
Report to Fire and Rescue Service Scrutiny Committee

30 November 2023

Community Risk Management Plan Update

Report by Deputy Chief Fire Officer

Summary

This report is to present a six-monthly update against the progress of our delivery of the Community Risk Management Plan 2022. This is a four-year plan and therefore activity has been planned across the four years according to resources and dependencies. The Community Risk Delivery Plan is overseen by the Chief Fire Officer, which includes all activity relating to our five Strategic Priorities over these four years. The five Strategic Objectives are set out below with their alignment to the corresponding WSCC Strategic Priorities:

- 1** Preventing fires and emergencies from happening
{Keeping people safe from vulnerable situations}
- 2** Protecting people, firefighters, and property by making buildings as safe from fire as they can be.
{Keeping people safe from vulnerable situations & safe and prosperous economy}
- 3** Responding to fires and emergencies quickly and effectively
{Keeping people safe from vulnerable situations and helping people and communities to fulfil their potential}
- 4** Have a safe and valued workforce.
{Helping people and communities to fulfil their potential}
- 5** Making best use of resources
{Making the best use of resources}

This report is the first report against progress of the Community Risk Management Plan and the areas of delivery over the last six months covering the period of April 2023 to September 2023.

Focus for Scrutiny

Scrutiny is asked to consider the CRMP progress through the last six months from April 2023 through to October 2023.

Key Lines of Enquiry:

(1) The progress made over the last six months relating to the five Strategic Objectives

(2) Identify any areas for consideration for future scrutiny or any areas to highlight to the Cabinet Member

1 Background and context

- 1.1 Our CRMP sets 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 to help ensure that West Sussex continues to be a safe place to live and work.
- 1.2 The plan went live in April 2022, and began its second year in April 2023 with a supporting progress report in the Statement of Assurance 2022/23 published in July 2023. This report is to show the progress against the five strategic priorities and associated projects and work packages within the six months since the statement of assurance.

2 Progress Overview

- 2.1 The start of the year was focussed on ensuring the Community Risk Management Plan (CRMP) governance was in place including the Community Risk Delivery Plan review and associated annual Service Plans updated.



Figure 1 - CRMP Governance

- 2.2 The CRMP is a four-year plan and through our six-monthly reports we will update against the projects that are in progress and the associated dependencies that support the prioritisation and mapping as part of the

Community Risk Delivery Plan. This report will also form part of the annual Statement of Assurance.

- 2.3 Across Q1 and Q2 there has been a focus on the people service plan and specifically the leadership development programme; the commissioning of a culture leadership programme and notably the opening of the new Platinum House Training Centre in Horsham.
- 2.4 This was alongside the continuing support and investigation into the significant fire at the Angel Inn in Midhurst through quarter one. There was an enforced Water ban from South East Water in July affecting some station's ability to train and utilise water on stations. A significant fire at the Windmill Harvester in Littlehampton, where the service was able to protect the surrounding buildings, such as the Windmill Entertainment Centre which includes a community theatre and cinema. During this time considerable progress has been made, despite the backdrop of being prepared to deliver a professional response to some notable incidents and organisational challenges.
- 2.5 We continue to horizon scan and assess future risks which for this quarter include the water ban and security of the new fire station before it has become operational has prompted us to initiate our Business Continuity procedures.
- 2.6 Looking forward to Quarter three and four we will be focussed on the completion of the projects that have commenced in these first two quarters such as Emergency Response Standards and Specialist Capability Review whilst ensuring we continue with the people service plan including leadership programme modules on managing wellbeing, effective performance & development.
- 2.7 This period also notable saw the commencement of our response to the spotlight report including some prioritised activity such as implementation of Enhanced DBS checks, 360-degree feedback, and an Independent Confidential Reporting line.

3 Strategic Priority 1: Preventing fires and emergencies from happening.

(a) *Safe and Well Visits and Referrals*

CRMP References: *Develop our capacity, through our frontline staff, volunteers, and the frontline staff of partner agencies. [CRMP Objective 1.2] Prioritise those who have the highest risk. [CRMP Objective 1.3]*

- 3.1 In Quarter 1 we carried out 1298 Safe and Well Visits (SWVs) and 342 home safety interventions which was our strongest performance in quarter 1 for over four years. In quarter 2 we completed 1,324 Safe and Well Visits (SWVs) and 324 home safety interventions. At the end of quarter two last year, we had completed 2100 SWVs and have completed 522 more during the same period this year, a total of 2622 visits and 666 interventions. We are on track to meet the target of 5,000 SWVs this year.
- 3.2 We continue to support requests for Safe and Well Visits through our partnerships and through our local risk management plans. We use data to target those who are most at risk of being injured or dying in a fire.

