days	AM People
P&C Board – FRS 3.4.1	Commence the development and delivery of supporting action plans for inclusion and equality across WSFRS	Sept 2019	100 days	AM People
I&C Board – requires mandating	Develop an embedded WSCC –FRS IT strategy to support the delivery of the IRMP Action Plan	March 2019	10 days	AM Risk & Improvement
I&C Board – requires mandating	Identify improvement opportunities with FRS business support outcomes through full integration with WSCC Whole Council programme.	In accordance with Whole Council time frame	TBC	AM Risk & Improvement
CCVFM Board – requires Mandate	Develop a customer centred strategy and conduct customer focused service review to provide options for delivery prioritisation.	March 2019	20days	AM Risk & Improvement
CCVFM task and finish	Establish an internal Performance Board to scrutinise performance and deliver improvement against the top 13 KPI's for FRS	Oct 2018	5 days	DCFO/ Am Risk & Improvement

WSFRS Integrated Risk Management Action Plan 2018-2022

Tier Two – Medium Priority Action Plan 2018-19				
Delegate Programme Board /Project Ref	Project detail	Expected Delivery Date	Resource Allocation Estimated	Delegated Lead Officer
SD Board – requires mandate	Review the fleet of special appliances and rationalise the capability where appropriate and provide options.	TBC	TBC	AM Response
SD Board – FRS 2.2.5	Scope the provision of replacement BA to identify preferred options for implementation. Collaborative procurement must be considered within this proposal along with extended life solution to maximise value from existing provision.	Sept 2019	25 days	Procurement & Contract manager
P&C Board – FRS 3.3.2	Commence the design and development of a coaching and mentoring scheme to support individual leadership development	Sept 2019	50 days	AM People
I&C Board – managed through 3Fire programme	Commence delivery of WSFRS requirements within 3Fire Integrated Transport Function programme.	In accordance with ITF programme time frame	100 days	Fleet Manager
I&C Board – requires mandate	Investigate and scope new IT systems required to deliver WSCC-FRS IT Strategy	Dec 2019	25 days	AM Risk and Improvement
WSCC managed programme with overarching reporting and monitoring through I&C Board	Develop opportunity within WSCC One Public Estate programme, initially focusing on : <ul style="list-style-type: none"> ➢ Horsham Fire Station- co-location with Police and new FRS training provision ➢ Littlehampton – Blue light centre ➢ Burgess Hill – Blue Light Centre ➢ Drayton Depot- As part of the 3Fire Integrated Transport Function 	Various by site and in accordance with OPE programme timeframe.	200 days	CFO/ AM People /OPE Programme Manager

WSFRS Integrated Risk Management Action Plan 2018-2022

Tier Three – Low Priority Action Plan 2018-19				
Delegate Programme Board /Project Ref	Project detail	Expected Delivery Date	Estimated Resource Allocation	Delegated Lead Officer
I& C Board – FRS4.2.1 9 (e-learning) Undefined requires mandate Undefined requires mandate Undefined requires mandate	Development of the 3Fire programme with Surrey and East Sussex FRS – work focusing on : <ul style="list-style-type: none"> ➤ Training Learning and Development ➤ Health and Safety ➤ Policy & Guidance ➤ Occupational Health 	April 2020 April 2020 April 2020 April 2020	60 days 20 days 60 days TBC	AM People AM Risk & improvement
Undesignated anticipate I&C Board	Investigate collaboration in implementing the National operational Guidance	TBC	TBC	Am Risk & Improvement
Undesignated anticipate I&C Board	Investigate opportunity with Sussex Police to support Police Demand Management	TBC	TBC	TBC
Undesignated anticipate CCVFM Board	Develop our commercial FRS activity exploring opportunities with partner Fire and Rescue Services and other agencies to create income potential	TBC	TBC	AM Risk & Improvement
Undesignated anticipate CCVFM Board monitoring function	Work with WSCC strategic partner PricewaterhouseCoopers to identify opportunity within the WSCC Step Up transformation programme to develop our action plans for Value for Money.	In accordance with Transformation Programme time frame and requirements	TBC	Am Risk & Improvement

WSFRS Integrated Risk Management Action Plan 2018-2022

Anticipated IRMP Action Plans Year Two 2019-20

In addition to the prioritised Year 1 action plan, which will naturally transition into year two priorities, listed below are anticipate pipeline projects and extension into implementation plans that are anticipated years 2-4.

Due to the flexibility built into the IRMP Action plan to dynamically respond to service strategic needs these future plans have not been prioritised for delivery. The prioritisation will be undertaken in early 2019 as the year one action plan is reviewed against outcomes and anticipated future needs of each board to deliver against the IRMP objectives. In addition to the prioritisation expectations for deliver timeframes will be set at time of conformation in context with other FRS and WSCC arising priorities.

Anticipate Year 2 work streams 2019-20		
Anticipated Board allocation	Project Detail	Anticipated Lead Officer
Service Delivery	Work to develop a safe system of work to enable fire engines to be crewed with fewer than four firefighters when necessary.	ACO
Service Delivery	Implement a refreshed on-call recruitment and retention programme locally whilst linking into the national on-call campaigns and strategy.	AM Response
Service Delivery	Review our wholetime crewing systems to ensure that they maximise the availability of fire engines and support the delivery of prevention and protection activity.	ACO
Service Delivery	Implement new firefighting tactics to enhance our response to fires in buildings.	AM Response
Service Delivery	Complete the review of our emergency response standard and consult on the options	ACO

WSFRS Integrated Risk Management Action Plan 2018-2022

Anticipate Year 2 work streams 2019-20 (cont)		
Anticipated Board allocation	Project Detail	Anticipated Lead Officer
Service Delivery	Complete the review of the fleet of special appliances and rationalise the capability where appropriate by presenting options and implementing outcomes.	AM Response
Service Delivery	Implement new personal protective equipment (PPE) for all of our staff as part of a national collaboration.	AM Response
Service Delivery	Revise our response to automatic fire alarms (AFA) to reduce the number of times that we attend buildings where there is no fire and the alarm has actuated either as a result of a fault, through the mistaken belief that there was a fire or through malicious intent.	ACO
Service Delivery	Implement the immediate emergency care responder (IECR) training across the operational workforce.	AM People
Service Delivery or Integration and Collaboration	Develop data systems with an aspiration to provide a single point of Information for vulnerable individuals with increased risk that we will be able to share across teams and agencies to help "make every contact count."	Head of I&P / AM Risk and Improvement
Service Delivery	Confirm preferred option and commence implementation of the new mobilising system	DCFO
Service Delivery	Implement new firefighting tactics to enhance our response to fires in buildings.	AM Response
People & Culture	Implement a coaching and mentoring scheme	AM People
People & Culture	Implement action plans for WSFRS staff inclusion and equality	AM People
People & Culture	Implement action plans for WSFRS staff wellbeing	People & Culture
People & Culture	Commence the scoping and design of a talent management framework	People & Culture
People & Culture	Develop "WSFRS Standards of Behaviour" to support cultural change	People & Culture

WSFRS Integrated Risk Management Action Plan 2018-2022

Anticipate Year 2 work streams 2019-20 (cont)		
Anticipated Board allocation	Project Detail	Anticipated Lead Officer
People & Culture	Undertake an analysis of role maps to assure structure against organisational change	AM People
Integration & Collaboration	Build new IT system to enable WSCC FRS IT strategy	AM Risk & Improvement / WSCC lead officer
Integration & Collaboration	Develop programmes of joint inspections and information sharing to reduce risks in our community. In particular, our work with Housing Officers and Trading Standards with regards to electrical appliances and firework safety.	DCFO/ACO
Integration & Collaboration	Deliver phase one opportunities within WSCC's One Public Estate programme initially focusing on the following locations: Horsham, Littlehampton, Burgess Hill and Drayton.	ACO
Integration & Collaboration	Collaborate with other blue light partners and deliver a professional, efficient and value for money training provision.	AM People
Integration & Collaboration	Implement a collaboration partnership with the national operational Guidance documentation	AM Risk & Improvement
Integration & Collaboration	Work with 3 Fire partners, SECamb, Sussex and Surrey Police to complete delivery of the Integrated Transport Function.	Fleet Manager
Customer Centred Value for Money	Complete initial customer service review and provide options for delivery and prioritisation	AM Risk & Improvement
Customer Centred Value for Money	Prioritisation and delivery of customer centred priorities identified through year one focus work.	AM Risk & Improvement
Customer Centred Value for Money	Embed and develop the internal FRS performance challenge and scrutiny group.	DCFO
Customer Centred Value for Money	Work through options for any 2020 savings required	DCFO
Customer Centred Value for Money	Develop our processes and partnerships seeking to reduce the burden of false alarms to business, to increase productivity, maximise public evacuation response and support the reduction in FRS attendance to unwanted calls.	ACO / AM Risk and Improvement

WSFRS Integrated Risk Management Action Plan 2018-2022

Anticipated IRMP Action Plans Year Three –Four 2020-22

Due to multiple factors regarding planning assumptions for these IRMP action plans, it is difficult to be specific and detailed regarding anticipated plans beyond 2020 into the second half of this four year plan. Dependencies that will impact and determine the actual work in this second phase 2020-22 will include:

- WSCC Funding arrangements and savings requirements.
- Outcomes of the HMICFRS inspection programme and any associated WSFRS improvement action plans.
- Outcomes and recommendations of discovery and scoping work within years one and two 2018-20.
- Development of new collaboration work streams that are unknown at time of initial drafting of these plans Sept 2018

Despite these dependencies, listed below, are expected work streams considered likely to contribute to work required to deliver years three and four of this IRMP action plan.

