EAST SUSSEX FIRE AUTHORITY

SCRUTINY & AUDIT PANEL

THURSDAY 5 NOVEMBER 2015 at 10:00 hours

MEMBERS

East Sussex County Council

Councillors Buchanan, Galley, Lambert, Taylor and Wincott.

Brighton and Hove City Council

Councillors Peltzer Dunn and Penn.

You are requested to attend this meeting to be held at East Sussex Fire & Rescue Service Headquarters, 20 Upperton Road, Eastbourne, at 10:00 hours.

AGENDA

Item No.	Page No.	
991.	1.	In relation to matters on the agenda, seek declarations of any disclosable pecuniary interests under Section 30 of the Localism Act 2011.
992.	1.	Apologies for absence.
993.	1.	Notification of items which the Chair considers urgent and proposes to take at the end of the agenda / Chair's business items.
		(Any Members wishing to raise urgent items are asked, wherever possible, to notify the Chair before the start of the meeting. In so doing they must state the special circumstances which they consider justify the matter being considered urgently).
994.	3.	Non-confidential Minutes of the last Scrutiny & Audit Panel meeting held on 17 September 2015 (copy attached).

995.   2.   Callover
The Chair will call the item numbers of the remaining items on the open agenda. Each item which is called by any Member shall be reserved for debate. The Chairman will then ask the Panel to adopt, without debate, the recommendations and resolutions contained in the relevant reports for those items which have not been called.

996.   9.   Annual Audit Letter 2014/15 – joint report of the Chief Fire Officer & Chief Executive and Treasurer (copy attached).

997.   11.   2014/15 Service Benchmarking – report of the Chief Fire Officer & Chief Executive (copy attached).

998.   39.   2015/16 2nd quarter Performance Results – report of the Chief Fire Officer & Chief Executive (copy attached).

999.   53.   Corporate Projects and Programmes Quarter 2 Progress Report – report of the Chief Fire Officer & Chief Executive (copy attached).

001.   55.   2015/16 2nd quarter Corporate Risk Register Review – report of the Treasurer (copy attached).

002.   65.   Emergency Services Mobile Communications Programme (ESMCP) update – report of the Chief Fire Officer & Chief Executive (copy attached).

003.   73.   IMD Transformation Programme Progress – report of the Chief Fire Officer & Chief Executive (copy attached).

004.   2.   Exclusion of the Press and Public

To consider whether, in view of the business to be transacted or the nature of the proceedings, the press and public should be excluded from the remainder of the meeting on the grounds that, if the public and press were present, there would be disclosure to them of exempt information. NOTE: Any item appearing in the confidential part of the Agenda states in its heading the category under which the information disclosed in the report is confidential and therefore not available to the public. A list and description of the exempt categories are available for public inspection at East Sussex Fire & Rescue Service Headquarters, 20 Upperton Road, Eastbourne, and at Brighton and Hove Town Halls.

005.   81.   Confidential Minutes of the last Scrutiny & Audit Panel meeting held on 17 September 2015 (copy attached). (Exempt categories under paragraphs 2 and 3 of the Local Government Act 1972).

ABRAHAM GHEBRE-GHIORGHIS
Monitoring Officer
East Sussex Fire Authority
c/o Brighton & Hove City Council

EAST SUSSEX FIRE AUTHORITY

Minutes of the meeting of the SCRUTINY & AUDIT PANEL held at East Sussex Fire & Rescue Service Headquarters, 20 Upperton Road, Eastbourne, at 10:00 hours on Thursday 17 September 2015.

Members Present: Councillors Buchanan, Galley, Lambert (Chair), Peltzer Dunn, Taylor and Wincott.

Also present:
Councillor Howson (Chairman East Sussex Fire Authority), Mr. D. Prichard (Chief Fire Officer & Chief Executive), Mr. G. Walsh (Deputy Chief Fire Officer), Ms. L. Woodley (Deputy Monitoring Officer), Mr. D. Savage (Treasurer), Mr. W. Tricker (Head of Finance & Procurement), Mrs. L. Ridley (Head of Performance Management), Mr. P. King and Mr. I. Young (Ernst & Young Auditors), Mr. R. Sutton and Ms. J. Knightley (ESCC) and Mrs. S. Klein (Clerk).

976. **DISCLOSABLE PECUNIARY INTERESTS**

976.1   It was noted that, in relation to matters on the agenda, no participating Member had any disclosable pecuniary interest under Section 30 of the Localism Act 2011.

977. **ELECTION OF CHAIRMAN**

977.1   **RESOLVED** – That Councillor Lambert be appointed Chair of the Panel for the ensuing year.

978. **APOLOGIES FOR ABSENCE**

978.1   Apologies for absence were received from Councillor Penn, Mr. G. Ferrand (Assistant Chief Fire Officer) and Mrs. C. Rolph (Assistant Chief Officer).

979. **ANY OTHER NON-EXEMPT ITEMS CONSIDERED URGENT BY THE CHAIR/ CHAIR'S BUSINESS**

979.1   H M Government Consultation –
         Enabling closer working between the Emergency Services

979.1.1 Members had received a copy of the Government's consultation paper and the Chair reminded them that this would be discussed at the Members' Seminar on 7 October, when all Members would have a chance to express their views. She suggested that any Members unable to attend the Seminar should feed their views to their Group Leaders beforehand.

980. **NON-CONFIDENTIAL MINUTES OF THE SCRUTINY AND AUDIT PANEL MEETING HELD ON 28 MAY 15**

980.1 **RESOLVED** – That the non-confidential minutes of the meeting of the Scrutiny & Audit Panel held on 28 May 2015 be approved as a correct record and signed by the Chair. (Copy in Minute Book).

