

FRS Improvement Plan



Version 2.7 | 11/01/2020

PREVENTION | PROTECTION | RESPONSE | PEOPLE



Foreword

We are committed to ensuring the safety of residents and visitors to West Sussex by delivering a response, prevention and protection service operating to the highest performance standards.

We acknowledge the professionalism and dedication of our staff. Their individual efforts and achievements are valued and central to making our communities safer and stronger.

Continuous improvement is at the heart of everything we do and this plan sets out clearly the areas where we need to focus. We have a clear set of actions to improve how effectively and efficiently we prevent and protect the public against fires and other emergencies, how we respond to fires and other emergencies, and how we look after the people who work for our service.

To help achieve our aims, we have established an Improvement Board to assess our progress and drive improvement required as outlined in the recent HMICFRS inspection report. We welcome this challenge and scrutiny and we are confident we can move our service forward at pace.

Duncan Crow
Cabinet Member for safer Stronger Communities
West Sussex County Council

Becky Shaw
Chief Executive
East & West Sussex County Council

Sabrina Cohen-Hatton
Chief Fire Officer
West Sussex Fire & Rescue Service



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HMICFRS Summary Report Findings

“We have concerns about the performance of West Sussex Fire and Rescue Service (FRS) in keeping people safe and secure. In particular, we have serious concerns about how it looks after its people. In view of these findings, we have been in regular contact with the chief fire officer, as we do not underestimate how much improvement is needed.

The service requires improvement in the way it keeps people safe and secure. It requires improvement in how it:

- Understands the risk of fire and other emergencies;
- Prevents fires and other risks;
- Responds to fires and other emergencies; and
- Responds to national risks.

And it is inadequate in the way it protects the public through fire regulation.

We judged the service to require improvement in its efficiency. It requires improvement in the way it uses resources and in the affordability of its service.

It is inadequate in the way it looks after its people. It requires improvement in the way it:

- Promotes the right values and culture;
- Gets the right people with the right skills; and
- Manages performance and develops leaders.

It is inadequate in the way it ensures fairness and promotes diversity.

Overall, there are improvements we expect the service to make. We will be monitoring progress”.



Summary of Improvement Pillars

HMICFRS inspected West Sussex Fire and Rescue Service through the autumn of 2018. They fed back concerns they had identified, which were confirmed during a formal debrief on 12 December 2018, and later confirmed in writing on 10 January 2019. This is the first time that HMICFRS has inspected fire and rescue services across England. Their focus is on the service we provide to the public, and the way we use resources available. The inspection assessed how effectively and efficiently West Sussex Fire and Rescue Service prevents, protects the public against, and responds to fires and other emergencies. They also assessed how well we look after the people who work for the service.

The actions and recommendations contained within this improvement plan are aligned to and should be read in conjunction with the HMICFRS report. The completion & delivery will be monitored via the approved WSFRS project and programme governance process and assured through the HMICFRS Improvement Board

In carrying out the inspections, three main questions are answered:

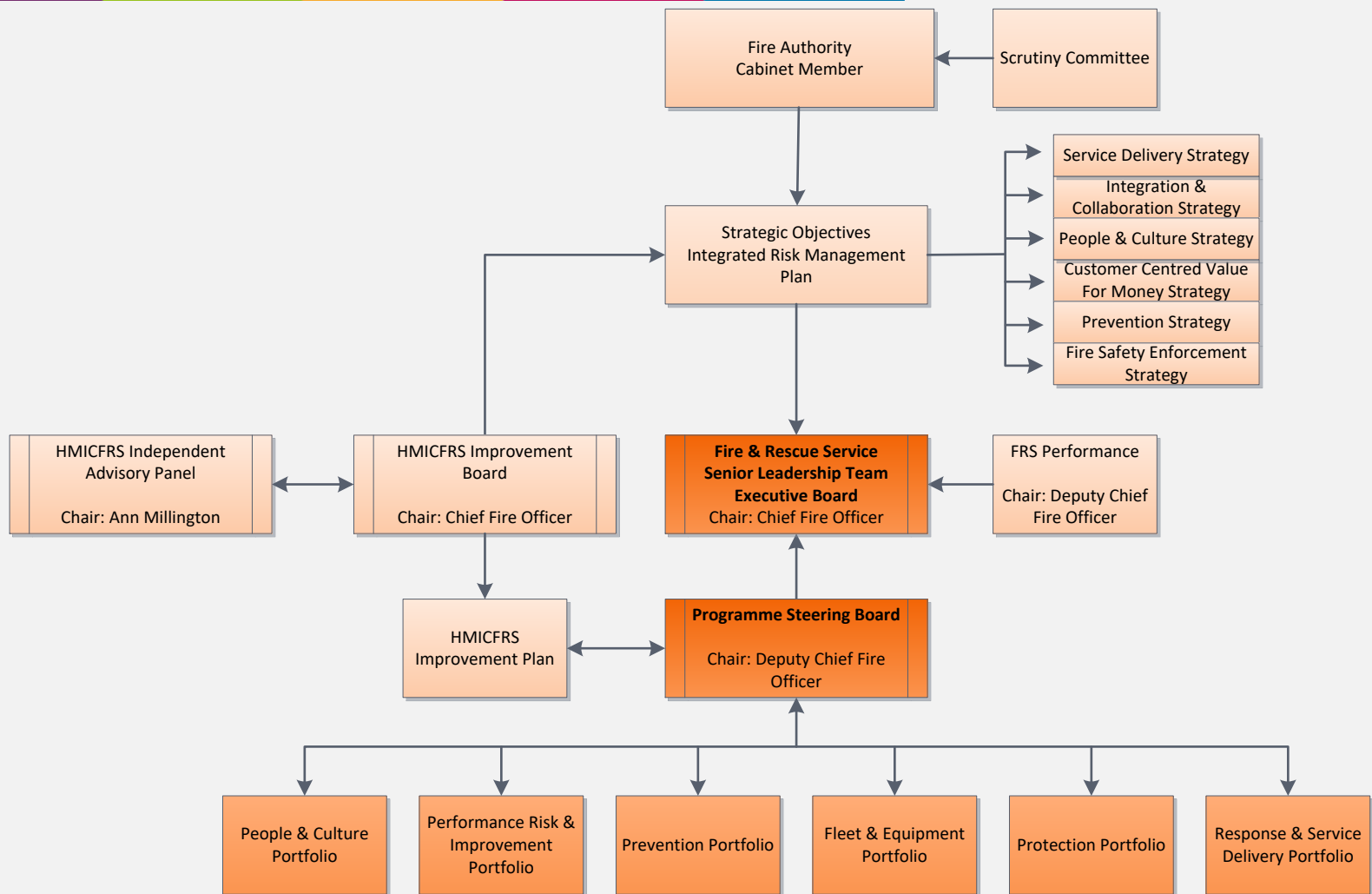
1. How **effective** is the fire and rescue service at keeping people safe and secure from fire and other risks?
2. How **efficient** is the fire and rescue service at keeping people safe and secure from fire and other risks?
3. How well does the fire and rescue service look after its **people**?