Anticipate Year 3 work streams 2020-21		
Anticipated Board allocation	Project detail	Anticipated Lead Officer
Service Delivery	Research, procure and implement 'smaller' fire engines powered by modern energy solutions as part of the development of a more efficient and sustainable fleet.	Fleet Manager
Service Delivery	Extend the co-responding pilot across the county.	ACO / AM Response
Service Delivery / Integration & Collaboration	Introduce new technologies and information systems to increase efficiency and effectiveness of prevention activities.	Am Risk & Improvement / Head of I&P
Service Delivery	Deliver data systems with an aspiration to provide a single point of Information for vulnerable individuals with increased risk that we will be able to share across teams and agencies to help "make every contact count."	ACO / Head of I&P

WSFRS Integrated Risk Management Action Plan 2018-2022

Anticipate Year 3 work streams 2020-21 (cont)		
Anticipated Board allocation	Project detail	Anticipated Lead Officer
Service Delivery / Integration and Collaboration	Explore use of risk management tools from the private sector to provide risk data.	Service Delivery / Integration and Collaboration
Service Delivery / Integration and Collaboration	Implementation of new mobilising systems	DCFO/ AM Risk & Improvement
People & Culture	Bench mark WSFRS welfare arrangements against the College of Policing Blue Light Wellbeing Framework	AM People
People & Culture	Develop an internal quality assurance framework to assure newly developed "standards of behaviour" model	AM People
People & Culture	Implement WSFRS Talent Management Framework	AM People
Integration & Collaboration	Complete implementation of new IT system in accordance with WSCC FRS IT strategy	AM Risk & Improvement
Integration & Collaboration	Collaborate with other blue light partners and complete the delivery a professional, efficient and value for money training provision.	AM People
Integration & Collaboration	Work with our 3Fire partners, SECamb, Sussex and Surrey Police to finalise delivery of the integrated transport function.	Fleet Manager
Integration & Collaboration	Work with blue light agencies to explore new opportunities for closer collaborative working, for example, RNLI accommodation.	ACO / AM Response
Customer Centred Value for Money	Continue to deliver prioritised outcomes from the customer centred review	AM / Risk & Improvement
Customer Centred Value for Money	Review internal FRS performance challenge and scrutiny group for effectiveness	DCFO
Customer Centred Value for Money	Work on options to deliver any 2021 savings required	DCFO

WSFRS Integrated Risk Management Action Plan 2018-2022

Year Four 2021-22

Anticipate Year 4 work streams 2021-22		
Anticipated Board allocation	Project detail	Anticipated Lead Officer
FRSLT – Exec Board	Review IRMP 2018-22 and supporting action plan to produce IRMP 2022-26 with supporting action plans	DCFO
Service Delivery	Integrate “smaller” fire engine into response fleet	ACO / AM Response
People & Culture	Develop improvement plan against findings from benchmarking against College of Policing Wellbeing Framework	AM People
People & Culture	Implement quality assurance framework for WSFRS “Standards of Behaviour” model.	AM People
People & Culture	Review WSFRS Talent Management framework	AM People
People & Culture	Develop improvement plan against findings from benchmarking against College of Policing Wellbeing Framework	AM People
Integration & Collaboration	Review collaboration work streams to identify ongoing priorities	CFO/DCFO
Customer Centred Value for Money	Prepare options for budget profile 2022-23 in accordance with WSCC FRS projected FRS profile.	DCFO

These plans have been developed and published Autumn 2018 in support of the WSFRS 2018-222 IRMP. At time of publication all work streams have been identified as being required to deliver against the published IRMP. An annual review of these planning priorities against the core WFRS dependencies will be undertaken. A refreshed in year plan will then be presented to the Select Committee responsible for the challenge and scrutiny of WSFRS performance on behalf of the WSCC Fire and Rescue Authority. This annual review will be conducted within the last quarter of each financial year in preparation for the new financial year, this will assure the plans cognisance of WSCC budgetary pressure and allocations.

WSFRS Integrated Risk Management Action Plan 2018-2022

Version Control

Document version control			
Date	Version	Description of Change	Reason for change
12 th Aug – 3 rd Sept	0.1- 0.5	Document initial drafting	Prep for PRAM
4 th Sept 2018	0.06	Final draft -WSCC PRAM	Submission to PRAM
7 th Sept 2018	0.07	Inclusion of project /board reference	Cross referencing to existing programme framework.
13 th Sept	0.08	Inclusion of prioritisation, tiered approach and resource estimation for year one. Also re-formatting as a result of changes.	Request alteration from PRAM pre Select submission.

WSFRS Integrated Risk Management Action Plan 2018-2022

DRAFT

Environment, Communities and Fire Select Committee

21 September 2018

Business Planning Group Report

Report by Chairman, Business Planning Group

Executive Summary

Each Select Committee has a Business Planning Group (BPG) to oversee the Committee's work programme and prioritise issues for consideration by the Committee. This report provides an update to the Committee of the BPG meeting held on 18 June 2018, setting out the key issues discussed.

Recommendation

The Environment, Communities and Fire Select Committee is asked to note the contents of this report and endorse the Committee's Work Programme for 2018/19 (attached as appendix A).

1. Background

1.1 The Business Planning Group (BPG) met on 18 June 2018 with Mr Barrett-Miles, Mr Baldwin, Mr Jones and Mr S Oakley, in attendance to undertake work planning on behalf of the Committee.

1.2 Among the issues discussed:

- **Fire and Rescue Service (FRS) Performance Management-** Members were given an overview of the latest FRS Performance data as set out in the Operational Performance Report (attached as Appendix B). No issues were referred for scrutiny by the Committee, but the group requested that all Key Performance Indicator's (KPI's) be circulated to the BPG ahead of its next meeting. Members also queried the increase in cross border incidents and noted the recruitment challenges with retained firefighters.

The BPG also requested that the Performance Report be shared with the wider membership via the Member Information Service (MIS) and agreed to look at the possibility of setting up a Task and Finish Group (TFG) to look into improving the recruitment and retention of retained firefighters.

- **Annual Sustainability Report and Electric Vehicle Policy -** Members undertook planning for the Annual Sustainability Report item, scheduled for scrutiny at the 21 September meeting. Members also learnt that a strategy that would help

shape the Electric Vehicle Policy and set out the County Council's position was currently being developed. The BPG Chairman and Vice Chairman were also due to meet with the Cabinet Member for Environment in relation to work on the Air Quality Plan and would further update members.

- **Littlehampton to Bognor Regis Cycle Path** – Members queried the extended timetable and the increase in costs to this project from initial estimates. The BPG agreed for this item to be scrutinised by the Committee at the 14 November meeting.
- **Rick Management** – Members considered the Corporate Risk Register and Risk Management Strategy and agreed for a more focused discussion on this item at the next meeting of the BPG on 27 September.
- **2017/18 Scrutiny Survey** – Members noted the results of the annual scrutiny survey carried out in March 2018.

2. Work Programme Planning 2018/19

- 2.1 Informed by officers from the relevant service areas, BPG members considered the Work Programme for 2018/19.
- 2.2 The output from this discussion is summarised in the revised work programme at Appendix A (2018/19) which reflects any subsequent decisions or alterations made since the meeting.

3. Equality Duty

- 3.1 An Equality Impact Report is not required for this report as it deals with internal matters only.

Andrew Barrett-Miles

Chairman, Environment, Communities and Fire Select Committee

Contact: Ninesh Edwards, Senior Advisor, 03302 222542

Appendix A - Environment, Communities and Fire Select Committee
Work Programme 2018/19

