

Public Document Pack

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16 September 2025

Fire & Rescue Service Scrutiny Committee

A meeting of the Committee will be held at **11.00 am** on **Friday, 26 September 2025** at **County Hall, Chichester, PO19 1RQ**.

The meeting will be available to watch live via the Internet at this address:

<http://www.westsussex.public-i.tv/core/portal/home>.

Lauren McCann

Executive Director of Law, Assurance and Insight

Agenda

10.30 am 1. **Declarations of Interest**

Committee members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt please contact Democratic Services before the meeting.

2. **Minutes of the last meeting of the Committee** (Pages 5 - 12)

The Committee is asked to agree the minutes of the meeting held on 20 June 2025.

3. **Urgent Matters**

Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances, including cases where the Committee needs to be informed of budgetary or performance issues affecting matters within its terms of reference, which have emerged since the publication of the agenda.

- 10.35 am 4. **Responses to Recommendations** (Pages 13 - 22)
- The Committee is asked to note the responses to recommendations made at recent meetings.
- 10.40 am 5. **Performance Report Quarter 1 2025/26**
- (a) **Fire and Rescue Service Strategic Performance Report Quarter 1** (Pages 23 - 48)
- A report by the Interim Chief Fire Officer that provides a context to the Performance and Assurance Framework for the purpose of future scrutiny of the Executive's approach to performance.
- The Committee is asked to review the report.
- (b) **Performance and Resources Report Quarter 1** (Pages 49 - 72)
- A report by the Executive Director of Finance and Support Services setting out the corporate performance, finance, workforce, risk and capital programme positions as at the end of June 2025.
- The Committee is asked to examine the data and supporting commentary for the Performance and Resources report and make any recommendations for action to the Cabinet Member for Community Support, Fire and Rescue.
- 11.40 am 6. **Requests for Call-in**
- There have been no requests for call-in to the Scrutiny Committee and within its constitutional remit since the date of the last meeting. The Executive Director of Law, Assurance and Insight will report any requests since the publication of the agenda papers.
7. **Work Programme Planning and Possible Items for Future Scrutiny** (Pages 73 - 80)
- The Committee is asked to agree its draft work programme (Appendix A) in accordance with the scrutiny checklist attached (Appendix B) and highlight any further possible items for future scrutiny. The Committee is also asked to review the Forward Plan entries relevant to its remit (Appendix C) and consider whether it wishes to enquire about any of the forthcoming decisions within its portfolio.

11.50 am 8. **Date of Next Meeting**

The next meeting of the Committee will be held on 28 November 2025 at 10.30 am at County Hall, Chichester. Probable agenda items include:

- Performance and Resources Report 2025 – Quarter 2
- Fire and Rescue Service Strategic Performance Report 2025 – Quarter 2
- Community Risk Management Plan Update

Any member wishing to place an item on the agenda for the meeting must notify the Executive Director of Law, Assurance and Insight by 31 October 2025.

To all members of the Fire & Rescue Service Scrutiny Committee

Webcasting

Please note: this meeting is being filmed for live and subsequent broadcast via the County Council's website on the internet. The images and sound recording may be used for training purposes by the Council.

Generally the public gallery is not filmed. However, by entering the meeting room and using the public seating area you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes.

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Fire & Rescue Service Scrutiny Committee

20 June 2025 – At a meeting of the Fire & Rescue Service Scrutiny Committee held at 10.30 am at County Hall, Chichester, PO19 1RQ.

Present: Cllr Boram (Chairman)

Cllr Pendleton, Cllr Chowdhury, Cllr Duncton, Cllr McGregor and Cllr Patel

Apologies were received from Cllr Mercer

Also in attendance: Cllr Crow, Sabrina Cohen-Hatton, Gary Ball, Dave Bray, Caroline Boniface, Nathan Cross, Simon Foster and Sabrina Pennington-Down.

1. Election of Chairman

1.1 Cllr Kevin Boram was proposed for the position of Chairman for one year by Cllr Andy McGregor and seconded by Cllr Janet Duncton. There were no other nominations.

1.2 Resolved – That Cllr Kevin Boram is duly elected as Chairman of the Fire and Rescue Service Scrutiny Committee for a period of one year.

2. Election of Vice Chairman

2.1 Cllr Jacky Pendleton was proposed for the position of Vice-Chairman for one year by Cllr Kevin Boram and seconded by Cllr Ashvin Patel. There were no other nominations.

2.2 Resolved – That Cllr Jacky Pendleton is duly elected as Vice-Chairman of the Fire and Rescue Service Scrutiny Committee for a period of one year.

3. Declarations of Interest

3.1 In accordance with County Council's Code of Conduct, the following declarations were made:

3.2 Cllr Andy McGregor declared a personal interest as an Adur District Councillor, under Agenda Item 8.

3.3 Cllr Duncan Crow declared a personal interest as a Crawley Borough Councillor, under Agenda Item 8.

4. Minutes of the last meeting of the Committee

4.1 Resolved – That the minutes of the meeting held on 6 March 2025 be approved as a correct record and that they be signed by the Chairman.

5. Urgent Matters

5.1 No urgent matters were raised.

6. Responses to Recommendations

6.1 The data model used for Core Measure 20, as referred to in R3/24-25, is constantly changing as more information is fed into it. The data, when presented to the Committee, is a snapshot of that quarter and previous incidents. For this reason, data is not able to be replicated. **ACTION:** Chairman to discuss with officers whether the data may be analysed so that comparison between quarters may be made.

6.2 Resolved – That the Committee notes the responses to recommendations from previous meetings.

7. Performance Report Quarter 4 2024/25

Fire and Rescue Service Strategic Performance Report Quarter 4

7.1 The Cabinet Member for Community Support, Fire and Rescue, Cllr Crow, introduced the Strategic Performance Report that gives context to the Performance and Assurance Framework (copy appended to the signed minutes).

7.2 A summary of responses to the committee member's comments and questions is below.

7.3 The Committee acknowledges the hard work of West Sussex's Fire and Rescue Service ("Fire and Rescue Service") and their prompt response when performance issues arise. The Committee thanks the service and its officers for their dedication and effective attitude that addresses the root causes of problems.

7.4 The Committee commends the Fire and Rescue Service work at the national level, especially with the National Fire Chiefs Council and collaboration with other Fire and Rescue Services. The Fire and Rescue Service's openness allows for the service to learn from others and identify trends within local and national incidents.

Green Core Measures

7.5 Core Measure 7 - Number of safe and wellbeing visits delivered to households containing at least 1 person with at least 1 vulnerability or risk factor. The Committee acknowledged the Fire and Rescue Service's continued hard work with these visits. The prevention work helps promote West Sussex County Council's ("the Council") support for vulnerable people to live independently and at their own homes. The Committee encourages the Fire and Rescue Service to continue delivering visits to a high and frequent standard to support the Council's independent living messaging.

7.6 Core Measure 12 - Percentage of successful prosecutions. When a prosecution is successful, with a guilty verdict, the monetary costs for

the Fire and Rescue Service is recovered and paid by the party being prosecuted. Roughly 700 hours of work go into a prosecution, the costs of which are recovered from the relevant party.

Amber and Red Core Measures

7.7 Core Measure 3 – Accidental dwelling fire casualties in West Sussex. In-depth investigations were done with the data after an increase in casualties, but no trends were identified. 82% of the injuries were slight, with 65% of casualties being caused by gas, smoke, or toxic fumes and not flames, heat or, the fire itself. Gas affected casualties are often a result of escaping from fires. **ACTION:** Head of Prevention to provide the data related to the casualties and an analysis.

7.8 Three of the properties involved in core measure 3 had previously been visited and had fire alarms installed by the Fire and Rescue Service. The prevention work done by the Fire and Rescue Service decreases the risk of fires and the risk of serious injuries resulting from fires. Core measures 1, 2 and 7 show the Fire and Rescues Service's commitment to prevention work and how effective preventative actions can be.

7.9 The spike in data for core measure 3 could be a result of the advanced training in emergency care provided to firefighters last year. The increased awareness and vigilance of casualties resulting from a fire could have caused an increase in reporting amongst the incidences.

7.10 The Fire and Rescue Service use Home Office data to look at emerging trends nationally. The service also works with Fire and Rescue Services within the Southeast to identify trends locally.

7.11 When investigating injuries resulting from a commercial fire, the Fire and Rescue Service will determine if they were a result of a failure of fire safety responsibilities. There have been no injuries from commercial fires recently.

7.12 It is difficult to measure the casualties resulting from a deliberate primary and secondary fire as they would be a criminal act. The police have primacy in arson cases and hold that data. The Fire and Rescue Service cannot prevent arson, since it is a deliberate act, or change behaviours surrounding it. However, casualties resulting from arson is not a significant issue currently.

7.13 Core Measure 22 – Full shifts where there is adequate crewing on all immediate response frontline fire engines. Training is being undertaken by management positions within the Fire and Rescue Service to help minimise the human errors when working with the systems responsible for recording the movements of firefighters and fire engines.

7.14 Core measure 22 tracks how fire engines and its crew are managed and their availability per station to respond to an emergency. A fire engine and firefighters will always attend an emergency; however, it may not be from a certain station due to inadequate crewing. The emergency response time for the Fire and Rescue Service is measured in core measure 16. **ACTION:** The Chief Fire Officer will provide clarity on this measure by reviewing the title and commentary.

7.15 Core Measure 23 – Adequate crewing on all retained frontline fire engines (based on 24/7 crewing). Targeted recruitment is taking place at fire stations to help recruit retained firefighters. The National Fire Chiefs Council is running a project to support Fire and Rescue Services, and consultancy work is being produced with recommendations for improvement. The Fire and Rescue Service will integrate the recommendations once they are published in the summer. Additionally, the Deputy Chief Fire Officer chairs the National On-Call (Retained) Practitioners Group which shares ideas and improvements on the maintenance of an on-call system and recruitment of retained firefighters.

Performance and Resources Report Quarter 4 – 2024/25

7.16 The Cabinet Member for Community Support, Fire and Rescue, Cllr Crow, introduced the Performance and Resources Report that sets out the corporate performance, finance, workforce, risk, and capital programme positions as at the end of December 2024 (copy appended to the signed minutes).

7.17 A summary of responses to the committee member's comments and questions is below.

7.18 Some of the financial pressures the Fire and Rescue Service is currently experiencing will be mitigated by and considered in the Medium Financial Term Strategy. The Fire and Rescue Service prioritises the most important and highest risk areas when spending their budget.

7.19 The vehicles of the Fire and Rescue Service are being maintained under the current budget, however, as the vehicles age and deteriorate this will become more challenging.

7.20 The target set for the Platinum House's (fire station and training centre located in Horsham) income generation was a challenging aspiration. £92,000 was generated by Platinum House, which was a marked improvement against the predicted £75,000 that would be generated. The Fire and Rescue Service are working to improve the income and realise Platinum House's full potential.

7.21 The Committee noted corporate risk 77 that considers the Council's internal and external plans when facing an unexpected serious civil incident. The inclusion of this risk is considered to be important, especially in light of recent global and political events. The Fire and Rescue Service play an important role in this risk, and the local and national work they have been doing greatly prepares the Council for an unexpected incident.

7.22 Resolved – That the Committee:

1. Welcomes the reports and notes its thanks on the analysis of all measures, particularly core measure 3.
2. Requests the data and its analysis on core measure 3 to be sent to committee members.
3. Requests that clarity is given on core measure 22 by reviewing the title and commentary.

8. West Sussex Fire and Rescue Service Annual Statement of Assurance 2024-2025

8.1 The Cabinet Member for Community Support, Fire and Rescue, Cllr Crow, introduced the Statement of Assurance that outlines how West Sussex County Council, and its Fire and Rescue Service delivered the requirements contained in the National Fire and Rescue Framework and the authority's Community Risk Management Plan during 2024/2025 (copy appended to the signed minutes).

8.2 A summary of responses to the committee member's comments and questions is below.

8.3 The Committee commended the West Sussex Fire and Rescue Service's ("Fire and Rescue Service") teamwork with other services in the area. The training exercises help build the relationship and trust between services that will be vital in emergency and stressful situations. The new training facilities in Platinum House has helped with the frequency and quality of training being delivered.

8.4 The Fire and Rescue Service has committed to continuing its improvement in the His Majesty's Inspectorate of Constabulary and Fire & Rescue Services ("HMICFRS") report. A positive score is not guaranteed, and all Fire and Rescue Services' scores can fluctuate considerably. The Fire and Rescue Service understands its position, and how it must continue performing to a high standard.

8.5 The scoring categories for the HMICFRS reports changed this year and introduced the new grade 'adequate'. The new grade makes it harder to do a direct comparison with previous inspection reports. However, the Fire and Rescue Service has noted the commentary provided in the audit report to identify differences from previous reports in the areas that were scored adequate.

8.6 Broader issues affecting the region or West Sussex County Council ("the Council") itself can influence the grading of the Fire and Rescue Service. The national issue of availability of retained firefighters and the financial challenges facing the Council have an effect on the Fire and Rescue Service's performance and grading. The Fire and Rescue Service have mitigating actions in place to help manage the pressure. However, certain issues cannot be solved wholly by the service itself.

8.7 The target for the number of safe and wellbeing visits delivered to those at the highest risk is set at a lower target (5,500) than the Fire and Rescue Service's performance (5,948). This is due to not wanting to overstretch the service and potentially demotivate staff. Also, the support side of the visits, admin and IT, need to be developed more to allow for a higher target. The Fire and Rescue service needs flexibility to be able to respond to its prevention priorities. Raising the safe and wellbeing visits target would limit the service's ability to adapt and respond to local issues.

8.8 The Committee raised the danger of flammability of batteries and wheat bags. The communication on flammable objects from the Council and the Fire and Rescue Service is in line with the National Fire Chiefs

Council. The service monitors incidents resulting from incorrect battery disposal and highlighted that the correct disposal bins can be found at supermarkets and local recycle centres.

8.9 Resolved – That the Committee recommends the Statement of Assurance ahead of its consideration at Cabinet.

9. Work Programme Planning and Possible Items for Future Scrutiny

9.1 The Committee considered an extract of the Forward Plan of Key Decisions and Work Programme (copies appended to the signed minutes).

9.2 The Committee requested to see the Community Risk Management Plan preparation work at a committee meeting, especially how the Fire and Rescue Service is engaging with various communities across West Sussex. **ACTION:** The Community Risk Management Plan preparation work will be added to the work programme.

9.3 The identification of significant risks and collaboration with other services on those risks will be included in the Community Risk Management Plan. Therefore, it will come to the Committee through the preparation work report. **ACTION:** Identification and collaboration of risks to be included in the Community Risk Management Plan preparation work report.

9.4 The Committee requested an update on the retained firefighter report that was brought to the Committee previously. **ACTION:** An update on the retained firefighters report will be added to the work programme.

9.5 The Committee commended the decision to replace eight off road wildfire pumping appliances, especially with the rise in risk of wildfires for the UK.

9.6 The Committee extends special thanks and good wishes to the Chief Fire Officer who is leaving the service for a new role. The Chief Fire Officer's hard work, patience and humility has greatly improved the service and the relationship between the service and the Committee.

9.7 Resolved – That the Committee:

1. Requests that the Community Risk Management Plan preparation work report is added to the work programme.
2. Requests that the identification of significant risks and collaboration with other services on those risks be included in the Community Risk Management Plan preparation work report.
3. Requests that an update on the retained firefighters report is added to the work programme.
4. Records its thanks and best wishes for the Chief Fire Officer.

10. Requests for Call-in

10.1 There have been no requests for call-in to the Scrutiny Committee within its constitutional remit since the date of the last meeting.