981. **CALLOVER**

981.1 Members reserved the following items for debate:
982.   2014/15 External Auditor's Results Report and Statement of Accounts
983.   2015/16 1st Quarter Performance Results
984.   2015/16 1st Quarter Programme and Project report

981.2 **RESOLVED** – That all other reports be resolved in accordance with the recommendations as detailed below.

982. **EXTERNAL AUDITOR'S AUDIT RESULTS REPORT (ISA 260) AND STATEMENT OF ACCOUNTS 2014/15**

982.1 Members considered a joint report of the Chief Fire Officer & Chief Executive and Treasurer that presented the results of the External Auditor's Results Report (ISA 260) and reported an unqualified opinion on the Authority's 2014/15 Statement of Accounts. (Copy in Minute Book).

982.2 The Treasurer introduced Mr. King and Mr. Young from Ernst & Young Auditors, and Mr. Sutton and Ms. Knightley from East Sussex County Council who had led on producing the Statement of Accounts. As a result of the Audit, Mr. King was pleased to be able to issue an unqualified opinion and value for money conclusion, and would be able to issue the audit report for publication later the same day.

982.3 Mr. King notified Members of a change to the final accounts, following the receipt of further guidance from the National Audit Office on the accounting treatment of GAD v Milne and, as a result, the Treasurer circulated a revised page 64 – Notes to the Accounting Statements, showing the following changes:

- the removal of the Post Balance Sheet Event Note 4 from the Firefighters' Pension Fund Account (page 67 of the accounts);
- its replacement with a Post Balance Sheet Event Note 40 in the Authority's main accounts using template wording from Ernst & Young – the main difference being the removal of the estimate of the cost to the Authority; and
- a change to the references to the notes in the Auditors Certificate on page 10 of the accounts

982.4 Councillor Galley asked for elucidation on the significant figures on page 32 of the Statement of Accounts regarding capital grants and contributions; amounts of non-current assets written off on disposal or sale; and the transfer of cash sale proceeds credited as part of the gain/loss on disposal. He also asked whether the pension fund was solvent.

982.5 The Treasurer explained that all adjustments had been made in line with statutory accounting requirements and that the capital grants and contributions included a non-specific capital grant from central government, a draw-down from the capital grant for the Sussex Control Centre, and contributions from Lewes District Council and Sussex Police towards Newhaven Fire Station. He also confirmed that the two capital grants received in 2014/15 and 2013/14 were for broadly similar amounts, leading to a similarity in the overall figures.

982.6 He also explained that non-current assets written off on disposal or sale included accounting entries regarding the sale of assets such as Service houses and the occasional sale of vehicles, where their sale value exceeded the de minimis level of £10,000 (sale proceeds below the de minimis level are treated as revenue income).

982.7 The Treasurer confirmed that the difference between income from employer's and employee's pension contributions, and benefits paid on the Firefighters' Pension Scheme (FPS), was funded by a grant from Government under the funding arrangements put in place in 2006, and this was reflected in the Firefighters' Pension Fund Accounts. The Scheme is a national scheme but is administered locally and is unfunded, so unlike the Local Government Pension Scheme, the FPS has no investment assets or income. The Authority's main accounts reflected the Authority's share of the net liabilities of all of its pensions which is calculated by Hymans Robertson, our actuaries, in line with accounting standards. This results in significant liability (£397.8m) on the Authority's balance sheet.

982.8 Councillor Galley also asked about revaluation and the Treasurer explained that it was a requirement to revalue assets on a 3-year rolling programme, with a proportion being valued each year. Mr. Sutton confirmed that these were notional revaluations and, with the total number of Fire Authority buildings decreasing, notional losses.

982.9 **RESOLVED** – That:
i) the External Auditor's Audit Results Report (ISA 260) be noted;
ii) the Treasurer be authorised to sign the formal letter of representation to the External Auditor; and
iii) the Statement of Accounts be approved for publication

983. **2015/16 1st QUARTER PERFORMANCE RESULTS**

983.1 Members considered a report of the Chief Fire Officer & Chief Executive that presented the first quarter performance indicator results for 2015/16. (Copy in Minute Book).

983.2 Councillor Galley was impressed with the overall performance results but questioned why performance had declined in indicators 19 and 21 – the percentage of LTIs attended by 1st appliance within 13 minutes and % of LTIs attended by 2nd appliance within 13 minutes. Mrs. Ridley explained that the response to Automatic Fire Alarms (AFAs) had been changed to just one appliance, which had influenced these results; these comparisons would be ironed out as the year progressed.

983.3 **RESOLVED** – That the 2015/16 performance results for Quarter 1 and the complementary separate Appendix A to the report be noted.

984. **2015/16 1st QUARTER PROGRAMME AND PROJECT REPORT**

984.1 Members considered a new Programme and Project report of the Chief Fire Officer & Chief Executive that presented the 2015/16 1st quarter results. (Copy in Minute Book).

984.2 Members noted that the report format had been strengthened in line with continuous improvement objectives, and now allowed tracking of milestones for each project, as recommended by East Sussex County Council Internal Audit.

984.3 Councillor Galley asked for an update on self-rostering and Day Crewed +, and asked why the Procurement Plan was behind schedule. The DCFO explained that negotiations had been on-going with Trade Unions nationally regarding Day Crewed + and possible alternatives which could deliver the required savings were being explored locally with the Fire Brigades Union (FBU). A paper would be brought to the next meeting of the Policy & Resources Panel on 5 November 2015 where the DCFO was hopeful that sufficient options would be available to close the savings gap.