- 3.3 Frontline crews continue to increase in their delivery of safe and well visits, and they are now trained to deliver *high risk* safe and well visits. Further work has been carried out with crews to increase productivity and capitalise on this wider resource base. This work includes a dedicated training session for all crews at Platinum House as part of their ongoing maintenance of knowledge, implementation of the National Definition of Risk to help better target community engagement, as well as improved performance management and reporting. We have also implemented a robust quality assurance framework to ensure that safe and well visits are delivered consistently to a high standard.
- 3.4 We have recruited and provided our volunteers with additional training to enable them to undertake a broader range of prevention work and support crews with local risk reduction activity.
- 3.5 Promotion of safe and well visits through our health and social care partners continues as we support them in developing their staff to recognise and respond to fire risk. We recognise that making every contact counts and work with our partners to have a shared understanding of risk. We are developing referral pathways with GP practices to ensure that the most vulnerable are identified as early as possible and referred to us.
- 3.6 One of our areas of focus is developing our partnerships with health, housing, and social care colleagues as well as engagement with Public Health to unlock further opportunities and collaborative approaches.
- 3.7 Our Rural Engagement Officer has now been substantiated and has successfully started to support our vulnerable customers in our outlying rural communities where we do not have full time stations. This role has been extremely well received by individuals, businesses, and partner agencies.
- 3.8 Crews use a range of data to drive and target prevention activity to areas where our most vulnerable residents live, and we make the most of every opportunity to deliver focused community safety activities following incidents at residential properties with any incident that involves a serious fire or injuries attracting a full review by the group manager where all the recommendations are collated to inform future LRMP activity.
- 3.9 We take a risk-based approach to our prevention work, through our triage process we identify those with the highest level of risk to ensure that they receive the most immediate service, usually by our specialist staff.

(a) ***Customer and community focus with our Prevention work***

CRMP Reference: Place the public and communities at the center of our activities. [CRMP Objective 1.1]

- 3.10 The focus on the public and communities is reflected in our Safeguarding and Safe and Well Visit policies and in our newest iteration of the second year of this CRMP's Local Risk Management Plans for 2023/24. This continues to ensure that the work we do is tailored to the risks that are specific to that local community.

- 3.11 Work has been undertaken over these quarters to engage with the Adult Service Safeguarding Board and to continue to advance the work to date in line with some of the learnings from previous safeguarding reviews.
- 3.12 We are working to make it easier for the community to contact us and provide feedback. We have engaged with the county council to ensure that enquiries are dealt with efficiently and passed over to the appropriate team. We are also developing new pathways for customers to provide feedback after a safe and well visit to ensure that their voice is heard in future improvement work.

(b) Fire Safety Education and Programmes

CRMP Reference: *Provide school children with fire safety education and deliver programmes so children and young people can make safer decisions and fulfil their potential. [CRMP Objective 1.4]*

- 3.13 We continue the delivery of our new targeted programmes for children and young people, GRIT, SPARK and IGNITE.
- 3.14 Twelve young people aged 16 – 23 with special educational needs and disabilities (SEND) have successfully completed the latest GRIT course run in June 2023.
- 3.15 The course aims to create a positive experience to inspire young people and give them the opportunity to learn a range of skills and grow in confidence. It focuses on building personal resilience, healthy relationships, and stronger communities, as well as improving physical and mental health.
- 3.16 Three SPARK courses have been completed over the summer and future courses are planned over the Christmas and Easter holidays. The students spend five days with the service's Targeted Education team and learn a range of skills to help spark an interest in a future career as a firefighter, such as putting up ladders, squirting water from hoses and watching a demonstration of a car roof removal.
- 3.17 The course also prepares the students for adult life by promoting self-care and resilience through mindfulness exercises and learning about the nutritional value of certain foods and drinks.