Appendix B - WSFRS Operational Performance Report

Background Papers - None

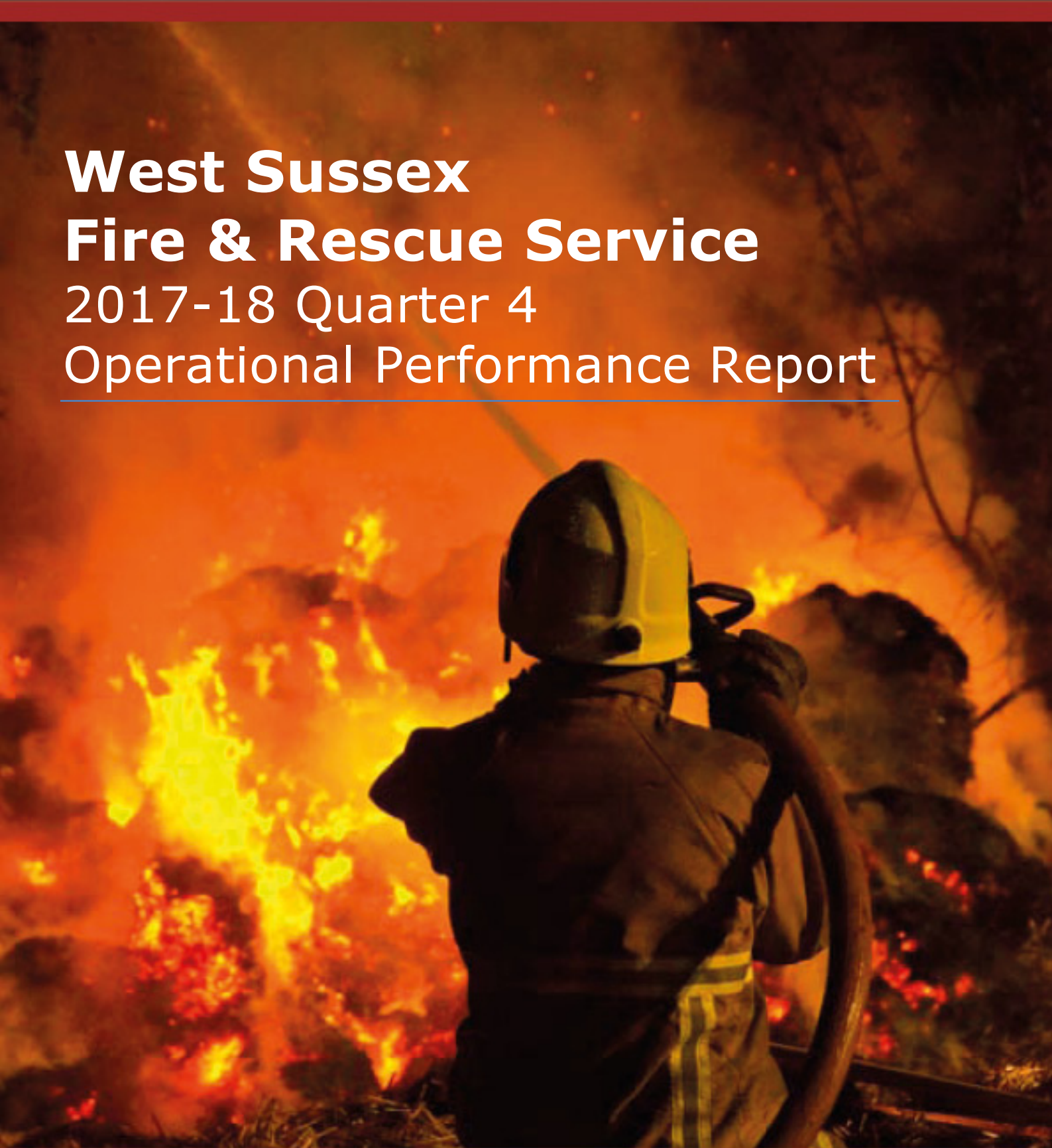
Draft Work Programme 2018/19

Select Committee Meeting date	Subject/Theme	Objectives/Comments
21/09/2018	FRS Action Plan Timeline for 2018/19	Scrutiny of plans for taking forward work derived from the IRMP. Opportunity for the Committee to consider which elements it wishes to be engaged in
	Strategic Planning	Scrutiny of the approaches taken to planning for new or improved infrastructure to support the delivery of housing development in the County. To include (a) the views of an external service provider/utility company, (b) the views of a local planning authority with regard to planning for infrastructure when reviewing a local plan, and (c) the implications for the County Council as a key service provider (including highways and transport, and education).
	Highway Maintenance Contract	Verbal update following recent Reg 11 decision
14/11/18	Portfolio Savings Proposals	
	Economy Growth Plan - Delivery Plan	As requested by ECFSC at its 31 Jan meeting. To include an update on the Bold Ideas
	On-street Parking to Support Traffic Management	Key decision preview
	Updated Guidance on Parking in New Developments	Key decision preview
	Lesson Learned - Bognor to Littlehampton Cyclepath	How any learning from the scheme will be applied to future projects
06/12/2018	Bus Subsidies	To consider impact of the adoption of the new bus strategy. Have alternatives been considered sufficiently?
	Air Quality	To preview the draft policy. To also cover changes to Gov feed-in tariffs for solar schemes. To include overview of electric vehicle policy, and any issues identified by the Business Planning Group

Draft Work Programme 2018/19

	Retention and Recruitment of Retained Firefighters	To scrutinise a key strand of the recently adopted IRMP
14/01/2019	Road Safety - Safer Sussex Roads Partnership	To focus on performance outcomes and the quality of partnership work. To compare the performance of the partnership with neighbouring and comparator authorities.
	Velo South	Lessons learned
13/03/2019	Highways Improvement Schemes and Community Projects	To scrutinise how these are funded and how members are involved.
	Local Cycling and Walking Infrastructure Plans	To scrutinise, roughly six months into their operation, implementation progress
	Halewick Lane Energy Storage Project	Key decision preview

West Sussex Fire & Rescue Service 2017-18 Quarter 4 Operational Performance Report



Foreword

West Sussex Fire & Rescue Service's aim is to keep our communities safe.

The priorities for the service are set by West Sussex Fire & Rescue Authority (FRA).

These priorities form the basis of our Integrated Risk Management Plan, which identifies and assesses all foreseeable fire and rescue related risks that could affect our communities.

As Chief Fire Officer, I am required to provide performance data to the Environment, Communities and Fire Select Committee (ECFSC) so they can monitor the service's performance.

We have agreed a set of 12 key performance indicators to enable the committee to scrutinise how well the service is performing.

These indicators are measured against agreed standards and are designed to make sure we continually improve as a service.

We will update ECFSC on a quarterly basis.

This report covers the financial year from April 2017 to March 2018.

The performance data will show whether we are on track to meet our targets or if an areas needs improvement. Where improvement is needed then an action plan will be put in place.

A glossary of terms is attached as an appendix to this document. Further information, reports and performance data is available at www.westsussex.gov.uk/fire-emergencies-and-crime/west-sussex-fire-rescue-service/performance-plans-and-reports

Gavin Watts, Chief Fire Officer



Our Performance

Activity Overview

During this financial year so far (April to March) West Sussex Fire & Rescue Service (WSFRS) attended **9241** incidents in West Sussex with 1741 being categorised as critical incidents.

1007 Critical Special Services
734 Critical Fires

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

Particular items for discussion this Quarter:

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.

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

¹ 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.

12 Key Performance Indicators and measures

#	Indicator	Measure/ target
1	Critical Fire Incidents	Measure
2	1 st Appliance attendance time	Target
3	2 nd 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

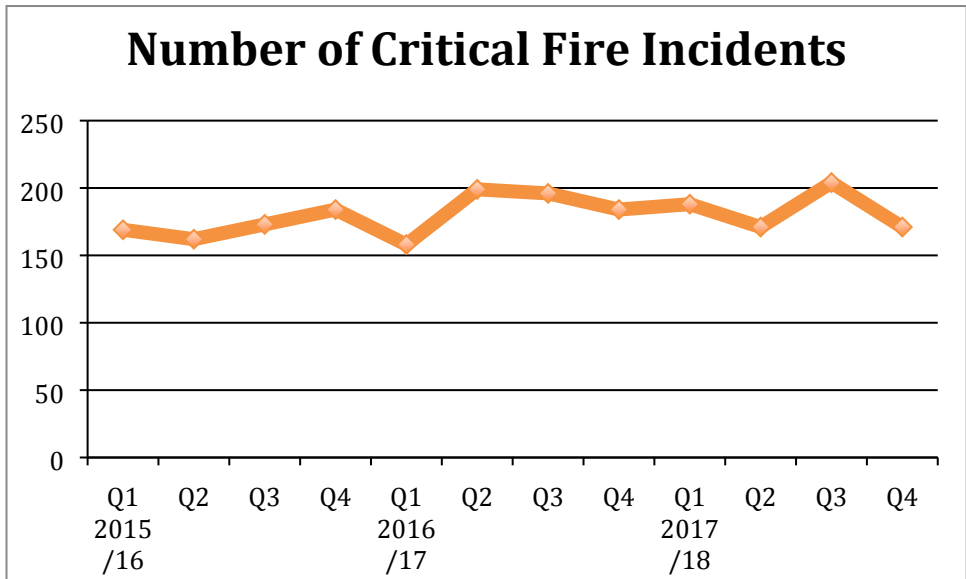


Critical Fire Incidents

There has been a slight trend rise over the last 3 years, but this is not statistically significant.

Local Measure

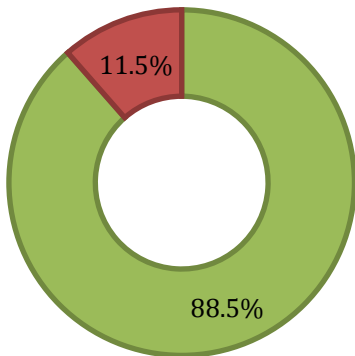
Number of Critical Fire Incidents



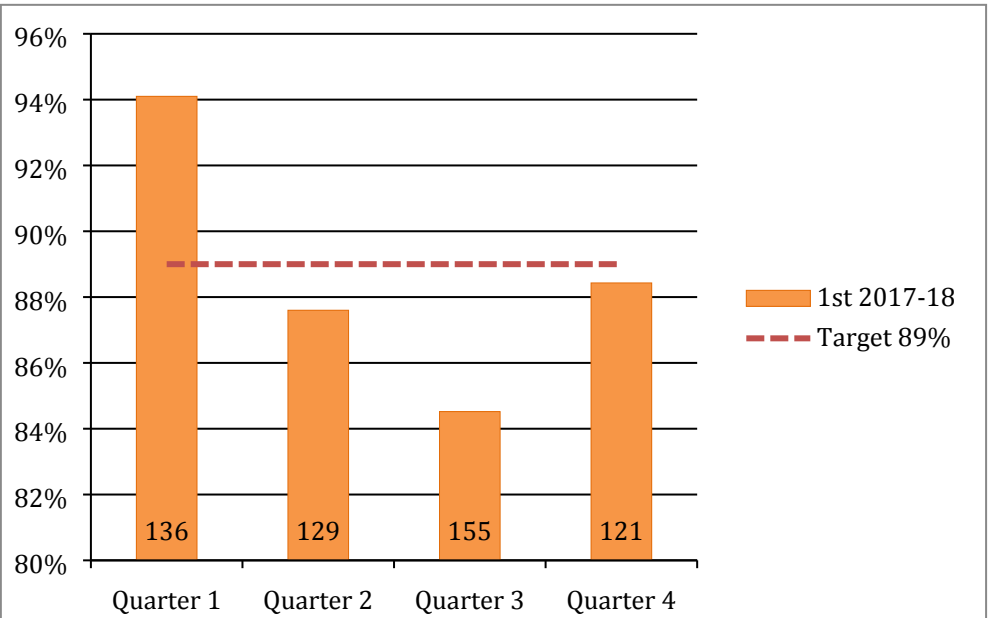
1st fire appliance attendance time

Target 89%

Cumulative Pass Average for 2017/8 is 88.5%, just below target.



Local Target

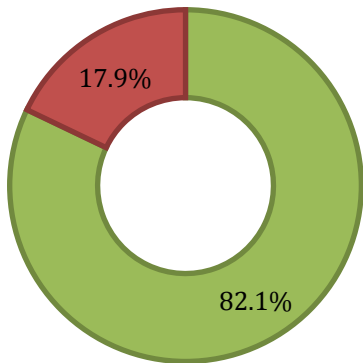


Action Plan

Just below target – We continue to investigate individual attendance times and improve overall fire engine availability, particularly in key areas where performance falls.
We will also work to deliver IRMP action plans to improve this target.

