

Fire and Rescue Service Scrutiny Committee

7 July 2022

Priority Programme Update

Report by Deputy Chief Fire Officer

Electoral division(s): All

Summary

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

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

Focus for Scrutiny

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

Proposal

1 Background and context

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

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

2 Cause of Concern 1 - Preventing Fire and Other Risks

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

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

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

4 People Action Plan

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

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

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

6 Cause for Concern 4 - Ensuring Fairness and Promoting Diversity

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

6.3 A look forward:

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

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

7 Areas for Improvements updates

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

7.2 A look forward:

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

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

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

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

8.3 Projects to be transferred include:

8.3.1 Response Assurance Visits

8.3.2 Welfare at Incidents

8.3.3 Commercial Business

8.3.4 Workwear

8.3.5 Contaminants

8.3.6 Working Time directive

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

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

9 Other options considered (and reasons for not proposing)

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

10 Consultation, engagement and advice

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

11 Finance

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

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

11.1.2 Community Fire Safety: £4,352,772

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

12 Risk implications and mitigations

- 12.1 No current risk implications.

13 Policy alignment and compliance

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

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Appendices: None

Background papers: None