(c) Partnership working

CRMP Reference: *Strengthen and grow our partnerships, working together to keep the individuals and communities safer. [CRMP Objective 1.5]*

- 3.18 We continue to develop our multi agency working, with the prevention team being selected as finalists at the annual NFCC awards. We continue to chair the Safe and Habitable Homes Forum which promotes safe housing as the foundation for a safe person. The Fire Safety Development Group continues to be well attended and enables the service to embed the importance of fire safety knowledge within the working practices of partner agencies. Our Rural Engagement Officer continues to develop and strengthen links with a the seldom heard rural community to promote fire safety and encourage two way communication.

(d) **Targeted Community Safety**

CRMP Reference: *Deliver targeted community safety campaigns to address the risks identified. [CRMP Objective 1.6]*

- 3.19 Our Local Risk Management Plans for this year have been co-designed with crews and supports the local risk data, allowing safety campaigns to be delivered by crews.
- 3.20 The data relating to accidental dwelling fires has been incorporated into the Local Risk Management Plans to enable operational crews target their local risk.
- 3.21 This means that local initiatives and community safety activity will be delivered to reflect the relevant trends and target the most vulnerable people, in many cases cooking, smoking and electrical safety will feature, and locations targeted will use the data supplied by Adult's Social Care.
- 3.22 Crews, Prevention and Protection staff jointly deliver events where there are cross cutting building, person, and firefighting risk issues for example in high rise residential buildings where we are working to address non-compliance with fire safety legislation.

4 Strategic Priority 2: Protecting people, firefighters, and property by making buildings as safe from fire as they can be.

(a) **Fire Safety (England) Regulations Digital Solution**

CRMP Reference: *Working effectively with other regulators and agencies to reduce risk. [CRMP Objective 2.5]*

- 4.1 The new Fire Safety (England) Regulations 2022 which came into force on 23rd January 2023 have been introduced as an important step towards implementing the recommendations of the Grenfell Tower Inquiry Phase 1 report.
- 4.2 The regulations apply to all residential buildings that are made up of two or more domestic premises, including the residential parts of mixed-use buildings.
- 4.3 The specific actions that responsible persons need to take is dependent on the height of the building they are responsible for. However, those responsible for high-rise properties within the county must submit detailed external wall reports and building plans to West Sussex Fire & Rescue Service from 23 January.
- 4.4 This action has now been delivered and further information can be found on our website under [Fire safety advice for businesses](#).

(b) **Automatic Fire Alarms (AFAs) Reduction**

CRMP Reference: *Using a risk-based approach, to no longer automatically respond to fire alarm actuations at low-risk commercial properties. [CRMP Objective 2.7]*

- 4.5 Since the change in Policy in our Unwanted Fire signals last year we have seen a notable drop with only 133 in Quarter 1 of 23/24.
- 4.6 The number of Unwanted Fire Signals attended during Quarter 2 was 138. For the year to date there have been 271 compared to the 848 that were attended during the same period last year. This equates to a 68% reduction. For Quarter 2 of last year, we attended 419 calls compared to the 122 attended this year.
- 4.7 This approach has been a success and has allowed the service to ensure it is able to focus our activities upon addressing the behaviours of those repeat callers as well ensure the call challenge remains effective through our core measure 14.

(c) **Upskilling staff with Fire Safety and Fire Investigation Qualifications**

CRMP Reference: Develop and train our response crews with fire safety and fire investigation qualifications. [CRMP Objective 2.1]

- 4.8 As of the end of Quarter 2, sixty of our wholetime Crew and Watch Managers have successfully completed the Tier 1 Fire Investigation training with our external specialist provider. This will give them better skills in determining the cause and development of smaller/ simpler fires.
- 4.9 This leaves us approximately seventy-five wholetime Crew and Watch Managers to complete the training, which we aim to complete by the end of Quarter 4.
- 4.10 Through Quarter 1 and 2 we have been using our ongoing trial that involves a limited number of our Retained Duty System personnel undertaking a formal national Fire Safety qualification, to gain an understanding of how we may then be able to provide the same to our Wholetime front line crews.