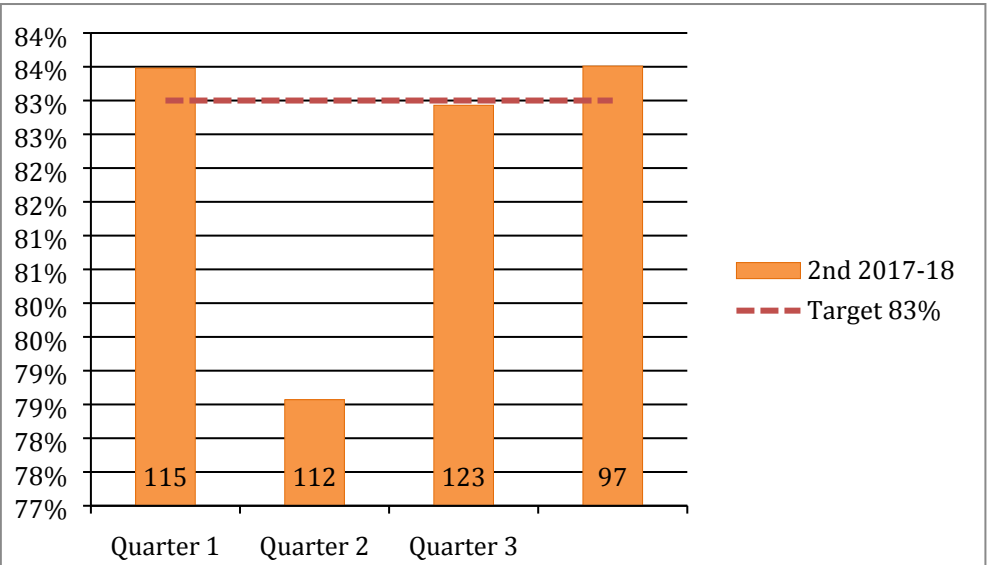


2nd fire appliance attendance time



Target 83%
Cumulative Average Pass rate for 2017/8 is 82.1%, just below target.

Local Target

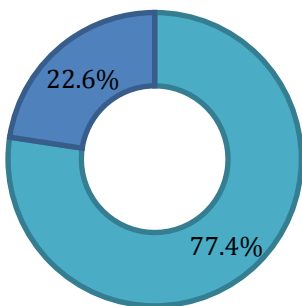


Action Plan

Just below target - We continue to investigate individual attendance times and improve overall fire engine availability, particularly in key areas where performance falls.
We will continue to deliver the IRMP action plan to improve this target. An example failure this quarter was the delay in crews attending a fire station Due to there being local road works.

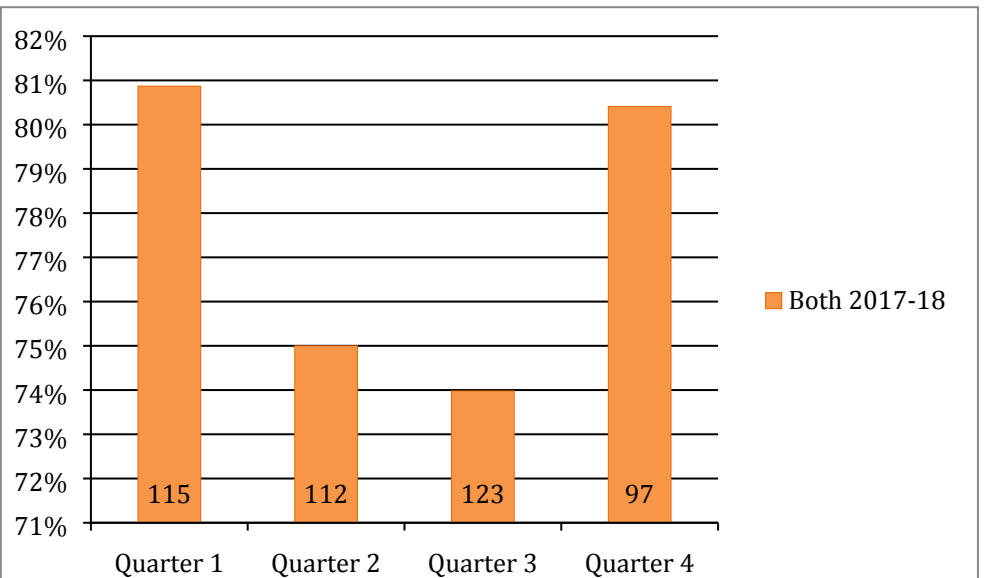


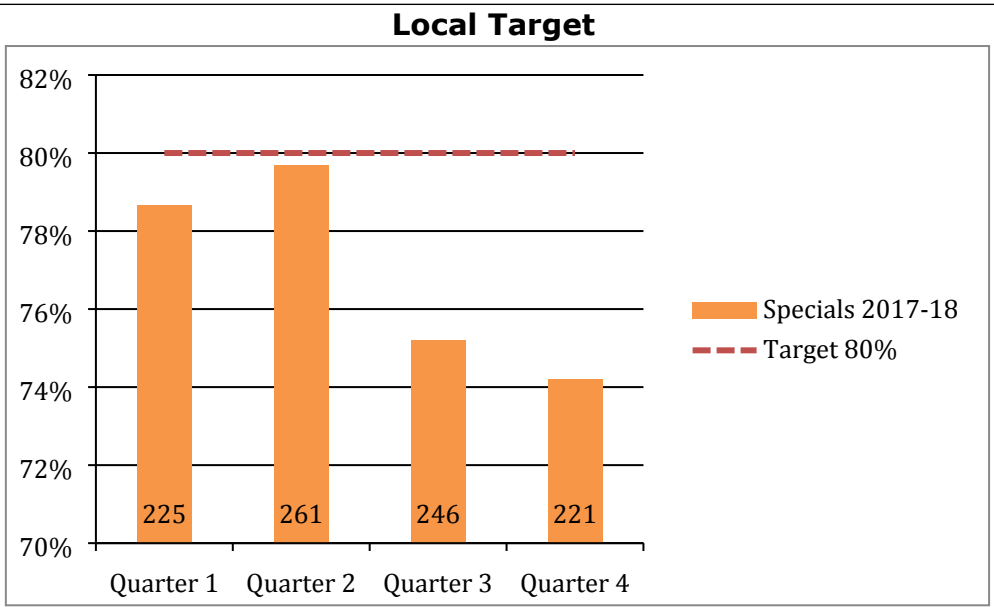
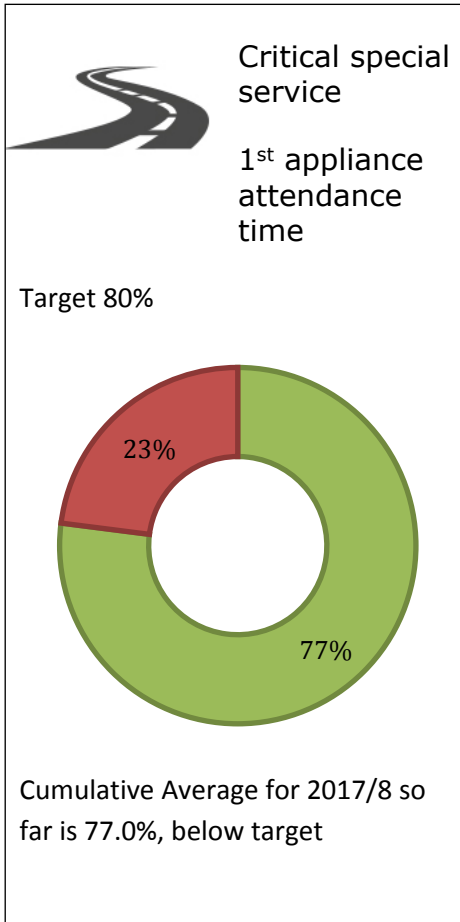
Both fire appliances attendance time



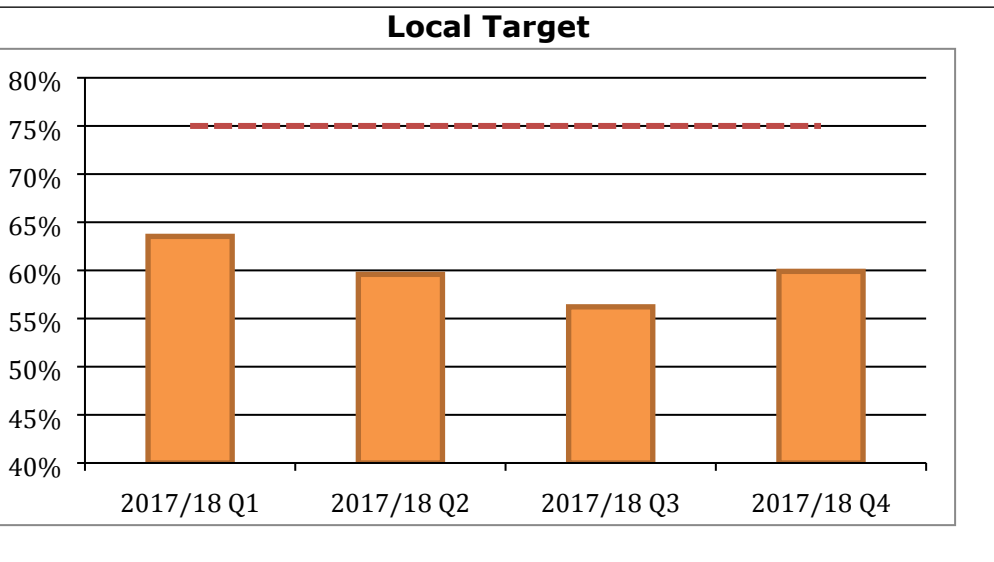
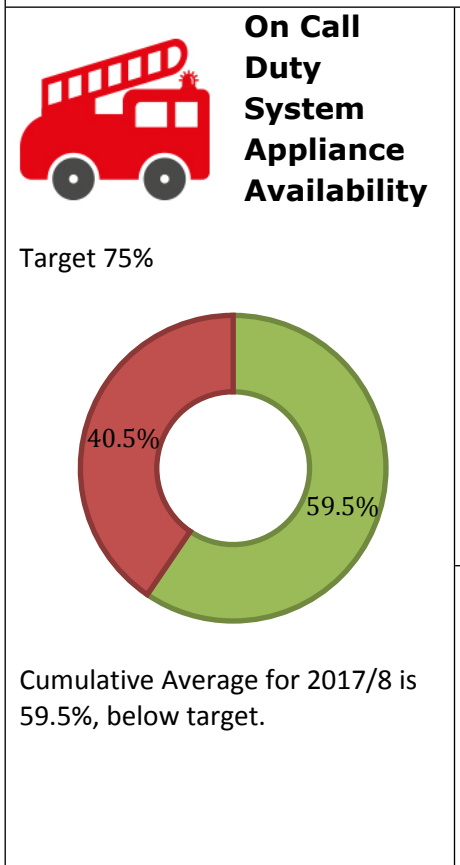
Cumulative average for 2017/18 is 77.4%

