

West Sussex Fire & Rescue Service

Annual Statement of Assurance 2021-22



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Foreword from Cabinet Member for Community Support, Fire and Rescue



Welcome to West Sussex Fire & Rescue Service's Statement of Assurance for 2021/22.

In my position as Cabinet Member for Community Support, Fire and Rescue, I am pleased to present our latest statement to the communities of West Sussex, which shows how we are meeting the requirements of the Fire and Rescue Service National Framework for England.

The Statement of Assurance sets out the Fire Authority's performance and governance arrangements, as well as the steps we are taking to progress the strategic aims set out in our newly launched Community Risk Management Plan (CRMP) [\[LINK\]](#). This is a strategic document which outlines the service's key priorities over the course of the next four years.

The last year has been an extremely challenging time for us all as we continue to feel the effects of the coronavirus pandemic. Despite these challenges, our fire and rescue service has continued to operate on the front line to keep our communities safe from harm.

I am extremely proud of the work that West Sussex Fire & Rescue Service contributes to protect us all, and I am satisfied that the Fire Authority's financial, governance and operational matters are operating effectively and meet the requirements detailed within the Fire and Rescue National Framework for England.

Duncan Crow, Cabinet Member for Community Support, Fire and Rescue

Introduction from the Chief Fire Officer



As Chief Fire Officer of West Sussex Fire & Rescue Service I am pleased to introduce our Statement of Assurance for the previous fiscal year.

The Statement of Assurance was first made a requirement of the 2012 [Fire and Rescue National Framework for England](#), and it reinforces my commitment to provide our communities with information about how we manage public funds and assure the effectiveness of our financial, governance and operational fire service arrangements. When emergencies do occur, West Sussex Fire & Rescue Service provides a 24/7 emergency response to deal with a wide range of incidents including fires, road traffic collisions and a variety of other, more unusual emergencies – such as rescues from height.

Our People, Response, Prevention and Protection teams are committed to delivering this vital service for our local communities, and we are all proud to serve the residents of West Sussex.

We have faced extremely challenging environments during the COVID-19 pandemic, but successfully maintained our statutory duties whilst also supporting the wider Sussex Resilience Forum response and recovery.

In addition to this work, we as a service have seen significant improvement work being carried over the course of the past year across our prevention, protection and response arrangements. Construction work has also commenced on our new Service Training Centre and new fire station for Horsham and we welcomed East Sussex FRS to the joint fire control arrangements which will now significantly improve collaborative cross border working. We have launched our new Community Risk Management Plan and we welcomed back inspectors from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) for their second full inspection of the service. This new CRMP sets out how we will identify and manage risk, and how it's objectives contribute to the delivery of our four county council priorities, including the cross cutting Safer West Sussex Partnership.

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

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

Summary Statement

What is Statement of Assurance?

Fire and rescue authorities must provide assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their Integrated Risk Management Plan (IRMP), this will be known as a Community Risk Management Plan (CRMP) for 2022/2023.

Statements of assurance should be open and transparent, demonstrating accountability to communities who expect to know how these services are being provided. This document outlines the way in which the West Sussex Fire & Rescue Authority and its fire and rescue service delivered the requirements contained in the National Fire and Rescue Framework and the authority's IRMP during 2021/2022.

Service Executive Board

Our Service Executive board is made up of our three Principal Officers, supported by strategic advisors from Organisational Assurance & Governance as well as West Sussex County Council corporate functions representatives from HR and Finance.

Chief Fire Officer

Sabrina Cohen-Hatton

Deputy Chief Fire Officer

Mark Andrews

Assistant Chief Fire Officer

Peter Rickard

Strategic Advisors to Service Executive Board:

Senior Finance Business Partner

*Head of Organisational
Assurance & Governance*

*Senior Human Resources
Business Partner*

Governance

West Sussex County Council (WSCC) is the Fire Authority for West Sussex Fire and Rescue Service (WSFRS) and is responsible for:

- Firefighting and rescue
- Protecting people and property from fire
- Promoting fire safety in the home
- Providing special services for emergencies

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

The Constitution explains how the county council operates and decisions are made, and the procedures which are followed to make sure that these are efficient, transparent and accountable to local people. All members meet as the full council and they are responsible for deciding some of the overall policies and setting the budget each year. The Constitution provides a clear separation between the operational decision making responsibility of our Fire and Rescue Service and the executive policy setting and scrutiny and role of County Councillors.

The WSCC Cabinet, or 'Executive', has ten members from the majority group on the council. The Cabinet proposes the key policy decisions of the council, which are subject to agreement by the full county council. Each Cabinet Member is allocated a portfolio of work for which they take personal responsibility. WSFRS is the responsibility of the Cabinet Member for Communities Support, Fire and Rescue. The Cabinet Member for WSFRS is Councillor Duncan Crow.

Decisions relating to the fire and rescue service and transformation plans of the service are endorsed by the Cabinet Member and subject to scrutiny by the Fire & Rescue Service Scrutiny Committee which was established at the full county council meeting on 17 December 2019. The most important or 'key decisions' about the service taken by the Cabinet Member and public debates of the FRS Scrutiny Meetings can be found on [the WSCC website](#). Both the Council's Cabinet, when taking the significant policy decisions, and the FRS Scrutiny Committee when proposals or service performance meet in public as a demonstration of accountability to the residents or West Sussex.

WSFRS is embedded within WSCC. As such, the service is linked to a range of key strategic planning areas that aids a holistic approach to keeping residents safe. These include emergency management, transport and spatial planning, the design of support for vulnerable people, flood risk management and the overall place shaping and democratic ownership of an area.

Financial Performance Report

How your money is spent

WSFRS is an integrated part of WSCC. As such, it receives a range of services provided centrally, either via county council corporate functions or procured contracts. These include provision for payroll, pensions, human resources, occupational health services, IT and communications, facilities management and estates maintenance, rates and utilities, insurances, legal advice and procurement services.

Apart from the additional resource, costs relating to these areas are accounted for as a whole and are not apportioned at FRS level. Best value and high-quality services in all these areas are sought and achieved council wide. Financial management for the FRS in areas including assets and estate, revenue provision, debt, and treasury management are covered under arrangements for the whole of the county council and are not reported solely for the FRS.

How your money is spent

The fire service's total net controllable expenditure delivering front line services for the 2021/22 financial year was £30.2 million. This is broken down in the graph below across the eight service areas. The spend is predominantly on three areas of Response activity, Training and Fleet which is 87% of organisational expenditure, with Prevention and Protection accounting for 8% and the rest is 5%.

The Fleet figure is inclusive of the County Council Fleet as well as the Fire Service fleet as it is managed under one function. Spend incurred in 2021/22 includes expenditure focused on the Fire Improvement Plan delivering improvements required following the Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) report but is shown here against the appropriate service heading.