5 Strategic Priority 3: Responding to fires and emergencies quickly and effectively.

(a) **Day Crewed 7 days a week.**

CRMP Reference: Enhance Day Crewed immediate response cover activity 7am - 7pm, 7 days a week. [CRMP Objective 3.7]

- 5.1 With effect from 27 March 2023 Seven Day Immediate Response went live at Haywards Heath, Shoreham, and Burgess Hill, with all Day Crewing employees commencing their new individual underlying rota patterns under the Flexible Rostering Duty System. The go live was supported by a video update on the consultation page to update the communities on the successful [go live](#).
- 5.2 Watch Managers at each of the stations continue to work with Service Delivery to maintain and support crewing through the remainder of 2023.
- 5.3 There was a delay on the go live of the final station of East Grinstead due to the recruitment of the final Crew Manager. This was resolved in April 2023 and the station became the final one to complete the increased immediate response under a flexible rostering system.

- 5.4 The project will monitor the embedding of the new shift pattern and associated progress of the stations in the first year. This will include annual leave planning in January 2024 to ensure that the flexible rostering is working as expected and then we will close the project and objective 3.7.

(b) Local Risk Management Plans

CRMP References: Develop and evolve our Local Risk Management Plans, working with key partners. [CRMP Objective 3.4] & An inclusive approach to local risk management [CRMP Objective 2.2] Deliver targeted community safety campaigns through LRMPs to address the risks identified. [CRMP Objective 1.6]

- 5.5 Whilst this objective sits in the Response Service Plan these are fundamental to the delivery of the Service plans for Prevention and Protection as well.
- 5.6 The annual review of our local risk management plans has been undertaken and the reporting tool refined.
- 5.7 The review included feedback which had been sought from station staff on what analysis would support their activity and performance improvements. This was built into the data visualisation app to support managers and staff to own and understand their progress.
- 5.8 The development of the LRMPs for 2023/24 will be started in Quarter 3 to ensure they are in place for March 2023 ready for go live on 1st April 2024.

(c) Specialist Capability Review

CRMP References: A risk-based review of our specialist capability and asset requirements. [CRMP Objective 3.8]

- 5.9 Whilst this objective sits in the Response Service Plan these are fundamental to the delivery of the Service plans for Asset, specifically in conjunction with the Strategic Risk Team.
- 5.10 In Quarter one there has been a focus on a report which defines what a specialist capability is within West Sussex Fire & Rescue Service, identifying and assessing the risks not covered by sections 7 and 8 of the Fire and Rescue Services Act 2004. (7 Firefighting, 8 Road Traffic Collisions).
- 5.11 This will further be reviewed in quarter three with the development of a strategy and associated plans with recommendations around types of specialist capabilities and their locations, to ensure the response to these risks is made in an efficient and effect manner.

(d) Joint Fire Control

CRMP References: We will continue to improve JFC arrangements through the use of technology [CRMP Objective 3.3]

- 5.12 The introduction of the Dynamic Cover Tool (DCT) software has facilitated dynamic decision making and enhanced the efficient utilisation of resources contributing to meeting the services targeted response standards.

- 5.13 Fluctuating risks encountered in West Sussex and the evolving availability of resources, the DCT displays coverage in real time, aiding evidence-based decisions on resource deployment.
- 5.14 Recognising that well devised plans can be disrupted by major events, incidents or limited resource availability, the DCT becomes crucial during such periods, offering an immediate overview of coverage and the potential impact of resource location changes for response capabilities.

(e) *Emergency Response Standards*

***CRMP References:** We will maintain our existing Emergency Response Standards (ERS) while we undertake a review based on the new national risk methodology which is currently being developed by the NFCC. When complete, we will consult with you if any changes to our ERS are proposed [CRMP Objective 3.10]*

- 5.15 Fire stations remain agile, responding to incidents within their communities and meeting the current emergency response standards and this is further supported through use of the aforementioned DCT.
- 5.16 The improved performance against these is a result of integrating professional standards and governance into our service delivery model.
- 5.17 Furthermore, with the more efficient approach this allows our crews more opportunity to regularly engage with communities through fire safety initiatives, venturing beyond the fire station to operate in high-risk areas, thereby ensuring a more rapid response capability.
- 5.18 This activity is documented through our Local Risk Management Plans.
- 5.19 The future Emergency Response Standards project will commence in Quarter three 2023/24 and will consider benchmarking of other Fire and rescue services as well as the national best practice to ensure that the standards adopted are sustainable and realistic for West Sussex and its risk.