Local Measure





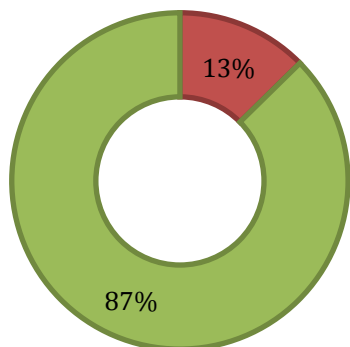
Action Plan
Below target - We continue to investigate individual attendance times and improve overall fire engine availability, particularly in key areas where performance falls.
We will continue to deliver our IRMP action plans.
An example where we experienced issues with road works close by to our on call fire station and also some crewing issues at one other on call fire station.



Action Plan
Below target – National Issue
We are continuing to recruit on-call firefighters around the County. The introduction of the Retained Liaison Officers will provide support to local on-call teams.
This is also an-going issue nationally, particularly in rural areas where people often leave their home village or town to work elsewhere. This provides a challenge for recruitment during week day and weekend day times.



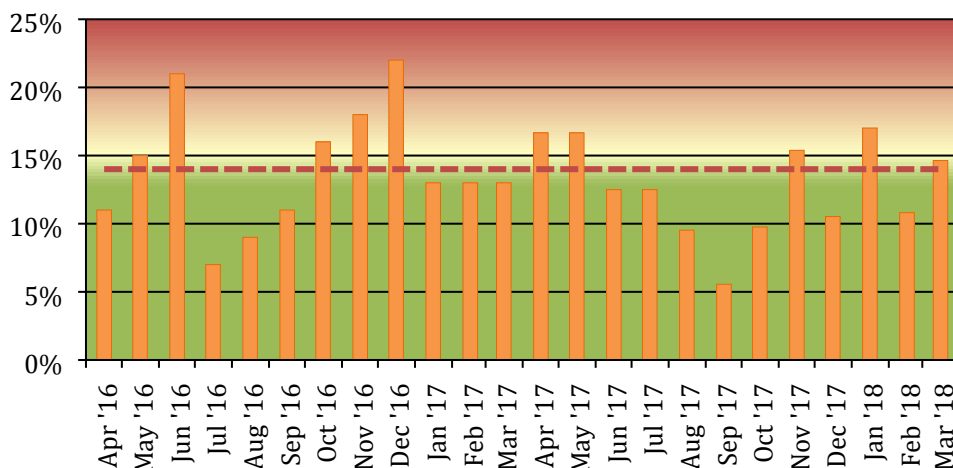
Dwelling fires no smoke alarm



Target 14%

Cumulative Average for 2017/8 is 13%, which is better than target

Local Target
Percentage of Dwelling Fires where no smoke alarm was present



Action Plan

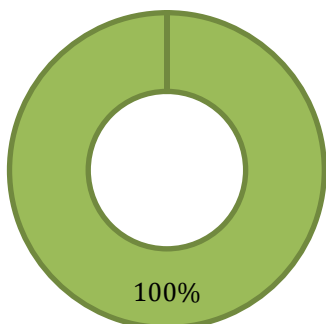
No overall remedial action required – We continue to maintain community safety activities in targeted areas and focussed on the most vulnerable.



Safe and well visits

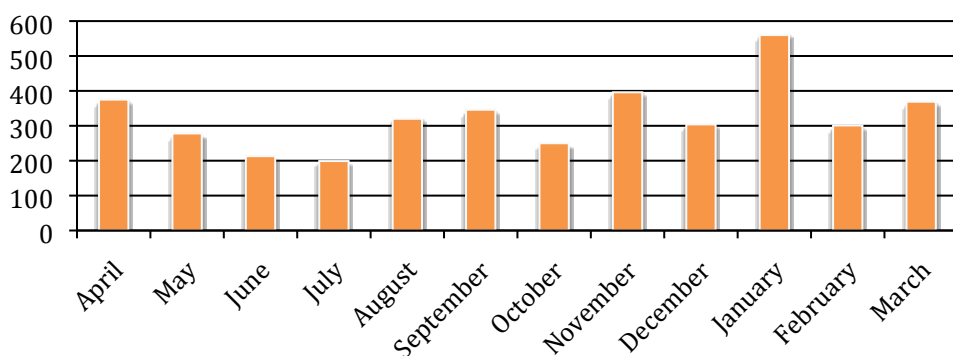
Target: Annual target of 4000.

Cumulative total for 2017/18 is 4959.



Local Target

Safe and Well Visits for those at the Highest Risk



Action Plan

No overall remedial action required – We are developing a broader wellbeing offer for our residents as part of our Safe & Well visits, whilst we continue to maintain and deliver our core fire prevention and safety services.

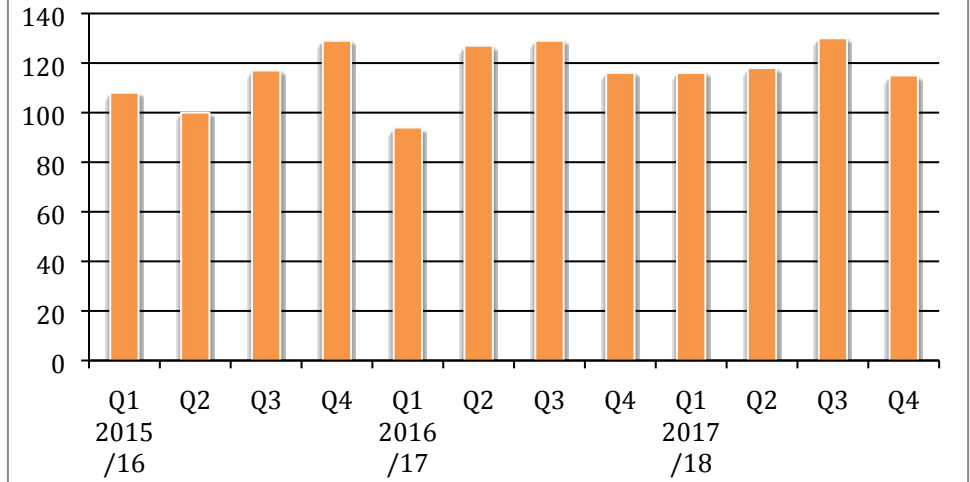


Accidental dwelling fires

There has been a slight trend decline over the last 3 years, but this is not statistically significant.

National Measure

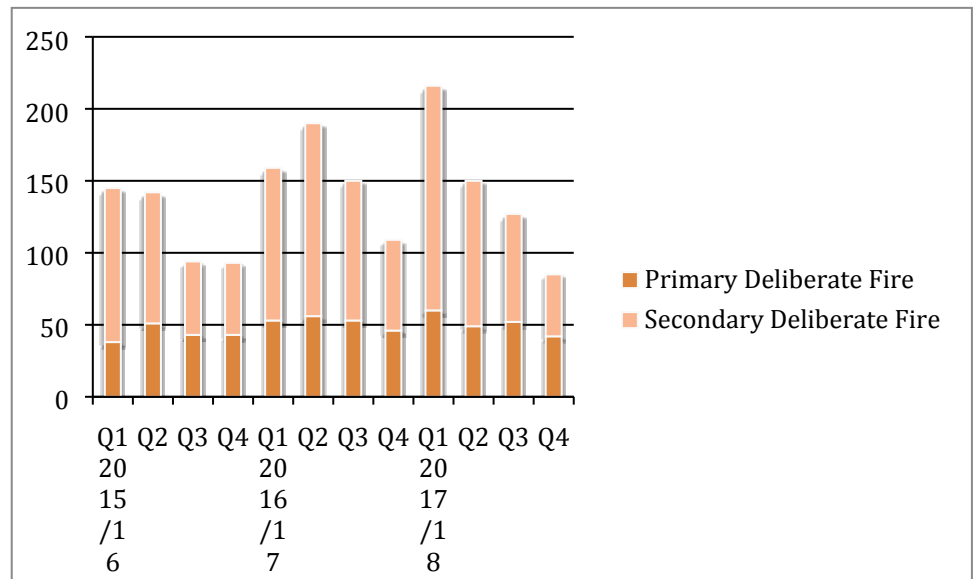
Accidental Dwelling Fires by Quarter



Deliberate Fires

Primary fires are more serious fires and include any non-derelect property, fatalities, casualties or where more than five fire engines have attended. Secondary deliberate fires such as bins and rubbish fires tend to be a highly seasonal type of incident, greatly affected by the weather. The numbers of incidents are nearly always higher in the warmer, dryer months of spring and summer.

National Measure



A sporadic type of incident that is usually caused by deliberate arsonists or carelessness. Carelessness is often related to outdoor (secondary) fires and is greatly affected by the weather. We launched a wildfire prevention campaign to raise general awareness of such risks through the spring and summer periods. All property (primary) fires are investigated and if arson is suspected or confirmed we work with Sussex police to prosecute and or potentially rehabilitate offenders. The Firewise scheme is a prevention initiative, focussed on educating young

fire setters or children with an unhealthy interest in fires.