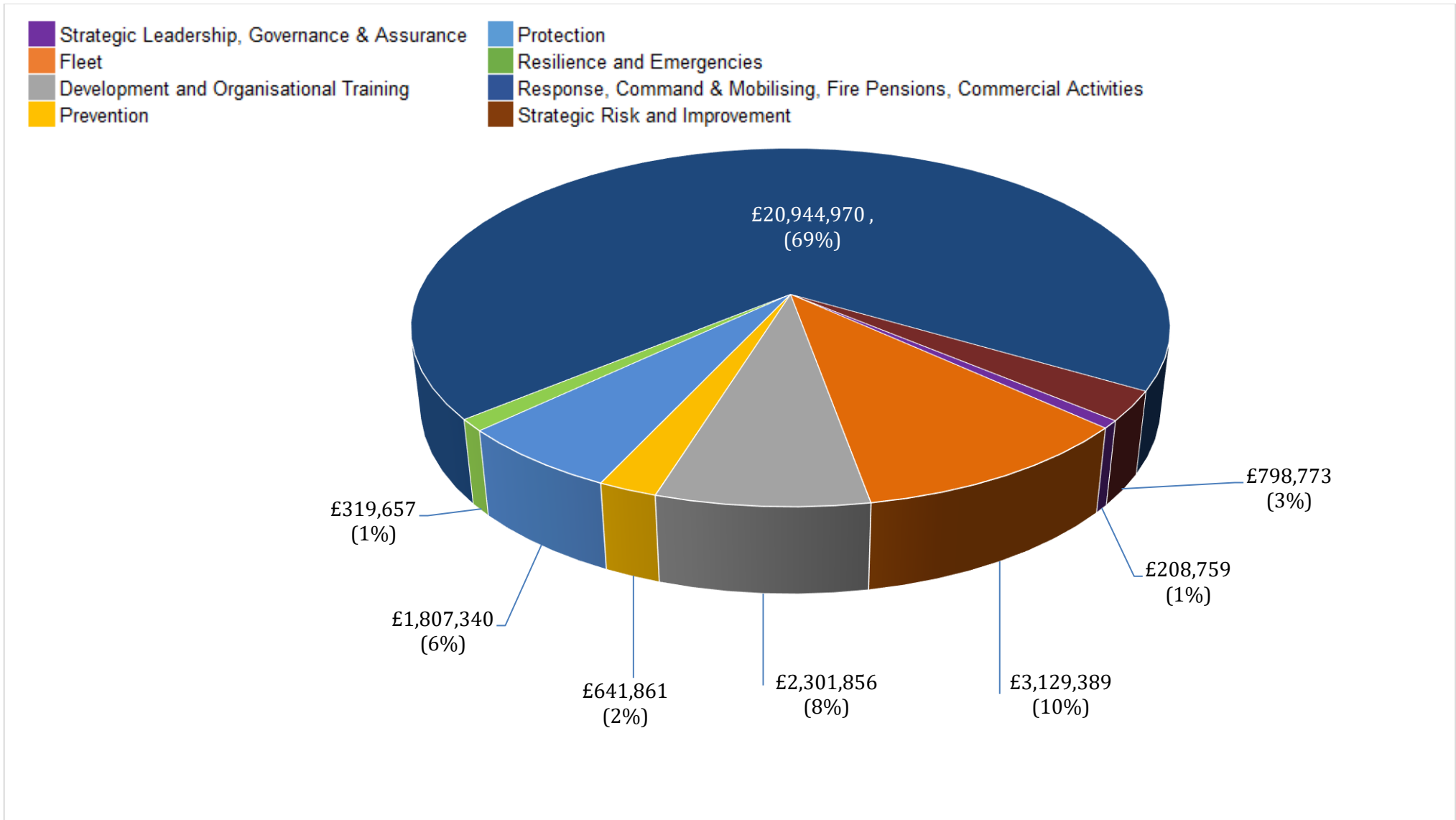
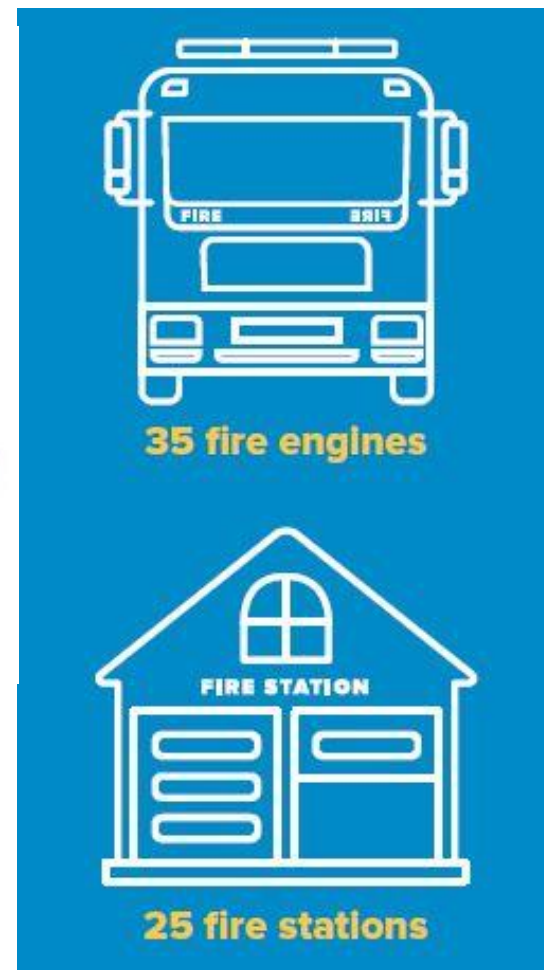
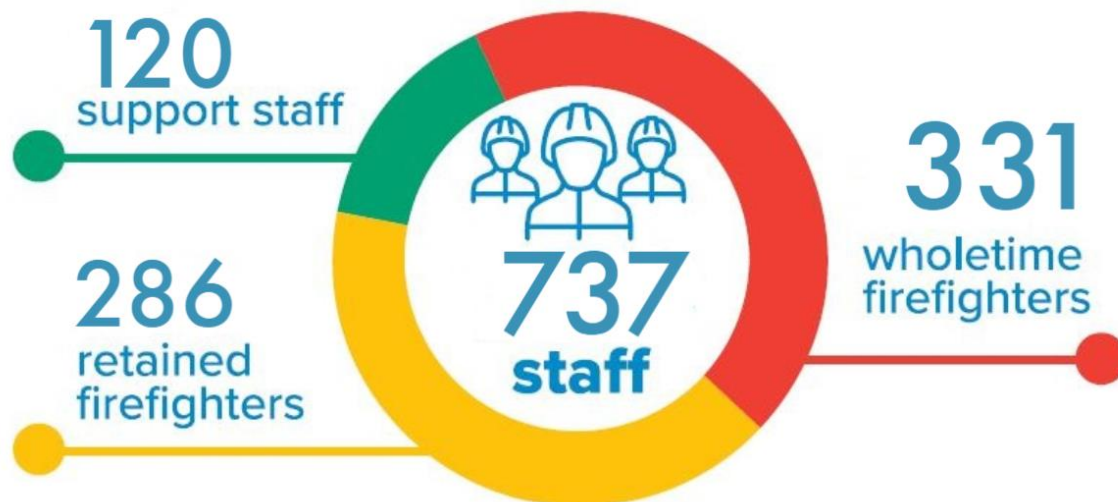


Figure 1 - FRS Expenditure 2021-22

Our People

At the end of March 2022 our workforce total 737 included a total of 331 wholetime firefighters, 286 retained On-Call and 120 support staff working for WSFRS.

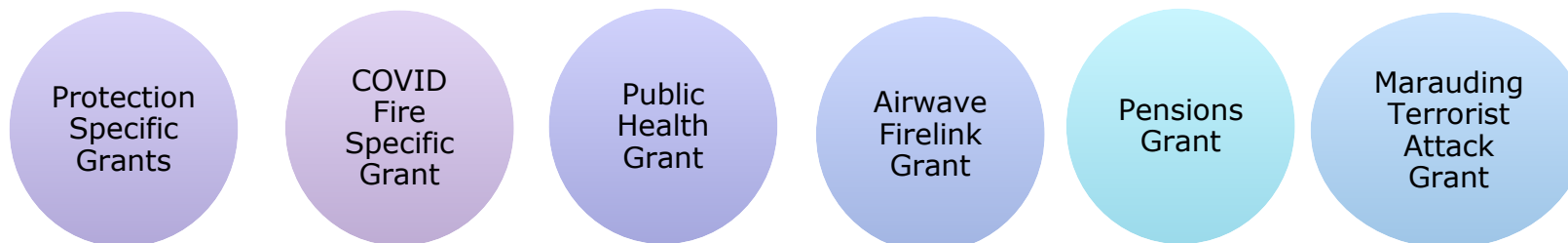
The service has continued to maintain its critical functions throughout the last 12 months of the pandemic. The Resilience and Emergencies Team which is overseen by the Fire and Rescue Service on behalf of West Sussex County Council, ensures service resilience and emergency support across County Council service areas. This has been achieved through regular monitoring and management via the Service Business Continuity Advice Team (BCAT). The BCAT has received the latest Public Health Infection Control Information and guidance, put in place a number of controls to assist in maintaining an effective service. A recent external audit of risk management and business continuity processes has concluded that the service's ongoing response has been good.



Despite the changes and relaxation of pandemic regulations, infection rates remain high. Ongoing monitoring and management of infection rates will continue via BCAT although the frequency of

meetings will be adjusted accordingly. We remain confident that the service can continue to operate in a safe and effective way during the remainder of this pandemic with a particular focus on mental health and the long term effects of the pandemic on staff and communities.

During 2020/21 we received fire specific grants relating to:



In addition, WSCC receive county council COVID grants, which supported additional spend relating to COVID-19. WSFRS monitored their activity through BCAT and expenditure was made through WSCC.

Performance Assurance Framework

Our Performance and Assurance Framework (PAF) provides structure and governance arrangements to ensure that the statutory obligations, functions and strategic commitments of the service are being suitability scrutinised and delivered.

As part of the [Our Council Plan](#) we ensured a clear link to our Performance and Assurance Framework with 4 key measures highlighted to provide assurance. This golden thread continues through our core performance measures and through to service objectives into team plans and individual performance objectives.

Keeping people safe from vulnerable situations.

- OUTCOME - A timely and proportionate approach to prevention through Fire Safety Inspections of business premises
- OUTCOME - Support to people when they need it through Safe & Well Visits to those at highest risk

Helping people and communities to fulfil their potential.

- OUTCOME - Safe and connected and cohesive communities measured through 1st appliance attendance to both critical fires and critical special service incidents.

The PAF examines performance on a quarterly basis across the four elements of service provision, corporate health, priority programmes and risk through a suite of core and service measures. This allows the organisation to respond and make informed decisions to ensure organisational aims and objectives are achieved through being intelligence and evidence led.

In the reporting year 2021-22 we tracked the performance of 30 core measures against quarterly and end of year targets (see Appendix B). These core measures are monitored by the Council's Cabinet and subject to scrutiny at our Strategic Performance Board, Service Executive Board and by the FRS Scrutiny Committee.

A graphical representation of the year end to date reporting statistics has been provided here as an overview (data accurate as of 14th April 2022). More detail can be found in our [Quarterly Performance Reports](#).

End of year performance is detailed in Appendix A, in this years overall performance our of the 30 measures including 2 previous years data has a comparison. There are 14 green, 5 amber, 11 reds in comparison to last year (14 green, 2 amber, 11 red, 3 not measured), which is encouraging given that throughout this year it has been in a pandemic for the majority. Therefore to keep performance at a level where crossing the household thresholds and attending business premises has been a challenge, it has been reassuring to see the progress maintained.

Her Majesty's Inspectorate of Constabularies Fire and Rescue Service (HMICFRS)

In the autumn of 2018 West Sussex Fire & Rescue Service were inspected by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and the associated report from that inspection can be found [here](#).