INSPECTION FINDINGS

EFFECTIVENESS	REQUIRES IMPROVEMENT
Understanding the risk of fire and other emergencies	Requires improvement
Preventing fires and other risks	Requires improvement
Protecting the public through fire regulation	Inadequate
Responding to fires and other emergencies	Requires improvement
Responding to national risks	Requires improvement
EFFICIENCY	REQUIRES IMPROVEMENT
Making best use of resources	Requires improvement
Making the fire and rescue service affordable now and in the future	Requires improvement
PEOPLE	INADEQUATE
Promoting the right values and culture	Requires improvement
Getting the right people with the right skills	Requires improvement
Ensuring fairness and promoting diversity	Inadequate
Managing performance and developing leaders	Requires improvement



HMICFRS Governance



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RAG Reporting Guidelines

This Improvement Plan Document is designed to provide high level assurance on progress against specific actions required. The guidance below should be used in providing the update to ensure an adequate professional assessment is provided against the original mandate and objectives

RAG STATUS DESCRIPTOR

White	Green	Amber	Red
The project has either not started yet or has been suspended/paused/closed by SLT or the respective Board	The project is progressing against agreed objectives , budget and time line, set to deliver as per mandate with adequate resources in place	The project is suffering some level of risk against mandate. If Amber rated the risk and corrective action plan must be detailed in highlight	The project will not deliver against mandate and as such requires escalation to Board for explanation decision or change control

Risk and Cap Descriptor

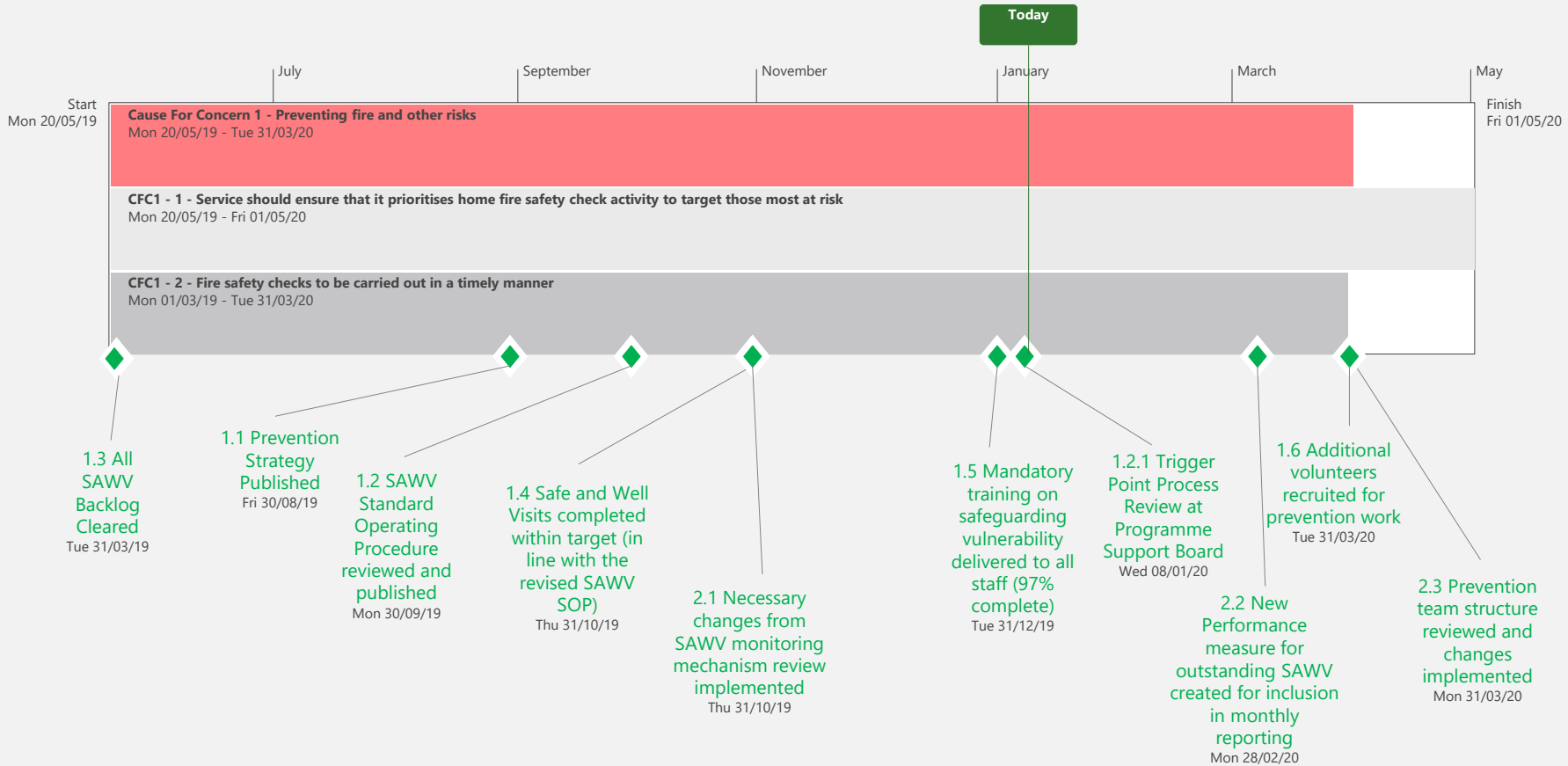
Risk Descriptor	If rated Amber or Red a description of the specific risk to deliver will be required in this area – this is likely, but not only, related to budget – resources / capacity - partner engagement or collaborative dependencies.
CAP Descriptor	For all Amber and Red RAG status 's The Corrective Action Plan (CAP) must detail the action taken to correct or escalation with recommendation for the board to consider.