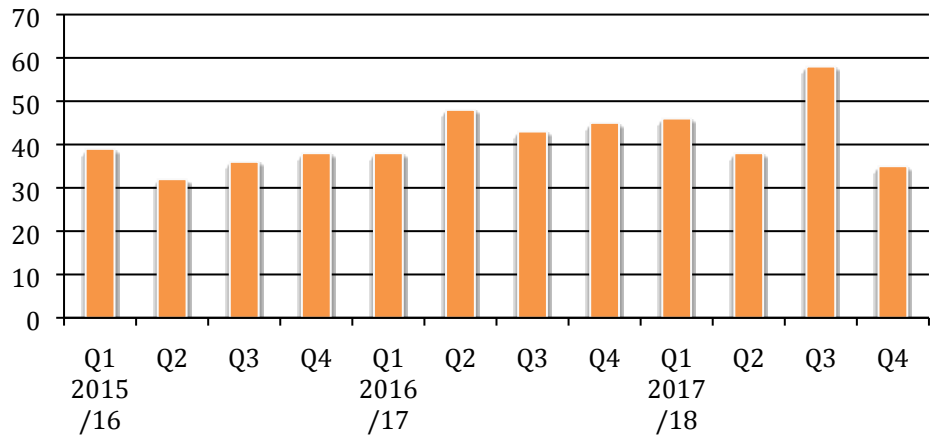


Fires in commercial property

This measure records how many fire incidents have occurred at commercial premises within West Sussex each month.

National Measure

Number of Fires in Commercial Premises by Quarter



Our Business Fire Safety team works with local businesses, focussing on the highest risk properties in the County, assessing fire risk and ensuring compliance with fire safety regulations.

Fire kept to room of origin



This item measures the percentage

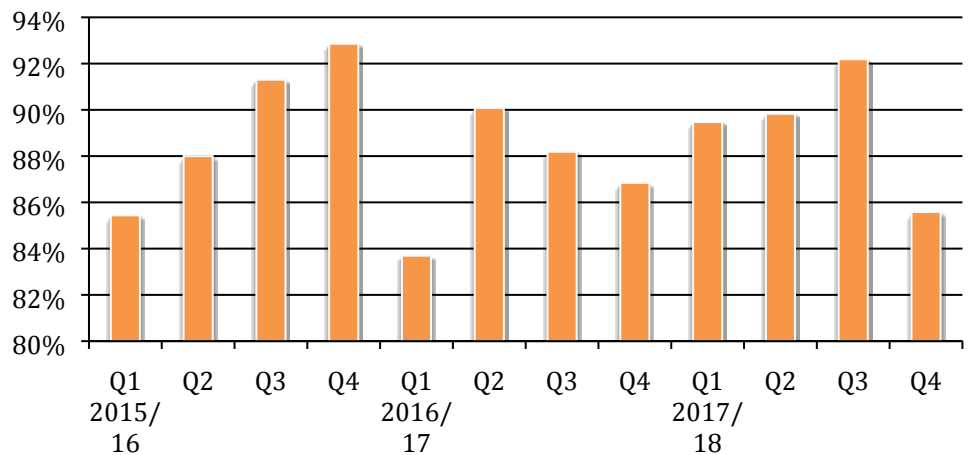
of incidents where a fire incident attended within West Sussex was contained to the room in which the fire was suspected to have originated.

There is no significant trend over the 3 years.

Dwellings Only.

National / local Measure

% Fires Kept to Room of Origin



Continuing to develop public awareness on fire safety plans and in the development of evidence based firefighting. A new prevention campaign 'close before you doze' is being developed, encouraging home and

	business owners to keep doors shut, particularly at night time.
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Glossary of terms

Critical Incidents

Critical Incidents are defined as incidents that are likely to involve a significant threat to life, structures or the environment.

In general terms critical incidents are those with a higher risk of harm to people or property

Critical Fire

A fire incident that involves a threat to life or property.

Critical Special Service

A critical special service is a more serious non fire incident such as a Road Traffic Collision, or a person trapped in machinery

Emergency response standards

The emergency response standards West Sussex were agreed through consultation with the public in 2008. The standards, for Critical Incidents, include call handling time for Fire Control Operators to receive 999 calls, gather incident information and mobilise the quickest available fire crews and measure to time of arrival, using our fire risk map we set a more challenging performance standard for higher risk areas.

On Call Duty system

Retained firefighters provide an agreed level of 'on-call' cover for emergencies via a pager system. Maintaining retained resources is an on-going issue nationally, particularly in rural areas where people often leave their home village or town to work elsewhere.

Deliberate Fires

The majority of deliberate fires in West Sussex are fires to refuse. Deliberate fires include those where the motive for the fire was 'thought to be' or 'suspected to be' deliberate. This includes fires to an

individual's own property, others' property or property of an unknown owner. Deliberate fires are not the same as arson. Arson is defined under the Criminal Damage Act of 1971

'**Dwelling**' means a property that is a place of residence i.e. occupied by households, excluding hotels, hostels and residential institutions. Includes non-permanent structures used solely as a dwelling, such as houseboats and caravans.

Dwelling fires no smoke alarm

A monthly measure of the percentage of dwelling fires in West Sussex where it is recorded that there is no smoke alarm present.

Safe and Well checks

Safe and Well Visits are considered to be an effective way of greatly improving safety within people's homes.

We use our staff work with other agencies to carry out these visits, giving general safety advice and fitting smoke alarm and equipment where appropriate.

Fire kept to room of origin

This measure is of incidents where the fire did not spread from the room it started in. Education to the public on fire escape plans and in the delivery of our evidenced based firefighting project will help preventing fires and assist in them staying in the room of origin, but there can be several factors involved beyond our control. This is measured for dwellings only.

More information is available at <https://www.westsussex.gov.uk/fire-emergencies-and-crime/west-sussex-fire->

[rescue-service/performance-plans-and-reports/](#)



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 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 daily. Published decisions are available via this [link](#). The Forward Plan is available on the County Council's website www.westsussex.gov.uk and from Democratic Services, County Hall, West Street, Chichester, PO19 1RQ, 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:

Decision	The title of the decision, a brief summary and proposed recommendation(s)
Decision By	Who will take the decision
West Sussex Plan priority	See above for the five priorities contained in the West Sussex Plan
Date added to Forward Plan	The date the proposed decision was added to the Forward Plan
Decision Month	The decision will be taken on any working day in the month stated
Consultation/ Representations	Means of consultation/names of consultees and/or dates of Select Committee meetings and how to make representations on the decision and by when
Background Documents	What documents relating to the proposed decision are available (via links on the website version of the Forward Plan). Hard copies of background documents are available on request from the decision contact.
Author	The contact details of the decision report author
Contact	Who in Democratic Services you can contact about the entry

For questions about the Forward Plan contact Helena Cox on 033022 22533, email helena.cox@westsussex.gov.uk.

Published: 11 September 2018

A Prosperous Place

Cabinet Member for Highways and Infrastructure

Street Works Prosecution Policy	
<p>Utilities have a statutory obligation to apply for streetworks permits through the County Council's permit team. This is in accordance with relevant legislation such as the New Roads and Street Works Act, the Traffic Management Act, the West Sussex Permit Scheme and the associated regulations and Codes of Practice.</p> <p>Utilities are required to use their best endeavours to co-operate with the County Council as the street authority, in the interests of safety, to minimise inconvenience to people using the street and to protect the structure of the street and the integrity of the apparatus in the street. Failure to do so is an offence under the relevant section of the legislation.</p> <p>It is proposed that the County Council's street authority will prosecute if it considers that an offence has been committed and if the evidence shows that there is a realistic prospect of conviction, where the relevant offender has shown a previous poor history of compliance under its statutory obligations and/or the offender has failed to discharge its liability under The Street Works (Fixed Penalty) (England) Regulations 2007 or the Traffic Management Permit Scheme Regulations 2007.</p> <p>It is recommended that Cabinet Member approves the adoption of The West Sussex Streetworks Prosecution Policy to empower the street authority in carrying out its statutory duty/s in accordance with the relevant Acts of Parliament.</p>	
Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	17 July 2018
Decision Month	September 2018
Consultation/ Representations	<p>Internal and external stakeholders</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Jeff Elliot Tel: 033 022 25973
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Highways and Infrastructure

Update of the Surface Water Management Policy	
<p>The Surface Water Management Policy was adopted in August 2017 and is an important regulatory tool against which planning applications can be challenged. At the request of engineering colleagues in the West Sussex Districts and Borough councils, the County Council as Lead Local Flood Authority (LLFA) was requested to write further guidance relating to non-major developments (notably householder extensions and housing developments of less than 10 properties). The Policy has been reviewed over the past 9 months and consulted upon internally and externally.</p> <p>The Cabinet Member for Highways and Infrastructure will be asked to approve the adoption of the updated Surface Water Management Policy.</p>	
Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	17 July 2018
Decision Month	September 2018
Consultation/ Representations	<p>District and Borough Councils, internal consultation with Director of Highways and Transport and Executive Director for Economy, Infrastructure and Environment</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	West Sussex (LLFA) Policy for the Management of Surface Water
Author	Ray Drabble Tel: 033 022 24077
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Highways and Infrastructure

Traffic Signals Refurbishment Programme
<p>This decision concerns the implementation of a refurbishment programme for traffic signal sites across West Sussex. The Traffic Signals Team has developed a system that uses periodic inspections of the traffic signals to capture and categorise equipment and sites that need urgent attention. The number of such locations has been steadily increasing due to the age of the equipment.</p> <p>It is proposed that a programme of signal refurbishments is progressed, using the current traffic signals maintenance contract, to procure all the necessary elements of the work. Although it would be feasible to investigate the implementation of a full asset management plan the cost of this would be in excess of £2million. However the proposed Traffic Signals Refurbishment Programme will address the critical issues.</p> <p>The Capital Programme 2018/19 – 2022/23 approved by Full Council in December</p>

2017 included £1m for the Traffic Signals Refurbishment Programme as a pipeline scheme, funded by corporate borrowing. The funding is split £250k per annum over 4 years, commencing 2018/19.