We welcomed the 2018 report to enable continual improvement across our service. To assist in the delivery of the HMICFRS findings we established an Improvement Board to implement and monitor service improvement plans that addressed the areas identified by the Inspectorate.

September 2021 saw the HMICFRS once again visit WSFRS as part of their second round of full inspections across the country. WSFRS formed part of tranche two of that inspection programme. At the time of drafting this Statement of Assurance WSFRS are awaiting that final report to be published.

The Inspectorate witnessed and reported in their COVID-19 Interim inspection in January 2020 and again in October 2020, where they said *"The fire and rescue authority maintained effective ways of working with the service during the pandemic. This made sure the service could fulfil its statutory duties as well as its extra work supporting the LRF and the tripartite arrangements" and that "Staff wellbeing was a clear priority for the service during the pandemic"*. We also had a revisit in February 2021, where they noted in their report the amount of improvement work and change in the service continued to be significant. It was highlighted that the extra funding has been used to create an appropriately skilled and dedicated programme management team, which has since broadened its remit to include Organisational Assurance and Governance. The Inspectorate reported this brought an increased level of co-ordination and supports organisation-wide improvement.

Whilst we await the HMICFRS tranche two report for WSFRS, we are pleased with the interim revisit findings that we have received and are assured that the improvement programme we have diligently implemented has seen improvements across all areas of the service. The tranche two inspection will be published by the HMICFRS in due course.

Strategic Objectives of IRMP 2018-22

It is a statutory requirement that all fire and rescue authorities produce an Integrated Risk Management Plan (IRMP). The plan identifies the risks present in our communities for those who live, work, visit and travel in West Sussex.

The plan is owned by the Fire and Rescue Authority and is delivered by WSFRS. The plan sets out how we address all foreseeable risk across our county it also provides an overview of what influences our service in terms of our national and local obligations.

We will always seek to be efficient and effective and to achieve good value for the local community. This means working collaboratively with neighboring fire and rescue services and other blue light services as well as by maximising our position within WSCC by actively participating in partnership opportunities including tackling the social causes of fire and other emergencies.

The West Sussex Fire & Rescue Authority set strategic priorities for the period of 2018-2022 based on thorough risk analysis.

- **Strategic Priority 1:** Reduce the number of emergency incidents and their consequences through the continuous improvement of prevention, protection and response activities
- **Strategic Priority 2:** As part of West Sussex County Council, work with local communities, districts and boroughs to keep West Sussex safe.
- **Strategic priority 3:** Collaborate with emergency services and other local and national partners to improve the service to the public.
- **Strategic Priority 4:** Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.
- **Strategic Priority 5:** Provide customer-centred value for money services.

The action plans we produce each year set out how we will meet the priorities in our IRMP, and how we will know we are being successful through clear performance targets that are linked to the outcomes that we want to achieve. Where there are competing priorities, we will focus resources on the area of greatest need. At times this may mean that the order in which we do things is subject to change. For example, new national priorities that have come forward as a result of the Grenfell Tower fire tragedy and our response and implementation of associated recommendations.

This report will look at each area of our service delivery; Protection, Prevention, Response, Strategic Risk and People and then summarise the progress against the five Strategic Priorities through projects.

Major Incident/Emergency Preparedness



WSFRS have robust business continuity and resilience plans covering all aspects of our service to ensure that our service operates effectively and continues to make West Sussex a safer place. These plans bring together WSCC partners, emergency services, Military, voluntary sector and other representatives. This collaborative approach to preparing, responding too, and recovering from reasonably foreseeable events enables the service to deliver our statutory obligations and service delivery functions.

When the global Covid-19 pandemic entered all our lives, WSFRS reacted and adapted to the unprecedented events that we would all come to live through and continue to learn to live with. Our internal Business Continuity Action Team (BCAT) brought together representatives from across our service to focus on how service delivery will continue to operate, deliver and adapt to an ever-changing pandemic.

Our Organisational Assurance and Governance (OAG) team re-evaluated the services IRMP action plan to ensure all core workstreams would continue in its delivery but with flexibility and resilience built into it. The service adopted a 'bubble' approach to each Fire Station which reduced the movement of personnel between each Fire Station in the instances of covering sickness, and instead made each station self-sufficient. This approach reduced the levels of sickness caused by Covid-19 and meant that the service remained effective in responding to incidents.

Our Operational Assurance Team (OAT) created and delivered Covid related exercises to our officer cadre to ensure that they remained effective in delivering national guidance, keeping our workforce safe and support incident response. Our Incident Command Team took advantage of delivering on-line seminars and training to which attracted attendance from neighboring fire services, blue light colleagues and National Fire Chiefs Council (NFCC) representatives.

The Service supported the Sussex Resilience Forum (SRF) by seconding an officer to help support the collaborative workstreams involving both civilian and military colleagues. The service also actively attended and contributed to the Strategic and Tactical Co-ordinating Groups, both of which brought SRF stakeholders together in sharing resource, expertise and knowledge. WSFRS also offered logistical to South East Coast Ambulance Service (SECamb) via a Service Level Agreement (SLA) with Firefighters being trained to drive ambulances during the height of the pandemic.

At the end of March 2020, all employees, where possible, were instructed to work from home as per government guidance. This required the service to enter a new way of working approach to which would be the catalyst for change and continues to see an adopted hybrid approach to home/office working.

As a result of continued planning and the ability to adapt to the ever-changing situation, WSFRS remained prepared to respond to all eventualities of incidents. Incidents of significance included the IBIS hotel fire at Gatwick which was a 15 pump fire; Wildfire on Chobham Common to which we deployed resources to support Surrey Fire and Rescue (SFRS) and a Convent fire in Littlehampton which involved solar panels.

The wellbeing of our staff became more focused than ever as many took to working remotely at home and the face-to-face interactions with colleagues and managers ceased. This prompted additional lines of communication to help people to remain connected including staff surgeries, virtual 'check in's', increased weekly team meetings and staff surveys to understand the health of our workforce. There were also virtual open days to help us remain engaged and connected to our communities along with stronger social media links to project messages for businesses and homes to maintain vital reassurance during this difficult time.



Protection

Fire Protection team supports public safety and business resilience through ensuring compliance against the Regulatory Reform (Fire Safety) Order 2005. Our Fire Safety Regulators ensure that those who are responsible for buildings minimise the risk and likelihood of fire, understand their duties and continue to monitor and maintain their general fire precautions as required within the Order. We also publish information to assist businesses to comply with the law on our [webpages](#).

These teams operate in accordance with the [Regulators Code](#), to ensure appropriate and proportionate actions are taken where our Fire Safety Regulators identify premises that fall short of an acceptable standard of fire safety. Our regulators follow NFCC guidance in determining the most appropriate enforcement action for the circumstances, which can include formal enforcement notices, prohibition, and prosecution in the most severe of cases.

Our proactive regulatory work is based upon our Risk Based Inspection Programme, which ensures that our Fire Safety Regulators concentrate their activity within those premises that represent the highest risk to their occupants in the event of fire. To ensure that we are also able to consider risk across our entire built environment portfolio, our teams undertake reactive auditing activities such as post fire, or following a concern raised by a member of the public or a partner agency. We are seeking to develop this area further over the life span of our new [CRMP](#), to train and involve our response crews in protection to enable them to undertake fire safety activity within lower risk premises. As part of our duties, where we identify a risk that impacts upon the regulations enforced by another agency, we share that

intelligence in a timely fashion, undertaking joint inspections where appropriate. Our service delivery activities are detailed within our Fire Safety Enforcement [Strategy](#).

Prevention

Safe & Well Visits are central to the way that we reduce the number of incidents and protect people from the harm caused by a fire in their home. Visits target the most 'at risk' groups and are carried out by our Community Fire Safety Officers and our firefighters. We know from reviewing our serious and fatal fires that poor health is a contributory factor, so we include health information during our visits and signpost and refer people to partner agencies for support. Whilst we were working in people's homes, we identified 54 people who urgently needed support and so we made safeguarding referrals for them.

Requests for a home visit come from a number of sources health, social care and telecare. Due to the pandemic, we have seen a decline in referrals with the total number of visits being completed.

We completed 3519 visits and in addition visited 1080 homes to carry out risk reduction activity such as replacing smoke alarms or batteries and supplying additional fire safety equipment. To find out more about safety in the home please see our webpages on [Home fire safety - West Sussex County Council](#).



We have been making the most of every opportunity to deliver focused community safety activities following incidents at residential properties. These result in more prevention activity being delivered to those at risk or those affected by an incident.

Volunteers have also been integral to our prevention work and engagement with communities. They have been proactive in visiting homes in areas where our data indicates they may have additional benefit to offer Safe and Well Visits. We're always on the lookout for new volunteers, to find out more visit our [Fire Rescue Service Community Volunteer](#) page.

We also deliver a range of interventions through our Targeted Education Team and operational crews. These include fire safety education within schools and other programmes like GRIT that help build confidence, resilience and provide information that support young people to respond to the wider challenges they face. We also provide interactive safety messages and home learning through our fun educational webpages aimed at children, parents and teachers. You can find out more on our [Learning Zone](#).

We work with children and young people who play with or deliberately set fires. By understanding the circumstances that lead young people to start fires, and following some basic fire safety advice, we can reduce the chance of further fires.

