

# West Sussex Fire and Rescue

## Integrated Risk Management Action Plan 2018-2022



**PREVENTION | PROTECTION | RESPONSE**

**2018 · 2022**

# WSFRS Integrated Risk Management Action Plan 2018-2022

## Contents

Glossary of core terms	3
Introduction	4
Planning and governance	5
Prioritisation	7
IRMP Action plans 2018-19	8
Anticipated IRMP Action Plans Year Two 2019-20	12
Anticipated IRMP Action Plans Year Three –Four 2020-22	15
Version Control	18

# WSFRS Integrated Risk Management Action Plan 2018-2022

## Glossary of core terms

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

# WSFRS Integrated Risk Management Action Plan 2018-2022

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

## Introduction

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

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

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

# WSFRS Integrated Risk Management Action Plan 2018-2022

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

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

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

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

## Planning and governance

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

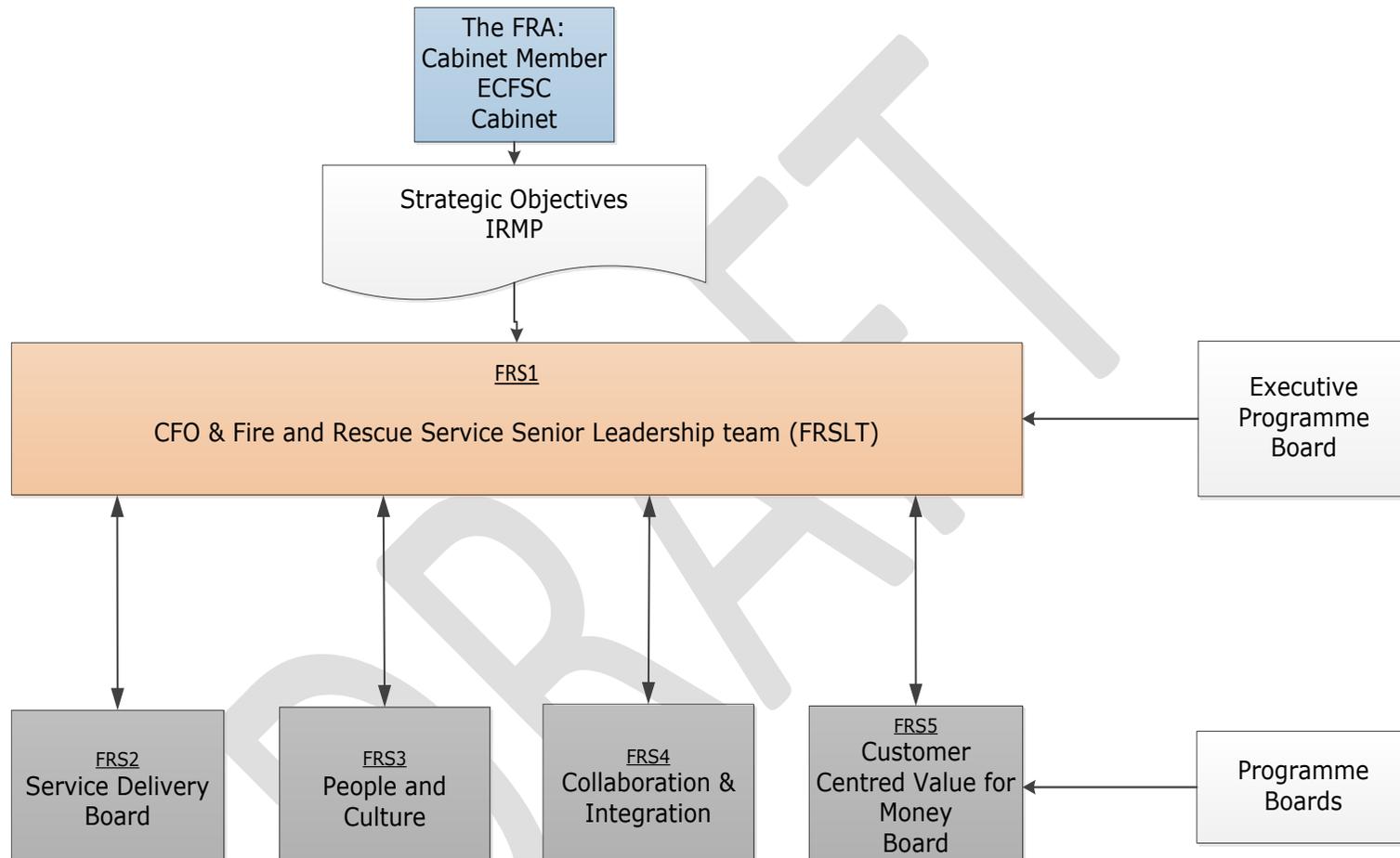
- FRS 1 - FRSLT – Chaired by CFO. This provides overarching governance to deliver our objectives.
- FRS 2 - Service Delivery Board – Chaired by CFO, delivering action plans to develop and improve our response, prevention and protection business areas.
- FRS 3 - People & Culture - Chaired by Deputy Chief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