EFFECTIVENESS

Cause for Concern 1 - Preventing Fire and Other Risks

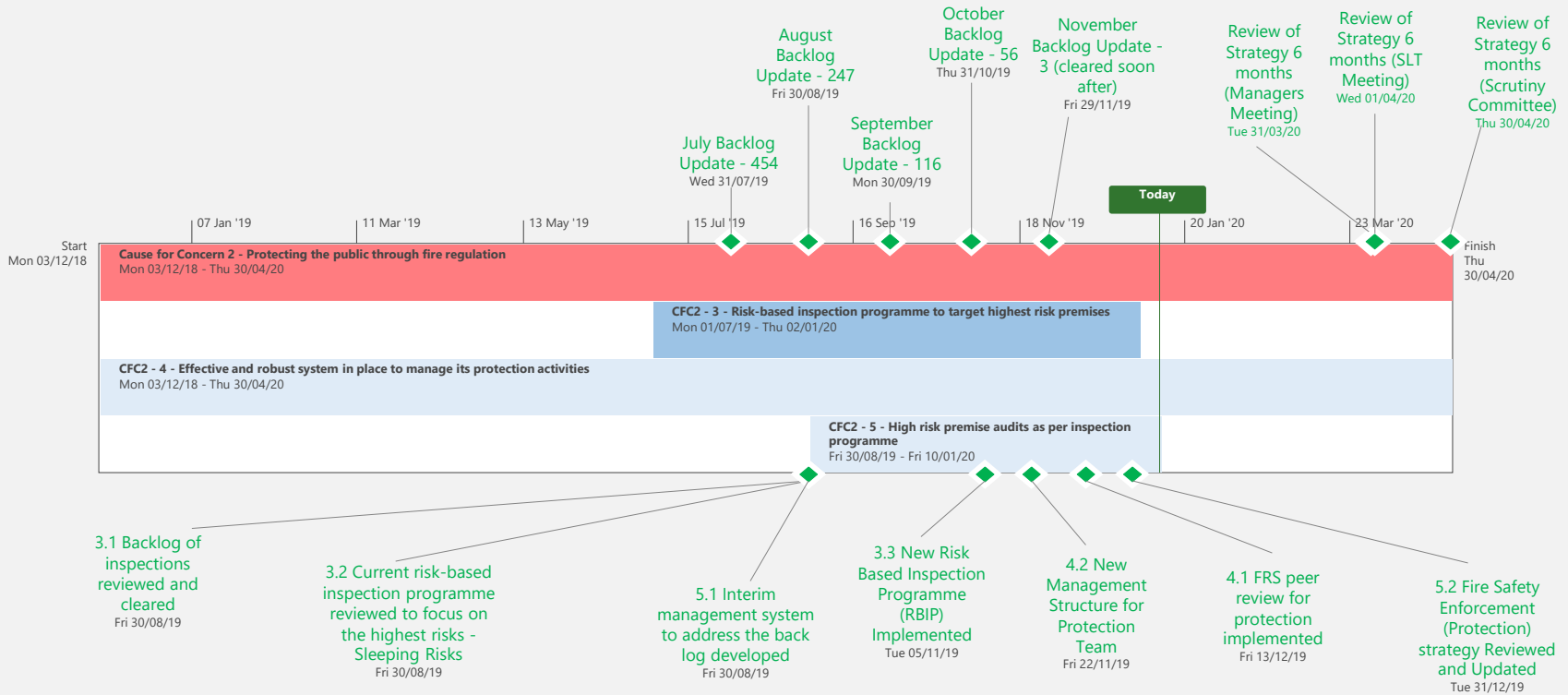
Prevention activity does not always align with a risk identified in the Integrated Risk Management Plan (IRMP). Home fire safety checks are not being carried out in a timely manner and there is a backlog of 552 high risk cases



EFFECTIVENESS

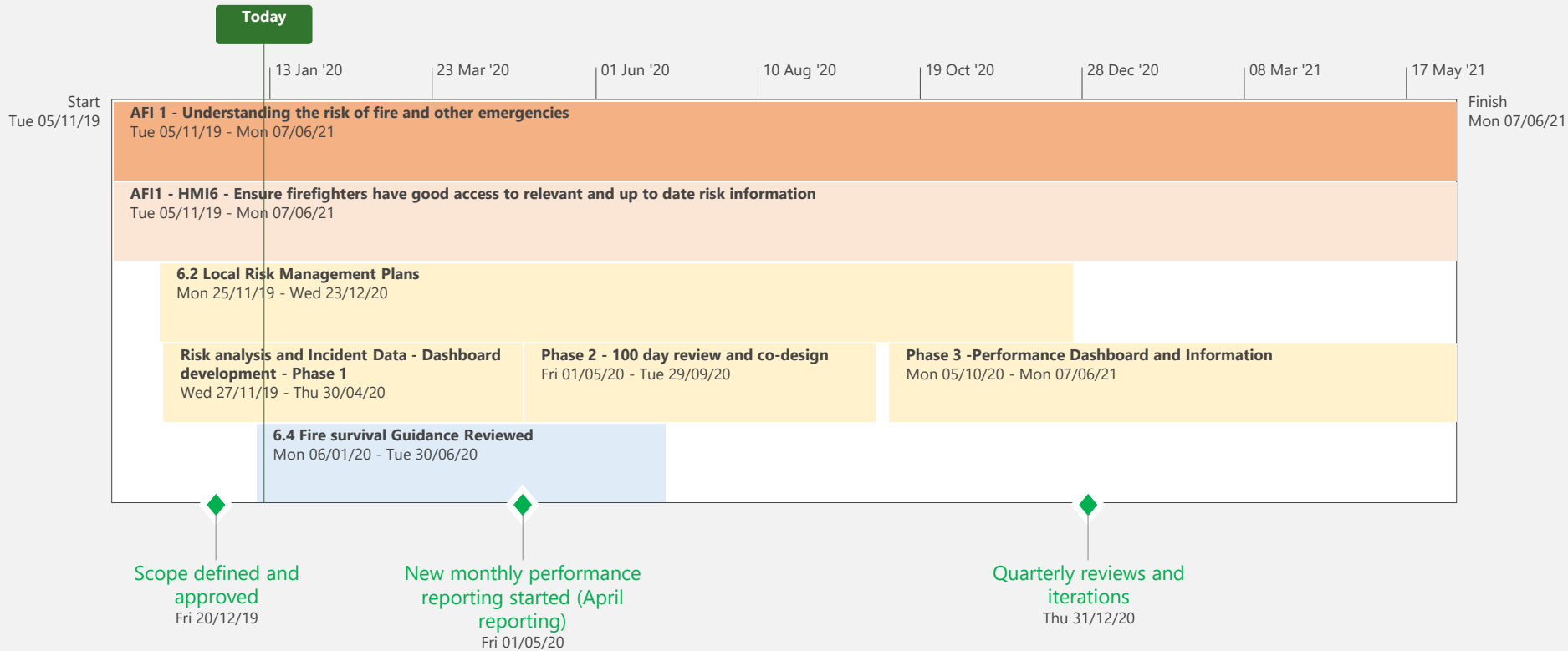
Cause for Concern 2 - Protecting the Public Through Fire Regulation

The service does not have a robust methodology for the risk-based inspection programme that identifies its highest risk premises. The database used to manage premises information is unreliable affecting the accuracy of the information. The service is unable to carry out the number of audits of high risk premises that it commits to as part of its programme.