Our almost daily attendance at road traffic collisions means we know all too well how devastating the impact can be. Working with both national and regional organisations help us develop our road safety initiatives and puts us in a better position to reduce the frequency and severity of collisions.

We, along with Brighton & Hove City Council, East and West Sussex county councils, Highways England, East Sussex Fire and Rescue Service and Sussex Police make up the Sussex Safer Roads Partnership (SSRP) where we use our combined expertise to help keep road users safer.

Whilst recent years have seen some of the lowest number fatal casualties on the roads there is still a lot of work to be done to influence road user behaviour and reduce the number of people who tragically lose their lives on our roads. In 2021/22 we attended 481 RTCs and carried out 45 number of extrications. For more information: [Road safety - West Sussex County Council](#)



4630 People were supplied health and wellbeing information and referred to a partner agency for support

The Prevention team, supported by volunteers, and a crew of our firefighters, working with a number of organisations to provide fire safety advice.



Managing Risk

As a service we must clearly understand and identify significant operational and corporate risks to be able to effectively manage our resources.

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

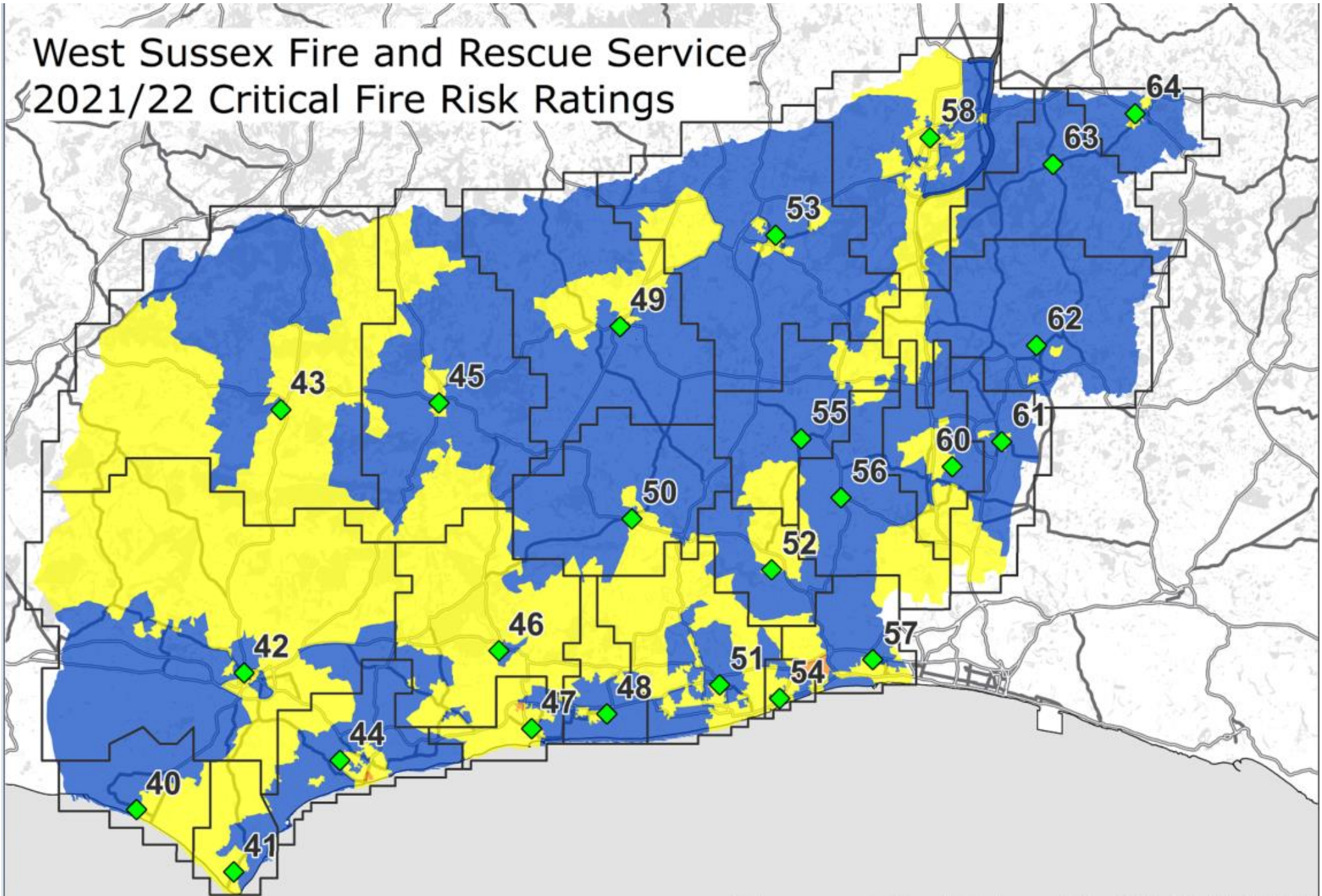
We also use the extensive local knowledge of our firefighters and officers, alongside the latest modelling software, demographic profiling, census data and information from our partner agencies. All this information is compiled by our Management of Information Team (MIT), Operational Assurance Team (OAT) and Risk team and used to create a Critical Fire Risk Map (pictured below) which is updated every year based on rolling data from the previous three years.

The Critical Fire Risk Map is part of our Local Risk Management Plans and is used to assist with the targeting of Prevention and Protection activities at a local level, allowing WSFRS to focus on the most vulnerable residents and those communities at highest risk, thereby ensuring our resources are used efficiently to achieve the best possible outcomes for our local communities.

They are also used as the basis for our Emergency Response Standards and this information informs our Integrated Risk Management Plan (IRMP). This information shows that, for the period covered by this report, most of the county was classified as low or medium risk. There are fewer 'high risk' areas this year, a reduction to 3 when compared to 8 last year.



West Sussex Fire and Rescue Service 2021/22 Critical Fire Risk Ratings



The numbers shown on the map above are allocated fire station numbers for WSFRS. The below table shows the number of areas that are either High, Medium, or Low for example, we have 3 high areas, 180 medium areas and 322 low areas of risk.

For information the table below shows the target time in minutes from when our Control Room receives a 999 call to when the first fire engine arrives at the incident.

These standards are target maximums – we typically arrive even more quickly.

| Risk Category | West Sussex Emergency Response Standard (critical incident – fire) |
|------------------|---|
| VERY HIGH | 1st appliance (Fire Engine) to attend in less than 8 minutes, 2nd appliance to attend in less than 11 minutes |
| | The risk profile warrants a very high level of fire cover & very substantial Community Fire Safety (CFS) risk reduction initiatives |
| | |
| HIGH | 1st appliance to attend in less than 10 minutes, 2nd appliance to attend in less than 13 minutes |
| | The risk profile warrants a high level of fire cover & substantial CFS risk reduction initiatives |
| | |
| | 1st appliance to attend in less than 12 minutes, 2nd appliance to attend in less than 15 minutes |
| | The risk profile warrants a medium level of fire cover, CFS initiatives should be targeted at specific issues |
| | |
| LOW | 1st appliance to attend in less than 14 minutes, 2nd appliance to attend in less than 17 minutes |
| | The risk profile warrants a minimum level of fire cover, CFS initiatives should be targeted at specific issues |
| | |


Critical Special Service Standards

These are non-fire emergency incidents such as Road Traffic Collisions, or persons trapped in machinery. road traffic collisions (RTCS) account for more deaths and injuries than fires in West Sussex. See the WSFRS County Profile for more information on this.

The nature of these incidents does not generally follow a geographical correlation. Safe systems of work can be put in place at these incidents with only one appliance in attendance and therefore the arrival of the first appliance only will be measured.

The attendance standard for a critical special service incident is 13 minutes across the whole county.

Risk Rating 2021/22

| | |
|--|-------|
|  High | (3) |
|  Medium | (180) |
|  Low | (322) |

Health and Safety

WSFRS observe all requirements of the Health and Safety at Work Act 1974 and all other Regulations and Approved Codes of Practice applicable to its undertakings. The Health and Safety team ensure we take due care of the health, safety and welfare of employees, service users and other persons who may be affected by its operations. The service has put arrangements in place to enable the reporting and investigation of health and safety incidents including injuries, ill health and near hits. This procedure applies to all WSFRS personnel, visitors to service workplaces, contractors who are carrying out work at service workplaces and other agencies working or undertaking activities at service premises. Every health and safety incident will be investigated to determine causation and where practicable prevent reoccurrence. The primary aim is to learn from the experience and prevent recurrence by using the information gained. This will contribute to the service's strategic aim of providing safe, healthy and competent employees.

COVID - 19

During the COVID pandemic the Health and Safety Team worked closely with the BCAT meetings and were constantly reviewing the risk assessments and other appropriate documentation, introducing additional control measures where necessary and changes to procedures were recorded and published across the service. This was in line with NFCC and Government guidance, also ensuring appropriate PPE was available to keep our workforce/public safe during this time.

Scheme of Recognition:

Measuring performance is essential to maintain and improve health and safety and active monitoring through the Scheme of Recognition is a key element of this process. The Scheme of Recognition for Health and Safety Performance achieves this by recognising excellence in health and safety awarding three non-competitive award levels: gold, silver and bronze for achieving high standards within our places of work. Through the ongoing training and information offered across the service by the Health and Safety department we have seen 99% of stations reaching a gold standard as part of this work.

The broad principle of the scheme is to promote a positive health and safety culture, encourage best practice which is to be shared and adopted service wide and continued improvement in safety performance within WSFRS.