984.4 Mr. Tricker explained that the Procurement Plan for the Information Management Department (IMD) Transformation Project was 56 days behind schedule due to the complexity of the procurement process and the design of the OJEU Notice, as well as new procurement regulations issued during this year. Although the project was over-running, it was not over-budget and pre-tenders had now been qualified and scored.

984.5 **RESOLVED** – That the report be noted.

985. **2015/16 1st QUARTER CORPORATE RISK REGISTER REVIEW**

985.1 Members considered a joint report of the Chief Fire Officer & Chief Executive and Treasurer that reported on the latest quarterly review of Corporate Risk and sought their agreement of the outcomes. (Copy in Minute Book).

985.2 **RESOLVED** – That the latest Corporate Risk Register be approved.

986. **2014/15 STATEMENT OF OPERATIONAL ASSURANCE**

986.1 Members considered a report of the Chief Fire Officer & Chief Executive that presented the Statement of Operational Assurance 2015/15 for approval. (Copy in Minute Book).

986.2 **RESOLVED** – That the East Sussex Fire & Rescue Service's Statement of Operational Assurance be approved for formal sign off by the Chair of the Scrutiny & Audit Panel and the Chief Fire Officer & Chief Executive.

987. <u>FATAL ACCIDENTAL FIRE REVIEW 2014/15</u>

987.1   Members considered a report of the Chief Fire Officer & Chief Executive that gave details of the fatal fires in East Sussex and the City of Brighton & Hove during 2014/15. (Copy in Minute Book).

987.2   **RESOLVED** – That the report be noted and it be noted that:
   i)   all future fire deaths and fires involving serious injuries continue to be fully profiled to provide a wider data pool to enable the better targeting of vulnerable groups; and
   ii)   the Community Risk Management and Business Safety teams continue to engage in partnership activity that reduces the risk to vulnerable people in the community.

988. <u>EXCLUSION OF THE PRESS AND PUBLIC</u>

988.1   **RESOLVED** – That item number 989 be exempt under paragraph 3, and item number 990 be exempt under paragraphs 2 and 3, of Schedule 12A to the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006 and accordingly are not open for public inspection on the grounds that they include (para 2) information which is likely to reveal the identity of an individual and (para 3) information relating to the financial or business affairs of any particular person (including the authority holding that information).

The meeting concluded at 10:42 hours

Signed   Chair

Dated this   day of   2015

EAST SUSSEX FIRE AUTHORITY

Panel	Scrutiny & Audit
Date	5 November 2015
Title of Report	Annual Audit Letter 2014/15
By	Chief Fire Officer & Chief Executive and Treasurer
Lead Officer	Duncan Savage, Treasurer
Background Papers	Scrutiny & Audit Panel 17 September 2015 Item 982 - 2014/15 External Auditor's Results Report and Statement of Accounts
Appendices	Annual Audit Letter 2014/15

Implications

CORPORATE RISK	✓	**LEGAL**	✓
ENVIRONMENTAL		**POLICY**	
FINANCIAL	✓	**POLITICAL**	✓
HEALTH & SAFETY		**OTHER (please specify)**	
HUMAN RESOURCES		**CORE BRIEF**	
EQUALITY IMPACT ASSESSMENT			

PURPOSE OF REPORT   To consider and approve, on behalf of the Fire Authority, the recently published Annual Audit Letter 2014/15.

EXECUTIVE SUMMARY   The Authority's external auditors, Ernst & Young, have recently published the Annual Audit Letter 2014/15 relating to East Sussex Fire Authority which is attached as Appendix 1 to this report and is also available on the website.

The Letter summarises the external auditors' work relating to 2014/15, the majority of which has already been reported to this Panel in the Audit Results Report for 2014/15.

The net cost of external audit for 2014/15 was £36,805; this takes into account both the fee charged by Ernst & Young and the rebate received from the Audit Commission.

RECOMMENDATION   The Panel is asked to consider and approve, on behalf of the Fire Authority, the recently published Annual Audit Letter 2014/15

EAST SUSSEX FIRE AUTHORITY

Panel	Scrutiny & Audit
Date	5 November 2015
Title of Report	2014/15 Service Benchmarking
By	Chief Fire Officer & Chief Executive
Lead Officer	Liz Ridley – Head of Performance Management

Background Papers	Employee comparisons from the 'Operational Statistics bulletin for England: 2014/15' Station and appliance comparisons from the 'CIPFA annual statistics for 2014/15' Health & Safety comparisons from the 'Operational Statistics bulletin for England: 2014/15' Incident comparisons from the 'Fire Statistic Monitor: England – April 2013 to March 2014' and the 'Fire Incident Response Times: England, 2013/14'
Appendices	Appendix A – ESFRS Benchmarking Report 2014/15

Implications

CORPORATE RISK		LEGAL	
ENVIRONMENTAL		POLICY	✓
FINANCIAL		POLITICAL	
HEALTH & SAFETY		OTHER (please specify)	
HUMAN RESOURCES		CORE BRIEF	
EQUALITY IMPACT ASSESSMENT			

PURPOSE OF REPORT	To present the Fire Statistics for 2014/15 and benchmarking of ESFRS against its family group.

EXECUTIVE SUMMARY

The aim of this report is to provide the Scrutiny & Audit Panel with the results of an Annual Benchmarking Report that compares the Service to its peers, in particular, the thirteen fire and rescue services that make up Family Group 2. The report provides a number of comparisons of ESFRS against demographic information and current performance measures, as well as organisational resourcing. The Panel is asked to note that the report contains information as of the position at 31 March 2015, other than the attendance time data which is for 2013/14.

RECOMMENDATION	The Panel is asked to note the contents of the report.