EFFECTIVENESS

Area for Improvement 1 - *Understanding the risk of fire and other emergencies*

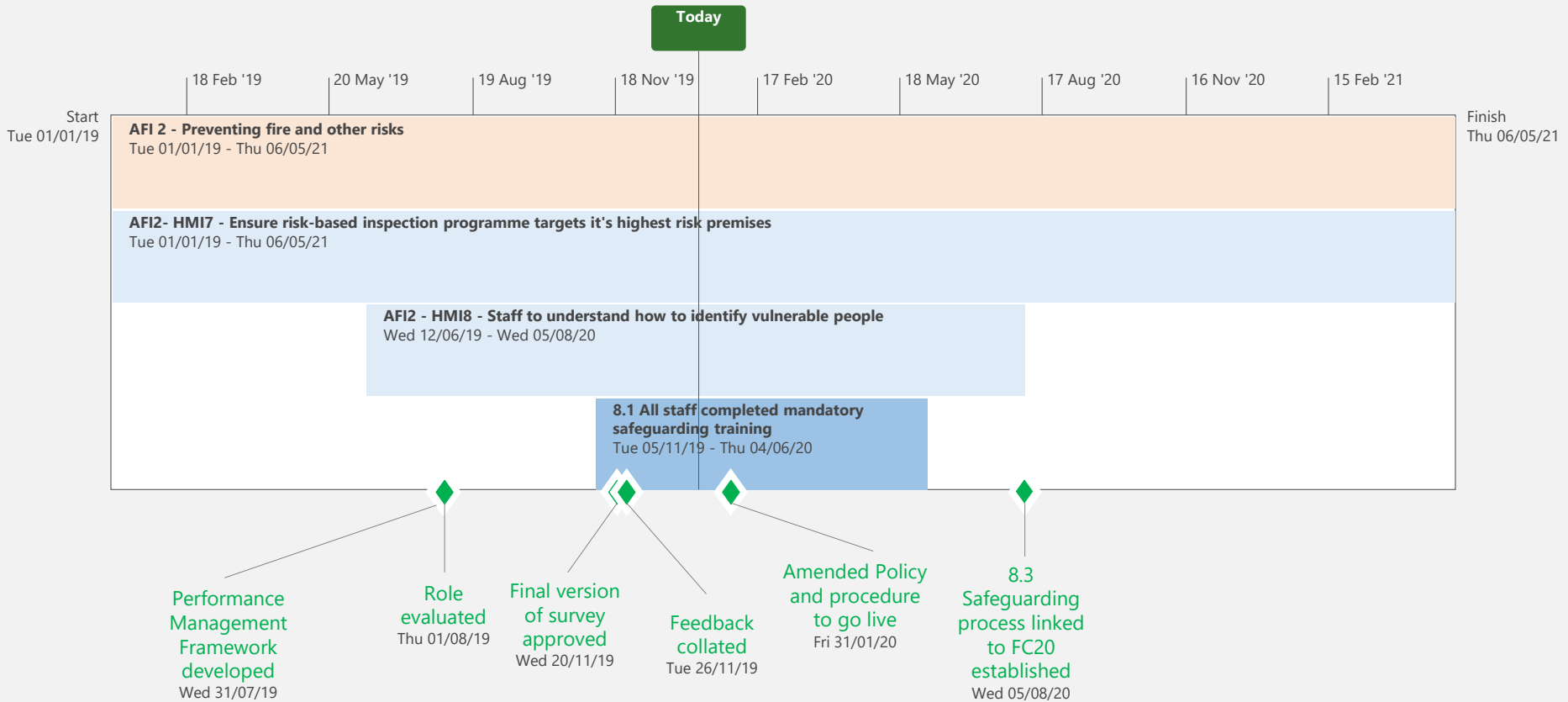


EFFECTIVENESS

Head of Prevention and Area Manager Protection

[HMI7](#), [HMI8](#)

Area for Improvement 2 – Preventing fire and other risks



Evidence/Supporting Documentation	
Linked Mandates	



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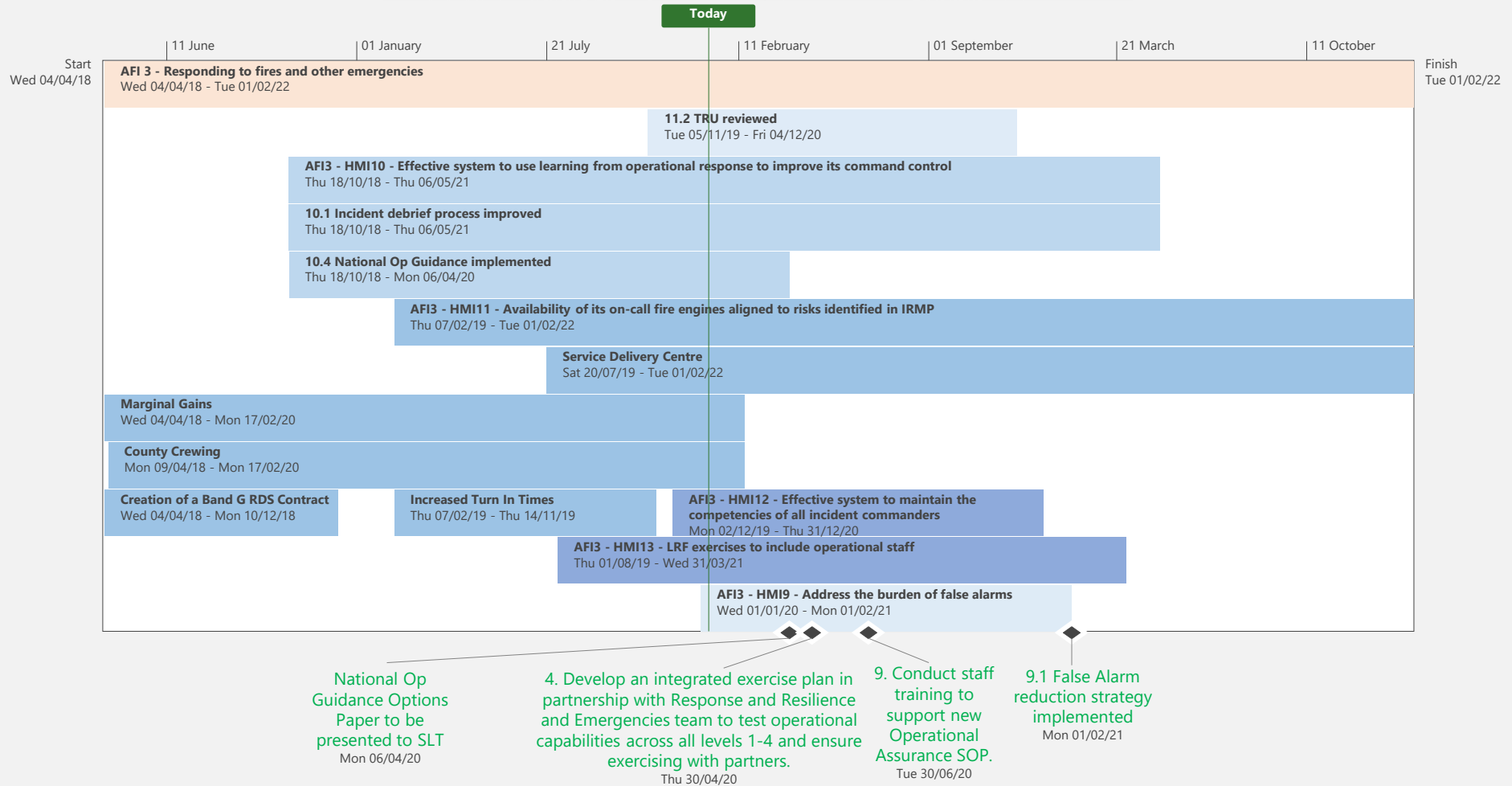