11. Date of Next Meeting

11.1 The next meeting of the Committee will take place on 26 September 2025 at 10:30am.

The meeting ended at 12.16 pm

Chairman

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| Ref No. | Topic | Meeting (date raised) | Recommendation | Responsible Officer/ Member | Response/Progress/ Deadlines | Status |
|----------|--|-----------------------|---|-----------------------------|---|---------------------------------|
| R1/25-26 | Responses to Recommendations | 20/06/25 | Chairman to discuss with officers whether the data for core measure 20 may be analysed so that comparison between quarters may be made. | Interim ACFO | A meeting has been scheduled for 5th September with the Chairman at which Performance Business Partner can share how CM20 is calculated and analysed and answer any additional questions on the data. | Completed for 26 September 2025 |
| R2/25-26 | Fire and Rescue Service Strategic Performance Report Quarter 4 | 20/06/25 | Requests data related to the casualties and an analysis for core measure 3 to be provided. | Head of Prevention | The Head of Prevention provided a very thorough response at the FRSSC meeting regarding the specific circumstances of the accidental dwelling fires (ADFs) and we are currently reviewing the data and how we report casualties. Attached is a PowerPoint, Appendix A, of the analysis carried out shortly after the meeting to support the narrative that was provided. We looked at data including the building types for those properties experiencing an ADF with a casualty and found no | Completed for 26 September 2025 |

| Ref No. | Topic | Meeting (date raised) | Recommendation | Responsible Officer/ Member | Response/Progress/ Deadlines | Status |
|----------|--|-----------------------------|--|-----------------------------------|--|---------------------------------|
| | | | | | obvious trends. *Note: since the PowerPoint was produced, we have unfortunately had one fire fatality on the 3 July. | |
| R3/25-26 | Fire and Rescue Service Strategic Performance Report Quarter 4 | 20/06/25 | Requests clarity by reviewing the title and commentary of core measure 22. | Chief Fire Officer | Following discussions at the FRS Scrutiny Committee meeting we have revised the title and description of this measure as below: CM22: % Full Shifts where there is adequate crewing at wholtime stations A wholtime station operates under a crewing system which provides sufficient firefighters for a frontline fire engine to be available 24/7, 365 days a year. Four qualified people are required on a frontline fire engine to ensure safety. This measure examines the percentage of shifts (day or night) where this has been achieved. For consistency, we have also amended the title of CM23 to CM23: | Completed for 26 September 2025 |

| Ref No. | Topic | Meeting (date raised) | Recommendation | Responsible Officer/ Member | Response/Progress/ Deadlines | Status |
|----------|--|-----------------------------|---|-----------------------------------|--|---------------------------------|
| | | | | | 'Adequate Crewing at all retained stations' where it was previously 'Adequate crewing on all retained frontline fire engines'. | |
| R4/25-26 | Work Programme Planning and Possible Items for Future Scrutiny | 20/06/25 | Requests that the identification of significant risks and collaboration with other services on those risks be included in the Community Risk Management Plan preparation work report. | Chief Fire Officer | The National Framework for Fire and Rescue Services requires us to identify and update our understanding of all foreseeable risks. The Service's Strategic Assessment of Risk will be published alongside the next CRMP following the full consultation. This feedback will be included in the evaluation of the consultation. | Completed for 26 September 2025 |

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Accidental Dwelling Fire Casualties

Joseph Crook | June 2025

WSSCC
Performance
& Insight



PREVENTION



PROTECTION



PEOPLE



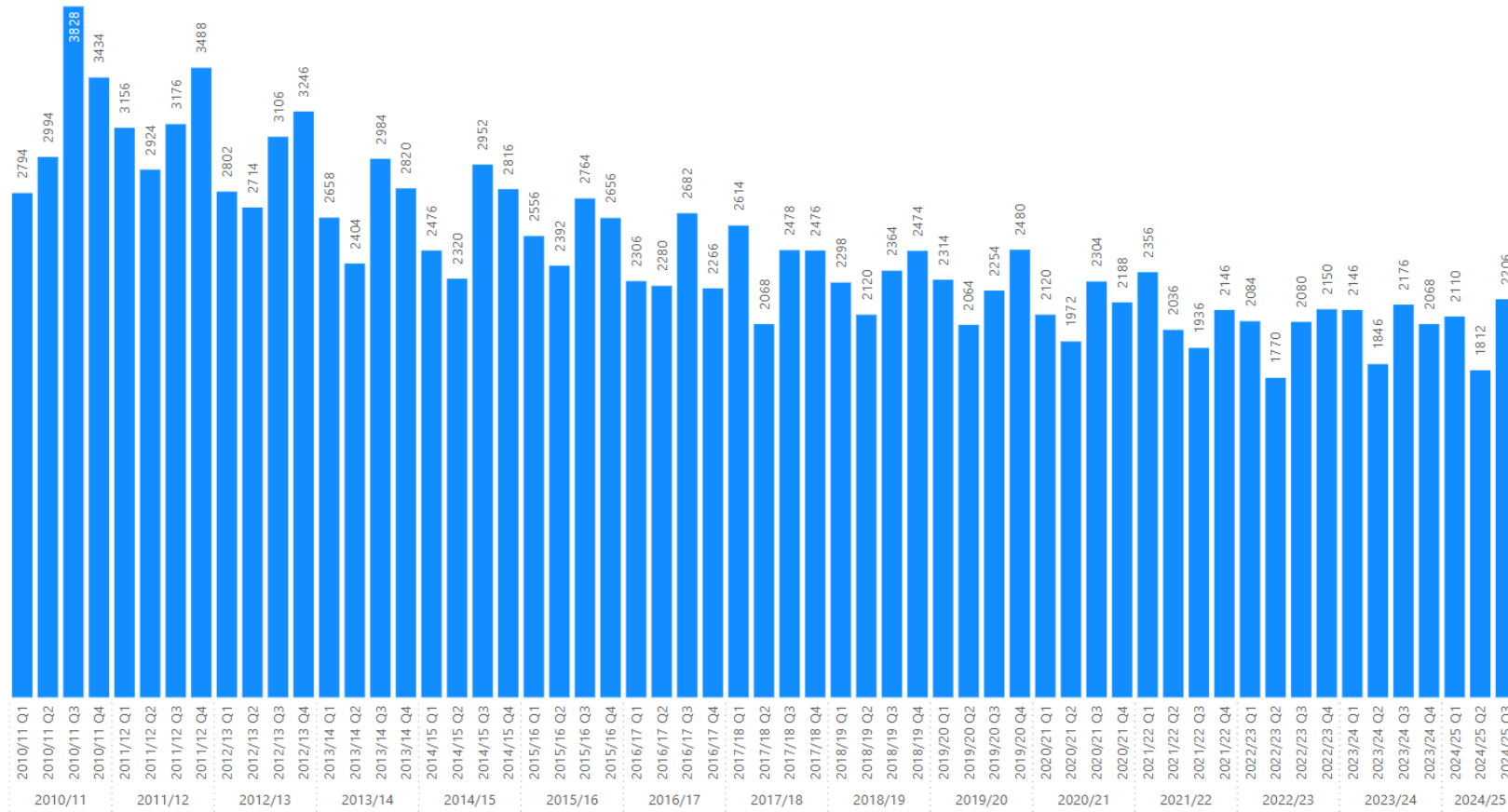
SERVICE DELIVERY



RESOURCES

The National Picture

Accidental Dwelling Fires resulting in one or more casualties



Nationally, the number of accidental dwelling fires resulting in one or more casualties has been reducing year-on-year. There is some clear seasonal variation, with quarter 2 most commonly seeing the fewest casualties.

*Data taken from gov.uk MHCLG Fire and Rescue Incident Statistics, which defines a casualty as an individual requiring any type of treatment such as first aid at scene or advice given. This differs from WSFRS who, for reporting purposes and in common with other FRS, define a casualty as an individual that requires hospitalisation for their injuries.

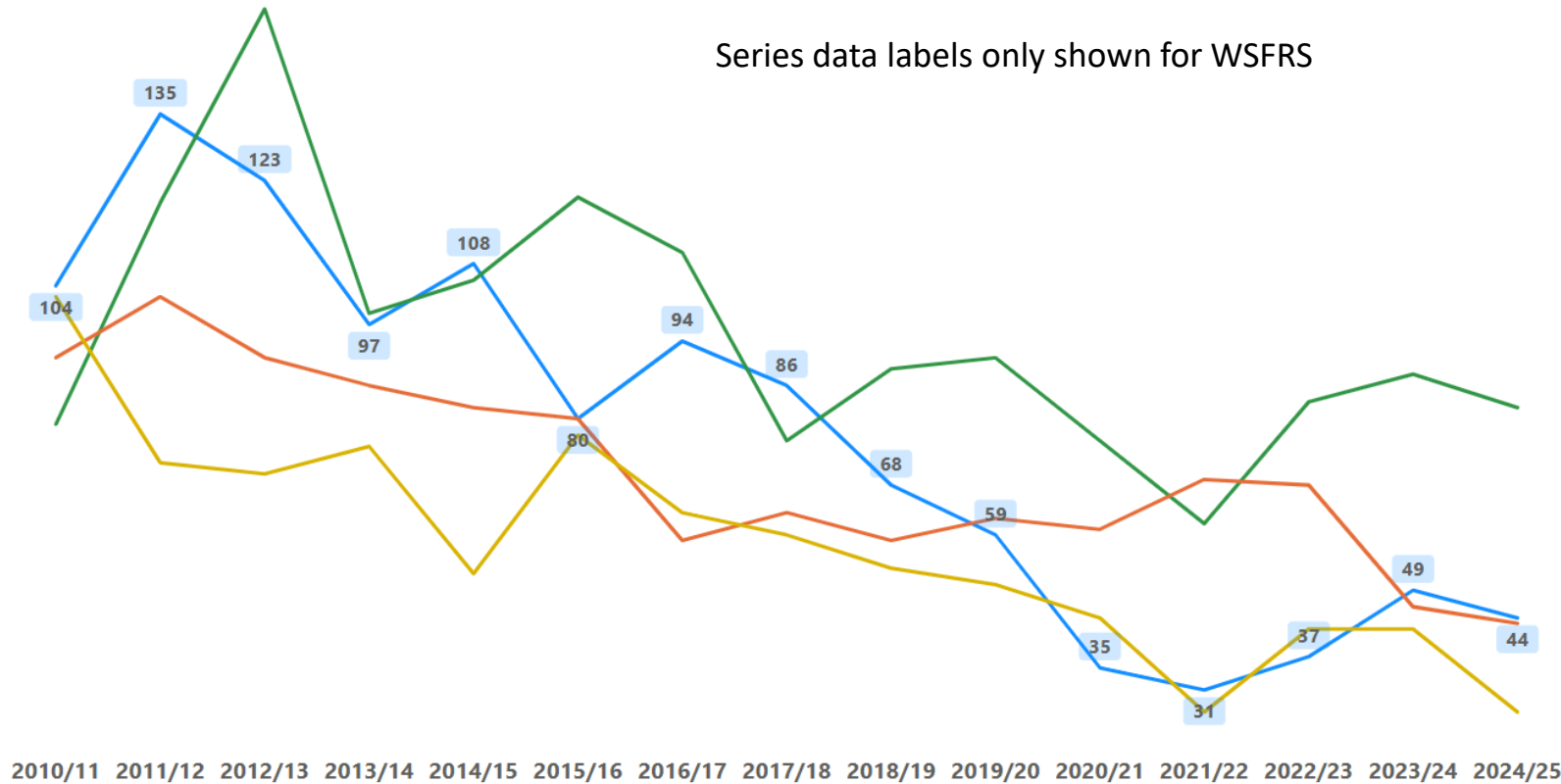
Our Neighbours

Accidental Dwelling Fires resulting in one or more casualties



● West Sussex ● Surrey ● Hampshire and Isle of Wight ● East Sussex

Series data labels only shown for WSFRS

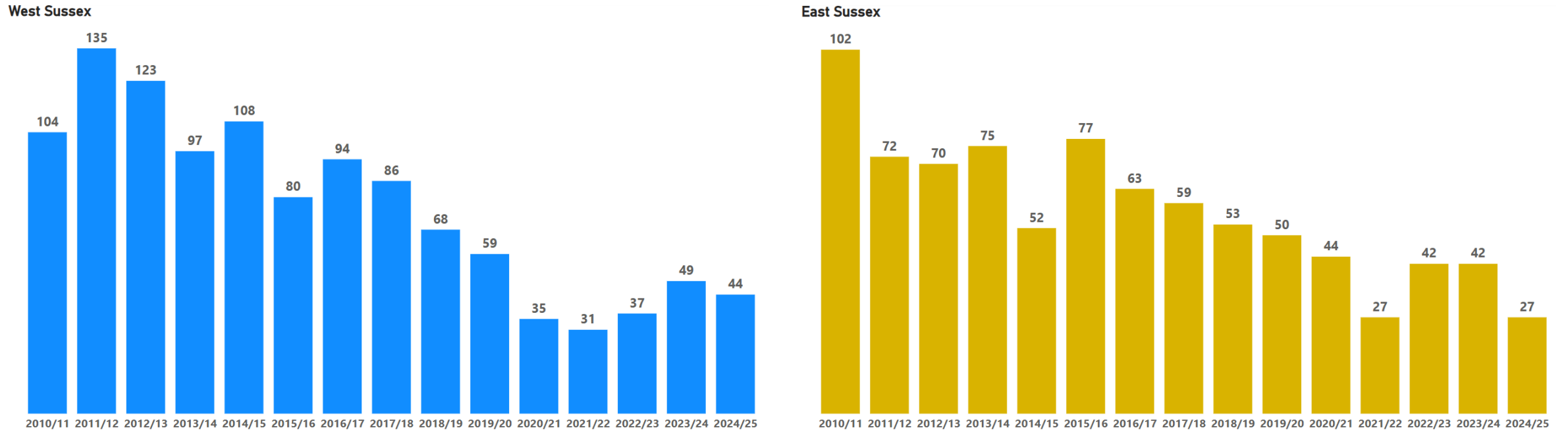


Amongst West Sussex and our neighbours there has been a decrease in casualties, broadly in line with what is happening nationally. Even though West Sussex had a relatively small increase over the last 2 financial years, those number look to be decreasing again.

*Data taken from gov.uk MHCLG Fire and Rescue Incident Statistics, which defines a casualty as an individual requiring any type of treatment such as first aid at scene or advice given. This differs from WSFRS who, for reporting purposes and in common with other FRS, define a casualty as an individual that requires hospitalisation for their injuries.

Our Neighbours

Accidental Dwelling Fires resulting in one or more casualties



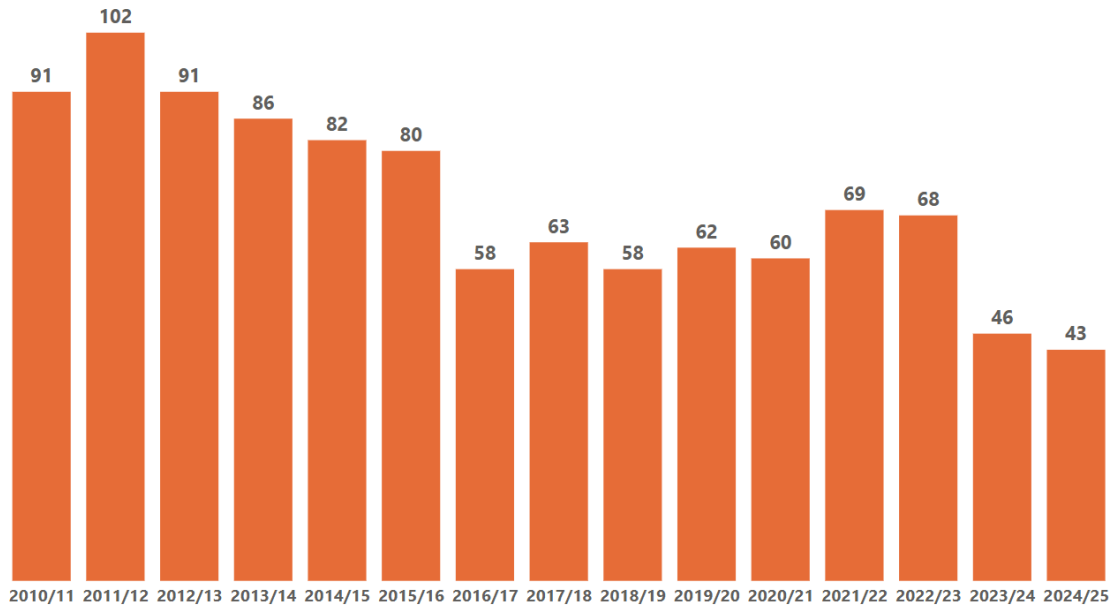
*Data taken from gov.uk MHCLG Fire and Rescue Incident Statistics, which defines a casualty as an individual requiring any type of treatment such as first aid at scene or advice given. This differs from WSFRS who, for reporting purposes and in common with other FRS, define a casualty as an individual that requires hospitalisation for their injuries.