1.   **INTRODUCTION**

1.1   This benchmarking report provides comparator information across Family Group 2, focussing on the following areas:
*   Employee comparisons from the 'Operational Statistics bulletin for England: 2014/15'.
*   Station and appliance comparisons from the 'CIPFA annual statistics for 2014/15'.
*   Health & Safety comparisons from the 'Operational Statistics bulletin for England: 2014/15'.
*   Incident comparisons from the 'Fire Statistic Monitor: England – April 2013 to March 2014' and the 'Fire Incident Response Times: England, 2013/14'.
*   Sickness comparisons from FG2 internal performance reporting 2014/15.

2.   **NATIONAL/REGIONAL POSITION**

2.1   There were 258 fire fatalities in England in 2014/15. This was 16 fewer (6%) than in the previous year and 30% lower than ten years ago. The 2014/15 figure is the lowest number recorded to date.
*   63% of all fire fatalities were in accidental dwelling fires – 163 in 2014/15. This was 19 fewer (10%) than in the previous year, 30% lower than ten years ago, and also the lowest number recorded to date.
*   In 2014/15, there were 3,235 non-fatal fire hospital casualties. This was 6% and 55% lower than one year and ten years earlier respectively.
*   Local authority fire and rescue services attended around 154,700 fires in England in 2014/15. This is the second lowest number of fire incidents recorded. The record low number of fires in 2012/13 was the result of fewer outdoor fires, due to above average rainfall that year.
*   44% of all incidents attended by local authority fire and rescue services were fire false alarms. This was 1% greater than in the previous year. Fire and rescue services attended more false alarms than fires in 2014/15, as has been the case every year since 2004/05.
*   There were 28,200 accidental dwelling fires in 2014/15. This figure was 1% lower than the previous year and 26% lower than ten years ago.

3.   **CURRENT POSITION FOR ESFRS**

3.1   The key areas of 2014/15 performance in *Operational Statistics* identified above for ESFRS are as follows:
*   ESFRS attended 2,063 fires in 2014/15; a 2% reduction on the previous year and a 20% reduction since 2010/11.
*   There were two fire fatalities in 2014/15, three less than in 2013/14; one of these fatalities occurred in an accidental dwelling fire.
*   In 2014/15 there were 29% fewer non-fatal fire casualties than in 2013/14.
*   In 2014/15, ESFRS attended 4,385 false alarms a decrease of 6% from the 4,655 false alarms recorded in 2013/14.
*   ESFRS attended 2,348 non-fire incidents in 2014/15, 15.8% less than in 2013/14. The most common types of non-fire incidents attended by ESFRS were road traffic collisions (20%), flooding (17%), lift release (14%), effecting entry (14%), and animal assistance (8%). The 15.8% decrease on 2013/14 is mainly due to animal assistance calls (-73), lift release attendances (-47) and effecting entry / exit (-30).

3.2 The key areas of 2014/15 identified and summarised below from the Family Group 2 Benchmarking report are as follows:

- When we compare ESFRS to the other FRSs in FG2 in terms of population and properties we are most similar to West Sussex FRS.
- ESFRS covers the third smallest area in FG2.
- Management structures at ESFRS are similar in size, distribution and overall numbers to Berkshire.
- ESFRS is 37% above the average number of wholetime firefighters with 384 (average 281) as of 31 March 2015 and has 4% less than the average RDS firefighters.
- ESFRS is above the FG2 average (19:1) for the ratio of firefighters to senior managers, with 20:1.
- ESFRS has a ratio of 4.99 operational appliances per 100,000 population, this is just above the average for FG2 (the average is 4.58).
- ESFRS has a ratio of 2.92 stations per 100,000 population this places ESFRS 6th in FG2.
- ESFRS has the 2nd lowest number of square KM per station (74.63).
- ESFRS is below average for injuries sustained at operational incidents and above average during training, but much improved against 2013/14: ESFRS sustained 3.92 (6.10 in 2013/14) injuries per 100 firefighters at operational incidents and 4.58 (6.54 in 2013/14) injuries per 100 firefighters during training.
- ESFRS has the 4th highest proportion of female firefighters across FG2, with 5.2% of wholetime firefighters being female. This is above the national average of 4.7%.
- ESFRS has the 4th highest proportion of ethnic minority staff across the FG2 members.
- ESFRS lost 7.97 shifts per employee by Wholetime and Control staff due to sickness in 2014/15, this is below the FG2 average (8.9 shifts lost) and an improvement on 2013/14 when 8.55 shifts were lost.
- ESFRS lost 9.52 shifts per employee by non-uniformed staff due to sickness in 2014/15 and, although this is above the FG2 average, this is also an improvement on 2013/14 when 11.49 shifts were lost per employee.
- In 2014/15 ESFRS had 0.65 Accidental Dwelling Fires per 1,000 population, this was the highest amount in FG2.
- Since 2001/02 ESFRS has attended 61% less fires (5,352 in 2001/02 – 2,063 in 2014/15). Each FRS across the country has been experiencing similar reductions.
- ESFRS ranks first for average response times and is well below the national average.
- ESFRS attends the highest numbers of incidents in its family group with the major difference being in the number of false alarms it attends in comparison to its family group.

East Sussex Fire & Rescue Service Benchmarking Report 2014/15

OCTOBER 2015

Background

This document aims to provide benchmarking information for East Sussex Fire & Rescue Service against its other Family Group 2 members. The UK's Fire and Rescue Services (FRS) are divided into five family groups, these groups are used to aid analysis and comparisons between similar FRS'. ESFRS is grouped together with other similar sized FRS which are deemed to have some, but by no means all of the same key characteristics.