Response

As part of the county council, WSFRS aims to keep people safe from vulnerable situations and help people and communities to fulfil their potential. To achieve this, we help our residents and businesses to be safer, stronger and more resilient through prevention and protection activity and we ensure we are prepared to respond to and resolve these emergencies when they occur.

By responding to fires and emergencies quickly and effectively, we do not just support this overall county council objective, but we also deliver on our statutory obligations to make provision for: extinguishing fires, protecting life and property in the event of fires, rescuing people, and protecting people from serious harm. It also enables the delivery of our functions with respect to other emergencies that have been conferred upon us by the Secretary of State, both within West Sussex and outside of the county boundaries and take action in response to other events or situations that are likely to cause death, injury or harm to the environment (specialist response).

Every four years we refresh our understanding of risk and, following extensive public consultation, set out the fire and rescue service's strategic priorities and the steps that the service will be taking to implement these new programmes of work in the IRMP, to help ensure that West Sussex continues to be a safe place to live and work. The response plan sets out how we will deliver the identified response IRMP objectives, while achieving compliance with all relevant professional standards and continue with our journey of improvement, when assessed using the criteria set by HMICFRS.

The IRMP will be known as a Community Risk Management Plan (CRMP) for 2022-2026 [[LINK](#)]. Our CRMP for 2022-26 was agreed by cabinet in March 2022. The response aspects will be implemented through the delivery of our Response plan 22-26

The majority of the incidents we respond to, can be adequately resolved through the deployment of personnel with the required skills and the equipment available on one or two of our fire engines. In ensuring that these fire engines are available, we use a variety of different crewing and duty systems to efficiently align availability with risk and demand. We employ a mixture of wholtime and retained firefighters. Retained firefighters respond to emergency calls within their local area from either their home or main employment. Wholtime firefighters are primarily based at our fire stations and respond to emergency calls from their assigned fire station.



So that we have flexibility in matching our resources to risk, wholtime firefighters are employed on three different duty systems. These are: Group Crewing, which provides an immediate response 24/7; Day Crewing, which provides an immediate response during the day; and Crewing Optimisation Group, which is a team who operate from varying rural locations, 7am-7pm Monday to Friday, with the aim of improving the overall availability of fire engines which are crewed by retained firefighters. This last group is required due to challenges that occur through the use of retained personnel to provide fire cover.

Retained firefighters provide an invaluable cost-effective service, but this approach to the provision of emergency response creates challenges. The system has been used by fire and rescue services for several decades, however as the way we live and work has changed, and there are less people who work or live close enough to fire stations and can commit to being available for emergency calls during some of the key times that we need them, such as during the day.

The challenge this creates is ensuring that our fire engine availability aligns with our understanding of risk. To address the underlying factors that impact on the availability of retained firefighters we have been taking a 'Marginal Gains' approach. We called it 'Marginal Gains' as we believe that by working on a case-by-case basis with each of our retained fire crews this can add up to a big difference in terms of our availability.



On a day-to-day basis, we address any potential gaps in cover by efficiently using our Crewing Optimisation Group in a targeted way. This is to make sure we have fire engines available where we need them, when we need them. We also use a 'county crewing' system to make the best use of any retained firefighters' surplus availability, where they will travel to another retained fire station to make up a full crew.

Incidents at county boundaries and those which require a significant commitment of resources for extended duration can create challenges for any service. To ensure these challenges are minimised we will work collaboratively with our neighbouring fire services to ensure the public always receive the most efficient response. When we draw on resources not directly under WSFRS control, through mutual assistance, we will ensure, as far as practical, there is a compatibility of equipment and procedures.

We ensure we have the appropriate level of command for all incidents. All fire engines have a dedicated incident commander. We ensure we always have enough on duty commanders to create an initial safe system of work at two simultaneous incidents requiring multiple fire engines.

There is also a range of potential incidents, that due to their location or complexity, require additional equipment for their resolution. These include fires where there is poor road access, accidents involving heavy goods vehicles or trains, or fires away from the water network. These incidents require the provision of specialist vehicles such as off-road vehicles, water carriers, aerial ladder platforms and high-volume pumps. Whilst these incidents require additional equipment, the training for the use of this equipment can be achieved with careful planning and location of vehicles within the training time available for firefighters. As such, we ensure we can meet this full range incidents through the provision of a specialist vehicle fleet crewed, when required, by personnel who also crew fire engines.

WSFRS have also assessed, within CRMP planning, that there is also a small range of possible incidents where a specifically trained specialist response is required.

WSFRS respond to the following specialist incidents:

1. Confined space rescues
2. Hazardous materials incidents for rescues or environmental protection
3. Rescues at height
4. Animal rescues
5. Rescues from rivers and at flooding incidents
6. Terrorist incidents

To support these, we maintain a specialist Technical Rescue Unit made up of wholetime firefighters with additional training, that will be available 24/7.

To ensure we can form part of a multiagency response to marauding terrorist incidents we will provide a 12-person team to assist with the treatment of casualties, a specialist team to deal with any fire situation – where specialist PPE will need to be worn and ensure that we have sufficient specially trained officers that, as part of the national coordinating arrangements, can co-ordinate our response with partner agencies.

We ensure that we have access to the equipment, services and personnel necessary to deal with other potential specialist incidents, by ensuring that we have robust arrangements for drawing upon national resilience arrangements – such as urban search and rescue or mass decontamination, where required.

When resolving these incidents will ensure that we meet our requirements towards the health, safety and welfare of our team members by having well developed policies and procedures drawn from national operational guidance; a competent work force trained in the application of these policies and procedures; robust dynamic and analytical risk assessment processes; and by ensuring that risk is always considered with respect to potential benefits.

To successfully resolve an emergency there is a need for information to be passed via the 999 system to a control room, which can then mobilise and maintain communications with allocated resources and other agencies.

Our arrangements to achieve this are delivered by Surrey Fire and Rescue Service, who run a Joint Fire Control (JFC) for East and Sussex and Surrey FRSs.

This collaborative approach to receiving 999 calls and mobilising resources provide an effective and efficient way of responding to the level of demand that is experienced within West Sussex.

JFC also continually monitors the position of available resources and relocates those resources when required to ensure that our personnel, services and equipment are always in the most efficient location for responding to potential emergencies. We are committed to continual improvement in these arrangements through the use of technological solutions.

National Operational Learning and Joint Organisational Learning

The sharing of notable practice or opportunities for development beyond our immediate service is extremely important. National Organisational Learning (NOL) and Joint Organisational Learning (JOL) platforms enable us to share our learning on a national level within the fire and rescue sector and partner emergency services. Each of these platforms are assisting emergency services to have an improved shared understanding of risk and how services have overcome these challenges. This promotes the safety and welfare of our communities and personnel.

Operational Assurance

Responding to emergencies is core to our role as a fire and rescue service, where risk is at its highest, and our operational competence must be the very best. A person is operationally competent only when they can apply their training, skills, experience and knowledge at operational incidents or simulations safely. Within the National Occupational Standards (NOS) that apply to fire and rescue services, there is a requirement to implement a quality assurance system.

Such systems ensure:

- We deliver our services to a standard expected of the communities we serve

- Our operational staff have the necessary skills, knowledge and understanding to fulfil the vast array of operational demands placed upon them
- Continuous development of a safe, and competent operational workforce
- That issues are managed and rectified in an appropriate and timely manner.

We undertake operational assurance so that an appropriate quality assurance system is implemented in WSFRS which takes account of national and local learning. To facilitate this, we undertake regular performance and review of all aspects of our operational performance with both operational and command debriefs for relevant incidents.

We have utilised virtual learning platforms during the COVID-19 pandemic with various teams across the service delivering training webinars and seminars which included subject matter experts both internally and externally and has been used widely for command development and assessment. Tabletop exercises have taken place involving WSFRS and the Sussex Resilience Forum (SRF). To enhance learning experiences, the service uses the virtual incident command facilitation equipment to build station risks and generate virtual incidents. The Operational Assurance team have carried out virtual performance reviews of operations utilising the Microsoft Teams platform for presentations to the wider service and for organisational briefings including support for the services Fatal and Serious Fire review. As Sussex recovers from the pandemic, WSFRS has started to resume activities such as training, development, incidents, and exercise debriefs all now taking place in a COVID-19 compliant and secure way risk assessed by the organisations Health and Safety Team.

While we have produced a four-year plan for the delivery of and improvement of our response, the imminent white paper and HMICFRS inspection report means that this plan will be reviewed and refreshed before the publication of the next statement of assurance.

WSFRS have carried out multi-agency exercises ranging from smaller less complex incident types to larger more protracted scenarios with agencies such as South East Coast Ambulance Service, Gatwick Airport, Sussex Police and our wider Local Resilience Forum colleagues. These exercises also include cross border working with Hampshire, Surrey and East Sussex fire and rescue services.

These exercises form one aspect of our Local Risk Management Plans (LRMP), these plans are developed at a local level to ensure our station-based personnel are training for the risks they may encounter at work and carrying out risk reduction activity that is specific to the communities within their station grounds.

LRMP format 2021/22

The LRMPs are also in place to ensure:

- the provision of local incident and demographic data to stations via the Community Risk Data app, replacing the previous paper station profile;
- the development of station plans with associated objectives based on their risk;
- and a performance dashboard to provide management information, enabling monitoring and management of LRMP performance.