EFFECTIVENESS

Head of Prevention, Area Manager Risk & Improvement and Area Manager Protection

[HMI9](#), [HMI10](#), [HMI11](#), [HMI12](#), [HMI13](#)

Area for Improvement 3 – Responding to fires and other emergencies



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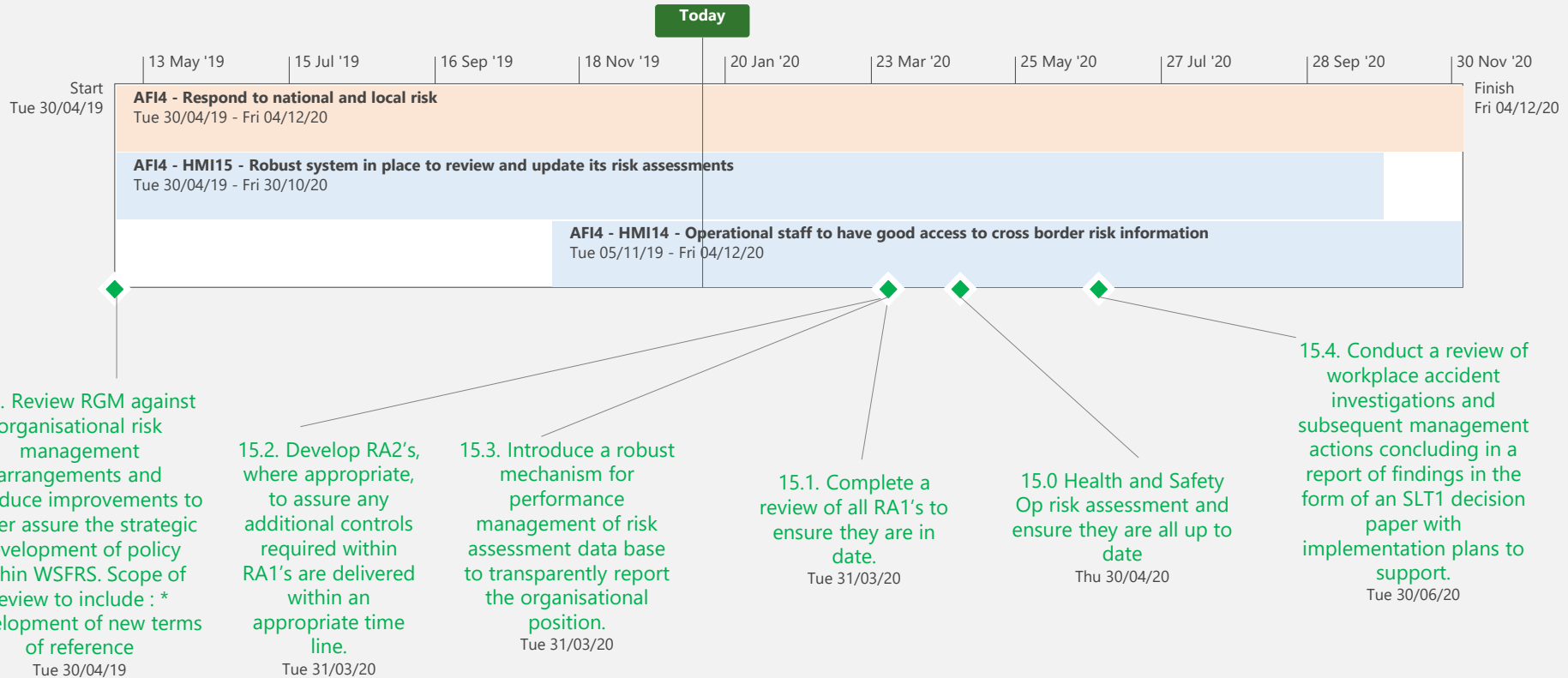