The thirteen FRS that make up Family Group Two are:
Bedfordshire
Royal Berkshire
Buckinghamshire
Cambridgeshire
Dorset
Durham
East Sussex
Norfolk
Northamptonshire
Oxfordshire
Suffolk
West Sussex
Wiltshire.

This benchmarking report focuses on the following areas:
➢ Employee comparisons from the 'Operational Statistics bulletin for England: 2014-15'
➢ Station and appliance comparisons from the CIPFA annual statistics for 2014/15
➢ Health and Safety comparisons from the 'Operational Statistics bulletin for England: 2014-15'
➢ Incident comparisons from the 'Fire Statistic Monitor: England April 2014 to March 2015' and the 'Fire Incident Response Times: England, 2013-14' (as the Fire Incident Response Times for 2014-15 were not ready at the time this report was written)
➢ Sickness comparisons for the Family Group 2 benchmarking reports

ESFRS regularly submits a number of datasets throughout the year to Local Government and Communities (DCLG). These datasets include ESFRS's incident data captured within the Electronic Incident Recording System (E-IRS), the Integrated Risk Management Plan (IRMP) Returns, Fire of Special Interest (FOSI) and Fires on Crown premises. These are collated, verified and released into the public domain at different intervals by DCLG.

The most current DCLG datasets were released at the end of August 2015. The figures in this report are based on the latest published figures, the regional demographic information, Appliance and Station numbers are based on data released by CIPFA and the Employee and Health & Safety comparisons are based on 2014/15 IRMP returns. These returns reflect the positions within each organisation as of 31 March 2015. Sickness data is provided directly from the Analysts within Family Group 2.

DCLG collate the Annual IRMP Returns and produce Fire and Rescue Service Operational Statistics Bulletins (the 'Operational Statistics bulletin for England: 2014-15'). These contain data from each UK FRS on:
➢ Fire Prevention and Community Fire Safety Activities
➢ Fire Safety Audits, Enforcement, Prohibition and Compliance Notices, and Prosecutions
➢ Staff strength by rank and contract
➢ Health and Safety – Injuries during operational incidents and training
➢ Vehicle Incidents and Accidents

All the Operational Statistics Bulletin datasets are in the public domain and can be accessed via the GOV.UK website or using this link: https://www.gov.uk/government/statistics/fire-and-rescue-authorities-operational-statistics-bulletin-for-england-2014-to-2015

DCLG also collect and collate the IRS data sets and produce the 'Fire Statistic Monitor: England April 2014 to March 2015' and the 'Fire Incident Response Times: England, 2013-14' (as the Fire Incident Response Times for 2014-15 were not ready at the time this report was written).

These contain data from each UK FRS on:
- ➢ Incident types
- ➢ Attendance times
- ➢ Fatalities and casualties

All Fires Statistics and Incident response times datasets are in the public domain and can be accessed via the GOV.UK website by using these links: https://www.gov.uk/government/publications/fire-statistics-monitor-april-2014-to-march-2015 and https://www.gov.uk/government/publications/fire-incidents-response-times-england-2013-to-2014 (as the Fire Incident Response Times for 2014-15 were not ready at the time this report was written)

Population and geographic details

In order to create meaningful comparators across the Family Group 2 (FG2) the performance indicators are often expressed as a rate or ratio against a standard demographic or geographic value.

Table 1 sets out these main comparators and shows that East Sussex shares a similar population profile to that of Cambridgeshire and West Sussex. However the area ESFRS covers is the third smallest, yet ESFRS has the highest number of WT fire fighters and the second highest number of combined Wholetime and Retained Duty Systems Full time equivalent firefighters overall.

	Bedfordshire	Berkshire	Buckinghamshire	Cambridgeshire	Dorset	Durham	East Sussex	Norfolk	Northamptonshire	Oxfordshire	Suffolk	West Sussex	Wiltshire
Population	644,000	885,600	781,100	830,300	759,800	623,200	**820,900**	877,700	714,400	672,500	738,500	828,400	698,900
Domestic Properties (Dwellings)	255,429	353,401	314,950	341,838	345,219	282,052	**363,070**	399,202	302,324	266,510	322,832	361,047	292,612
Non-domestic Properties	17,798	24,410	21,642	24,565	30,360	11,244	**28,442**	34,274	25,525	20,454	28,643	31,749	19,956
Wholetime (Full Time Equivalents)	284	381	286	236	251	341	**384**	270	260	237	210	326	185
RDS (Full Time Equivalents)	146	57	136	231	294	152	**228**	494	190	268	435	225	227
Total	430	438	422	467	545	493	**612**	764	450	505	645	551	412
Area Sq Km	1,235.40	1,262	1,873.60	3,389.60	2,652.60	2,423.40	**1,791.20**	5,380.20	2,364	2,604.90	3,800.50	1,990.50	3,485.40

Table 1: Sources are i) Operational Statistics Bulletin: 2014/15 – Appendix 17 - HR return (HR1), ii): Mid year population Stats 2014 from ONS iii) CIPFA Annual statistics for 2014/15

Locations of the Family Group 2 Fire and Rescue Services

FAMILY GROUP TWO

This product includes mapping data licensed from Ordnance Survey with the permission of the Controller of Her Majesty's Stationery Office.
© Crown copyright and/or database right 20 06
All rights reserved. License number 100023966

Employee comparisons

ESFRS management structures overall numbers are comparable to Berkshire FRS, although ESFRS does report the highest numbers of operational staff in FG2.

The figures in Table 2 represent the 'Strength' of each FRS. This is the actual number of operational posts filled as per contract during the reporting period 1 April 2014 to 31 March 2015. They do not include any temporary posts or posts that are fully funded by outside agencies. For example, persons seconded to DCLG, Fire Service College, or charitable organisations. Posts such as these are not included in a FRSs Strength figure. However it will reflect temporary promotions within the organisation.