The station's local knowledge, together with local data, means that we have excellent insight into our local areas to tailor our activity to each station.



OUR GROUND

15,579
residents



4,050 65+

Vulnerable people mainly in Yapton Ward.

Most injuries are due to **RTCs**

26 AFAs
per year (average)

2 High risk premises

TEMPLATE FIRE STATION 2021/22 Local Risk Management Plan

This plan is our station's commitment to keeping Arundel safe. It sets out how we have looked at the risks in our community and what we will do prevent them and protect residents.

IN 2020/21 WE WILL:

INSPECT
3 HIGH and
3 MEDIUM
risk premises
for fire safety

DELIVER
59
SAFE & WELL
visits to vulnerable
people

DELIVER
2
SAFETY
INITIATIVES
(1 fire and 1 road)

CARRY OUT
3
EXERCISES
at high risk premises.

CREATE
25
SAFE & WELL
visits from close
call activity and welfare
follow ups

VISIT
1
SCHOOL
to teach about fire
safety

Development and Operational Training

The WSFRS Development and Operational Training Team aspires to meet our organisational vision to empower and support our people to be the best they can be, to deliver to the highest standards when serving our communities and to uphold the values of our fire and rescue service.

Our team is shaped by what we are aiming to achieve and sets the direction and focus for our people objectives, incorporating the six areas of improvement outlined in the NFCC People Strategy and our WSCC People Framework.

1. Strengthen Leadership and Line Management skills to support organisational cultural change, talent management and service delivery to the public.
2. Develop our cultural values and behaviours which make WSFRS a great place to work.
3. Provide high quality training and development opportunities that respond to the needs of our staff, our desired culture, our service model needs and ensures performance improvement of services to the public.
4. Strengthen our ability to provide an excellent service by diversifying our staff.
5. Continue our work on creating a fair and equal place to work.
6. Continue to support the health, wellbeing and ways of working for all our staff.



As part of the HMICFRS Improvement plan the People Causes of Concern were addressed through a specific programme known as the People Action Plan. The People Action Plan has been delivered by the People & Organisational Development Team which comprises a number of roles including of a Head of People and Organisation Development, Group Manager Operational Learning & Development, Health & Wellbeing Manager, Diversity and Inclusion Adviser and Workforce Development Consultant. These roles have been critical in supporting the plan and its delivery.

Our People Action Plan was developed to ensure that longer term people priorities were met and sustained. We aimed to develop an agile and flexible workforce able to change and meet future demands. Our plan also focussed on listening to and addressing feedback from staff through various forums. We then implemented programmes and initiatives to improve our performance to ensure delivery of the IRMP and wider organisational objectives.

| People Action Plan Workstreams | People priorities | No of workstreams | Completion % | Progressing % | Not started |
|---------------------------------------|--|--------------------------|---------------------|----------------------|--------------------|
| Strategic Direction | Employer of choice | 2 | 100% | 0% | 0% |
| Leadership | Effective leadership | 7 | 85% | 15% | 0% |
| Values, ways of working & wellbeing | Improve employee wellbeing and experience. | 21 | 90% | 10% | 0% |
| Performance & Appraisals | Performance & Development | 7 | 72% | 28% | 0% |
| Resourcing & Talent | Retain and nurture talent | 5 | 80% | 20% | 0% |

Operational Training & Development

The Operational Training & Development teams are responsible for the delivery and commissioning of all operationally related learning and development requirements within WSFRS. In doing this we ensure that all WSFRS staff are safe and competent in carrying out their day-to-day duties to deliver the best service in the most effective way. In particular we ensure that all front-line staff are highly skilled in responding to emergency situations across West Sussex.

All new firefighters attend basic training which is broken down into modules and each module is delivered and assessed by specialist Trainers and Assessors. Our whole-time recruits course started in January and completed their Pass Out Parade in April 2022.

All front-line operational staff, inclusive of new starters, attend regular training at their station as detailed within their Station Training Plan to maintain their operational capabilities, competence, and safety. They also attend centrally planned refresher training to support their maintenance of competence programme where key skills for Breathing Apparatus, Road Traffic Collision, Water Rescue and Incident command are assessed on yearly and two yearly frequencies. An electronic course management system ensures the monitoring and recording of this training.

Incident Commanders, at all levels (Initial, Intermediate, Advanced and Strategic), are trained and assessed on their knowledge, understanding, skills and behaviours by a dedicated Incident Command Training team who are qualified in designing, delivering and assessing Incident Command training and development. WSFRS have nationally accredited status (through the SFJ Awards awarding body) to deliver the Initial Incident Command qualification internally and we rely on a network of equally accredited, external providers (primarily the Fire Service College) to deliver the other levels of Incident Command. The WSFRS Incident Command T&D team also provide a planned series of Development, Revalidation and Command Support training activities that support the key role of all Incident Commanders.

The service also delivers in-house Emergency Response Driving (ERD) Driver Training for its front-line firefighter drivers. Once they are designated as an appliance ERD Driver (having been assessed through the initial ERD Driving course), they then attend a one-day emergency response driving refresher course within a three-year period. Driver Training also includes specialist driver training (including specialist vehicles, officer and 4x4 training).

In terms of Immediate Emergency Care Responder delivery against national and local agreements, the service continues to maintain its position that while we do not deliver IECR as a service delivery activity, we will continue to deliver the IEC Qualification which will result in operational staff providing a high level of support within the service and societal benefit to the communities we serve. We have trained approximately 60% of our operational response staff in IEC and a proposal has been put forward to increase the provision of this qualification to include all response staff, through the utilisation of S106 funding. This proposal is currently going through the governance process. Staff will remain competent through our Maintenance of Competence programme.



The Operational Learning & Development team manages the Service's Nationally Accredited Centre with SFJ Awards as the awarding body. Annual visits by External Quality Assurers assess and confirm that the service operates to and maintains nationally accredited awarding standards. This assists in quality assuring the planning, delivery and review or improvement of all Operational training, development and assessment across the Service.

In December 2022, the People & Organisational Development Team, reviewed progress against the People Action Plan and developed a new People Service Plan. Our People Service Plan 22/23 is shaped by what we are trying to achieve and will set the direction and focus for our people objectives which are fully linked to our strategic objectives within our CRMP. The plan also takes account of any outstanding actions from the previous People Action Plan 20/21 and is underpinned by a detailed team workplan. The plan also incorporates the six areas of improvement outlined in the NFCC People Strategy, our WSCC People Framework and the NFCC Equality Framework.

Equality and Diversity

The West Sussex Diversity and Inclusion policy statement sets out the County Council's commitment to deliver fair and inclusive services for all West Sussex communities. The policy statement shows how it promotes equality, tackles discrimination and meets its legal obligations as set out in the Equality Act 2010 and the Public Sector Equality Duty. West Sussex County Council is committed to equality of opportunity, valuing diversity, and eliminating unlawful discrimination. Our approach to diversity and inclusion is embedded in the four priorities in [Our Council Plan](#).



Horsham Fire Station and Training Centre

This new facility will be a significant step forward for the service ensuring we continue to meet the needs, demands and risks of our communities and staff. The fire and rescue sector is continually learning with incidents such as the Grenfell Tower tragedy highlighting new and emerging hazards which we, as a service, must be able to evolve and respond to. Developing this new centre will allow us to do that by:

- Training more firefighters, which is important to meet the recruitment levels required in the coming years.
- Providing a centralised location, with more modern and effective training facilities, including realistic 'live fire' and incident command facilities.
- Creating an inclusive workspace that is key to ensuring an effective and diverse service, which will also help to meet the needs of our diverse communities.
- Reducing carbon emissions through energy efficient buildings and renewable energy sources, and



Reducing our firefighters' exposure to potential contaminants through zoning clean areas within the building. Construction started in late 2021 and is currently on track to be completed in 2023.

Integrated Risk Management Plan Progress

Integrated Risk Management (IRMP) Projects (Completed by 31st March 2022)

High Volume Pump (HVP) Operational Readiness - completed January 2022

The High-Volume Pump is a special appliance and national resource, based at Bognor Regis Fire Station. This project was put in place to return the HVP to full operational readiness. The provision of the support vehicle will be transferred to the Head of Response to be included in the vehicle and special appliance review, aimed for 2022/3. An additional benefit was that we have supported East Sussex and Hampshire FRSs with training, which has raised further potential joint opportunities. Attendance at regional meetings and conversations with neighbouring services are being held to look at how the services can support each other on reliefs to reduce impact on staff resourcing.

Boss Mobile - completed February 2022

Browser of Operational System Status or 'BOSS' provides a web-based view of operational activity and information from the Vision mobilising system to other departments or personnel across the service by use of an internet browser such as chrome or explorer.

999 Eye - completed February 2022

999eye is a web-based technology that allows control room staff to view live-streamed video footage from passers-by at incidents. Currently this technology is live in Joint Fire Control for fire calls exclusively.