6 Strategic Priority 4: Have a safe and valued workforce.

(a) *Leadership and Cultural Change Programme*

***CRMP reference:** Strengthen leadership and people management skills [CRMP Objective 4.1]*

- 6.1 Work continues on our Leadership and Cultural Change Programme, to which all middle managers have access to, providing learning, information and guidance on the behaviours, expectations and practical skills required of our managers at all levels.
- 6.2 The modules that have now been completed include:
 - 6.2.1 Session 1 – Introduction (Q3 22/23)
 - 6.2.2 Session 2 – Coaching Skills (Q4 22/23)
 - 6.2.3 Session 3 - Inclusive Behaviours (Q4 22/23)
 - 6.2.4 Session 4 - Encouraging Conversations (Q1 23/24)
 - 6.2.5 Session 5 - Managing Grievances (Q1 23/24)
 - 6.2.6 Session 6 - Managing Absence (Q2 23/24)

- 6.3 The modules planned in the next quarter include:
- 6.3.1 Session 7 - Managing Wellbeing in the Workplace (Q3 23/24)
 - 6.3.2 Session 8 – Effective Performance & Development (Q4 23/24)
 - 6.3.3 Session 9 – Performance & Conduct (Q4 23/24)
- 6.4 Our leadership & culture programme is designed to support all our leaders in their development to role model our expected values and behaviours, to be confident and capable in their roles, and to enable them to create a positive, inclusive, supportive, and empowering work environment.
- 6.5 As a complimentary approach, external coaching consultancy 31ten have been commissioned to support our delivery of a team-based Cultural Development Programme to support the rapid development of our organisation’s culture towards everyone displaying the WSCC values, and the National Fire Chief’s Council (NFCC) Code of Ethics.
- 6.6 The programme must help identify what staff feel is or isn’t working well; develop the working culture within WSFRS to help support and deliver our vision, strategic aims, and objectives; and propose how this can continue beyond the programme.
- 6.7 The programme was started in Q1 of 2023/24 with our leadership team sharing some insights into the service and planning the programme to compliment and fit around the work already in progress.
- 6.8 This was followed in Q1 by the first sprint of coaching sessions with managers and teams. This has been received well by staff and we have had many teams engage with the process with some areas of focus and themes of staff feedback to support our continuous improvement.
- 6.9 This continued with the commencement of a period of planning for the following sprints and commencement of a second sprint in Q2.
- 6.10 It is planned that by Q3 we will have undertaken 62 team sessions and 16 manager sessions and that we have 4 manager session and 12 team sessions still to be undertaken in Q4.
- 6.11 It is foreseen that sprint 3 will be the final one, to commence in Q4 to ensure we have the final coaching sessions. These are planned with a delay built in to allow for absence and/or operational commitments. This has been agreed and will ensure we achieve value for money of the investment in the coaching to support our organisational development.
- 6.12 There has been an investment from Service Delivery in a complimentary activity of focus groups to further understand the organisational challenges from staff. The key themes from these groups, and the themes from the 31ten coaching have so far shown close alignment and will be developed further for reporting within the next Statement of Assurance for 2023/24.

(b) Wellbeing

***CRMP Reference:** Support the health, wellbeing, and ways of working of our staff. [CRMP Objective 4.6]*

- 6.13 The organisation is now receiving feedback from colleagues through engagement actions such as aforementioned team coaching and focus

groups, which will support our understanding of related issues which affect wellbeing of staff and enable action plans to be drawn up to ensure our wellbeing approach remains appropriate and targeted.