EFFECTIVENESS

Head of Prevention and Area Manager Protection

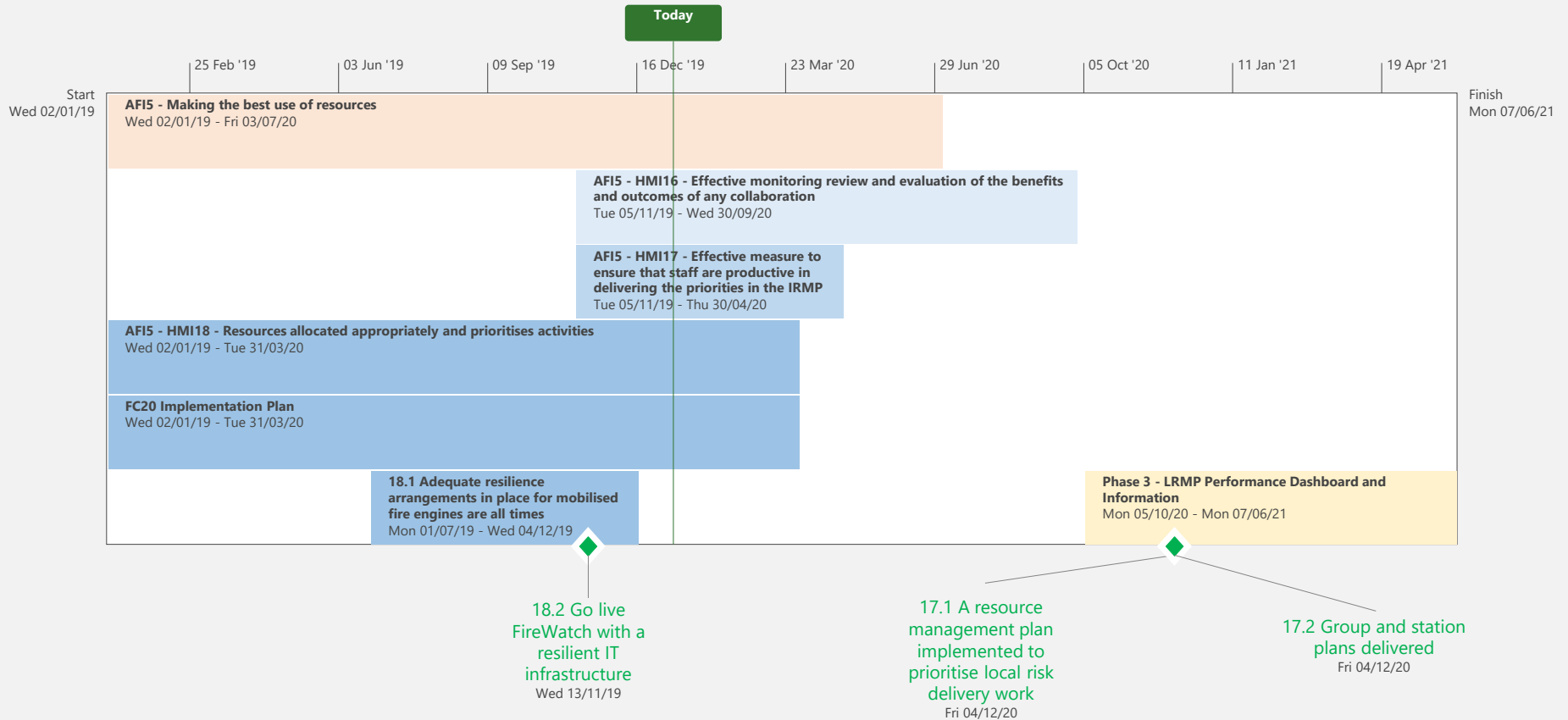
[HMI14](#), [HMI15](#)

Area for Improvement 4 – Responding to National and Local Risk



EFFICIENCY

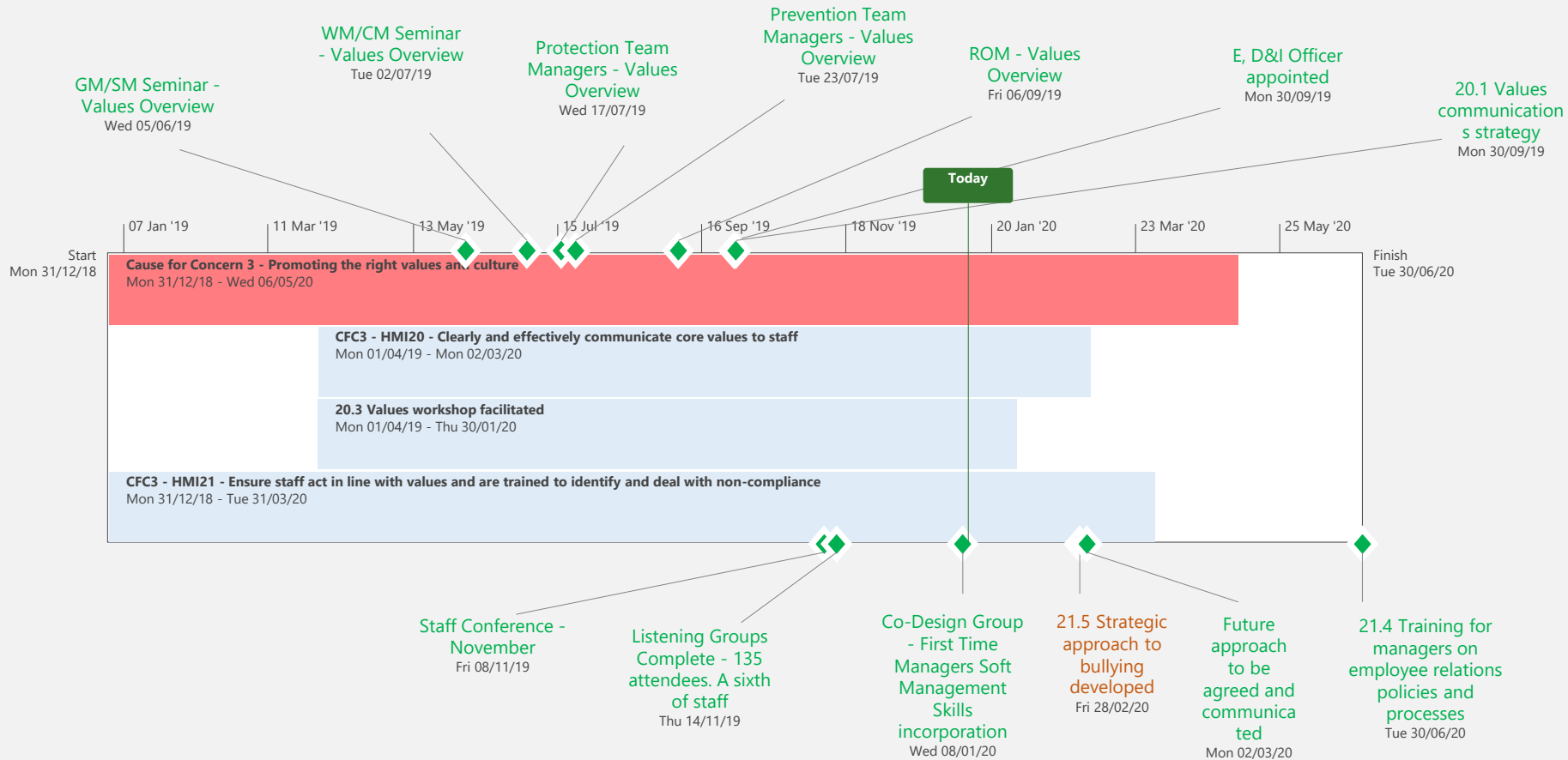
Area for Improvement 5 – Making the best use of resources