Hydra (Water Management System) Replacement

The WSFRS Water and Access Management Team currently operate an IT system known as Hydra which provides the functionality to maintain information about fire hydrants and emergency water supplies, map new and existing devices, support their routine inspection and maintenance, and enable basic reporting for performance management. A fit-for-purpose replacement to the Hydra system is required to mitigate the risk that at a critical point in the future a crew responding to a fire will lose precious time and place lives at risk because they cannot find a hydrant, or the hydrant they find is marked as operable, when it is inoperable. Hydra is "Legacy Software" and as such it won't be further developed or tested to ensure that it is compatible with new versions of technology. The current anticipation is that a new water management system will go live in 2022

Community Risk Management Plan (CRMP) 2022-26 - signed off 15th March 2022

The Community Risk Management Plan 2022-26, (previously known as the IRMP) has been developed in line with national guidance, highlighting how we will safely and effectively manage risk within the county. Following support of its strategic proposals through a staff and public consultation the finalised CRMP document has passed through WSFRS governance, WSCC Scrutiny Committee (as the Fire Authority) and passed through WSCC Cabinet with unanimous support. The full CRMP document was published in April 2022.

Inclusion project for take-away premises

Following a trend of fire safety issues at take-away premises, a pilot project was mandated in May 2021 to direct fire safety advice to these premises within the Chichester area in partnership with licensing and response crews. Following this activity, a review was to be undertaken to analyze its success and potential to expand to the rest of the County. The objectives were to deliver targeted fire safety advice to unknown sleeping risks, initially within the Chichester area, to significantly reduce the potential for loss of life at these premises and to deliver a fire safety message that is inclusive of our local communities.

Contaminants

A 12-month pilot project that introduced a fireground decontamination process has now concluded. The outcomes are being considered alongside a recently published national report 'Minimising firefighter's exposure to toxic fire effluents – Interim best practice report' with a view to implementing a number of procedural changes to reduce fireground contamination. A specialist asset review project is a key component of our recently approved CRMP and will consider our future asset requirements in relation to the management of contaminants.

Station security - completed July 2021

A small number of break-ins at retained stations in the county in 2017 and 2018 resulted in the service instigating a Counter Terrorism review by Sussex Police. The report made a number of recommendations to improve security and reduce break-in risks that left the service vulnerable to both criminal and terrorist activity. The report made recommendations, including physical building improvements, changes in operational policy and processes and changes in staff behaviour. Some elements of this project rely on staff behaviour and therefore there have been some additional recommendations delegated to the Head of Response to implement as part of 'business as usual' to ensure the recommendations and changes are maintained into the future.

Customer Centered Service Review - closed February 2022

To be subsumed into CRMP 2022 as part of the Code of Ethics workstream

Integrated Risk Management (IRMP) Projects aligned with Community Risk Management Plan (CRMP) strategic objectives 2022-23

People Service Plan

A refreshed People Service Plan has been created for 22/23 and a high-level strategic plan that links to both the WSCC People Framework and NFCC People Strategy.

The new plan takes account of organisational strategic needs and provides a golden thread of activity through to the People Service Plan drills down to individual team objectives. Any outstanding tasks have been carried over to the new People Plan. The new plan also aligns directly to the HMI People criteria relating to "good" or "outstanding". Our new People Service plan activity aligns to the WSFRS Core Values, WSCC People Framework, National Fire Chiefs Council Core Code of Ethics, NFCC Leadership Framework, NFCC People Strategy and NFCC Equality Framework. The new People Service Plan and associated actions supersedes the current PAP and is effective from January 2022.

There are seven workstream within the plan:

- Recruitment, retention, and workforce planning
- Operational training and development
- Career planning, professional development, talent management
- Health and wellbeing
- Equality, diversity, and inclusion
- Leadership development
- Work hours directive

RDS marginal gains - includes County Crewing, RLOs and on-call availability - Analysis on the causes of low availability and to improve understanding of how to improve it has been undertaken. This has allowed the Service to put in remedial action to improve cover and resilience. This analysis will also contribute insight into other projects around retained availability that may arise from the Community Risk Management Plan.

Service Delivery Centre - The SDC pilot is nearing completion. It has demonstrated a need for some support to stations, although with more of a focus on analysing and supporting availability, rather than administration.

Commercial opportunities - As part of the Council's Reset and Reboot activity, business-minded cost avoidance and innovation opportunities are being explored by this project. This project aims to recover costs from risk reduction efforts that fall under the remit of Integrated Risk Management Programme (IRMP) - It's about doing what we do, better. The project also aims to create awareness and confidence in understanding operational costs, processes, budgets, markets, customer demand as well as whole life costs allowing WSFRS to build robust and sustainable foundations for the future.

4Fire - In strengthening the collaborative approach for the 4 Fire (4F programme) the service has led and implemented an Operational Alignment board to generate a specific focus on the key operational/interoperability benefits between Kent (KFRS), East Sussex (ESFRS) and Surrey Fire & Rescue Service (SFRS).

Integrated Camera solution - The scope of the Integrated Transport Function (ITF) project focuses on collaboration between ESFRS, WSFRS, SFRS with Sussex and Surrey Police (the Police) to provide a more efficient and effective fleet management function.

This project had been through the WSFRS governance process, and a solution agreed by WSFRS for progressing the procurement and installation of a 360-degree camera fit out on the fleet. The original aspiration had been for this to be part of the full ITF collaborative solution however, it has now been agreed that this will be a joint procurement exercise between ESFRS and WSFRS due to contractual obligations negating the other partners ability to participate.

WSFRS and ESFRS have agreed that ESFRS will lead on the procurement process, a specification suitable to both services has been agreed and ESFRS will now pursue market engagement to determine suitable providers to meet the joint requirements.

Automatic Fire Alarms (AFA) Review - Responding to false alarms is an unnecessary demand on the service, a major cause of this demand is the unwanted fire signals (UwFS), that are generated by the automatic fire alarms (AFAs) installed to protect many non-domestic properties. Introduction of call filtering through JFC and also reducing demand through advice and where deemed appropriate enforcement activity. The first stage of this process is now live and to support this approach, additional training and guidance has been given to response Station Managers who will disseminate this information to their teams. Performance against an agreed target is measured within the Fire Safety Team and reported quarterly as part of the Performance Assurance Framework. The next stage of this project forms part of the new CRMP consultation and focusses on additional measures including enhanced call filtering and reduction in attendance, potential for the introduction of a charging scheme and use of new technological developments to reduce the amount of unwanted fire signals.

TRU review- The Technical Rescue Unit continues to provide mission critical, specialist operational capabilities. It has seen a level of change in how it operates, which is designed to improve resilience and efficiency

Fleet Replacement Programme (five-year project) - A considerable amount of work has been undertaken to review the specialist vehicles within the service to ensure they still meet the risk within the county and are planned into the capital programme for replacement.

Giving consideration to the CRMP Proposal 6: Enhanced specialist capability and assets, approval has been granted at SEB to progress with the procurement of a range of specialist vehicles to include Off Road Wildfire and Water Rescue equipped vehicles, two Bulk Water Carriers and the continuation of cyclical replacement of front-line appliances with consideration being given to future proofing to meet the evolving demands of firefighting strategies.

Review service position with Immediate Emergency Care Responder IECR against national and local agreements and identified needs - The service continues to maintain its position that whilst we do not deliver IECR as a Service Delivery activity but we will continue to deliver the IEC Qualification for the benefit of our own staff. A proposal has been put forward to increase the provision of this qualification to all Response staff (currently approx. 60% are qualified).

National Operational Guidance (NOG) - WSFRS has a responsibility to provide up to date operational guidance to our staff to ensure it can deliver its objectives in line with the CRMP in a safe, effective and efficient way. We are now reviewing our original gap analysis to confirm its currency and working in collaboration with SFRS and ESFRS, with shared strategic oversight, to deliver NOG across the 3 services, using best practice and expertise locally and nationally to ensure a common approach to risk, training and operational delivery. The 3F collaboration is now implementing NOG packages in 3 services.'

Workwear - Unforeseen barriers such as the effects of the coronavirus pandemic have caused disruption to the rollout of the workwear project however, despite delays it is still anticipated that the transition to the new uniform workwear will still materialize by mid-year 2022 when it will be rolled out with supporting guidance for all personnel to the workwear expectations and standards.

Local Risk Management Plans - An evaluation of the Local Risk Management Plan approach highlighted the success of the Service setting activity based on local insight and identified opportunities to improve how stations understand and mitigate that risk. The reporting mechanisms and process of performance monitoring and evaluating that activity has also been improved.

Community Risk Management Plan (CRMP) 2022-26 Planning



The NFCC have commissioned a CRMP project that aims to develop robust, and evidence based digital guidance that supports a consistent approach to the CRMP planning process. The project has seen a change in terminology from IRMP to CRMP.

The development of the CRMP 2022-2026 moved into its delivery phase and a strategic steering group was developed to ensure the appropriate momentum is applied to the risk analysis and associated staff and public engagement.

This included forward planning for the required scrutiny and governance for approval and publication. The CRMP is the West Sussex Fire Authority plan for our future activities to ensure we have the Prevention, Protection and Emergency Response plans, people and equipment to manage the risks faced by our communities in an effective and efficient way. This will also have a West Sussex Fire Sustainability Plan to ensure the service is contributing to the climate agenda.

To create the plan, we must understand the full range of risks to people, property and the environment, risks that are constantly changing. We make sure we have the most up-to-date information available to us and by analysing this information we can understand changes over time and identify trends that will impact our Service and the communities we serve.

The CRMP is the Fire Authority's commitment to West Sussex. All fire and rescue service staff have been given the opportunity to input into the document during the scoping phase, where we identified all of the issues that are the business of the FRS, along with all of the internal and external controlling factors that have an impact. Individual service areas then risk assessed each of the issues scoped. This included how likely they were to materialise, their harm and prioritised them according to overall risk.