- 6.14 We are committed to the wellbeing of all our staff and aim to provide a variety of effective avenues of support. One area that has been added this quarter includes the introduction of wellbeing dogs to further support staff.
- 6.15 We are partnering with the [National OK9 network](#) for this support. The Oscar Kilo wellbeing and trauma support dogs service was originally set up by the College of Policing to support all Police staff across all sectors. This has been expanded to Fire and Rescue Services and now one Ambulance Trust has also partnered with OK9.
- 6.16 A Wellbeing Support Dog has been a proven concept across blue light services. This model of delivering additional wellbeing support to colleagues shows the significance in staff wellbeing and the dogs are another resource that can be used alongside current provisions.
- 6.17 In parallel, work has commenced on development of a closer partnership with the National Fire Fighter's Charity to tailor our organisational wellbeing interventions to the wider sector.
- 6.18 The service is ensuring it reviews and adopts best practice from the NFCC Health and Wellbeing research findings including mapping wellbeing provision to career and life stage transition points through into the next reporting period in Quarter 3.
- 6.19 A reinvigoration of our previous work around 'Its OK not to be Ok' will commence in the following few quarters through our leadership programme to promote staff wellbeing further.
- 6.20 This will be complemented by the consideration of implementing an annual wellbeing survey using data to inform wellbeing provision and support mechanisms for WSFRS.
- 6.21 Work will continue into the next reporting period on application of HR analytics data to monitor trends and enable benchmarking across the sector as well as the promotion of the Health Assured app which replaces the Champion Health App.
- 6.22 There will also be consideration of a new initiative "Where can I turn to?" to signpost colleagues in understanding all the options for supporting their health & wellbeing.

(c) **Equality Diversity & Inclusion**

***CRMP Reference:** Continue our work on creating a fair and equal place to work. [CRMP Objective 4.5]*

- 6.23 Work has commenced on the development of a strategic approach to Equality Diversity & Inclusion in alignment with WSCC Dignity & respect guidance as well as consideration of the wider sector challenges.

- 6.24 In March 2023 there was a report by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services, which was focussed on Values and culture in fire and rescue services and this spotlight report looks at the evidence from all 44 Fire and Rescue Services.
- 6.25 The first four recommendations asked that by 1 October 2023, Chief Fire Officers should make sure their services provide a confidential way for staff to raise concerns and that staff are aware of whistleblowing processes as well as the supporting process and actions are in place to manage any reports.
- 6.26 An Independent Confidential Reporting service is recognised as a best practice means of enabling staff to speak up by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services, National Fire Chiefs Council, and the Equality & Human Rights Commission.
- 6.27 The aim of the WSFRS Leadership & Culture Change Programme is to create an environment where leaders encourage, welcome, and respond to constructive feedback. As well as ensuring a culture of dignity and respect. A confidential reporting facility is an additional resource to facilitate that culture change.
- 6.28 Say So confidential reporting [line](#) was implemented on the 5 September 2023, which ensures staff have an opportunity to report confidentially. Since go live and during the period of this report there has been one report to date.
- 6.29 The spotlight report also had a significant number of other actions relating to the fire service and some which were required to be completed during Q1 and Q2.
- 6.30 This includes some immediate actions on areas such as Fire Standard Implementation, DBS checks and 360-degree feedback which are all being progressed within the service, and some may require additional funding to ensure we can appropriately address the recommendations.
- 6.31 There are also longer-term actions which will be embedded into the service plans for this year and some into the service plans for year three of the current CRMP.

7 Strategic Priority 5: Making best use of resources.

(a) Horsham Fire Station

***CRMP Reference:** Horsham, which is capable of supporting a more diverse workforce in the future, becoming a blueprint for the fire estate [CRMP Objective 5.1]*

- 7.1 The county council's Facilities Management team were handed the keys to the new Horsham Fire Station and Training Centre from Willmott Dixon as scheduled on 10th April 2023. This was a huge milestone for the project as the construction phase was now complete, and Facilities Management spent time configuring all the I.T and internal systems ready for the site to become operational in Summer 2023.