Our Neighbours

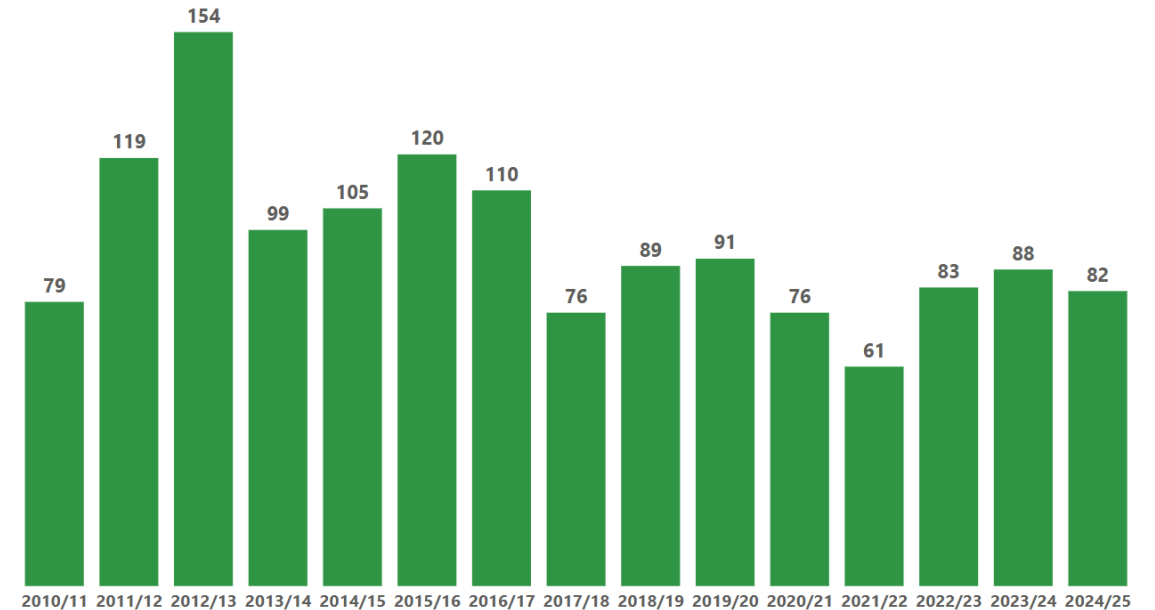
Accidental Dwelling Fires resulting in one or more casualties



Hampshire

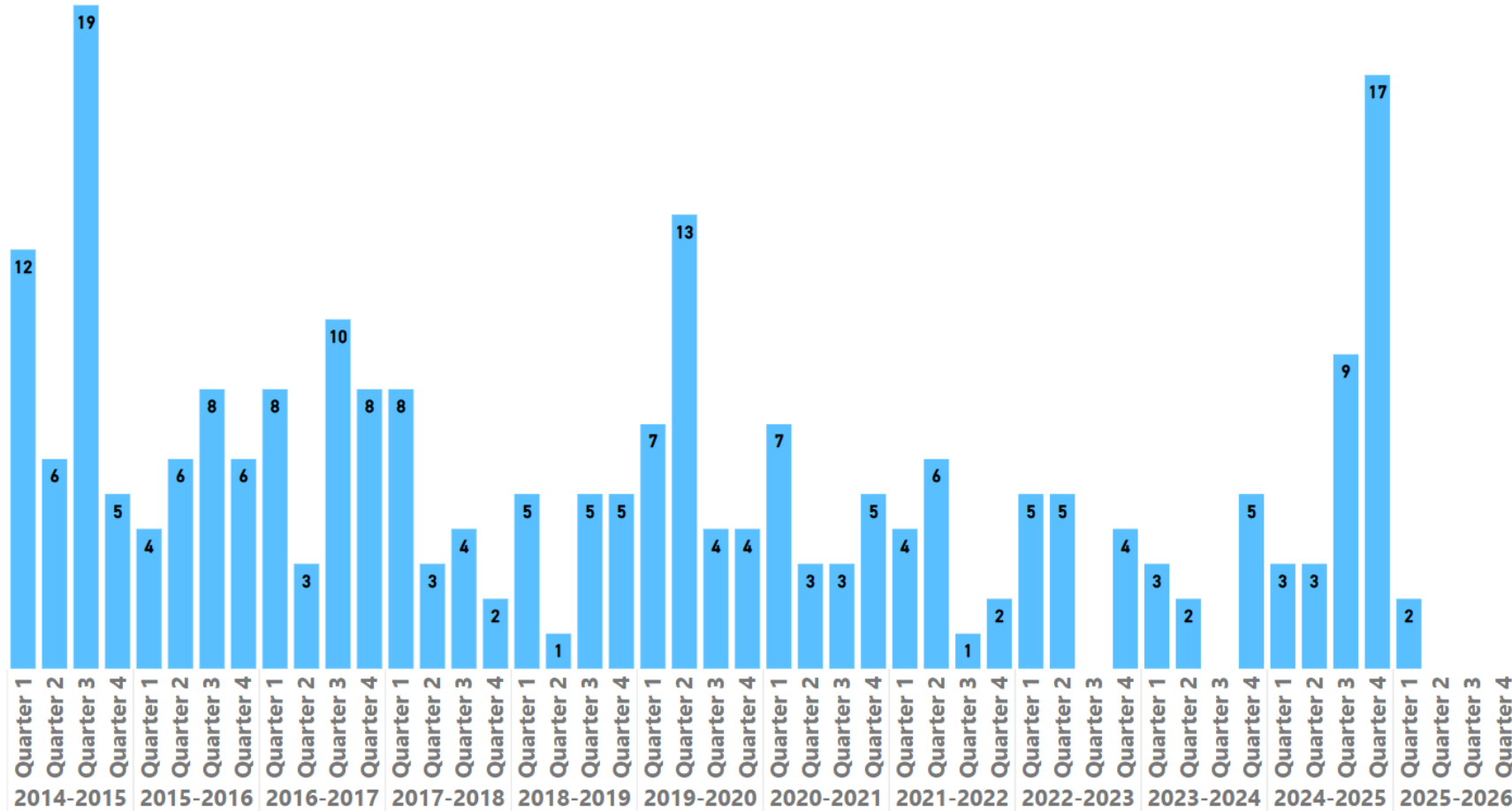


Surrey



*Data taken from gov.uk MHCLG Fire and Rescue Incident Statistics, which defines a casualty as an individual requiring any type of treatment such as first aid at scene or advice given. This differs from WSFRS who, for reporting purposes and in common with other FRS, define a casualty as an individual that requires hospitalisation for their injuries.

West Sussex Accidental Dwelling Fires resulting in a member of the public being admitted to hospital



Looking back over the past 11 financial years there have been occasional spikes in ADF casualties that require hospital treatment. In Q3 & Q4 of last financial year there was an increase in casualties requiring hospital treatment, although data for Q1 25/26 suggests that is returning to previous low numbers, while fatalities remain at 0.

Fire and Rescue Service Scrutiny Committee

26th September 2025

Fire and Rescue Service Strategic Performance Report Q1 2025/26

Report by Chief Fire Officer

Summary

West Sussex Fire & Rescue Service (WSFRS) monitors and reports on organisational and operational performance against a Performance and Assurance Framework (PAF) which includes review and scrutiny by the Elected Members at the Fire and Rescue Service Scrutiny Committee (FRSSC).

The PAF includes monitoring of service performance against core measures that provide a strong indication of organisational performance directly aligned to the delivery of the Strategic Commitments i.e. Community Risk Management Plan (CRMP). This ensures the service is intelligence and evidence led and enables the service to react early when performance is not to the required level.

Appendix A of the report is the quarter four Strategic Performance Report for the purpose of scrutiny of the Executive's approach to performance. This report covers data from the period of 1st April 2025 – 30th June 2025.

Focus for Scrutiny

Members of the Committee are invited to consider and comment on the Core Measures detailed in Appendix A, designed to provide assurance concerning the delivery of the statutory functions of the Fire Authority. Key lines of enquiry include:

- 1.1 Whether the report provides all the information necessary to enable effective and efficient scrutiny
 - 1.2 Identify any issues needing further in-depth scrutiny relevant to the committee's portfolio area of responsibility
 - 1.3 Identification of any specific areas for action or response by the relevant Cabinet Member
-

Proposal

1 Background and context

- 1.4 West Sussex County Council is the Fire Authority and is responsible for making sure West Sussex Fire & Rescue Service (WSFRS) performs efficiently and in the best interest of the public and communities it serves.
- 1.5 As part of His Majesty's Inspectorate of Constabulary Fire and Rescue Services' (HMICFRS) third round of full inspections, WSFRS was inspected in Q1 2024/25. This inspection contains an assessment of the service's effectiveness and efficiency, and how well we look after our people.
- 1.6 In October 2024, WSFRS received the outcome of this latest inspection, which recognised significant progress and highlighted improvements since the previous inspection in July 2022.
- 1.7 WSFRS received no "requires improvement" or "inadequate" ratings. Six areas were graded under a new criteria of "adequate", while five received "good" ratings. The cause of concern relating to people from the July 2022 report was removed.
- 1.8 On behalf of residents, Members are responsible for ensuring that WSFRS delivers excellent services and achieves outcomes as efficiently and effectively as possible. This involves the West Sussex County Council Fire Authority (WSCCFA):
 - setting a high-level policy agenda (Strategic Objectives) for what the WSFRS should do and the outcomes it should achieve
 - setting a budget to fund delivery of the policy agenda
 - securing assurance that the budget is being spent wisely on delivering the policy agenda set by the authority.
 - Ensuring outcomes are delivered
- 1.9 In order to secure assurance, it is necessary for effective scrutiny to be an integral component of WSCCFA governance arrangements. Scrutiny is there to hold the Cabinet Member for Community Support, Fire and Rescue to account concerning the decisions taken relating to WSFRS.
- 1.10 The role of scrutiny is also to contribute to the development of solutions and ideas to support continuous service improvement. The Fire and Rescue Service Scrutiny Committee may need to be flexible in the way it scrutinises the service and the Executive's decisions. On occasions, Members may wish to 'drill down' on certain specific issues but still at a strategic level with the focus being the interests of all West Sussex residents and businesses.

2 Proposal details

- 2.1 The proposal information for this item for scrutiny is set out in the attached appendix (listed below). As it is a report dealing with performance management the assessments and implications are not required.

Gary Ball
Chief Fire Officer

Contact Officer: Gary Ball, Chief Fire Officer

Appendices

Appendix A FRS Scrutiny PAF Core Measures Q1 2025-26

Background papers

None

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West Sussex Fire and Rescue Service Performance Report Quarter 1 2025/26

Gary Ball
Chief Fire Officer

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Strategic Performance Board Quarterly Report

Quarter 1 2025-2026

The aim of the Quarterly Performance Report is to summarise how West Sussex Fire & Rescue Service/Directorate has performed over the previous three months and to capture how performance contributes cumulatively to the year-end performance outcomes.

The report retrospectively presents information from the Performance and Assurance Framework (PAF) including the core measures and targets for the year which are current at the time of publishing. The report contains performance across the four elements of the PAF, namely Service Provision, Corporate health and where appropriate, CRMP Priority Programmes and Risk.

The explanations, mitigations and actions contained within this report are those endorsed by the Service Executive Board (SEB).

This report covers data from the period of 1st April – 30th June 2025.

Cabinet Member Summary

As Chief Fire Officer Sabrina Cohen-Hatton takes up the role of Chief Fire Officer at Hampshire FRS, we welcome Gary Ball into the role of interim Chief Fire Officer and, following further recruitment activity, Andy Piller as Assistant Chief Fire Officer and Sabrina Pennington-Down as Assistant Director for Fire Strategy, Improvement & Assurance.

The service has continued to demonstrate good performance in quarter 1. Additionally, focus has continued on development of the new Community Risk Management Plan which will run from 1st April 2026 to 31st March 2030, with the public consultation going live on 1st July 2025.

This quarter the tragic loss of two Oxfordshire FRS firefighters whilst attending a fire in Bicester has served as a stark reminder of the risks our own firefighters face.



Chief Fire Officer Summary

During a period of considerable change, the service has continued to make progress in a number of important areas.

Our annual Staff Conference was held on 18th June 2025, focussing on addressing the implementation of the Grenfell Phase 2 recommendations and the breadth of the implications of this across the whole service.

Our Wholetime recruitment process concluded with 12 successful candidates who are planned to start in Quarter 3 2025/6. This was a significant workload and has truly been a team effort with 70 colleagues from across our service supporting at various stages. The process was run professionally and introduces a focus on the values and code of ethics to support our continued embedding of these.

Twelve young people have successfully completed the latest EVOLVE course run by our Targeted Education Team with a pass out on 13th June.

There continue to be considerations of Local Government Reorganisation and Devolution and what this will mean for the Fire and Rescue Service in the short, medium and long term. This period there has been further focus on engagement with MHCLG and other Fire and Rescue Services across the UK who have been in a similar position as well as our priority programme partner colleagues in East Sussex and Sussex Police.

Performance Summary

Scrutiny Committee Members to note that an annual review of the core measures was undertaken prior to April 2025 to ensure that the service continued to use those most effective in indicating performance on the statutory functions and requirements of West Sussex Fire and Rescue Service. As a result of that review, the core measures and targets detailed in this report may differ from those reported in the previous year 2024-2025, as detailed in Appendix B.

Of the 30 measures, 27 had a GREEN status, 1 was AMBER and 2 were RED.

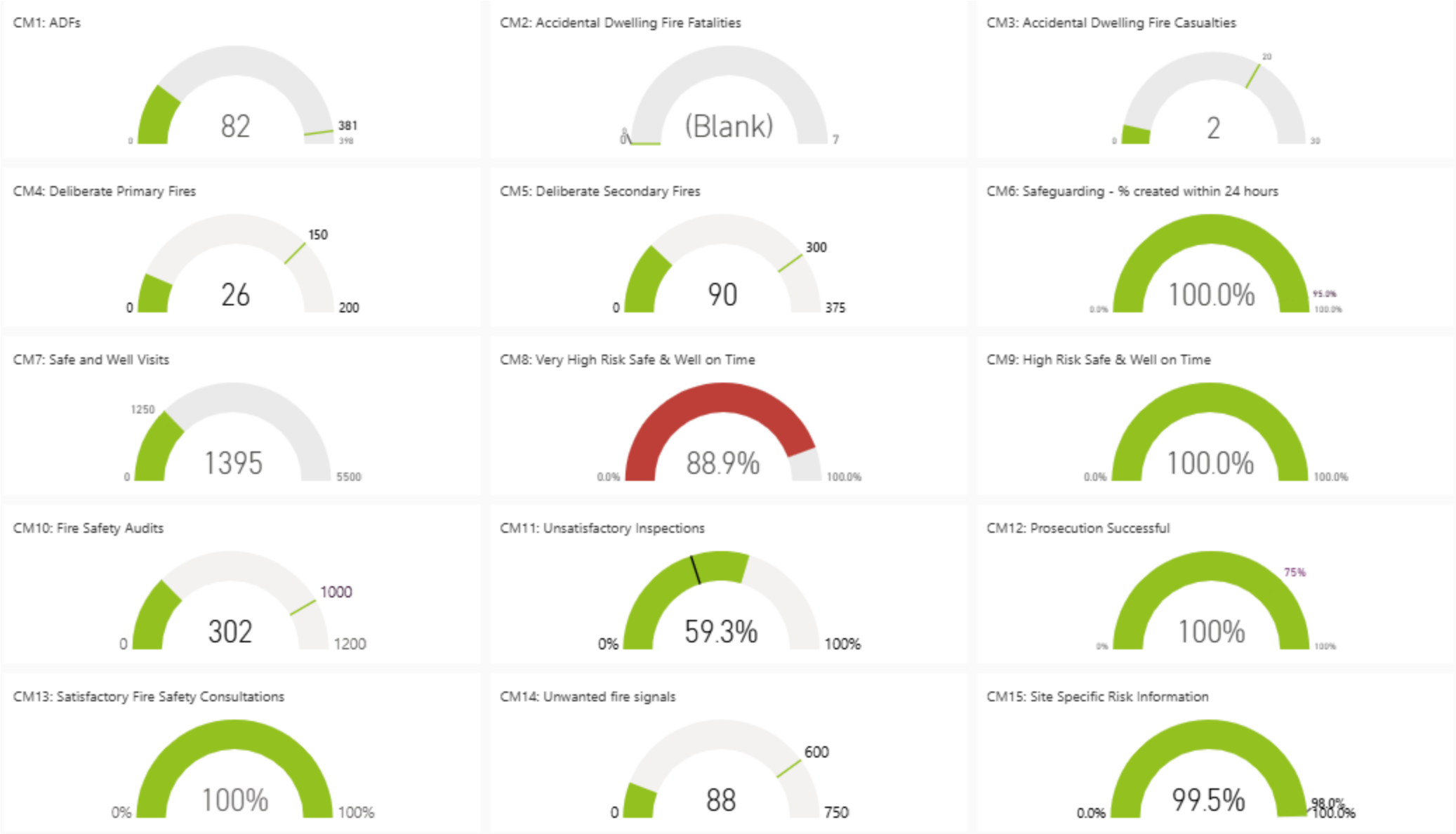
Of the 2 measures that were RED last quarter:

- Accidental Dwelling Fire Casualties has shown an improvement in performance this quarter
- RDS availability has declined and remains RED in status