The CRMP is supported by service plans to further describe how the service reduces the identified risks, identifying the resources needed to deliver each plan, as well as highlighting proposals for areas where we could improve the delivery of our service over the lifespan of the document. These proposals were put to the residents of West Sussex in a public consultation Quarter 3 2021 and those that are carried forward will be included in the CRMP when it is published in 2022.

The [CRMP 2022-2026 proposal](#) was approved by Cabinet on 15th March 2022, Our 5 Strategic Priorities are outlined in the table below, along with the corresponding Council Plan Priority that each contributes to.

| WSFRS Strategic Priority | Council Plan Priority |
|---|--|
| Preventing fires and emergencies from happening | Keeping people safe from vulnerable situations |
| Protecting people, firefighters and property by making buildings as safe from fire as they can be | Keeping people safe from vulnerable situations; Building a safe and prosperous economy |
| Responding to fires and emergencies quickly and effectively – (relates to Council Plan priority) | Keeping people safe from vulnerable situations; Helping people and communities to fulfil their potential |
| Have a safe and valued workforce | Helping people and communities to fulfil their potential |
| Making best use of resources | Making the best use of resources |

Appendix A - Framework Requirements

Planning and policy framework

WSFRS operates as part of WSCC, which sets a clear framework for the work the service does. The key documents relating to this area are the [West Sussex Plan](#) - it sets out how the county council plans to shape its services for the next five years supported by the corporate services including [how the County Council spends your money](#). WSFRS also operates under broader corporate policies on:

- [Fraud & Corruption Policy](#)
- [Equality & Inclusion Policy](#)
- [Pay Policy](#)

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

The National Fire and Rescue Service Framework for England 2018

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

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

Fire and Rescue Services Act 2004

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

- Promote fire safety
- Fight fires
- Protect people and property from fires
- Rescue people from road traffic incidents
- Deal with other specific emergencies, such as flooding or a terrorist attack
- Respond to the needs of our communities and the risks they face.

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

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

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

The Regulatory Reform (Fire Safety) Order 2005 -*This Order is a statutory instrument, applicable only in England and Wales, which places the responsibility on individuals within an organisation to carry out risk assessments to identify, manage and reduce the risk of fire. It became law on October 1 2006.*

Civil Contingencies Act 2004 Fire and Rescue Authorities are 'Category 1 responders' under the Civil Contingencies Act 2004.-*This Act sets out the full set of civil protection duties, including assessing the risk of emergencies happening (ranging from widespread flooding to terrorist attacks) and using this to inform contingency planning. Fire and Rescue Authorities must ensure that emergency plans and business continuity management arrangements are in place.*

The Equality Act 2010 -*This Act is designed to reform and harmonise equality laws, to increase equality of opportunity and to have regard to the desirability of reducing socio-economic inequalities. It is designed to legally protect people from discrimination in the workplace and in wider society.*

The Policing and Crime Act 2017 -*The Act makes three key provisions pertaining to the FRS:*

- 1. It places a duty on the emergency services, Police, Fire and Ambulance, to collaborate, when there is a proven benefit to operational effectiveness or efficiency.*
- 2. It established an independent inspectorate for the Fire and Rescue Service, the HMICFRS*
- 3. It enables transfer of Fire and Rescue Authority (FRA) duties to Police and Crime Commissioners (PCCs) where a case for change is made.*

Further legislation which applies to the Fire Authority can be found within our IRMP.

Contact us

In an emergency you should always dial 999.

To find out more on West Sussex Fire & Rescue Service please follow the link to our website: <https://www.westsussex.gov.uk/fire>

Your views and comments on this Statement of Assurance are very welcome. If you have feedback or any questions, please get in touch with us.

By email: wsfrs@westsussex.gov.uk

By telephone: 01243 777100

Or write to us at:

West Sussex Fire & Rescue Service Headquarters, County Hall, Chichester, PO19 1RQ

Appendix A - Service Performance and Assurance Framework– Core Measures

More detail can be found in our [Quarterly Performance Reports](#) including performance commentary against core measures.

The below table details the final annual performance data for the year 2021-22, compared to previous years. Note that this annual performance data may differ from quarterly performance data for those measures which are not cumulative and it has been rounded to the nearest percentage.

| CM # | Measure (Header on Power BI report) | Tolerance/Targets | Current Year 2021/22 | 2020/21 | 2019/20 |
|------|--|--|----------------------|---------|--------------|
| CM1 | Number of Accidental Dwelling Fires in West Sussex over a year period starting in April | <400 Green 400-425 Amber >425 Red | 363 | 387 | 382 |
| CM2 | Number of Fire Deaths in Accidental Dwelling fires in West Sussex over a year period starting from April | 0 Green 0-3 Amber >3 Red | 1 | 4 | 0 |
| CM3 | Number of fire casualties in accidental dwelling fires in West Sussex over a year period starting from April | <26 green 26 – 39 amber >39 red | 14 | 18 | 28 |
| CM4 | Deliberate primary fires per year | <210 Green 210-230 Amber >230 Red | 134 | 157 | 184 |
| CM5 | Deliberate Secondary fires per year | <375 Green 375-400 Amber >400 Red | 246 | 257 | 366 |
| CM6 | Safeguarding referrals made within 24 hours | 100% Green <100% Red | 96% | 100% | Not measured |
| CM7 | Number of Safe and Well Visits (S&WVs) delivered to households with at least 1 vulnerability | 4000 Green 3999 - 3500 Amber <3500 Red | 3355 | 2998 | 4669 |
| CM8 | % of Very High Risk Safe and Well referrals contacted within 1 working day | 100% Green <100% Red | 99% | 31% | Not measured |

| | | | | | |
|------|--|---|------|--------------|--------------|
| CM9 | % of High Risk Safe and Well referrals contacted within 7 working days | 100% Green <100% Red | 99% | 94% | Not measured |
| CM10 | Number of FSO regulated buildings having received an audit | 5% Green (approx 1750 properties) 4% Amber (Approx 1400 properties) <4% Red | 841 | 317 | Not measured |
| CM11 | % of Unsatisfactory fire safety audits | >50% Green 30%-50% Amber <30% Red | 40% | 23% | Not measured |
| CM12 | % of successful prosecutions under the Regulatory Reform (Fire Safety) Order 2005 | >75% Green <75% Red | 100% | 100% | Not measured |
| CM13 | % of Statutory Fire Safety consultations completed within the 14-day time period each financial year | 100% Green <100% Red | 100% | 94% | Not measured |
| CM14 | The number of Unwanted Fire Signals attended year on a year | Reduction on previous year of: >10% green 10% - 2% Amber <2% Red | 1601 | 1476 | 1615 |
| CM15 | % of SSRIs that are currently in date (High Risk last 12 months, Medium risk last 36 months) | >90% Green 60% - 90% Amber <60% Red | 99% | Not measured | Not measured |
| CM16 | % of emergency calls answered within 10 seconds by Joint Fire Control | >95% Green <95% Red | 95% | 94% | Not measured |
| CM17 | % of mobilisations within 2 minutes by Joint Fire Control | >98% Green 95% - 98% Amber <95% Red | 88% | 84% | Not measured |
| CM18 | % of notifications of a level 2 Incident Commander to life risk calls within 5 minutes by Joint Fire Control | >98% Green 95% - 98% Amber <95% Red | 99% | 98% | Not measured |
| CM19 | % of occasions the first fire engine meets it's emergency response standard at a critical fire incident. | >89% Green <89% Red | 89% | 90% | 87% |
| CM20 | % of occasions the second fire engine | >83% Green <83% Red | 80% | 79% | 73% |

| | | | | | |
|------|---|---|------|--------------|--------------|
| | arrives at a critical fire incident within it's emergency response standard. | | | | |
| CM21 | % of occasions the first fire engine meets it's emergency response standard at a critical special service incident. | >80% Green <80% Red | 79% | 80% | 74% |
| CM22 | Adequate crewing on all wholetime frontline pumping appliances | 100% Green 95% - 99% Amber <95% Red | 99% | 100% | 99% |
| CM23 | Adequate crewing on all retained frontline pumping appliances (based on 24/7 crewing) | 75% Green 65% - 75% Amber <65% Red | 54% | 69% | 59% |
| CM24 | % of all FRS survey respondents satisfied with the overall service from WSFRS | 95% Green 85% - 95% Amber <85% Red | 98% | Not measured | Not measured |
| CM25 | % of staff who are not sick across all staff groups. Measured at the end of each quarter | 95% Green 90% - 95% Amber <90% Red | 97% | 98% | Not measured |
| CM26 | Eligible operational staff successfully completing fitness test | 95% Green 85% - 95% Amber <85% Red | 90% | 86% | Not measured |
| CM27 | Eligible operational staff in qualification | >95% Green 85% - 95% Amber <85% Red | 90% | 92% | Not measured |
| CM28 | % of Fire Safety Inspectors qualified or working towards to Level 4 Diploma Level | >75% Green 50% - 75% Amber <50% Red | 100% | 100% | Not measured |
| CM29 | % of RIDDOR accidents that are investigated and reported on time | 100% Green <100% Red | 86% | 100% | 100% |
| CM30 | % of Health and Safety Risk assessments within date | 100% Green >95% amber <95% red | 100% | Not measured | Not measured |

RAG status to nearest percentage