ESFRS is showing the third highest decrease in Wholetime operational staff against the numbers stated in the 2013/14 Benchmarking report. The 5.7% reduction equates to 23 Wholetime posts. The average ratio of firefighters to Senior Managers in FG2 is 19, so ESFRS is just above this with 20.

Fire & Rescue Service	Brigade Manager	Area Manager	Group Manager	Station Manager	Watch Manager	Crew Manager	Firefighter	Total	% change from previous year	Ratio of Firefighters to Senior Manager*
Bedfordshire	2	4	9	14	40	46	169	284	-2.4%	18 to 1
Berkshire	3	4	11	25	52	61	225	381	-1.0%	20 to 1
Buckinghamshire	2	3	9	25	37	48	162	286	-7.4%	19 to 1
Cambridgeshire	3	3	7	29	42	23	129	236	-2.5%	17 to 1
Dorset	3	5	7	23	35	41	137	251	-4.6%	16 to 1
Durham	2	4	6	30	52	53	194	341	-0.6%	27 to 1
East Sussex	3	3	12	23	44	60	239	384	-5.7%	20 to 1
Norfolk	2	2	9	23	42	34	158	270	5.7%	20 to 1
Northamptonshire	3	3	10	24	45	31	144	260	-8.1%	15 to 1
Oxfordshire	3	4	8	30	54	25	113	237	-3.4%	15 to 1
Suffolk	3	3	7	18	40	30	109	210	-0.9%	15 to 1
West Sussex	3	3	6	22	46	54	192	326	-2.1%	26 to 1
Wiltshire	0	5	9	16	33	31	91	185	-4.1%	12 to 1

*Senior Manager includes Brigade Manager, Area Manager & Group Manager
Table 2: Breakdown of Wholetime strength by role (Source: CLG Operational Statistics Bulletin 2014/15 – Appendix 3a 31 March 2015)

Chart 1 below shows the comparisons of Wholetime firefighters across Family Group 2 (FG2). ESFRS has 384 and the FG2 average in 281 as of 31 March 2015.
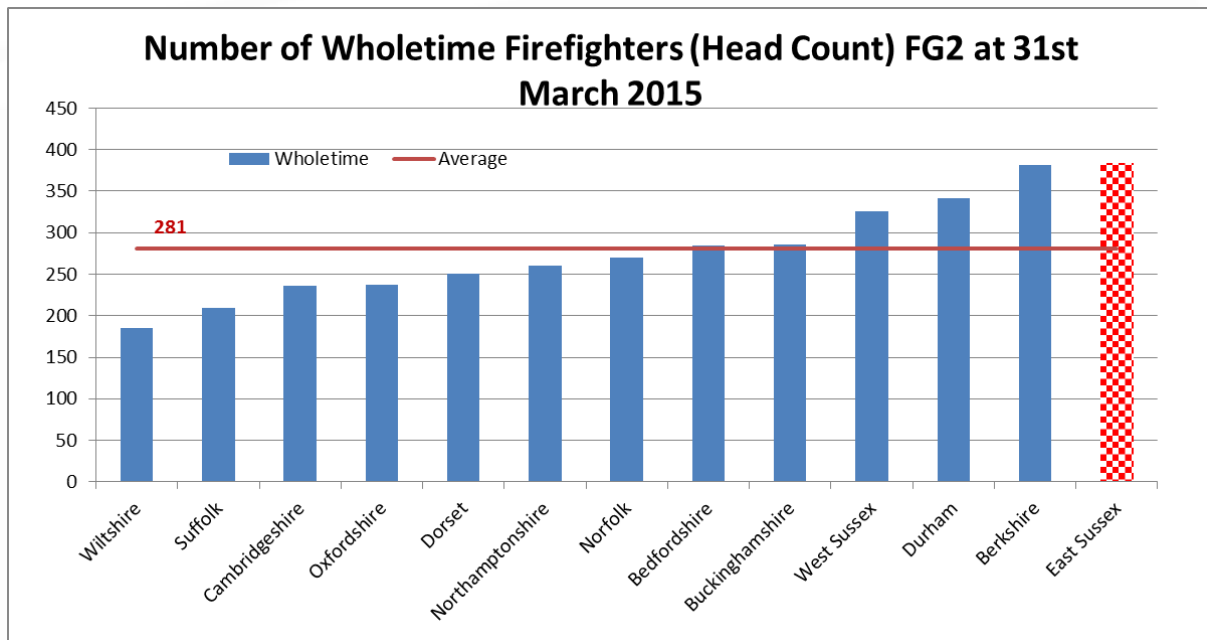

Chart 1: Comparison of Wholetime strength for Family Group 2 Fire & Rescue Services (Source: DCLG Operational Statistics Bulletin 2014/15 – Appendix 2 - 31 March 2015)