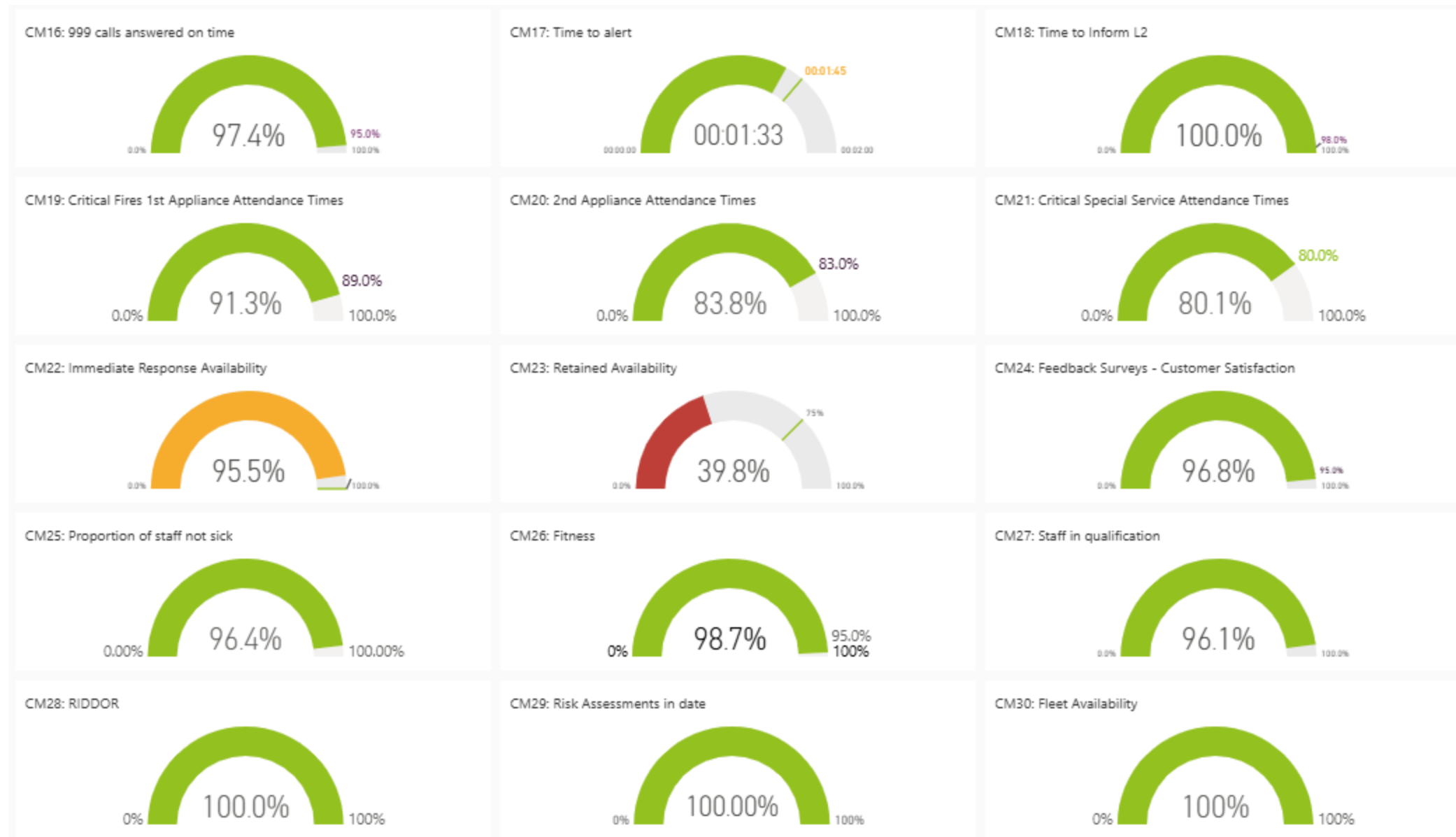
The only AMBER measure both this quarter and last is Whole Time Crewing Availability, which has declined slightly in performance.

Of the 20 comparable measures that were GREEN last quarter, 6 measures showed a decline in performance and 4 an improvement. One measure (% of Very High Risk Safe and Well Visit referrals contacted in time) changed from GREEN to RED status.

Performance Summary for all core measures at the end of Quarter 1 (1 of 2):



Performance Summary for all core measures at the end of Quarter 1 (2 of 2):



Areas of Significant Improvement and Success

Quarter 1
(1st April – 30th June 2025)

Significant Improvement and Success

The Performance and Assurance Framework of which this report is a part of, has continued to demonstrate fire and rescue service performance and provide assurance to members and the public.

Quarter 1 saw sustained good performance in many areas, with the following measures showing particular success:

CM3 Accidental Dwelling Fire Casualties

CM7 Safe and Well visits delivered to households containing at least 1 vulnerability or risk factor

CM10 Number of FSO Audits delivered

CM12 Percentage of successful prosecutions under the Regulatory Reform (Fire Safety) Order 2005

Core Measure 3: Accidental Dwelling Fire casualties in West Sussex

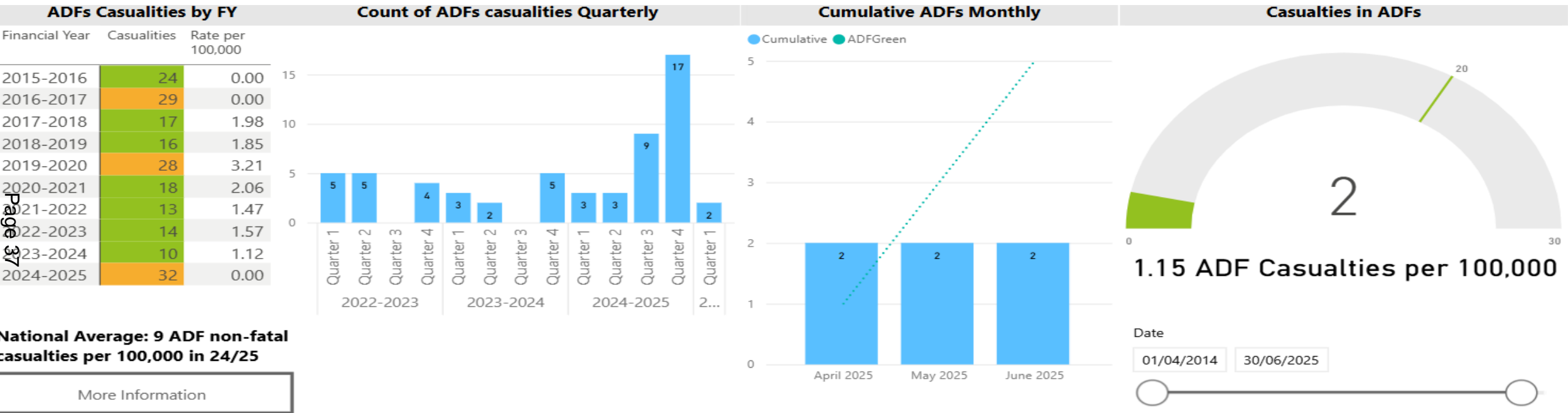
2 casualties at the end of Q1 2025-26

Year End Forecast Green

Annual Target:
<20 Green
20-30 Amber
>30 Red

Service Owner:
Nathan Cross
Area:
Fires and Fatalities

The total number of casualties resulting from an accidental dwelling fire in West Sussex over a year period starting in April. This is limited to a person whose injury is fire related and was severe enough to require hospital attendance.



Commentary

There have been 2 ADF casualties recorded for Quarter 1. Serious Fire Reviews are underway for both incidents. However, the number of casualties has reduced significantly from the spike seen in Quarter 4 2024/25.

Actions

Treat: We will continue to investigate all serious fires to understand the cause and the opportunity to prevent future incidents. This learning will then be fed back into our preventative work and targeted campaigns.

Agenda Item 5a
Appendix A

Core Measure 7: Number of safe and well visits (SWVs) delivered to those households containing at least 1 person with at least 1 vulnerability or risk factor.

1395 delivered
by end of Q1
2025-26

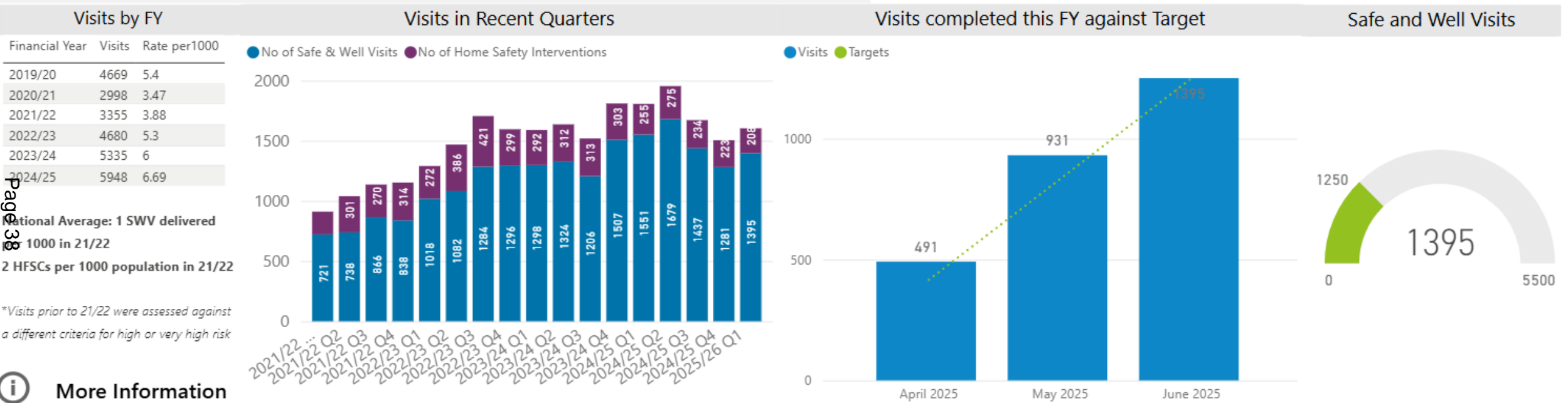
Year End
Forecast
GREEN

Annual Target:
>=5500 Green
5300-5499 Amber
<5300 Red

Service Owner
Nathan Cross
Area:
Prevention

Appendix A
Agenda Item 5a

Number of SWVs delivered to those who are at risk of dying or being injured in the event of a dwelling fire over a year period starting from April. This includes very high, high and medium risk individuals and those low risk individuals with a vulnerability or a fire risk. Home safety interventions are shown here for information and include all low risk safe and well visits where there are no vulnerabilities and instances where we have supplied/fitted equipment.



Commentary

In Quarter 1 a total of 1,395 Safe and Well Visits were completed. An additional 208 Home Fire Safety Interventions were also completed by the service. We continue to target the most vulnerable with 86% of Safe and Well Visits targeted towards those with high or very high risk.

Actions

Tolerate and monitor: We continue to support referrals and requests for Safe and Well Visits through our partnerships and through local initiatives promoting them. We use data to target those who are most at risk of being injured or dying in a fire and will prioritise them for a Safe and Well Visit.

Core Measure 10: Number of FSO regulated buildings having received an audit

There are approximately 35,000 Fire Safety Order regulated buildings in West Sussex. This measure examines the total number of audits of these buildings undertaken in a year starting in April, under the Risk Based Inspection Programme (RBIP). The RBIP is a combination of the activities on specific risk premises, thematic risks and IRMP work and at the core of the RBIP is a regular inspection program for known sleeping risks.

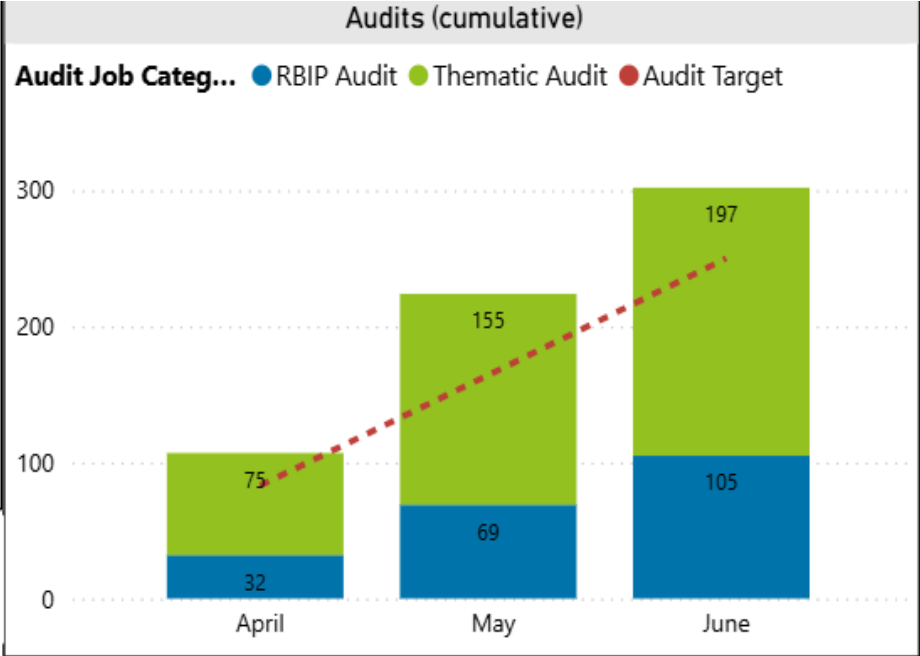
| Financial Year | Audits | Fire Safety Checks | Audits per 100 premises |
|----------------|--------|--------------------|-------------------------|
| 2020/21 | 137 | | 0.4 |
| 2021/22 | 797 | 182 | 2.3 |
| 2022/23 | 1009 | 524 | 2.9 |
| 2023/24 | 1041 | 769 | 2.9 |
| 2024/25 | 1235 | 533 | 3.5 |
| 2025/26 | 302 | 31 | 0.0 |

National Average: 2.9 Audits per 100 premises in 23/24

Last Refresh Date

18/07/2025

More Information



Commentary

Quarter 1 has seen our Fire Safety Regulators undertake 10% more fire safety audits than in the same period last year. This is a very positive start to the year despite a number of our specialist personnel undertaking development qualifications. During this period the fire safety team continue to be conducting a number of legal investigations for cases to be taken before the courts.

Actions

Tolerate: This is positive performance based upon the competency journey that our fire safety regulators are on, coupled with the time that it takes to undertake legal investigations.

Core Measure 12: Percentage of Successful Prosecutions

100% at the end of Q1 2025-26

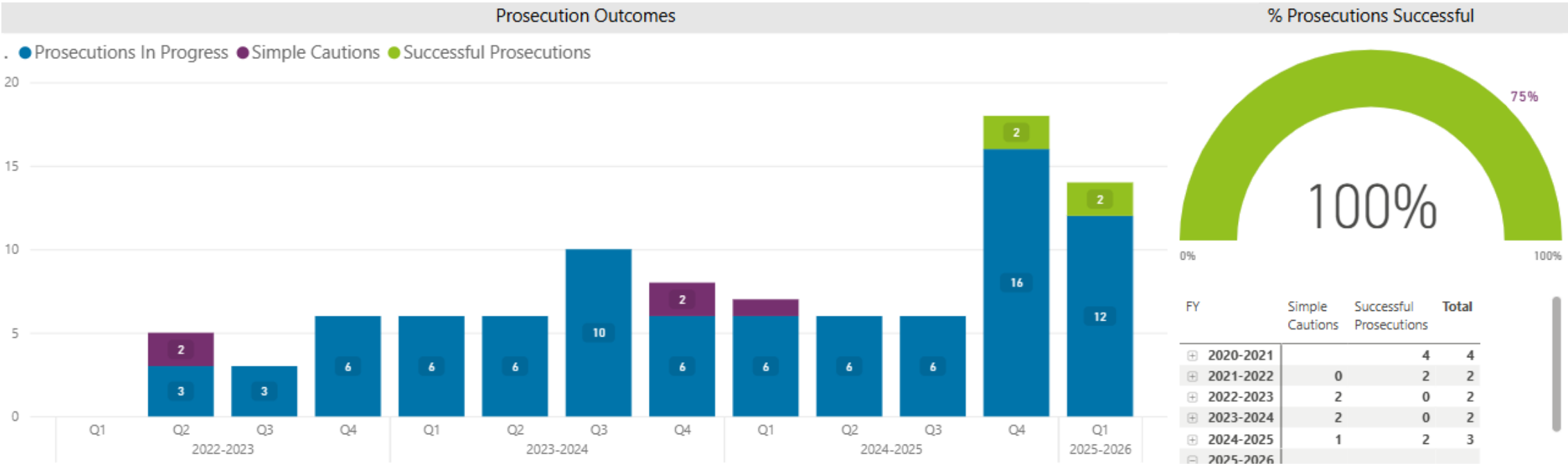
Year End Forecast GREEN

The percentage of successful prosecutions under the Regulatory Reform (Fire Safety) Order 2005.

Annual Target:
>75% Green
<75% Red

Service Owner: Dave Bray
Area: Protection

Agenda Item 5a
Appendix A



Commentary

During quarter 1 we undertook two prosecutions that saw guilty verdicts being recorded by the courts. These cases take a significant portion of the team’s capacity to investigate. We also brought a further 3 cases to court, which await sentencing and so these will be reported upon next quarter.

Actions

Tolerate: We will continue to be an effective and proportionate regulator in accordance with the Regulators Code, and will seek to prosecute only when it is appropriate to do so.