PEOPLE

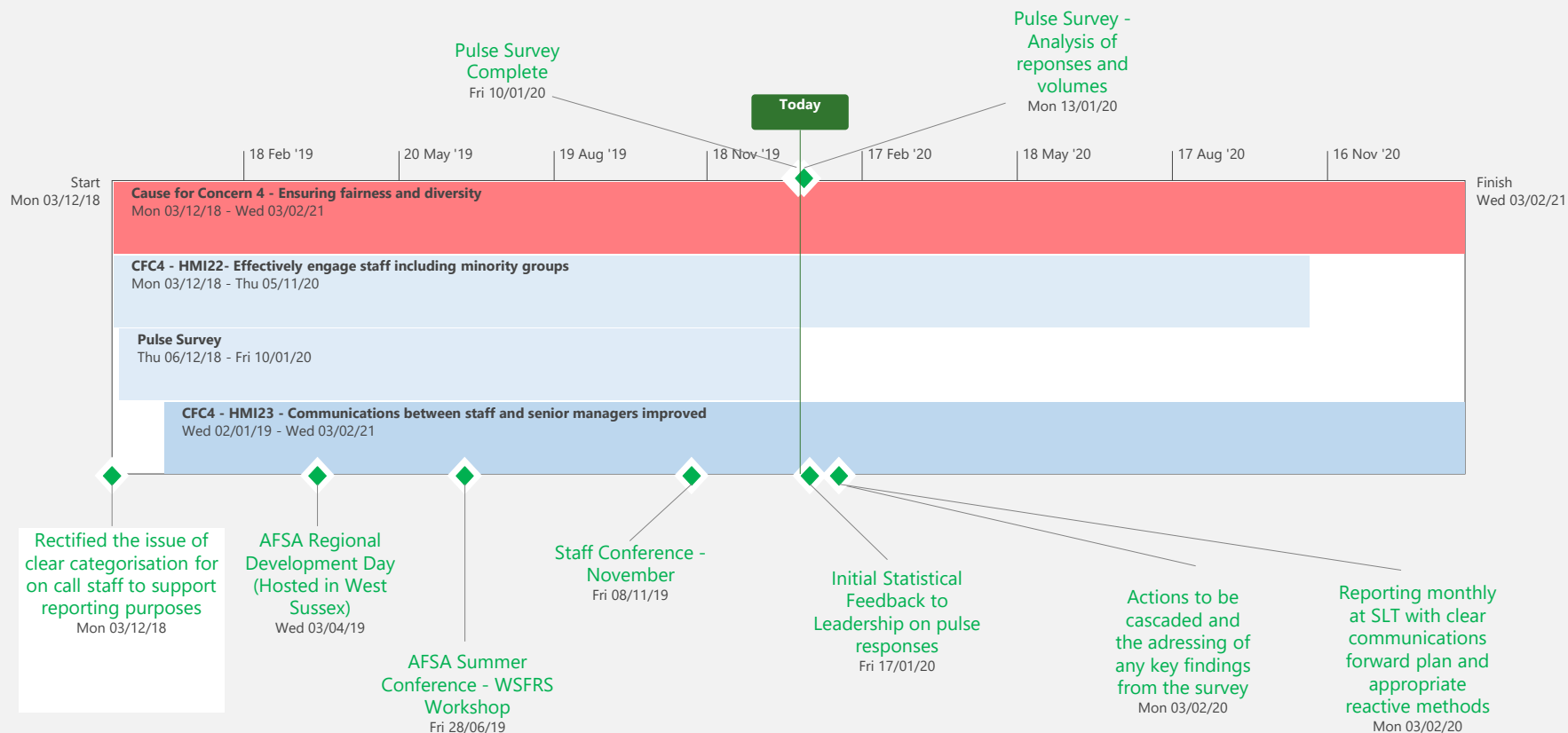
Cause for Concern 3 – Promoting the Right Values and Culture

West Sussex FRS staff sometimes act in ways that go against its core values. This is leading to bullying in the workplace.



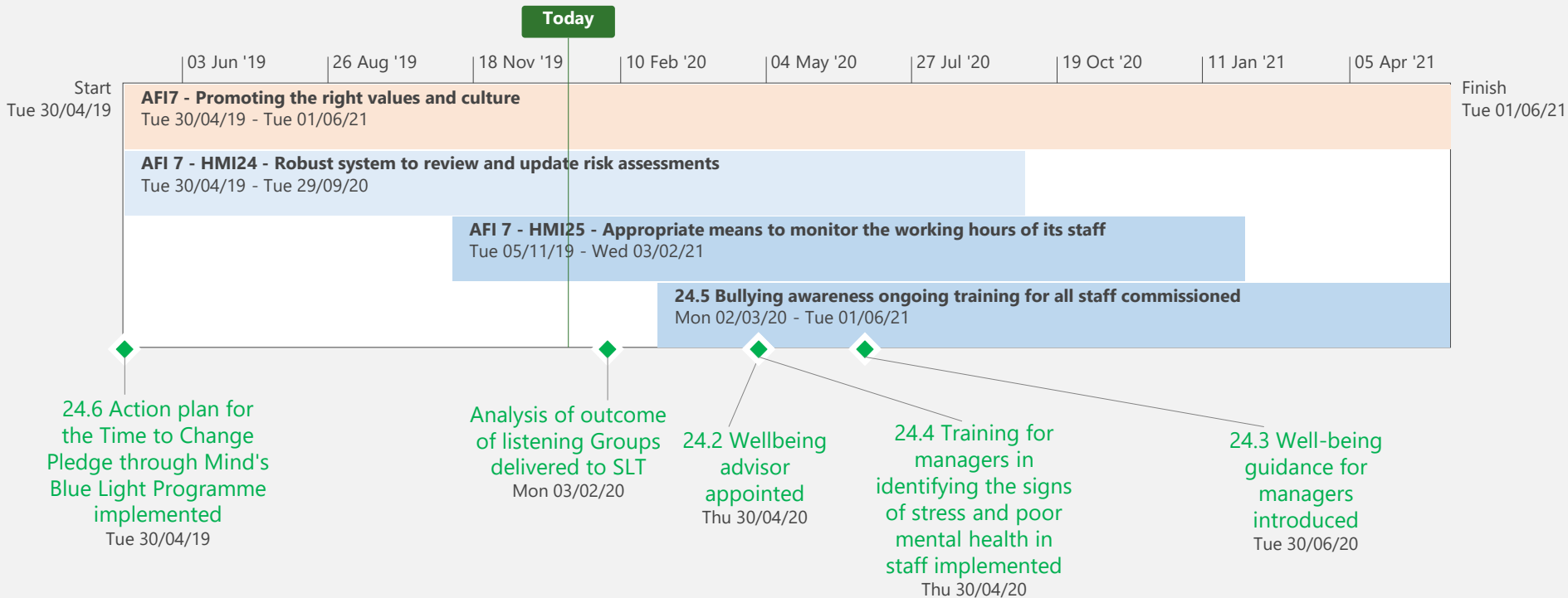
Cause for Concern 4 – Ensuring Fairness and Promoting Diversity

West Sussex FRS does not engage with or and seek feedback from staff to understand their needs. We found this to especially be the case with some under-represented groups. When staff raise issues and concerns the service does not respond quickly enough.