Chart 2 shows the comparisons of Retained Duty Systems (RDS) firefighters across FG2. The average number of RDS firefighters across the group is 237. The RDS staffing model is often dependent on a number of factors which include geographical location, the number of incidents in an area and the levels of risk within an area.
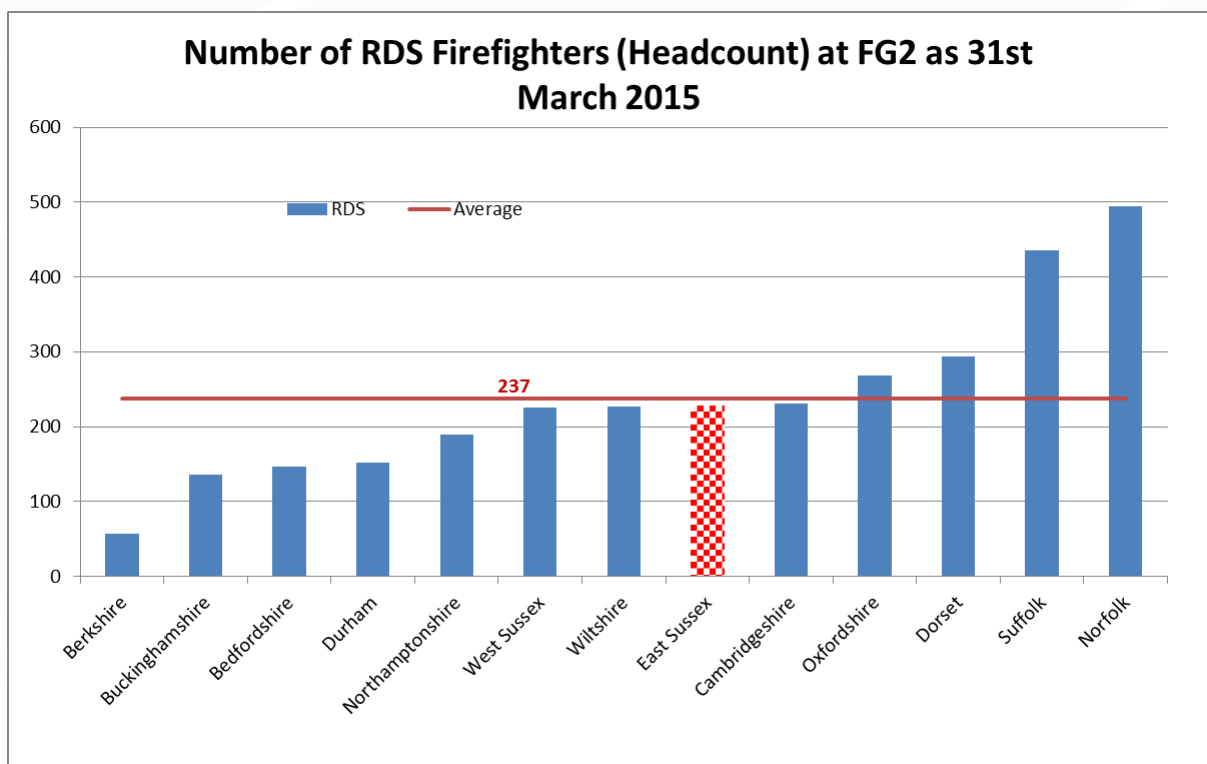

Chart 2: Comparison of Retained Duty System strength for Family Group 2 Fire & Rescue Services (Source: DCLG Operational Statistics Bulletin 2014/15 – Appendix 2 - 31 March 2015)

Stations and Appliances comparisons

Table 3 presents the number of operational appliances per 100,000 population and the number of square kilometre per operational appliances for each member of FG2. ESFRS has a ratio of 4.99 operational pumps per 100,000 population, this is just above the average for FG2 (the average is 4.58). From the table below it can be seen that ESFRS and West Sussex cover a very similar sized areas and with a similar number of appliances.

Five FG2 members have a higher number of appliances per 100,000 population than ESFRS, but we have the lowest sq. KM area per appliance of all FG2 members.

Fire & Rescue Service	Operational Appliances	Appliances per 100,000 population	Area per Appliance (Sq. KM)	FRS Area Sq. KM
Bedfordshire	22	3.42	56.14	1,235
Berkshire	21	2.37	60.10	1,262
Buckinghamshire	30	3.84	62.47	1,874
Cambridgeshire	38	4.58	89.21	3,390
Dorset	40	5.26	66.33	2,653
Durham	27	4.33	89.74	2,423
East Sussex	41	4.99	43.68	1,791
Norfolk	45	5.13	119.56	5,380
Northamptonshire	28	3.92	84.43	2,364
Oxfordshire	35	5.20	74.43	2,605
Suffolk	48	6.50	79.19	3,801
West Sussex	40	4.83	49.75	1,990
Wiltshire	36	5.15	96.81	3,485

*Operational appliances includes Pumping and Aerial appliances
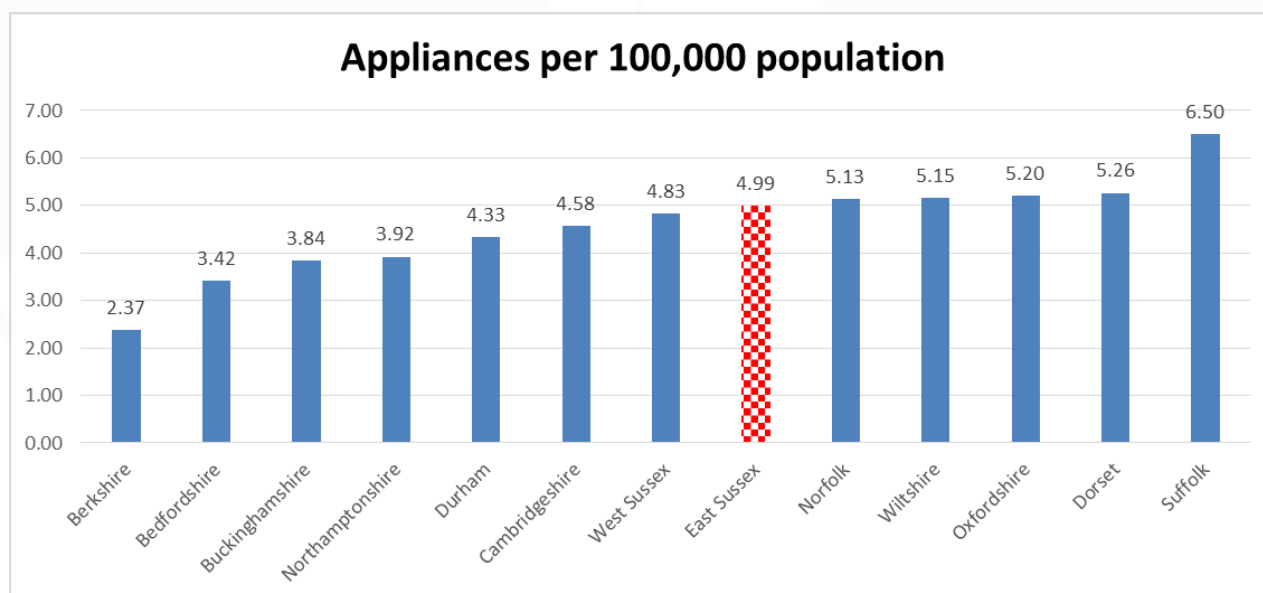**Table 3: Number of Operational appliances (Source: CIPFA Statistics 2014/15)**