Selected Measures (Red and Amber Status)

Quarter 1

(1st April – 30th June 2025)

Selected Measures (Red and Amber Status)

The following red and amber measures have been selected for examination by the Scrutiny Committee:

- CM8 Very high risk safe and well visit referrals contacted within 1 working day
- CM22 Adequate crewing on all wholetime frontline fire engines
- CM23 Adequate crewing on all retained frontline fire engines

Core Measure 8: Very high risk safe and well visit referrals contacted within 1 working day

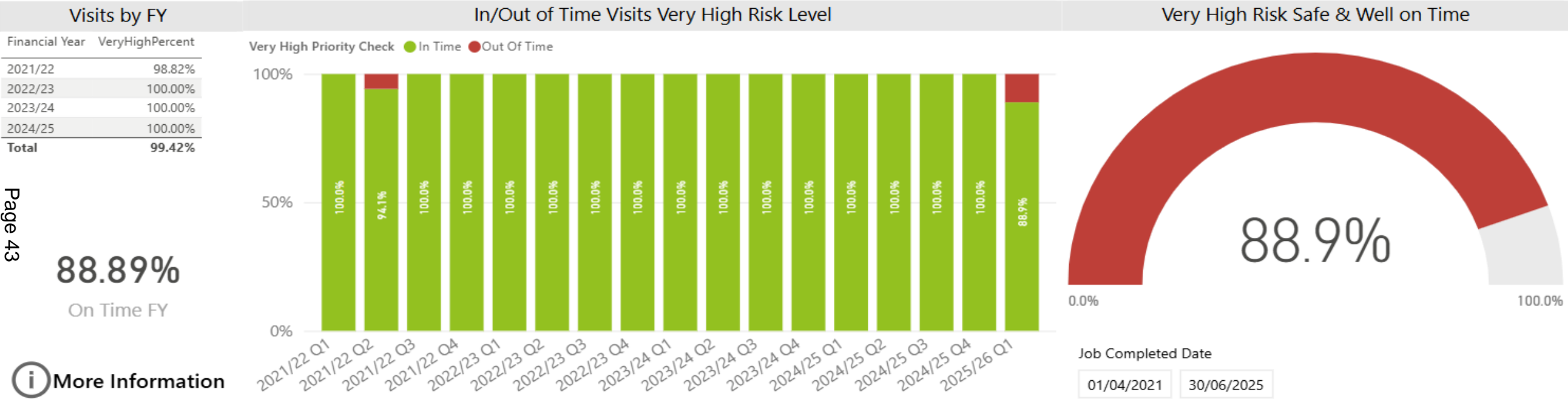
88.9% in Q1
2025-26

Year End
Forecast
RED

The percentage of safe and well visit referrals for individuals assessed as very high risk (including where there has been a threat or incidence of arson) contacted within 1 working day. Target is 100% completed on time.

Annual Target:
100% Green
98%-99.9% Amber
<98% Red

Service Owner:
Nathan Cross
Area:
Prevention



Commentary

In Quarter 1 there were 9 customers who were assessed as having a very high level of fire risk, 8 were contacted within 1 day and offered a visit. Unfortunately we have identified that there was one instance where we did not meet our expected performance as a result of an administrative error at the time of taking the referral. This customer has since received a Safe and Well Visit to keep them safe.

Actions

Tolerate and monitor: The cause of the administrative error has been identified and rectified. Customers with very high levels of fire risk will continue to be a priority. Our processes for responding to those most in need are well established and we will continue to monitor performance through our quality assurance and evaluation frameworks.

Agenda Item 5a
Appendix A

Core Measure 22: % Full shifts where there is adequate crewing at wholetime stations

95.5% at the end of Q1 2025-26

Year End Forecast AMBER

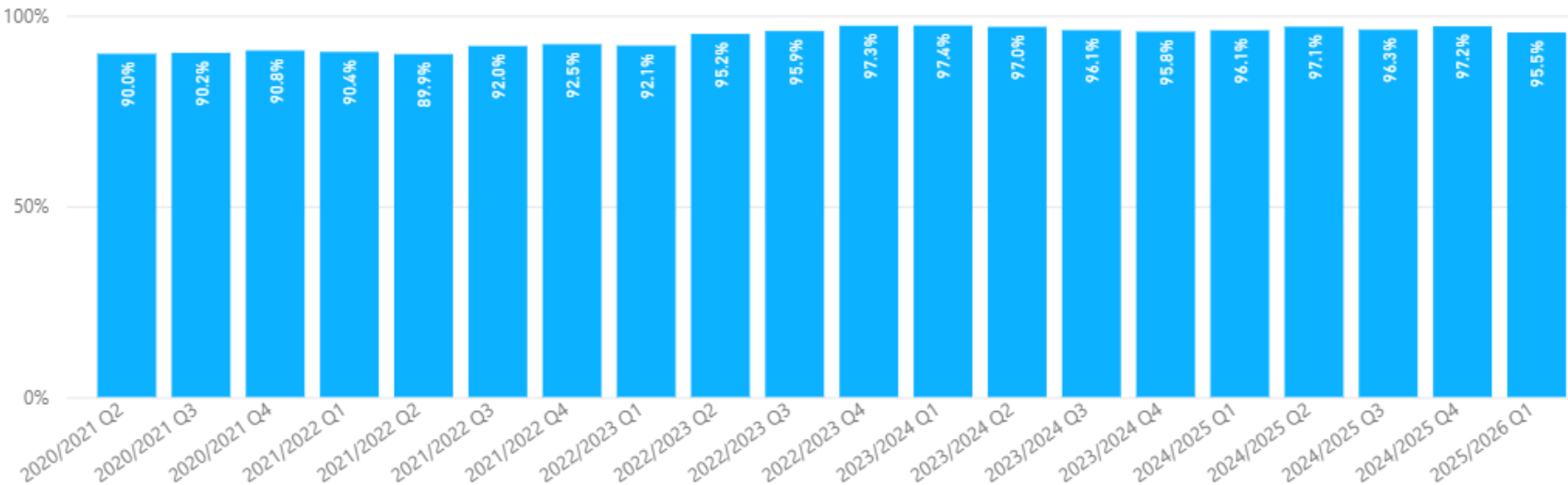
Target:
100% Green
95% - <100% Amber
<95% Red

Service Owner: **Andy Piller**
Area: **Service Delivery**

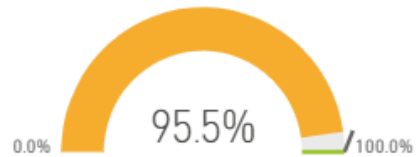
A wholetime station operates under a crewing system which provides sufficient firefighters for a frontline fire engine to be available 24/7, 365 days a year. Four qualified people are required on a frontline fire engine to ensure safety. This measure examines the percentage of shifts (day or night) where this has been achieved.

Agenda Item 5a
Appendix A

Immediate Response Fire Engines On The Run by Quarter



Fire Engines On the Run



Financial Year to Date

95.5%

Date Range

01/04/2019

30/06/2025



| Financial Year | Total |
|----------------|-------|
| 2020/2021 | 90.3% |
| 2021/2022 | 91.2% |
| 2022/2023 | 95.1% |
| 2023/2024 | 96.6% |
| 2024/2025 | 96.6% |

More Information

Commentary

A stable performance for this quarter, continuously reviewing, educating and improving processes to ensure Firewatch accurately reflects fire engine availability contributing to maintaining our emergency response standards remains a focus within Service Delivery.

Actions

Treat: Providing oversight in the Service Delivery Governance meetings continue to focus on areas for improvement, regularly signposting staff to the newly published bite size training videos enabling managers to reduce errors created by human entry.

Core Measure 23: Adequate crewing at all retained stations

39.8% at the end of Q1 2025-26

Year End Forecast RED

Retained frontline fire engines are crewed mainly by on-call fire fighters who are based at stations in more rural locations and, when they receive the call via their pagers, leave their place of work or home and attend emergencies from the local retained station. Four qualified people are required on a frontline fire engine to ensure safety. This measure examines the percentage of hours where there are sufficient minimum qualified fire fighters (4 personnel) on retained fire engines.

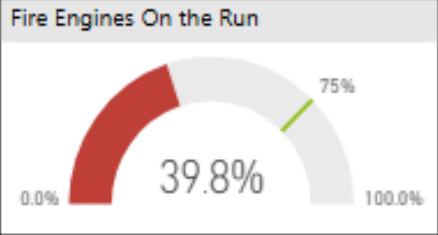
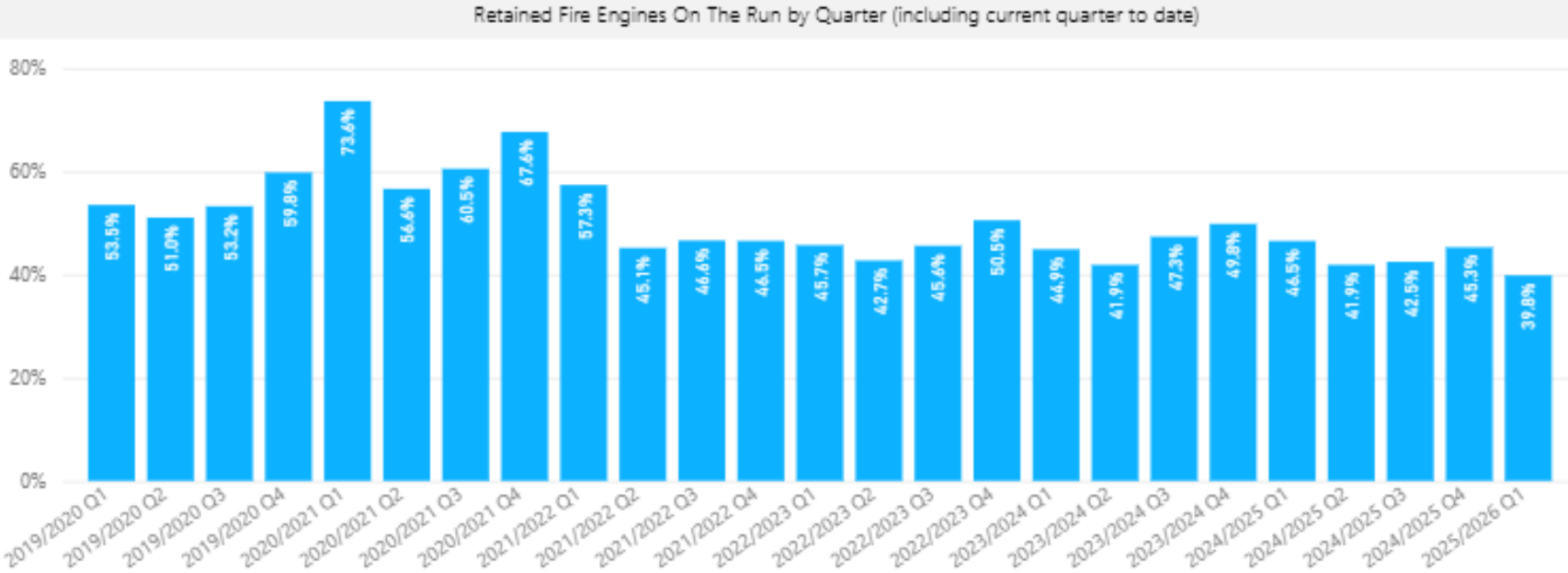
Target:
75% - 100% Green
65% - 74% Amber
<65% Red

Service Owner:
Andy Piller
Area:
Service Delivery

| Financial Year | Total |
|----------------|-------|
| 2020/2021 | 64.5% |
| 2021/2022 | 48.9% |
| 2022/2023 | 46.1% |
| 2023/2024 | 46.0% |
| 2024/2025 | 44.0% |
| 2025/2026 | 39.8% |

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More Information



Financial Year to Date
39.8%



Commentary

Performance has dropped in quarter 1 with a contributing factor that some supervisory managers have been unsuccessful in revalidating their Incident Command Qualification. This means that the appliance cannot be mobilised as it does not have a suitably qualified commander available.

Actions

Treat: Support for the managers in regaining their command ticket is a priority, and an emphasis on the CRMP RDS 3.5 project is a focus with proposals being created.

Agenda Item 5a
Appendix A

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Title: Core Measures Review 25/26

The Core Measures form part of the Performance Assurance Framework within West Sussex Fire and Rescue Service (WSFRS). They are a key driver in ensuring ongoing performance can be continually monitored. The analysis of valid data enables WSFRS to improve the service it is providing to its communities. WSFRS regularly review the Core Measures to ensure that they are relevant and present a valid overview of its continual performance.

Below is an explanation of the changes that have been made to the Core Measures for 25/26;

CM4: Deliberate Primary Fires – Tolerance target reduced from 180 to 150

CM5: Deliberate Secondary Fires - Tolerance target reduced from 350 to 300

Both Deliberate Fire measures have performed well for a number of years below WSFRS targets (which are already significantly below the national average), therefore a reduction in annual target is appropriate to allow us to measure any significant change to that trend.

CM7: Safe and Well Visits Delivered to Households with at Least One Vulnerability or Risk Factor

Target has increased by 500 SWVs to 5500

The proposed increase in target for Safe and Well Visit (SWV) delivery forms part of WSFRS pathway to continuous improvement, as we seek to align ourselves to the national average for SWVs/HFSCs (10 per 1000 of population) and maintain a Good grading from HMICFRS. This work is crucial in preventing serious and fatal accidental dwelling fires. In 2024/25 there was an increase in the number of casualties reported at accidental dwelling fires, so SWVs has been identified as one of several areas requiring a greater level of engagement in order to target those with the highest level of risk.

CM14 Number of Unwanted Fire Signals Attended

Tolerance target reduced from 650 to 600

Following the call challenge policy implementation, this measure has performed positively, well below target. Analysis of previous incidents forecasts approximately 450 Unwanted Fire Signals per year.

CM15: % SSRI's Currently In Date (High Risk reviewed within 12 months, Medium Risk reviewed within 36 months)

Target increased to 98% Green, 98%-95% Amber, <95% Red

Accurate and recent risk information is essential for safety and effective firefighting in the event of an incident. The previous target of >90% Green, 60% - 90% Amber,

<60% Red was set during a period of required improvement in this area and this has since been achieved. Our target now should be one of maintaining our current position.

Emergency Response Standards:

CM19: % Occasions where the 1st Fire Engine in Attendance at a Critical Fire Incident Met the Emergency Response Standard

CM20: % Occasions where the 2nd Fire Engine in Attendance at a Critical Fire Incident Met the Emergency Response Standard

CM21: % Occasions where the 1st Fire Engine in Attendance at a Critical Special Service Incident Met the Emergency Response Standard

All three Critical Response Measures have remained as per the previous year for the duration of Quarter 1. In Quarter 2 they will be replaced with three new measures aligned to our new Emergency Response Standards:

CM19a: Average 1st Fire Engine Response Time to All Critical incidents

Target <9min 50sec Green, 9min 50sec - 10 min Amber, >10 min Red

CM20a: Average 2nd Fire Engine Response Time to All Critical incidents

Target <14 min 50 sec Green, 14min 50secs - 15 min Amber, >15 min Red

CM21a: % All Incidents where the 1st Fire Engine Response Time is 16 Minutes or Less

Target >=90% Green, <90% Red

All other measures will remain the same as the previous reporting year.

Fire and Rescue Service Scrutiny Committee

26 September 2025

End of June 2025 (Quarter 1) Performance and Resources Report – Focus for Scrutiny

Executive Director of Law, Assurance and Insight

Electoral division(s): All

Summary

The Quarterly Performance and Resources Report (PRR) is the Council's reporting mechanism for corporate performance, finance, savings delivery, risk and workforce. It has been designed to reflect the priorities, outcomes and measures included in the Council Plan. The report is available to each scrutiny committee on a quarterly basis and each committee will consider how it wishes to monitor and scrutinise performance relevant to their area of business. Please note that this committee is only able to consider the Fire and Rescue Portfolio, please disregard the Community Support Portfolio which is scrutinised by the Communities, Highways and Environment Scrutiny Committee.

The report (Appendix B) reflects the position at the end of June 2025 and reports the Quarter 1 2025/26 position. Of the four performance measures, 100% of measures are reporting as 'green', 0% as 'amber' and 0% as 'red'. The number of red rated Key Performance Indicators (KPIs) has remained at zero since the last quarter.

The Fire and Rescue Service is projecting a balanced budget as at the end of June.

The PRR includes information which is specifically relevant to the portfolio responsibilities of the scrutiny committee which includes the development of the West Sussex Fire and Rescue Community Risk Management Plan (CRMP) consultation, the conclusion of the wholetime recruitment process and the service's annual Staff Conference in June.

The current Risk Register (Appendix C) is included to give a holistic understanding of the Council's current performance reflecting the need to manage risk proactively.

Focus for scrutiny

In reviewing the PRR, the Committee's role is to monitor performance, finance and risk at a strategic level for its portfolio areas. Its focus should be on key performance indicators that are identified as red or amber as well as any budget variations.