PEOPLE

Area for Improvement 7 – Promoting the Right Values and Culture

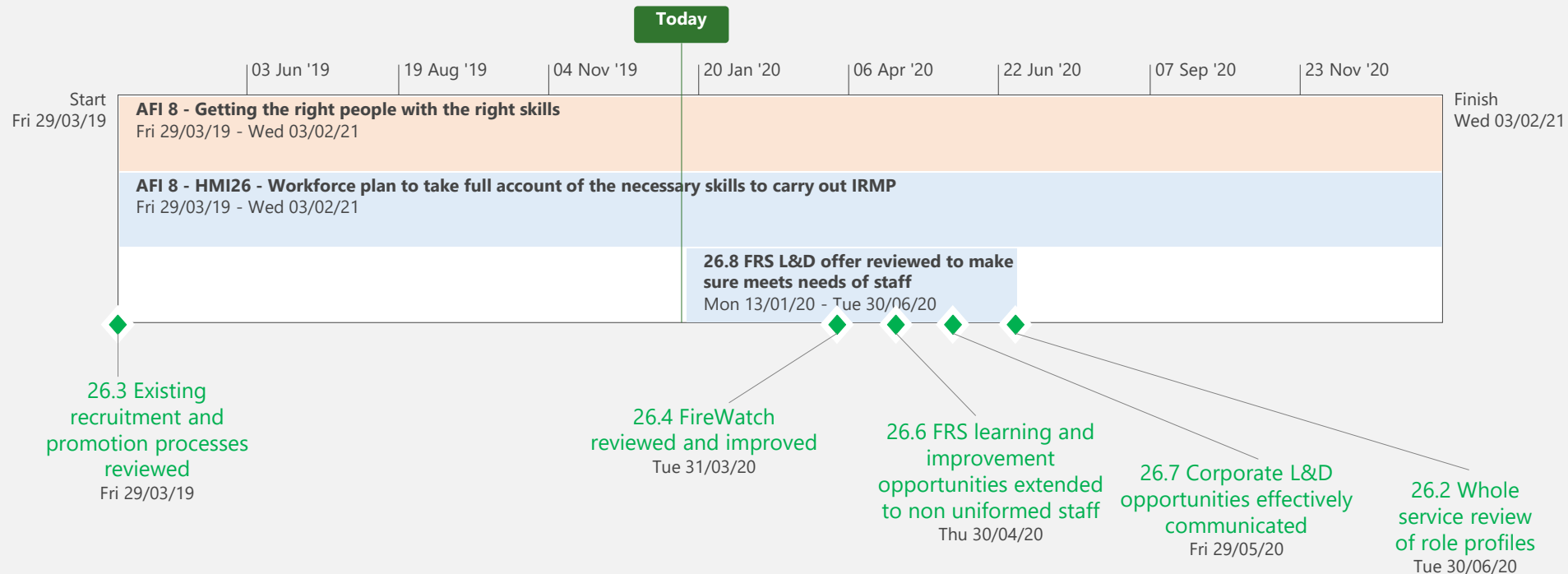


PEOPLE

Area Manager People

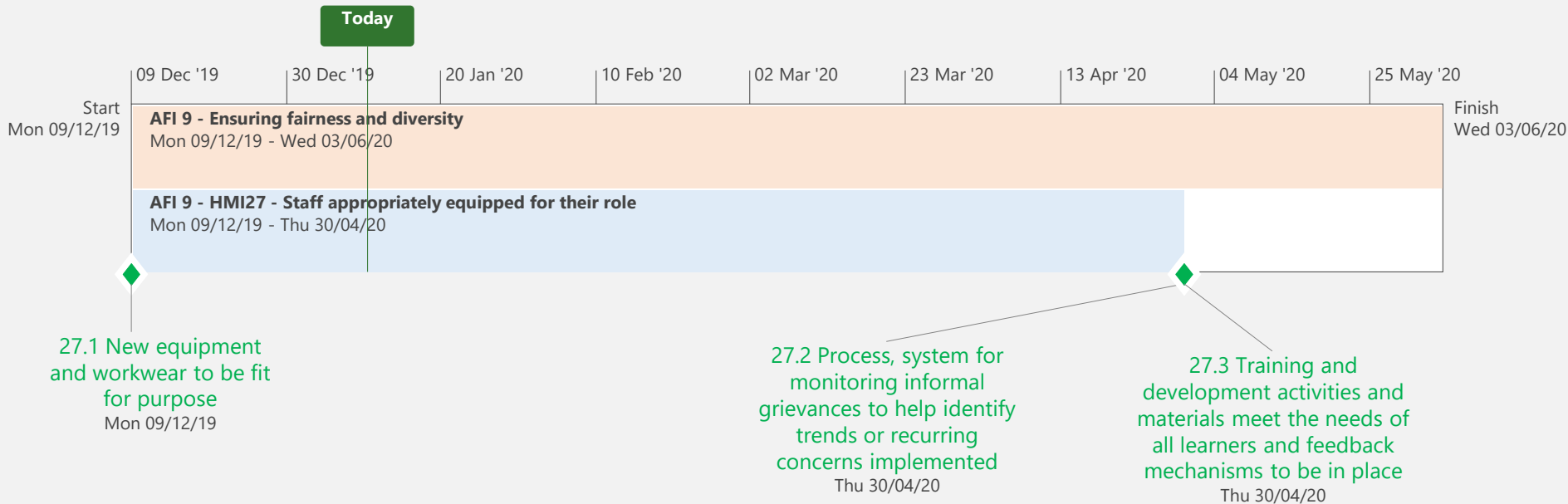
[HMI26](#)

Area for Improvement 8 – Getting the right People, with the right skills



PEOPLE

Area for Improvement 9 – Ensuring fairness and promoting diversity



PEOPLE

Senior HR Business Partner

[HMI28](#)

Area for Improvement 10 – Managing performance and developing leaders