- 7.2 The new Live Fire Training Building (LFTB) at the new training centre was successfully commissioned in May 2023.
- 7.3 On 27th May 2023 the service bid farewell to Hurst Road site, which has served the service well over its 60 years in service. Former firefighters and their families, along with the crews currently serving at the station, gathered at Hurst Road to mark the end of an era as we prepare to move across to Platinum House.
- 7.4 Guests enjoyed reliving their memories of the station since it opened in the mid-1960s with a slideshow of old photos from the station's history. They also had the opportunity to walk around a selection of old WSFRS fire engines in the drill yard, long since retired from service.
- 7.5 This period also marked the commencement of the decommissioning of the Horley site.
- 7.6 On 25th June 2023 it was officially the first week of our Horsham Fire Station & Training centre with our first Annual Proud to Serve Conferences held on 26th and 28th June 2023. During which we had discussions around our Core Code of Ethics and how they influence the way we carry out our work across all areas of the service. We will continue to explore how our Core Code of Ethics applies to each of our areas of work as an ongoing practice.
- 7.7 First training courses began at Platinum House in early July, welcoming the first crews taking part in our official training courses at Platinum House. This was a significant moment for the service which will form part of the new three-day model to maintain operational competency.
- 7.8 Quarter 2 was our first 3 months of operating at Horsham Training Centre. This time, Operational Training delivered 52 courses on site, for 328 staff, 87 of which were trained in the new Live Fire Building.
- 7.9 LION, who are the specialists in extraction and reburning of fire gases and who have built the extraction system for our new live fire training building which was then prepared to become operational in July 2023.

(b) Contaminants

CRMP Reference: We will continue our work to minimise any risk from contaminants to our firefighters. [CRMP Objective 5.3]

- 7.10 Work was undertaken on research & review of existing academic research and actions taken by other FRSs to minimise the risk to firefighters from contaminants in quarter one.
- 7.11 This will then inform the identification & prioritisation of further enhancements to operational procedures and training to reduce risks to firefighters from contaminants as we moved into quarter two.
- 7.12 A strategy will be developed in quarter three with the supporting processes to steer the continuous improvement to reduce the immediate risk of contaminants to firefighters.
- 7.13 Further considerations and work required beyond this to identify options for health screening of firefighters within WSF&RS in relation to cancers, analysis of blood, ultrasound scanning of all vital organs from contaminants and the support of behavioural health linked to depression, anxiety, and PTSD.

(c) **Estates Improvement Plan**

CRMP References: *Develop and deliver an Estates Improvement Plan. [CRMP Objective 5.1] Improve the layout of our buildings to support equality and diversity. [CRMP Objective 5.2]*

- 7.14 In January 2023 the Feasibility Reports for the four Phase 1 stations were delivered by Faithful & Gould (F&G). The Phase 1 Feasibility updated cost estimates based on the feasibility reports are in the region of £4.3m – £4.69m, which exceeds the £1.852m approved budget allocated to this Phase.
- 7.15 The project is currently working to generate the work order with F&G for the £1.85m to enable it to commence the improvement works at Bognor Regis and Selsey Fire Stations.
- 7.16 To complete Phase 1, the project requests access to the £3.150m proposed Budget allocated to Estates Improvement in the current 5-year Capital Programme (2023/24 – 2027/28).
- 7.17 This will provide the project with the estimated total £4.3m - £4.69m to deliver the required works at the other two stations to complete Phase 1 of WSFRS's Estates Improvement programme. This will leave £0.312m – £0.702m remaining in the pipeline capital programme.
- 7.18 This will also be done in conjunction with the Heat Decarbonisation Plan for which £0.937m will be funded from the WSCC Climate Change Fund.

8 Proposal details

- 8.1 For Scrutiny Committee to support progress to date for the period April 2023 to September 2023 and note the next report of continuous improvement will be provided through the Annual Statement of Assurance 2024/25 at Scrutiny Committee in Q2 for the period of October 2023 – March 2024. [http://teamspace.westsussex.gov.uk/teams/DSU/Guidance/Protected/Generic/Report Tempate Review2020/Report_Guidance/Proposal_details.docx](http://teamspace.westsussex.gov.uk/teams/DSU/Guidance/Protected/Generic/Report%20Tempate%20Review2020/Report_Guidance/Proposal_details.docx)

9 Other options considered (and reasons for not proposing)

- 9.1 None

10 Consultation, engagement, and advice

- 10.1 None

11 Finance

- 11.1 There has been a significant support from Cabinet and investment from the County Council which has helped drive the improvement plan and continuation of this has been crucial for enabling successful embedding of improvement over the life of this Community Risk Management plan and beyond.

12 Risk implications and mitigations

Risk	Mitigating Action (in place or planned)

13 Policy alignment and compliance

13.1 There are no social value, crime and disorder, equality duty, human rights, public health, Climate Change, or legal implications arising from this report.

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Appendices

None

Background papers: None