Key lines of enquiry include:

- What is being done to address areas of under-performance (KPIs currently showing as red or amber)

- Using the information on performance and finance, does the service being delivered meet the objectives in the Council Plan and does it provide value for money?
 - The effectiveness of measures being taken to manage the revenue and capital budget position, specifically in relation to any budget variations, non-delivery of the capital programme or agreed savings
 - Whether concerns raised previously by the Committee been addressed?
 - To assess key corporate risks set out in the Risk Register relating to the Committee's areas of responsibility and plans to mitigate these
 - To identify any issues for further in-depth scrutiny to include in the Committee's future work programme (where scrutiny may influence outcomes/add value)
 - Identify any specific areas for action or response by the relevant Cabinet Member or for further scrutiny by one of the other scrutiny committees The Chairman will summarise the output of the debate for consideration by the Committee.
-

1 Background and context

- 1.1 The Performance and Resources Report (PRR) is designed to be used by all scrutiny committees as the main source of the County Council's performance information.
- 1.2 Appendix A – How to Read the Performance and Resources Report, provides some key highlights on the structure, content and a detailed matrix of the sections of the report which are expected to be reviewed by the different scrutiny committees.
- 1.3 The County Council is focused on delivering the four priorities as set out in the Council Plan: keeping people safe from vulnerable situations, a sustainable and prosperous economy, helping people and communities fulfil their potential and making the best use of resources, all underpinned by tackling climate change.
- 1.4 In the first quarter, the measures relevant to this committee reported:
 - 100% (4 measures) as 'Green'
 - 0% (0 measure) as 'Amber'
 - 0% (0 measures) as 'Red'
- 1.5 The background and context to this item for scrutiny are set out in the attached appendices (listed below). As it is a report dealing with internal or procedural matters only the Equality, Human Rights, Social Value, Sustainability, and Crime and Disorder Reduction Assessments are not required.

Lauren McCann

Executive Director of Law, Assurance and Insight

Contact Officer: Rachel Allan, Senior Advisor, Democratic Services, 0330 222 8966

Appendices

Appendix A – How to Read the Performance and Resources Report

Appendix B – Community Support, Fire and Rescue Portfolio - Summary

Appendix C – Corporate Risk Register Summary – June 2025

Background papers: None

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How to Read the Performance and Resources Report

The Performance and Resources Report is presented in three parts:

a. Summary Report – An overall summary of the quarter including:

- Performance highlights for delivery of the County Council's priorities,
- Overview of the revenue and capital financial outlook,
- Key corporate risks with a severity graded above the set tolerance level,
- The latest workforce overview.

The Summary Report may direct the reader to further detail within the Portfolio Sections or Appendices. It does not seek to include detail.

b. Portfolio Reports (Sections 1-10): organised alphabetically by Cabinet Portfolio.

- Section 1 – Adults Services
- Section 2 – Children, Young People and Learning
- Section 3 – Community Support, Fire and Rescue
- Section 4 – Economy and Skills
- Section 5 – Environment and Climate Change
- Section 6 – Finance and Property
- Section 7 – Highways and Transport
- Section 8 – Leader
- Section 9 – Public Health and Wellbeing
- Section 10 – Support Services and Local Government Reorganisation

Each portfolio section is prepared as a stand-alone report and includes:

1. Updates of the performance KPIs in the Council Plan and the action being taken.
2. The KPI measure, comparing the last three periods - quarterly, annually or other depending on the agreed data timeframe. Details include:
 - The last three periods and RAG status,
 - Coloured arrows show the direction of travel compared to the previous data and whether the KPI is an 'Aim High' or 'Aim Low' measure.

Where a KPI displays a cumulative total across the financial year, the direction of travel arrow is based upon whether the KPI RAG rating has improved, as this figure should always increase each quarter maintained, or regressed, rather than simply if the cumulative value is more than the previous quarter.

The KPI measure also includes a year-end forecast RAG status which shows whether the KPI is expected to meet its target for the year. Where a KPI utilises a rolling cohort or measurement group, the end of year position will be based upon the final cohort position.

3. Overview of the revenue financial position, risks and issues and savings update.
4. Overview of the capital performance and financial position – including details on each capital project, including:

- Latest RAG performance status on the project, by, Time, Quality and Cost,
- Latest total project budget, expenditure to date and remaining budget,
- Overall narrative on the schemes progress,
- Direction of Travel (DoT) arrow to provide an indication of any significant change in the project since the previous quarter.

5. Details of the corporate risks with a direct impact on the portfolio.

c. **Supporting Appendices** – for additional background and context:

- Appendix 1 – Performance by Priority - KPI Summary Table
- Appendix 2 – Revenue Budget Monitor and Reserves
- Appendix 3 – Grant Allocation Listing
- Appendix 4 – Capital Monitor
- Appendix 5 – Corporate Risk Register Summary
- Appendix 6 – Workforce

For further history of KPI performance visit <http://performance.westsussex.gov.uk>

Scrutiny Committee Documents

Relevant elements of the PRR are presented to Scrutiny Committees. A matrix of the PRR's Sections and Appendices by Scrutiny Committee is below.

The dark green indicates the Scrutiny Committee's area of responsibility, and the light green areas included for context and consideration where appropriate.

PRR Matrix – Documents for Scrutiny Committees

| | | CYPSSC | HASC | CHESC | FRSSC | PFSC |
|----------------|--|--------|------|-------|-------|------|
| Summary Report | | | | | | ✓ |
| Section 1 | Adults Services Portfolio | | ✓ | | | ✓ |
| Section 2 | Children, Young People and Learning Portfolio | ✓ | | | | ✓ |
| Section 3 | Community Support, Fire and Rescue Portfolio | | | ✓ | ✓ | ✓ |
| Section 4 | Economy and Skills | ✓ | | | | ✓ |
| Section 5 | Environment and Climate Change Portfolio | | | ✓ | | ✓ |
| Section 6 | Finance and Property Portfolio | | | | | ✓ |
| Section 7 | Highways and Transport Portfolio | | | ✓ | | ✓ |
| Section 8 | Leader Portfolio | | | | | ✓ |
| Section 9 | Public Health and Wellbeing Portfolio | | ✓ | | | ✓ |
| Section 10 | Support Services and Local Government Reorganisation | | | | | ✓ |
| Appendix 1 | Performance by Priority - KPI Summary Table | | | | | ✓ |
| Appendix 2 | Revenue Budget Monitor and Reserves | | | | | ✓ |
| Appendix 3 | Grant Allocation Listing | | | | | ✓ |
| Appendix 4 | Capital Monitor | | | | | ✓ |
| Appendix 5 | Corporate Risk Register Summary | ✓ | ✓ | ✓ | ✓ | ✓ |
| Appendix 6 | Workforce | | | | | ✓ |

KEY:

Specific Committee Responsibility

To Be Included In Committee Papers

Community Support, Fire and Rescue Portfolio - Summary

Performance Summary

1. Performance highlights this quarter include:

Fire and Rescue Service

- During Q1, there has been a focus on the **development of the West Sussex Fire and Rescue Community Risk Management Plan (CRMP) consultation**. The consultation went 'live' on 1st July 2025 and is available to all stakeholders to complete over a 12-week period, concluding on 22nd September. The new CRMP will cover the period 1st April 2026 to 31st March 2030.
- West Sussex Fire and Rescue's (WSFRS) **wholetime recruitment process has now concluded** following applications in January 2025, with 12 successful candidates planned to start in the autumn. This was a significant workload and has truly been a team effort with 70 colleagues from across our service supporting at various stages. The process included a focus on values and code of ethics, to support continued embedding of these within the service.
- The service held its **annual Staff Conference in June**, which focused on addressing the implementation of the Grenfell Phase Two recommendations and the breadth of the implications of this across the whole service which was insightful, and our organisational outcomes will be richer for the valuable staff contributions.

Community Support

- ~~The Disability Register annual report 2024/25~~ was published this quarter, detailing Library Service work reaching 3,738 children and young people with SEND. The service is commissioned internally and enables families to provide their details to help inform service planning, and they in turn can access curated information, activities and events in local libraries.
- The County Council's programme of events and activities to **celebrate the Library Service Centenary** continued this quarter. The Virtual Reality experience was toured to Crawley, Adur and rural Horsham libraries, reaching over 700 customers. Alongside this a further 2,000 people attended various local library events including quiz evenings, murder mystery nights, volunteer thank-you tea parties, school holiday activities and tailored SEND-friendly events.
- There were 22 recorded incidents of **disruptive or anti-social behaviour in libraries** in the corporate Health and Safety management system this quarter.




- During Q1, the Registration Service **welcomed 310 new citizens** and have received 165 British Overseas Territories Citizens (BOTC), mainly Chagossian applications for citizenship ceremonies since commencement in July 2023.
- The County Council has been allocated £8.584m of **Household Support Grant in 2025/26**. During Q1, the Community Hub received a total of 6,496 applications from a combination of public and professional referrals via the application-based element of Household Support Fund 7. In addition, some specific funding activities have been earmarked, including:
 - £1.980m has been allocated to support over 21,500 free school meal eligible children with supermarket vouchers via the eVouchers platform during the school holidays, and
 - £1.5m has been allocated to Citizens Advice to continue their Energy Advice Service, focusing on supporting individual long-term needs, benefit entitlement to increase income, energy efficiency and debt management.
- The Community Safety Team coordinated a number of **partnership activities focused at raising awareness in professionals and communities during Knife Crime Awareness week in May**. These included combined enforcement, education, and community engagement, featuring workshops for parents and youth workers, an updated parent/carer guidance, a Youth Cabinet event and a media campaign. The team also successfully bid for additional Home Office funding (£0.590m) to develop **'Prevention Panels'** which are multi-disciplinary processes for early identification and interventions for children who are coming to attention for their vulnerability and offending at a very early stage. This will be jointly developed with Children's Services as well as Police and district and borough councils.
- In Q1, the **Coroners Service** received 720 referrals which is a slight decrease on the same period last year. A total of 215 inquests were concluded which is an increase of 40% on Q1 last year. Reviewing data and understanding the impact to the Coroners Service following the introduction of the Medical Examiner Service in September 2024 is one of the current priorities as whilst referrals have decreased slightly, the complexity of referrals has increased which is reflected in the number of referrals requiring an inquest.
- The **Trading Standards** Team have had a number of successful outcomes during the quarter:
 - The **ban on single-use vapes came into effect on 1st June**, predominantly as an environmental protection measure due to the huge volumes that were being discarded across the country. Most retailers are aware of the ban but several thousand banned single use vapes have been [seized by Trading Standards officers since 1st June](#).
 - Achieved the successful prosecution of Norse Atlantic UK Ltd for [breaching animal importation laws](#) after the airline unlawfully transported a puppy into the UK without the required health documentation


- [Prosecution of the director of Krakow Market store in Crane Street](#), Chichester, for multiple breaches of consumer protection laws, including food safety standards, improper packaging of tobacco products, unauthorised use of trademarks and the sale of illicit tobacco and vape products. The company director was ordered to pay a total of £2,043, which includes a deprivation order for all tobacco and vape products seized and victim surcharge.
- [A Worthing kebab shop has been ordered to pay over £11,000](#) and a Horsham takeaway has been fined more than £7,000 after admitting to serious food safety offences, including failing to protect customers with food allergies.

Our Council Performance Measures



Fire and Rescue Service Performance Measures


2. The following section provides KPI updates comparing performance over the last three periods (each measure will explain the reporting period).

| Fire and Rescue | | 2025/26 Target | Performance Over the Last 3 Periods | | | DoT | Year End Forecast |
|---|---|----------------|-------------------------------------|--------|--------|---|-------------------|
| 3 | Measure: Number of Fire Safety Order regulated buildings in West Sussex having received an audit under the Risk Based Inspection Programme | 1,000 | Dec-24 | Mar-25 | Jun-25 |  | G |
| | G | | G | G | | | |
| | 875 | | 1,231 | 302 | | | |
| | Reporting Frequency: Quarterly, Accumulative | | | | | | |
| Aim High Measure | | | | | | | |
| Performance Analysis: Mar-25: Q1 has seen the Fire Safety Regulators undertake 10% more fire safety audits than in the same period last year. This is a very positive start to the year despite a number of our specialist personnel undertaking development qualifications. During this period the fire safety team continue to be conducting a number of legal investigations for cases to be taken before the courts. | | | | | | | |
| Actions: This is a positive performance based upon the competency journey that our fire safety regulators are on, coupled with the time that it takes to undertake legal investigations. | | | | | | | |
| 10 | Measure: Number of Safe and Well Visits delivered to households with at least one vulnerability or risk factor | 5,500 | Dec-24 | Mar-25 | Jun-25 |  | G |
| | G | | G | G | | | |
| | 4,668 | | 5,948 | 1,395 | | | |
| | Reporting Frequency: Quarterly, Accumulative | | | | | | |
| Aim High Measure | | | | | | | |
| Performance Analysis: Jun-25: In Q1, a total of 1,395 Safe and Well Visits were completed. An additional 208 Home Fire Safety Interventions were also completed by the service. The service continues to target the most vulnerable with 86% of Safe and Well Visits targeted towards those with high or very high risk. | | | | | | | |
| Actions: The service continues to support referrals and requests for Safe and Well Visits through our partnerships and through local initiatives promoting them. Using data to target those who are most at risk of being injured or dying in a fire and prioritise them for a Safe and Well Visit. | | | | | | | |
| 42 | Measure: Percentage of 'critical fires' where the first appliance in attendance meets our emergency response standard | 89.0% | Dec-24 | Mar-25 | Jun-25 |  | G |
| | G | | G | G | | | |
| | 91.1% | | 90.4% | 92.1% | | | |
| | Reporting Frequency: Quarterly | | | | | | |
| Aim High Measure | | | | | | | |

| Fire and Rescue | | 2025/26 Target | Performance Over the Last 3 Periods | | | DoT | Year End Forecast |
|-----------------|--|----------------|-------------------------------------|--------|--------|---|-------------------|
| | Performance Analysis: Jun-25: A strong performing quarter to begin the year, and the third highest recorded to date. Maximising the use of the Dynamic cover tool maintaining a proactive approach to risk in our community. Actions: Monitoring performance through the Service Delivery Governance meetings and delivering against our Local Risk Management plans will remain the focus across all levels in Service Delivery. | | | | | | |
| 43 | Measure: Percentage of 'critical special service incidents' where the first appliance in attendance meets our emergency response standard Reporting Frequency: Quarterly Aim High Measure | 80.0% | Dec-24 | Mar-25 | Jun-25 |  | G |
| | | | G | G | G | | |
| | | | 80.9% | 82.7% | 80.3% | | |
| | Performance Analysis: Jun-25: A positive performing quarter to begin the year, where maximising the use of the Dynamic cover tool, and maintaining a proactive approach to risk in our community, has continued to be a success. Actions: Monitoring performance through the Service Delivery Governance meetings and delivering against our Local Risk Management plans will remain the focus across all levels in Service Delivery. | | | | | | |

Community Support Performance Measures

| Community Support | | 2025/26 Target | Performance Over The Last 3 Periods | | | DoT | Year-End Forecast |
|--|--|--------------------------|-------------------------------------|--------|--------|---|-------------------|
| 33 | Measure: Use of virtual/digital library services by residents | 9.720m | Dec-24 | Mar-25 | Jun-25 |  | G |
| | Reporting Frequency: Quarterly, Accumulative | (2024/25 Target: 8,800m) | G | G | A | | |
| | Aim High Measure | 6.720m | 9.039m | 2.139m | | | |
| | Performance Analysis: Jun-25: Customer demand for virtual/digital library services remains high, but marginally down on last year, having established a 'new normal' post pandemic, reflecting wider behavioural change and residents' expectations that services be accessible digitally and 24/7. | | | | | | |
| | 2.139m digital uses of services is a slight drop compared to 2.260m for Q1 2024/25 but is within the normal range of variation of digital usage expected. | | | | | | |
| Actions: The libraries service will continue to invest in digital content and services within the constraints of our budget, with customer usage data used to target investment. | | | | | | | |
| 34 | Measure: Community Hub provides positive outcomes for residents at first point of contact | 95.0% | Dec-24 | Mar-25 | Jun-25 |  | G |
| | Reporting Frequency: Quarterly | | G | G | A | | |
| | Aim High Measure | 100% | 98.5% | 93% | | | |
| | Performance Analysis: Jun-25: The Community Hub delivers a high quality service providing information, advice and practical support on the Homes for Ukraine Scheme, Cost of Living and Household Support Fund (HSF) whilst ensuring the customer journey remains focused on queries being resolved at the first point of contact to avoid the need for residents to recontact or access wider Council services. Whilst in accordance with the Digital Strategy, continuing to regularly review the streamlining of processes as we move to a more digital focus. | | | | | | |
| | Due to unpredictable changes in government guidance or scheme delivery requirements, outcomes may fluctuate during periods of change and rebalance throughout the year. | | | | | | |
| Actions: The measure is reviewed and reported by the Quality Assurance and Training Coordinator, selecting contacts received at random via telephone, online form and email whilst also using outcomes to review the streamlining of processes and provide training and coaching to Officers. | | | | | | | |

| Community Support | | 2025/26 Target | Performance Over The Last 3 Periods | | | DoT | Year-End Forecast |
|---|--|-----------------------------------|-------------------------------------|--------|--------|---|-------------------|
| 63 | Measure: Percentage of identified targets receiving intervention by Trading Standards in relation to regulating the supply of tobacco and alcohol | 70% (2024/25 Target: 100%) | Dec-24 | Mar-25 | Jun-25 |  | A |
| | R | | R | R | | | |
| | 63% | | 84% | 47% | | | |
| | Reporting Frequency: Quarterly | | | | | | |
| Aim High Measure | | | | | | | |
| Performance Analysis: Jun-25: During Q1, Trading Standards has experienced a spike in intelligence received related to illicit tobacco and the ban on single use vapes which came into effect on 1st June 2025. | | | | | | | |
| The team continues to commit resources to tackling this issue at retail level, but the problem is national, with the involvement of organised crime as an additional factor. As an example, officers recently made a seizure of illicit tobacco and illegal vapes at a premises in Horsham. The officers returned to the premises at the end of the day and seized the stock that had already been replaced. The problem could absorb as many resources as the County Council directs towards it. | | | | | | | |
| Actions: The finite resources that Trading Standards has available to tackle this problem locally is overwhelmed by the size of the problem. The County Council is not alone in this issue and the team will continue to use the dedicated resources available to the best effect locally and working with enforcement partners in the Police, HMRC and Immigration. | | | | | | | |

Finance Summary

Portfolio In Year Pressures and Mitigations

| Pressures | (£m) | Mitigations and Underspending | (£m) | Projected Year End Budget Variation (£m) |
|--|----------------|---|------------------|--|
| Loss of Firelink Grant – Used to fund Airwave system contract | £0.090m | Reduced Airwave Contract Cost | (£0.090m) | |
| Loss of Fire Pension Grant | £0.097m | Proactive management of staffing vacancies and other expenditure. | (£0.097m) | |
| Fire and Rescue Service - Subtotal | £0.187m | | (£0.187m) | £-m |
| Gypsy, Roma and Travellers Service – Increase in reactive maintenance and shortfall in income recovery | £0.200m | Registration Service – Additional ceremony and certification income | (£0.200m) | |
| Library Service – Staffing overspend | £0.090m | Records Office – Staffing underspend | (£0.050m) | |
| | | Edes House – Additional income generated from events | (£0.040m) | |
| Community Support Service – Subtotal | £0.290m | | (£0.290m) | £-m |
| | | | | |
| Community Support, Fire & Rescue Portfolio - Total | £0.477m | | (£0.477m) | £-m |

Financial Narrative on the Portfolio's Position

- As at the end of June, the forecast for the Community Support, Fire and Rescue Portfolio is a **balanced budget**. However, there are a number of pressures and mitigations being actively managed within the portfolio.