# WSFRS Integrated Risk Management Action Plan 2018-2022

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

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# WSFRS Integrated Risk Management Action Plan 2018-2022



# WSFRS Integrated Risk Management Action Plan 2018-2022

## Prioritisation

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

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

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

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

# WSFRS Integrated Risk Management Action Plan 2018-2022

## IRMP Action plans 2018-19

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

Tier One – High Priority Action Plan 2018-19				
Delegate Programme Board /Project Ref	Project detail	Expected Delivery Date	*Estimated Resource Allocation	Delegated Lead Officer
FRSLT Exec Board	Publish four Strategies to support IRMP delivery plan, establish four strategic Boards to deliver each of the strategies. Establish robust governance arrangements to assure delivery mechanisms of IRMP action plans.	March 2019	200 days	CFO
CCVFM Board	Deliver WSCC 2019/20 savings requirement for Public Protection and Operations Directorates.	April 2019	150 days	DCFO
Requires allocation – anticipated for I&C Board	Conduct investigation work with partners on the next generation of mobilising system and provide options to assure future mobilisation of FRS response resources.	TBC	TBC	DCFO
SD Board -FRS 2.2.3	Develop the delivery of new firefighting tactics to enhance our response to fires in buildings.	Dec 2018	100 days	AM Response
SD Board FRS 2.2.3 – extension to mandate	Develop and commence implementation of a strategy to support enhanced firefighting equipment, including high pressure and water misting capability across the fire engine fleet.	April 2019	100 days	AM Response
SD FRS 2.2.1	Implement new Emergency Rescue Equipment to enhance our response to transport incidents.	April 2019	250 days	AM Response
Requires allocation – anticipated for SD board	Develop a strategy for on-call recruitment and retention programme locally whilst linking into the national on-call campaigns and strategy.	TBC	TBC	ACO

# WSFRS Integrated Risk Management Action Plan 2018-2022

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

# WSFRS Integrated Risk Management Action Plan 2018-2022

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

# WSFRS Integrated Risk Management Action Plan 2018-2022

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

# WSFRS Integrated Risk Management Action Plan 2018-2022

## Anticipated IRMP Action Plans Year Two 2019-20

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

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

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

## WSFRS Integrated Risk Management Action Plan 2018-2022

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

# WSFRS Integrated Risk Management Action Plan 2018-2022

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

# WSFRS Integrated Risk Management Action Plan 2018-2022

## Anticipated IRMP Action Plans Year Three –Four 2020-22

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

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

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

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

# WSFRS Integrated Risk Management Action Plan 2018-2022

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

# WSFRS Integrated Risk Management Action Plan 2018-2022

## Year Four 2021-22

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

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

# WSFRS Integrated Risk Management Action Plan 2018-2022

## Version Control

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

WSFRS Integrated Risk Management Action Plan 2018-2022

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