The Cabinet Member will be asked to approve:

- (1) The decision to proceed with the refurbishment programme; and
- (2) The use of the associated funding of £250k per annum from 2018/19 to 2021/22.

Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	7 August 2018
Decision Month	September 2018
Consultation/ Representations	Internal consultation with finance and legal teams Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Barry Edmunds Tel: 033 022 25692
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Highways and Infrastructure

Approval of Guidance on Parking in New Developments

The Council provides guidance on parking in new residential and commercial developments to inform the determination of planning applications by Local Planning Authorities (LPA). It addresses the amount of car and cycle parking that is expected to be provided and includes advice to developers and the LPAs on the highway impacts of parking provision in new developments.

The current guidance was last reviewed in 2010 (residential), and 2003 (commercial). There is a need to review the current guidance to ensure it is fit for purpose, up to date and consistent with current national planning policy and guidance. A review of the current guidance has been undertaken in consultation with the LPAs to provide an updated evidence base and recommendations on which the new guidance will be based.

The Cabinet Member for Highways and Infrastructure will receive a report on the review of current guidance and be asked to approve the Council's updated Guidance on Parking in New Developments.

Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
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West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	7 August 2018
Decision Month	November 2018
Consultation/ Representations	Local Planning Authorities in West Sussex Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Paul Eagle Tel: 033 022 25298
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Highways and Infrastructure

Approval of the Strategic Transport Investment Programme (2018/2019)	
<p>In July 2013, the Council established a Strategic Transport Investment Programme (STIP) to identify and develop strategic (i.e. larger than local) transport schemes that are needed to support sustainable economic growth in the county. A long list of potential schemes was identified at that time, largely building on technical work to prepare local plans and these schemes were prioritised.</p> <p>The STIP has been reviewed periodically since 2013 and consideration is again being given to adding new priorities for investment and also removing schemes that are no longer considered to be priorities. Consultation has taken place with elected members and other stakeholders who were invited to put forward suggestions to inform the review. As the majority of funding for strategic transport projects will be subject to scheme appraisal in line with Department for Transport guidance, any new potential priorities will be appraised using a similar standardised approach.</p> <p>The Cabinet Member for Highways and Infrastructure will be provided with an update on progress with current priorities and recommended to approve a revised Strategic Transport Investment Programme list of priorities, including the need for feasibility work on schemes in 2019/20.</p>	
Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	7 August 2018
Decision Month	October 2018
Consultation/	Local Members, Local Planning Authorities and other key

Representations	stakeholders were invited to put forward suggestions Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Paul Eagle Tel: 033 022 25298
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Highways and Infrastructure

Adoption of the updated policy on Commuted Sums for maintaining infrastructure in association with S278 and S38 Highway Agreements	
<p>In association with development proposals, third parties enter into agreements with the Council under Section 278 and Section 38 of the Highways Act 1980. These agreements enable them to make modifications to the existing public maintainable highway and also to offer up new highways for adoption by the County Council. Where this infrastructure will create an additional maintenance burden on the authority, commuted sums are secured for the future maintenance of the asset that is being adopted.</p> <p>The policy on commuted sums provides clarity on the Council’s approach and which assets will attract commuted sums. It is being updated to reflect current rates for maintenance of the various assets.</p> <p>The Cabinet Member for Highways and Infrastructure will be recommended to adopt the updated policy on commuted sums as the Council’s approach to securing contributions for the future maintenance of assets adopted under S278 and S38 Highway Agreements.</p>	
Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	7 August 2018
Decision Month	November 2018
Consultation/ Representations	Internally with officers in the highways and transport, finance, and legal services teams Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None

Author	Andrew Howick Tel: 033 022 25704
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Highways and Infrastructure

Procurement of new Highways Contract	
<p>The Highways Maintenance Term Contract is used to deliver a range of statutory highways maintenance services and the existing contract expires on 31 March 2019. The length and scope of the contract and the detailed terms will be developed using a commissioning based approach.</p> <p>The Cabinet Member will be asked to:</p> <ol style="list-style-type: none"> (1) approve the commencement of a procurement process for a new Highways Maintenance Term Contract, to commence on expiry of the current contract; and (2) delegate authority to the Director of Highways and Transport to enter into the contract, and to extend if appropriate, in accordance with the Council's Standing Orders on Procurement and Contracts. 	
Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	29 August 2018
Decision Month	November 2018
Consultation/ Representations	<p>Environment, Communities and Fire Select Committee All-member briefing Executive Director Economy, Infrastructure and Environment Director of Finance, Performance and Procurement Director of Law and Assurance</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Chris Barrett Tel: 033 022 26707
Contact	Judith Shore Tel: 033 022 26052

A Strong, Safe and Sustainable Place

Cabinet Member for Environment

Re-procurement for the provision of Clinical Waste Services

In January 2015, the Council entered into a 4-year Framework Agreement with Medisort Ltd for the provision of Clinical Waste Services. The Council utilised this agreement for treatment and disposal of clinical waste collected by the District and Borough Councils in West Sussex. The initial term of the call off contract was for three years and included an option to extend up to a maximum of an additional 2 years. It has currently been extended to 31 March 2019.

Since it commenced, the Framework Agreement has also been utilised by four of the West Sussex District and Borough Councils for their clinical collection and support service arrangements. This agreement has proved an efficient vehicle for procuring a joint service for collection and disposal of a waste service that requires specialist handling and treatment.

The County Council is considering the procurement options for the continuation of this service for the residents of West Sussex. A joint collection and disposal contract will continue to provide efficiencies in service delivery and operations as well as a single point of contact for those residents who require this service.

The Cabinet Member will be asked to agree to the commencement of a procurement exercise for the provision of Clinical Waste Services from 1 April 2019 and to delegate authority to the Director of Energy, Waste and Environment to award the contract to the most economically advantageous tender.

Decision By	Mrs Urquhart - Cabinet Member for Environment
West Sussex Plan priority	A Strong and Sustainable Place
Date added to Forward Plan	30 July 2018
Decision Month	September 2018
Consultation/ Representations	District and Borough Councils in West Sussex Representations concerning this proposed decision can be made to the Cabinet Member Environment at, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Paul Sparshott Tel: 033 022 27716
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Environment

Countryside Contractors Framework Agreement: re-procurement

The Countryside Contractors Framework Agreement is used to deliver works on the Public Rights of Way network and at various countryside sites around West Sussex. It enables the Council to use a variety of qualified contractors to deliver works that fall outside of the Public Rights of Way maintenance contract.

The existing Framework Agreement ends on 31 May 2019 and the Cabinet Member will be asked to approve the commencement of a procurement process to renew the Agreement.

Decision By	Mrs Urquhart - Cabinet Member for Environment
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added to Forward Plan	21 August 2018
Decision Month	September 2018
Consultation/ Representations	Cabinet Member for Finance and Resources Representations concerning this proposed decision can be made to the Cabinet Member Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Charlotte Weller Tel: 033 022 26001
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Environment

Approval of Halewick Lane Energy Storage Project

The project forms part of the agreed objectives of the Your Energy Sussex (YES) partnership by increasing and enabling the expansion of renewable energy generation in the county as well as developing the low carbon economy and reducing CO₂ emissions. It also supports the outcomes identified in the approved [Energy Strategy](#). The project will also facilitate a much needed re-development of the site, with the existing buildings being demolished and the site fully secured. The site has in recent years suffered problems with safety, break-ins and vandalism.

Since 1 April 2014 the YES team has been working to develop a significant pipeline of energy related projects including:

- The imminent completion of Westhampnett solar farm with 4 mega-watts of energy storage on site,
- Development of Tangmere Solar farm, which is now complete,
- Installation of commercial scale PV (photovoltaic) systems on schools and third party roofs including at Goodwood Aerodrome,
- PV systems for 225 houses owned by Crawley Borough Council, and
- For Adur & Worthing councils, installation of gas central heating systems in

houses served by a newly installed gas main.

Generation of income for all the energy schemes will be achieved through the Council's energy purchaser (N-Power) selling power on its behalf, maximising the income opportunities available as an energy generator. The dual expansion of solar generation and stand-alone battery storage is a key part of the YES energy project pipeline, with solar farms and battery storage continuing to represent a relatively low risk investment for capital.

The Cabinet Member will be asked to approve the development of the previous Sompting Waste Destructor site (Halewick Lane, Sompting) into a battery storage facility.

Decision By	Mrs Urquhart - Cabinet Member for Environment
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added to Forward Plan	14 August 2018
Decision Month	March 2019
Consultation/ Representations	Member for Sompting and North Lancing, Sompting Parish Council, District councillors, resident engagement session planned for North Lancing and surrounding area, South Downs National Park Authority Representations concerning this proposed decision can be made to the Cabinet Member Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	Full planning documentation (when submitted - October 2018)
Author	Tom Coates Tel: 033 022 26458
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Safer, Stronger Communities

Endorsement of the West Sussex Fire and Rescue Service Annual Statement of Assurance and Annual Report 2017-18

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:

'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'.