Fire and Rescue

4. The Fire and Rescue Service is projecting a balanced budget as at the end of June.
5. As previously reported, the **Home Office Firelink Grant** allocation, which contributes towards the service charge costs for the Airwave communications system, has been reducing each year by 20%. Further to the recent Court of Appeal decision on Airwave price control, the Home Office has terminated funding a year early, resulting in a £0.090m pressure. It is anticipated that the loss of grant will be mitigated by the expected lower **Airwave contract** price. This position will continue to be closely monitored.
6. Following the final 2025/26 financial settlement announcement for Fire and Rescue authorities, there is a £0.097m shortfall in the expected **Fire and Rescue Pension Grant**. The service is actively managing this shortfall by **holding non-emergency staffing vacancies** and reducing other expenditure.

Community Support

- ~~7. The Community Support Service is projecting a balanced budget as at the end of June, although there are a number specific pressures and mitigations to highlight.~~
- ~~8. Increased costs relating to reactive maintenance works across **Gypsy, Roma and Traveller sites** continues to add financial pressure to the portfolio, alongside the continued under recovery of rent and utility charges. A restructure of the service has recently been implemented and moving forward, a renewed focus and improvement on this position is expected.~~
- ~~9. The **Library Service** is currently projecting a staffing overspend of £0.090m due to the expected difficulty in achieving the additional 1% budgeted vacancy factor set corporately as part of the 2025/26 Budget. With more customers accessing library services and with increased incidences of anti-social behaviour, the flexibility available within the staffing establishment has reduced.~~
- ~~10. Additional income of around £0.2m is forecast within the **Registration Service** as it is expected that ceremonies and purchased certificates will continue at a similar volume to 2024/25. This area will continue to be closely monitored throughout the year.~~
- ~~11. Other smaller variations including £0.050m of staffing vacancies within the **Records Office** and £0.040m of additional income expected to be generated through services offered at **Edes House** are assisting to balance the portfolio.~~

Savings Delivery Update

12. There are £0.432m of savings to be delivered within the portfolio in 2025/26. Details relating to each saving are reported in the table below:

| Saving Activity | Year | Saving to be delivered in 2025/26 | June 2025 | | Narrative |
|---|---------|-----------------------------------|-----------|---|--|
| Fire and Rescue - Additional Income from Horsham Training Centre | 2024/25 | £0.058m | £0.058m | G | |
| Fire and Rescue – Cross Cutting Savings - Vacancy Management | 2025/26 | £0.063m | £0.063m | G | |
| Community Support – Income Generation for Edes House including more commercial lettings | 2025/26 | £0.015m | £0.015m | G | |
| Community Support – Reduce Library Service Media Fund – by 10% | 2025/26 | £0.100m | £0.100m | G | |
| Community Support – Cross Cutting Savings – Vacancy Management | 2025/26 | £0.196m | £0.156m | G | Staffing vacancy rate increased from 6% to 7%. Difficulties in delivering saving in some service areas – i.e Library Service. Saving partly offset by other staffing underspends. Is hoped remaining balance will be achieved in year. |
| | | | £0.040m | A | |

Savings Key:

R Significant Risk **A** At Risk **G** On Track **B** Delivered

13. In addition, Community Support have also **brought forward a number of Savings Plans from 2026/27** to actively manage the Portfolio budget position. The impact of these savings is reported within the forecast projection, but for transparency, details of these savings are shown in the table below:

| Saving Activity Savings Brought Forward from 2026/27 | Year | Future Year Savings (2026/27) | June 2025 | | Narrative |
|---|---------|-------------------------------|-----------|---|---|
| Community Support – Income generation for Edes House including more commercial lettings | 2026/27 | £0.015m | £0.015m | G | Existing saving agreed at County Council in February 2025. Brought forward to 2025/26. |
| Records Office – Fundamental Service Review | 2026/27 | £0.050m | £0.050m | G | Existing saving agreed at County Council in February 2025. Brought forward to 2025/26. |
| Increased Income from Registration – Certificate Income | 2026/27 | £0.050m | £0.100m | G | New saving identified as part of MTFS work for 2026/27. |
| Further increased Income from Registration – Ceremonies Income | 2026/27 | £0.150m | £0.100m | G | New saving identified as part of MTFS work for 2026/27. Total saving of £0.150m, with £0.100m brought forward into 2025/26. |

Savings Key:

R Significant Risk **A** At Risk **G** On Track **B** Delivered

Capital Programme

Summary - Capital

14. The Community Support, Fire and Rescue Capital Programme; as approved by County Council in February 2025, agreed a programme totalling £2.815m for 2025/26. Following a number of profiling movements within the five-year capital programme, the revised 2025/26 starting budget is £2.594m.

15. The portfolio's capital programme contains four projects, all of which are currently in delivery. The performance and financial details for each is reported below.

| | Community Support, Fire Rescue Capital Projects | Performance RAG Status | | | Total Project Budget | Previous Years Expenditure To 2024/25 | 2025/26 Expenditure | In Flight Remaining Project Budget |
|---|---|------------------------|---------|-----------------------------------|----------------------|---------------------------------------|---------------------|------------------------------------|
| | | Time | Quality | Cost | In Flight Projects | | | |
| 1 | Project: Fire and Rescue Equipment Block Programme | G | G | G | £0.355m | N/A | £0.115m | £0.240m |
| | Latest Estimated Completion Date: On-Going | | | Project Phase: In Delivery | | Direction of Travel: ▶ | | |
| | Narrative: Overall programme is on track. | | | | | | | |
| 2 | Project: Fleet Replacement Block Programme | G | G | G | £4.239m | N/A | £0.144m | £4.095m |
| | Latest Estimated Completion Date: On-Going | | | Project Phase: In Delivery | | Direction of Travel: ▶ | | |
| | Narrative: Overall programme is on track. | | | | | | | |
| 3 | Project: Fire & Rescue Estates Improvement Programme | G | G | G | £3.150m | £0.110m | £0.042m | £2.998m |
| | Latest Estimated Completion Date: On-Going | | | Project Phase: In Delivery | | Direction of Travel: ▶ | | |
| | Narrative: Overall programme is on track. | | | | | | | |
| 4 | Project: Libraries CCTV Installation | G | G | G | £0.204m | £- | £- | £0.204m |
| | Latest Estimated Completion Date: On-Going | | | Project Phase: In Delivery | | Direction of Travel: N/A | | |
| | Narrative: New Project. Each of the libraries selected for this project were visited during June and floorplans marked with preferred locations of proposed CCTV cameras. Further discussions on details will be taking place with Library Service management. | | | | | | | |

Performance RAG Status Key:



Significant Risk



At Risk



On Track



Complete

Direction of Travel Arrow Key:



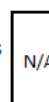
Regression Since Previous Quarter



Project on Track. No Specific Change Since Previous Quarter



Improvement Since Previous Quarter



N/A Not Applicable

16. A summary of the latest Capital Programme Budget Monitor is reported in **Appendix 4** and full details of all individual schemes are set out in the [Budget Report](#) published in February 2025.

Risk

17. The following table summarises the risks within the Corporate Risk Register that would have a direct impact on the portfolio. Risks to other portfolios are specified within the respective portfolio sections.

| Risk Number | Risk Description | Previous Quarter Score | Current Score |
|-------------|---|------------------------|---------------|
| CR77 | If the council have ineffective or untested disaster recovery arrangements internally and in collaboration with partners/third parties, there is a risk that we will not be adequately prepared to respond to and recover from unplanned or unexpected serious/critical civil or malicious incidents (e.g. significant local or regional power outages, CBRN, pandemics, fuel shortages). This may lead to the council being unable to deliver or ensure access to core services | 10 | 10 |

18. Further detail on all risks can be found in **Appendix 5** - Corporate Risk Register Summary. Full details of the latest Risk Register, including actions and mitigations can be found under the County Council's [Regulation, Audit and Accounts Committee Agenda](#) website.

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Corporate Risk Register Summary - June 2025

| | | | | | | | |
|---|---------------|--|---------------|---|---------------------|--|-------------|
| CR58 | Current Score | Target Score | Initial Score | Risk Change | Risk Control/Action | | Target Date |
| | 25 | 9 | 25 | Unchanged ➡ | ▼ | | |
| Risk Description The care market is experiencing significant and increasing fragility. This is anticipated to be related to factors such as but not limited to cost pressures, changing requirements and expectations, and workforce challenges which include increases in the national living wage, employer national insurance contributions and the proposed cessation of recruitment of overseas care workers. The council is not fully funded to cover these additional burdens and at present it is unclear how the shortfall of workforce will be met. There is a risk of failure of social care provision as some care providers may exit the market which will result in funded and self-funded residents of West Sussex being left without suitable care and/or provider costs increasing. | | | | Date Risk Raised | | ongoing | |
| | | | | 05/09/2018 | | | |
| | | | | Risk Owner | | ongoing | |
| | | | | Executive Director of Adults' Services & Health | | | |
| | | | | Risk Strategy | | ongoing | |
| | | | | Treat | | | |
| | | | | | | Review capacity of residential and non-residential services to ensure service availability and to support identification of contingencies if needed. | |
| | | | | | | Provision of regular support and communication to market providers to monitor financial sustainability. | |
| | | In the event of an incident, ensure the consistent implementation of Emergency Response Plans, including a full de-brief and lessons learned. | | ongoing | | | |
| | | Financial analysis of high risk provision - due diligence checks. | | ongoing | | | |
| | | Continue to risk assess services against CQC criteria/requirements to manage impact on pipeline activity. | | ongoing | | | |
| | | Annual review of fees paid to providers to support financial sustainability. | | ongoing | | | |
| | | Action plan to be developed to address workforce capacity following the national announcement about the potential removal of permissions to recruit overseas care staff. | | 25/10/2025 | | | |


| | | | | | | |
|------------------|---|--|---------------|----------------|---|-------------|
| CR39a | Current Score | Target Score | Initial Score | Risk Change | Risk Control/Action | Target Date |
| | 25 | 16 | 20 | Unchanged ➡ | Conduct tests including penetration, DR and social engineering. (conducted 6 monthly) | ongoing |
| | <div>Risk Description</div> <div>Cyber threat is an evolving, persistent and increasingly complex risk to the ongoing operation of County Council.</div> <div>There is a risk of a successful cyber attack from external threats, either directly or through the use of AI to counter traditional mitigations; or indirectly as a consequence of members or staff falling prey to social engineering or phishing attacks.</div> <div>The potential outcome may lead to significant service disruption and possible data loss.</div> | | | | Ensure that cyber-attack is identified early, that reporting & monitoring is effective, and recovery can be prompt. | ongoing |
| | | | | | Improve staff awareness of personal & business information security practices & identification of cyber-security issues. Continued actions due to evolving threats. | ongoing |
| | | | | | Maintain IG Toolkit (NHS) & Public Service Network security accreditations. | ongoing |
| | | | | | Provide capacity & capability to align with National Cyber-Security centre recommendations. | ongoing |
| | | | | | Regular application of AI technologies to help identify abnormal behaviour. | ongoing |
| Date Risk Raised | 01/03/2017 | | | | | |
| Risk Owner | Executive Director of Finance & Support Services | | | | | |
| Risk Strategy | Treat | Regular review, measurement and evaluation of corporate (technological/process) / organisational (behavioural) response to current and emerging cyber threats, where applicable to undertake pertinent actions to mitigate risks identified. | | | | |

CR22

Current
Score
25

Target
Score
12

Initial
Score
16

Risk Change
Unchanged


Risk Description

The financial sustainability of council services is at risk due to the lack of new funding from central government, the impact of economic conditions (mainly inflation and interest rates) and the growing services pressures, particularly around social care, home to school transport and SEND. .

Date Risk Raised
01/03/2017

Risk Owner
Executive Director of Finance & Support Services

Risk Strategy
Treat

| Risk Control/Action | Target Date |
|--|-------------|
| Annual review of five year MTFS published in July of each year, including five year forecast of reserves. Both will be based on assumptions around future funding and spending pressures using data, evidence and trends. All assumptions will be reviewed regularly in the run up to setting the budget each year and regularly through the year as more information becomes available. | ongoing |
| Annual review of reserves undertaken to ensure they remain at a prudent level but can be used for one off unexpected spend. All use of risk and uncertainty reserves are assumed to be replenished and assumed within the MTFS position. Monitor the use of additional funds made available to improve service delivery. | ongoing |
| Continue to lobby for fairer funding for Local Government through, fiscal announcements. Lobbying as individual County Council, part of the SE7 Group, SCT, CCN and through direct engagement with MPs. Responses provided to all relevant Government consultations on changes to ensure the Voice of West Sussex is heard. | ongoing |
| Early planning for future budgets to ensure that any reductions needed are in a planned and structured manner, have robust delivery plans in place before building into budgets and full consultation is undertaken where required. This includes financial planning workshops with ELT and Cabinet. | ongoing |
| ELT to monitor forthcoming inspections of services and identify any known financial implications, including additional capacity for inspection preparation and risk of any financial implications resulting from inspection outcome. | ongoing |
| Monthly monitoring of the financial position reported to ELT, in addition to a separate report on Children's and Adults to consider mitigations for growing pressures and costs and progress against the delivery of savings. | ongoing |
| Performance and Finance Scrutiny Committee to be supported to scrutinise for value for money principles in all reports. | ongoing |
| Quarterly reporting through the PRR to all Scrutiny Committees and Cabinet | ongoing |
| Regular engagement with other authorities to share best practice and also discuss challenges and solutions. | ongoing |
| Regular review of sector specific publications and updates to ensure remain up to date on issues and changes impacting the financial position across the sector. | ongoing |
| The budget and MTFS provides the financial framework for the delivery of the Council Plan and funding is focussed on delivering the priorities in the Council Plan and supporting our most vulnerable residents. | ongoing |

CR11

Current
Score
20

Target
Score
8

Initial
Score
20

Risk Change
Unchanged
➡

Risk Description

As a result of skill shortages across various sectors, and less attractive employment offers in comparison to other organisations and locations (amplified by the current cost of living situation), there is a risk that we will not be able to recruit and retain sufficient numbers of qualified/experienced staff to manage and deliver quality services.

Date Risk Raised
01/03/2017

Risk Owner
Executive Director of HR, OD, and Communications

Risk Strategy
Treat

| Risk Control/Action | Target Date |
|---|-------------|
| Developing alternative arrangements to attract candidates for hard to recruit to roles including the use of specialist third party search agencies. | ongoing |
| Development and regular communication of comprehensive employee value proposition to support recruitment and retention. | ongoing |
| Longer term strategies for addressing recruitment and retention issues through apprenticeships scheme (growing our own). | ongoing |
| Regular review of HR & OD arrangements to ensure it is fully enabled to support council wide services. | ongoing |
| Regular review of the councils 'Right to Work' arrangements to ensure we meet the requirement of our duties as a sponsor. | ongoing |

CR73a

Current
Score
16

Target
Score
4

Initial
Score
12

Risk Change
Unchanged
➡

Risk Description

Climate Change Mitigation - If there is a failure to adequately prioritise, finance, resource and embed into BAU our efforts to decarbonise in alignment with the commitments made in the Council's Climate Change Strategy, there is a risk that there will be insufficient capacity and capability to fully deliver the necessary actions within the stated timeframes. This will lead to additional resource strain, higher demand on capital programmes and threaten organisational reputation.