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.	
Decision By	Ms Kennard - Cabinet Member for Safer, Stronger Communities
West Sussex Plan priority	A Strong Safe Sustainable Place
Date added to Forward Plan	17 May 2018
Decision Month	September 2018
Consultation/ Representations	Environment, Communities and Fire Select Committee 13 June 2018 Representations concerning this proposed decision can be made to the Cabinet Member for Safer Stronger Communities, via the officer contact, by the beginning of the month in which the decision is due to be taken
Background Documents (via website)	None
Author	Jon Lacey Tel: 033 022 25057
Contact	Erica Keegan Tel: 033 022 26050

A Council that works for the Community

Cabinet Member for Environment

Adoption of the West Sussex Statement of Community Involvement (third review)	
<p>The Statement of Community Involvement (SCI) is a formal statement of the Council's policy about how local communities and stakeholders can be actively, meaningfully and continuously involved in the preparation of local plans, and in the consideration of planning applications that the County Council is responsible for determining.</p> <p>Planning regulations require that SCIs are reviewed every five years. The SCI (second review) was adopted in June 2012 and therefore a review is taking place. Public consultation on the contents of the third review of the SCI will take place during July–August 2018 before it is amended as necessary and finalised. The updates to the SCI are light touch, and there are no substantive changes being proposed. The changes are largely due to recent regulation changes about a review of these documents every five years.</p> <p>The Cabinet Member for Environment will be asked to approve the adoption of the Statement of Community Involvement (third review) as the Council's most up-to-date statement on community involvement in planning matters.</p>	
Decision By	Mrs Urquhart - Cabinet Member for Environment
West Sussex Plan	A Council that works for the Community

priority	
Date added to Forward Plan	2 July 2018
Decision Month	September 2018
Consultation/ Representations	Public consultation on the contents of the third review of the SCI will take place during July and August 2018. Representations concerning this proposed decision can be made to the Cabinet Member Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken.
Background Documents (via website)	None
Author	Rupy Sandhu Tel: 033 022 26454
Contact	Judith Shore Tel: 033 022 26052

Strategic Budget Options 2019/20

As part of the County Council's budget process 2019/20 and in light of current financial challenges, Cabinet Members will be asked to determine various portfolio budget proposals as set out below.

Cabinet Member for Highways and Infrastructure

On-street parking to support traffic management	
<p>Providing parking in a well-managed way helps to support local businesses, residents and communities. Road Space Audits are being used to identify where there is a need to implement better settlement wide parking solutions that support the County Council's aspirations in terms of economic development, improved safety and sustainable transport.</p> <p>The Cabinet Member will be asked to agree a parking management programme to implement on-street parking controls in various locations across the county and to review the operation of the parking service county-wide, including charges. Specific proposals for each settlement will be put to the Cabinet Member as they arise from the programme of Road Space Audits which is already underway. Road Space Audits will be progressively rolled out to the majority of urban areas across the county.</p>	
Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	29 August 2018
Decision Month	November 2018

Consultation/ Representations	<p>County Local Committees District and Borough Councils in West Sussex Environment, Communities and Fire Select Committee Local members, statutory public notices and website advertising proposed changes</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Miles Davey Tel: 033 022 26688
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Highways and Infrastructure

Passenger Transport (Bus) Strategy and Supported Services Review	
<p>The Cabinet Member established an Executive Task and Finish Group (TFG) in November 2017 to consider:</p> <ul style="list-style-type: none"> • the county-wide passenger transport strategy relating to buses • the criteria by which the County Council intervenes in the bus market • the application of the revised policy to the County Council's current level of investment into the bus market; and • a review of how funding is spent across the county to allow residents to have equitable access <p>The TFG is due to meet in November 2018 and make recommendations to the Cabinet Member for consideration in December 2018.</p>	
Decision By	Mr Elkins - Cabinet Member for Highways and Infrastructure
West Sussex Plan priority	A Prosperous Place
Date added to Forward Plan	29 August 2018
Decision Month	December 2018
Consultation/ Representations	<p>Bus operators and key stakeholders Environment, Communities and Fire Select Committee Public consultation on the strategy and forthcoming impact consultation</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Highways and Infrastructure, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>

Background Documents (via website)	Documents arising from the Task and Finish Group process
Author	Bill Leath Tel: 033 022 25438
Contact	Judith Shore Tel: 033 022 26052

Cabinet Member for Environment

Funding for Recycling Credits	
<p>The County Council must increase recycling and reduce the amount of residual waste. In order to increase the recycling rate the Council needs, together with district and borough partners, to work differently to make sure as much as possible is removed from the waste stream. By changing the way recycling services are funded, the aim is to drive change in the amount and variety of material collected for recycling. The County Council is working closely with district and borough partners to ensure this change has the desired effect and works towards a cleaner, greener, West Sussex.</p> <p>The Cabinet Member will be asked to approve changes to the funding arrangement with district and borough councils whilst maintaining the requirements of the Recycling Credit Provisions under the Environmental Protection (Waste Recycling) Payments (England) Regulations 2006.</p>	
Decision By	Mrs Urquhart - Cabinet Member for Environment
West Sussex Plan priority	A Strong, Safe and Sustainable Place
Date added to Forward Plan	29 August 2018
Decision Month	September 2018
Consultation/ Representations	<p>District and Borough Councils in West Sussex Environment, Communities and Fire Select Committee</p> <p>Representations concerning this proposed decision can be made to the Cabinet Member for Environment, via the officer contact, by the beginning of the month in which the decision is due to be taken.</p>
Background Documents (via website)	None
Author	Kelly Goldsmith Tel: 033 022 27714
Contact	Judith Shore Tel: 033 022 26052

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PART A**REGULATION 11 URGENT ACTION**

Members are asked to note the following urgent action taken by the Director of Law and Assurance, in consultation with the relevant Cabinet Member and Select Committee Chairman. This decision is a key decision and as such should have been included in the Forward Plan for August 2018. It was, however, not included in that Forward Plan and the agreement of the relevant Select Committee Chairman has been obtained.

Cabinet Member (s)	Mr Lanzer, Cabinet Member for Highways and Infrastructure
Report Title	Highway Maintenance Term Contract
Key Decision	Yes
If Yes, Listed in the Forward Plan?	No
Ref No	HI 13(18/19)
Call-in - Officer Contact	Rosemary Pugh 0330 22 22548
Queries - Officer Contact	
Electoral Division	All
Date Decision Made	2 August 2018
Any interest declared by the member(s) making the decision	None
Any conflict of interest declared by any executive member who is consulted by the member making the decision	None
In respect of any declared conflict of interest, any dispensation granted by the relevant local authority's Head of Paid Service	n/a
Summary of Decision	<p>Part I (for press and public)</p> <p>A decision is required to abandon the recent procurement process for a highways maintenance service provider with no contract award and that authorisation is given for the making of interim service arrangements.</p> <p>The Director of Law and Assurance, with the agreement of the Cabinet Member for Highways and Infrastructure and the Chairman of the Environment, Communities and Fire Select Committee, used his delegated powers under Standing Order 5.23 to (1) approve the abandonment of the procurement process for a new highways maintenance term contract</p>

and for there to be no award of a contract in connection with that process and (2) agreed that authority is delegated to the Director of Highways and Transport to make such arrangements as may be needed to secure the continued provision of a highways maintenance service whilst requirements and proposals for the future of the service are settled, that is up to April 2019 but with such provision for extension as may be advised.

By virtue of the paragraph(s) of Part I of Schedule 12A of the Local Government Act 1972, having agreed that, in all the circumstances of the case, the public interest in maintaining the exemption of that information outweighed the public interest in disclosing the information.

The information is exempt under paragraph 3:- Information relating to the financial or business affairs of any particular person (including the authority holding that information).

[Letter to the Cabinet Member attached](#)

[Letter to the Select Committee Chairman attached](#)

Tony Kershaw
Director of Law and Assurance

Telephone: 033022 22548
e-mail: rosemary.pugh@westsussex.gov.uk

www.westsussex.gov.uk

Cabinet Office
First Floor
County Hall
Chichester
West Sussex
PO19 1RQ

2 August 2018

Bob Lanzer
Cabinet Member for Highways &
Infrastructure

Dear Mr Lanzer,

Highways & Infrastructure Portfolio – Highway Maintenance Term Contract 2018

I am writing to seek your agreement to an officer authorising the above matter that requires an urgent decision and I enclose a copy of a report prepared by the Director of Highways and Transport.

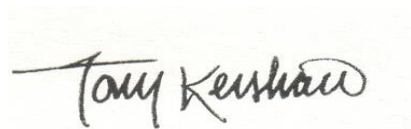
The report recommends:- (1) The approval of the abandonment of the procurement process for a new highways maintenance term contract and for there to be no award of a contract in connection with that process. (2) That authority is delegated to the Director of Highways and Transport to make such arrangements as may be needed to secure the continued provision of a highways maintenance service whilst requirements and proposals for the future of the service are settled, that is up to April 2019 but with such provision for extension as may be advised.

The decision is now urgent due to legal and technical issues with the Highways Maintenance Term Contract.

If you agree with an officer authorising the above recommendation, I should be grateful if you would kindly sign both the endorsed copy of this letter and the endorsement at the end of the report and return them to me. A copy of this letter has also been sent to the Chairman of the Environment, Communities and Fire Select Committee as required under Standing Order 5.23(b).


The decision will be reported through the Executive Decision Database and the Members' Information Service in the usual way.

Yours sincerely,



Tony Kershaw
Director of Law and Assurance

Agreed



.....
Director of Highways and Transport

Bob Langer

.....
Cabinet Member for Highways &
Infrastructure

Date 2 August 2018

Action Authorised

Tony Kenshaw

.....
Director of Law and Assurance

Date 2 August 2018

Tony Kershaw
Director of Law and Assurance

Telephone: 033022 22548
e-mail: rosemary.pugh@westsussex.gov.uk

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Cabinet Office
First Floor
County Hall
Chichester
West Sussex
PO19 1RQ

2 August 2018

Mr Barrett-Miles
Chairman
Environment, Communities & Fire
Select Committee

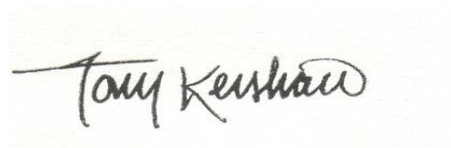
Dear Mr Barrett-Miles,

Highways & Infrastructure Portfolio – Highway Maintenance Term Contract

I am writing to advise you of a proposed urgent action that I have sent to the Cabinet Member for Highways and Infrastructure and which is enclosed. As this is an Executive Decision, consultation with you as Chairman of the relevant Select Committee is necessary as the call-in procedure does not apply to urgent actions.

If you agree with the rationale for the use of urgent action to enable the decision to be taken, I should be grateful if you would kindly endorse this letter as Chairman of the Environment, Communities and Fire Select Committee under Standing Order 5.23 (b).

Yours sincerely,



Tony Kershaw
Director of Law and Assurance

AGREED



.....
Chairman of Environment,
Communities & Fire Select
Committee

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