Date Risk Raised
01/01/2022

Risk Owner
Executive Director of Place Services

Risk Strategy
Treat

| Risk Control/Action | Target Date |
|--|-------------|
| Align pipeline of projects for existing and future funding opportunities | ongoing |
| Built into county-wide Business Planning and budgeting process | ongoing |
| Clear prioritisation of CC Strategy delivery within Our Council Plan and the adoption of the Climate Action and Adaptation Plan (CAAP) as the delivery mechanism for the CCS. | ongoing |
| Recruitment and training policy to ensure all staff & elected members are suitably informed on climate change issues & that specialist skills are embedded through recruitment & training to enable delivery | ongoing |
| SMART programme of actions based on clear definitions and metrics | ongoing |

CR78

Current
Score

15

Target
Score

4

Initial
Score

20

Risk Change
Unchanged



Risk Description

If the programme to replace the Council's current Enterprise Resource Planning (ERP) system fails to fully engage with services to identify, define, control and deliver the scope and operational/functional requirements, there is a risk that the Council will not effectively adopt and operate Oracle Fusion as a new ERP software system nor realise the benefits derived from it.

Date Risk Raised

01/05/2024

Risk Owner

Chief Executive

Risk Strategy

Treat

Risk Control/Action

Target Date

Highlight report reviewed monthly by ELT and Cabinet Member, and regular reporting to Performance and Finance Scrutiny Committee .

ongoing

Internal Audit to conduct stage reviews of programme progress against business case.

ongoing

Issues with effectiveness of current ERP software system to be escalated to ELT for awareness and/or intervention.

ongoing

Monthly budget monitoring that provides actual and forecast spend information aligned to the business case budget.

ongoing

Outcomes of design, phased user testing and business change plans to be reviewed by ELT.

ongoing

Production, approval and resourcing of an engagement and communications strategy that works with services on organisational readiness, and provides Directors / Leadership Group with the information to support the programme.

ongoing

Robust commercial strategy developed and implemented to secure suitable suppliers with right experience. Effective contract management monitored through Commercial Board and Steering Group.

ongoing

Work with services to develop and implement programme of effective training to ensure system adoption, and business change benefits are realised.

ongoing

CR50

Current
Score

12

Target
Score

6

Initial
Score

20

Risk Change

Unchanged



Risk Description

WSCC are responsible for ensuring the HS&W of its employees and residents/customers. If WSCC staff/services and maintained schools fail to comply with H&S statutory duties, responsibilities and processes (in accordance with WSCC governance arrangements and legal obligations), there is a risk that it will lead to a serious health, safety and wellbeing incident occurring.

Date Risk Raised

01/03/2017

Risk Owner

Executive Director of HR,
OD, and Communications

Risk Strategy

Treat

Risk Control/Action

Target Date

H&S Reps Committee to receive assurance quarterly on the management of directorate H&S risks.

ongoing

In response to a H&S incident, near miss, or communication with HSE, clear direction to be sent to services/schools.

ongoing

Incorporate HS&W information/performance measure onto new online audit tool.

ongoing

Regular engagement with services, ELT, and schools to ensure H&S responsibilities and accountabilities continue to be fully understood and embedded in BAU activities.

ongoing

Review existing H&S and Event Management governance arrangements in response to new or amended H&S laws and legislations.

ongoing

Work with Law Firm to develop and deliver training session for Headteachers, Governors and Senior Leaders in the Council to ensure awareness of H&S responsibilities and accountabilities.

ongoing

CR73b

Current Score

12

Target Score

6

Initial Score

12

Risk Change

Unchanged

➡

Risk Description

Climate Change Adaptation -West Sussex faces the high risk of increasing impacts of climate change including extreme heat, severe storms, flooding and sea level rise, among others. Without proactive consideration of and preparation for these impacts, WSCC assets, service delivery and West Sussex residents are at increased risk of damage, disruption and injury. This will lead to protracted service disruptions, dangerous conditions and increased reliance on emergency services. In the longer term this could lead to displacement of residents and businesses in vulnerable, lower lying areas.

Date Risk Raised

01/01/2022

Risk Owner

Executive Director of Place Services

Risk Strategy

Treat

| Risk Control/Action | Target Date |
|---|-------------|
| Clear prioritisation of CC Strategy delivery within Our Council Plan | ongoing |
| Existing assets and service delivery made climate change resilient & future developments designed to be as low carbon & climate change resilient | ongoing |
| Recruitment and training policy to ensure all staff & elected members are suitably informed on climate change issues & that specialist skills are embedded through recruitment & training to enable delivery. | ongoing |
| Regular review and application of the Community Risk Management Plan (CRMP). | ongoing |

CR76

Current Score

12

Target Score

4

Initial Score

12

Risk Change

Unchanged

➡

Risk Description

Natural England issued a Position Statement on 14 September 2021 that affects all planning applications not granted before that date within the Sussex North Water Supply Zone. This has essentially halted all WSCC plans and projects in the water supply zone until water neutrality can be demonstrated. There are number of impacts on and, potentially, opportunities for WSCC arising. The principal corporate risk is that the council will be unable to provide sufficient school places in the water neutrality area.

Date Risk Raised

01/06/2023

Risk Owner

Executive Director of Place Services

Risk Strategy

Treat

| Risk Control/Action | Target Date |
|--|-------------|
| Continue to confirm viability and scope of projects. Continue to ensure alignment with Water Neutrality. | ongoing |
| Produce centralised offsetting register that captures potential offsetting opportunities across WSCC estate. | ongoing |
| Regular engagement with Local Planning Authorities. | ongoing |
| Resource a robust set of centralised controls and initiatives to ensure identified offsetting opportunities are supported and secured in legal agreements. | ongoing |
| Resources made available to support offsetting activities. | ongoing |

CR61

Current Score
10

Target Score
10

Initial Score
25

Risk Change
Unchanged
➡

Risk Description

A 'serious incident' occurs resulting in the death or serious injury of a child where the Council is found to have failed in their duty to safeguard, prevent or protect the child from harm.

Date Risk Raised

01/06/2019

Risk Owner

Interim Executive Director
of Children, Young People
and Learning

Risk Strategy

Tolerate

Risk Control/Action

Implementation and monitoring of Continuous Practice Improvement Plan (CPIP). Performance management processes in place and escalate any significant performance issues to DLT.

Target Date

ongoing

Monitor inspection schedules and implement programme of activity when appropriate.

ongoing

Provide proactive improvement support to services to assure effective safeguarding practices.

ongoing

CR69

Current Score
10

Target Score
5

Initial Score
25

Risk Change
Unchanged
➡

Risk Description

Children's Services have now been moved out of special measures as a result of the recent Ofsted inspection, however ILACS have outlined areas that require further development. If the council stall in their efforts to implement the planned improvements, there is a risk that the service will fail to progress all areas to a 'good' rating within a suitable timeframe.

Date Risk Raised

01/03/2020

Risk Owner

Interim Executive Director
of Children, Young People
and Learning

Risk Strategy

Treat

Risk Control/Action

Maintain quarterly self-evaluation process.

Target Date

ongoing

Maintain robust performance management and quality assurance frameworks which include the delivery of the Children First Continuous Improvement Plan (CIP).

ongoing

Non compliance of practice and procedural guidelines is monitored through the performance management framework.

ongoing

Ongoing monitoring through the independently chaired Continuous Improvement Board.

ongoing

CR77

Current
Score
10

Target
Score
10

Initial
Score
10

Risk Change
Unchanged
➡

Risk Description

If the council have ineffective or untested disaster recovery arrangements internally and in collaboration with partners/third parties, there is a risk that we will not be adequately prepared to respond to and recover from unplanned or unexpected serious/critical civil or malicious incidents (e.g. significant local or regional power outages, CBRN, pandemics, fuel shortages). This may lead to the council being unable to deliver or ensure access to core services.

Date Risk Raised

01/04/2024

Risk Owner

Chief Executive

Risk Strategy

Tolerate

| Risk Control/Action | Target Date |
|---|-------------|
| 1. Regular review of corporate risk profile and consideration of National and Regional (Community) Risk Registers. | ongoing |
| 2. Ensure arrangements are in place for WSCC to respond to simultaneous/critical events. | ongoing |
| 3. Development, periodic testing and review of the Corporate Response and Recovery Plan, including post-event learning. | ongoing |
| 4. Ensure service business continuity plans are in place. | ongoing |
| 5. Production and regular review of WSCC Business Continuity Policy, ensuring roles and responsibilities are communicated. | ongoing |
| 6. WSFRS compliance with legislation to understand and mitigate West Sussex’s community risk through strategic and local risk management. | ongoing |
| 7. Carry out emergency planning training across all organizational planning levels (strategic/tactical/operational). | ongoing |

CR39b

Current
Score
9

Target
Score
9

Initial
Score
20

Risk Change
Unchanged
➡

Risk Description

Data protection responsibilities. The Council is a Data Controller and has obligations and responsibilities arising from that role. Council needs resources, skills, knowledge, systems and procedures to ensure compliance so as to meet its obligations. Errors or failings in systems or operational activity could lead to data breach and cause harm.

Date Risk Raised

01/03/2017

Risk Owner

Executive Director Law, Assurance and Insight

Risk Strategy

Tolerate

| Risk Control/Action | Target Date |
|--|-------------|
| Adopt ISO27001 (Information Security Management) aligned process & practices. | ongoing |
| Enable safe data sharing, including using appropriate data standards & appropriate anonymization techniques. | ongoing |
| Maintain and refresh systems of control to ensure that access to sensitive data and information is controlled. | ongoing |
| Maintain IG Toolkit (NHS) & Public Service Network security accreditations. | ongoing |
| Test the effectiveness of DPIA | ongoing |

**Fire and Rescue Service Scrutiny Committee Work Programme
to March 2026**

| Topic/Issue | Other information | Timing |
|--|--------------------------|-------------------|
| Work Programme Planning | | Standing item |
| Fire and Rescue Service Strategic Performance Report | | 26 September 2025 |
| Quarterly Performance and Resources Report | | 26 September 2025 |
| Fire and Rescue Service Strategic Performance Report | | 28 November 2025 |
| Quarterly Performance and Resources Report | | 28 November 2025 |
| Community Risk Management Plan Update | | 28 November 2025 |
| Budget Scrutiny | | 28 November 2025 |
| Fire and Rescue Service Strategic Performance Report | | 26 February 2026 |
| Quarterly Performance and Resources Report | | 26 February 2026 |
| Update on Retained Firefighter Report | | 26 February 2026 |
| Community Risk Management Plan 2026-2030 | | 26 February 2026 |

Appendix A – Check List

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Scrutiny Business Planning Checklist

| | |
|--|---|
| Priorities | <p>Is the topic:</p> <ul style="list-style-type: none"> • a corporate or service priority? In what way? • an area where performance, outcomes or budget are a concern? How? • one that matters to residents? Why? • key decision preview, policy development or performance? |
| What is being scrutinised and why? | <ul style="list-style-type: none"> • What should the scrutiny focus be? What key lines of enquiry should be covered? • Where can the committee add value, what impact can scrutiny have? • What is the desired outcome from scrutiny? |
| When and how to scrutinise? | <ul style="list-style-type: none"> • When can the committee have most influence? (Is the committee getting involved at the right time, or the earliest opportunity?) • What is the best approach - committee, TFG, one-off small group, informal briefing or written update? • What research, visits or other activities could complement the scrutiny? • Would scrutiny benefit from external witnesses (such as the Youth Cabinet) or evidence? |
| Is the work programme focused and achievable? | <ul style="list-style-type: none"> • Have priorities changed – should any work be brought forward, stopped or put back? • Can there be fewer items for more in-depth consideration? • Is there a balance between policy development, performance monitoring and key decision preview? • Has sufficient capacity been retained for future work? |

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Forward Plan of Key Decisions

The County Council must give at least 28 days' notice of all key decisions to be taken by councillors or officers. The Plan describes these proposals and the month in which the decisions are to be taken over a four-month period. Decisions are categorised according to [cabinet member](#) portfolios.

The most important decisions will be taken by the Cabinet sitting in public. The meetings are also available to watch online via our [webcasting website](#). The [schedule of monthly Cabinet meetings](#) is available on the website.

The Forward Plan is updated regularly and key decisions can be taken on any day in the month if they are not taken at Cabinet meetings. The [Plan](#) is available on the website. [Published decisions](#) are also available via the website.

A key decision is one which:

- Involves expenditure or savings of £1,000,000 or more (except treasury management); and/or
- Will have a significant effect on communities in two or more electoral divisions in terms of how services are provided.

The following information is provided for each entry in the Forward Plan:

| | |
|-------------------------------------|---|
| Decision | A summary of the proposal. |
| Decision By | Who will take the decision - if the Cabinet, it will be taken at a Cabinet meeting in public. |
| Date added | The date the proposed decision was added to the Forward Plan. |
| Month | The decision will be taken on any working day in the month stated. If a Cabinet decision, it will be taken at the Cabinet meeting scheduled in that month. |
| Consultation/Representations | How views and representations about the proposal will be considered or the proposal scrutinised, including dates of scrutiny committee meetings. |
| Background Documents | The documents containing more information about the proposal and how to obtain them (via links on the website version of the Forward Plan). Hard copies are available on request from the decision contact. |
| Lead officer (report author) | The contact details of the decision report author. |
| Contact | Who in Democratic Services you can contact about the entry. |

Finance, assets, performance and risk management

Each month the Cabinet Member for Finance and Property reviews the Council's budget position and may take adjustment decisions. A similar monthly review of Council property and assets is carried out and may lead to decisions about them. These are noted in the Forward Plan as 'rolling decisions'.

Each month the Cabinet will consider the Council's performance against its planned outcomes and in connection with a register of corporate risk. Areas of particular significance may be considered at the scheduled Cabinet meetings.

Significant proposals for the management of the Council's budget and spending plans will be dealt with at a scheduled Cabinet meeting and shown in the Plan as strategic budget options.

For questions contact Katherine De La Mora on 033 022 22535, email katherine.delamora@westsussex.gov.uk.

Published: 8 September 2025

Community Support, Fire and Rescue

West Sussex Fire and Rescue Service Procurement of Officer Pool Vehicles for Statutory Operational Management Duties

The Fire & Rescue Service currently has a pool of 40 vehicles, used by officers to perform statutory operational management duties. These vehicles are leased and are either due to expire or have already expired. National Fire Chiefs Council (NFCC) guidance on driving emergency vehicles is also changing and a further vehicle is required to enable Operational Training to ensure that all potential drivers are effectively trained in 'blue light' driving.

The vehicles will be procured in phases, aligned with the lease expiry and date and are anticipated to cost £50,000 per vehicle, with a total capital spend of £2,050,000. This is subject to the market at the time of purchase. This cost includes work to fit blue lights, sirens and emergency communications' technology.

Other options have been reviewed, including extending current leases, but this places additional burden on revenue with maintenance costs and risks potential failures on emergency vehicles, and is not cost effective.

Funding will be drawn from the Fleet Capital Replacement budget line and the vehicles will be procured through the Crown Commercial Services framework.

| | |
|--|---|
| Decision by | Cabinet Member for Community Support, Fire and Rescue (Cllr Duncan Crow) |
| Date added | 29 January 2025 |
| Month | September 2025 |
| Consultation/ Representations | Representations concerning the proposed decision can be made via the officer contact. |
| Background documents (via website) | None |
| Lead officer (report author) | Sabrina Cohen-Hatton Tel: 033 022 24993 |
| Contact | Erica Taunton Tel: 033 022 26050 |

| Community Risk Management Plan 2026-2030 | |
|---|--|
| <p>The Fire and Rescue National Framework for England (2018) requires all Fire and Rescue Authorities to produce a Community Risk Management Plan (CRMP) that covers at least a 3-year period.</p> <p>West Sussex Fire and Rescue Service (WSFRS) are now in the fourth and final year of our existing 2022 - 2026 CRMP and have developed a new CRMP covering the period of 2026 - 2030.</p> <p>During the planning process, we consider our community risks, using a range of sophisticated analytical tools to identify where incidents might happen, when they might occur and how serious they could be. Using this data alongside historical information about demand allows us to identify options to better target our resources, including firefighters and appliances, more effectively, resulting in a better balance of prevention, protection and response activities.</p> <p>This plan then clearly communicates this to the public, reinforcing the services commitment to our communities.</p> <p>The Cabinet is recommended to endorse the West Sussex Fire and Rescue Service Community Risk Management Plan for 2026 - 2030 on behalf of the County Council.</p> | |
| Decision by | Cabinet |
| Date added | 8 September 2025 |
| Month | March 2026 |
| Consultation/ Representations | <p>Period of Public Consultation - ends on 22 September 2025.</p> <p>Representations on the proposed decision can be made via the officer contact.</p> |
| Background documents (via website) | None |
| Lead officer (report author) | Gary Ball |
| Contact | Erica Taunton Tel: 033 033 26050 |

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