Chart 3 Appliances per 100,000 pop (Source: CIPFA Statistics 2014/15)

Area per Appliance (Sq. KM)

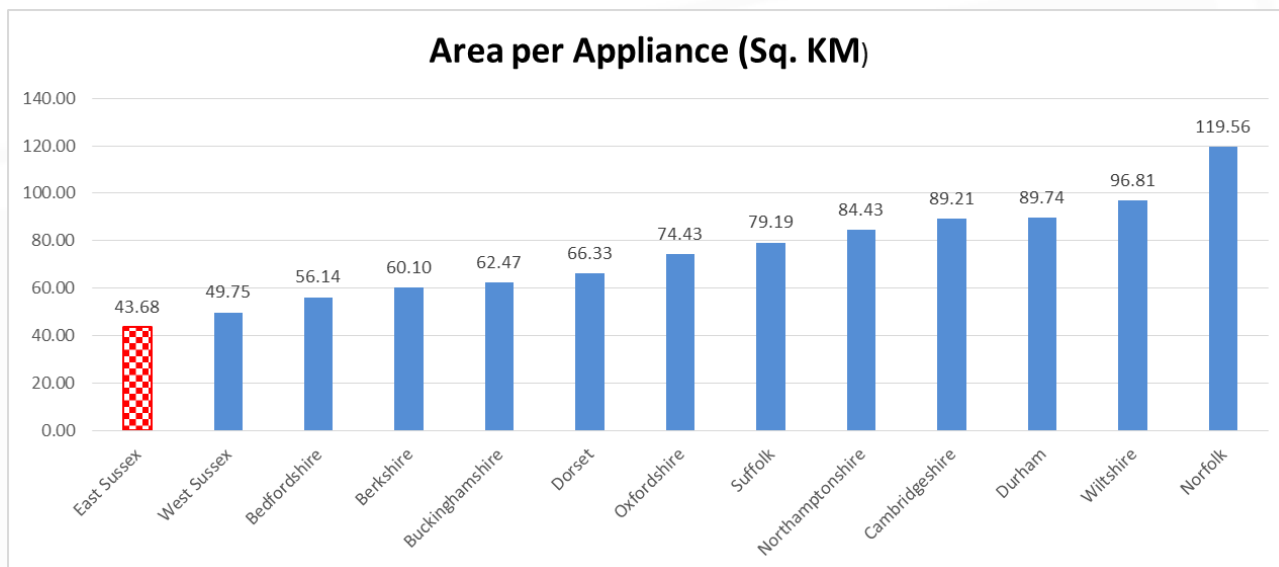| County	Value
East Sussex	43.68
West Sussex	49.75
Bedfordshire	56.14
Berkshire	60.10
Buckinghamshire	62.47
Dorset	66.33
Oxfordshire	74.43
Suffolk	79.19
Northamptonshire	84.43
Cambridgeshire	89.21
Durham	89.74
Wiltshire	96.81
Norfolk	119.56

Chart 4 Square kilometers per appliance (Source: CIPFA Statistics 2014/15)

Table 4 looks at the number of stations against the population density and the geographical areas each FRS covers. The figures published in the CIPFA Statistics 2014/15 show ESFRS as having six Wholetime, six Day crewed and 12 Retained Duty System stations. ESFRS show a ratio of 2.92 stations per 100,000 population this places ESFRS 6th in FG2, and with 2.90 stations per 100,000 population, again West Sussex is the closest fit from the other members of FG2.

Fire & Rescue Service	Wholetime Stations	Day crewed Stations	Retained Stations	Total Number of Fire Stations	Stations per 100,000 population	Area per Station (Sq. KM)
Bedfordshire	3	3	8	14	2.17	88.21
Berkshire	11	1	6	18	2.03	70.11
Buckinghamshire	10	0	10	20	2.56	93.70
Cambridgeshire*	3	4	20	27	3.25	125.56
Dorset	6	1	19	26	3.42	102.04
Durham	2	7	6	15	2.41	161.53
East Sussex	**6**	**6**	**12**	**24**	**2.92**	**74.63**
Norfolk	3	5	34	42	4.79	128.10
Northamptonshire	6	2	14	22	3.08	107.45
Oxfordshire	3	3	18	24	3.57	108.54
Suffolk**	4	2	29	35	4.74	108.60
West Sussex***	6	4	14	24	2.90	82.92
Wiltshire	3	3	18	24	3.43	145.21

*Cambridgeshire has 1 Volunteer Fire Station
** Suffolk has 1 Nucleus Fire Station
*** West Sussex also share an additional station with Surrey FRS
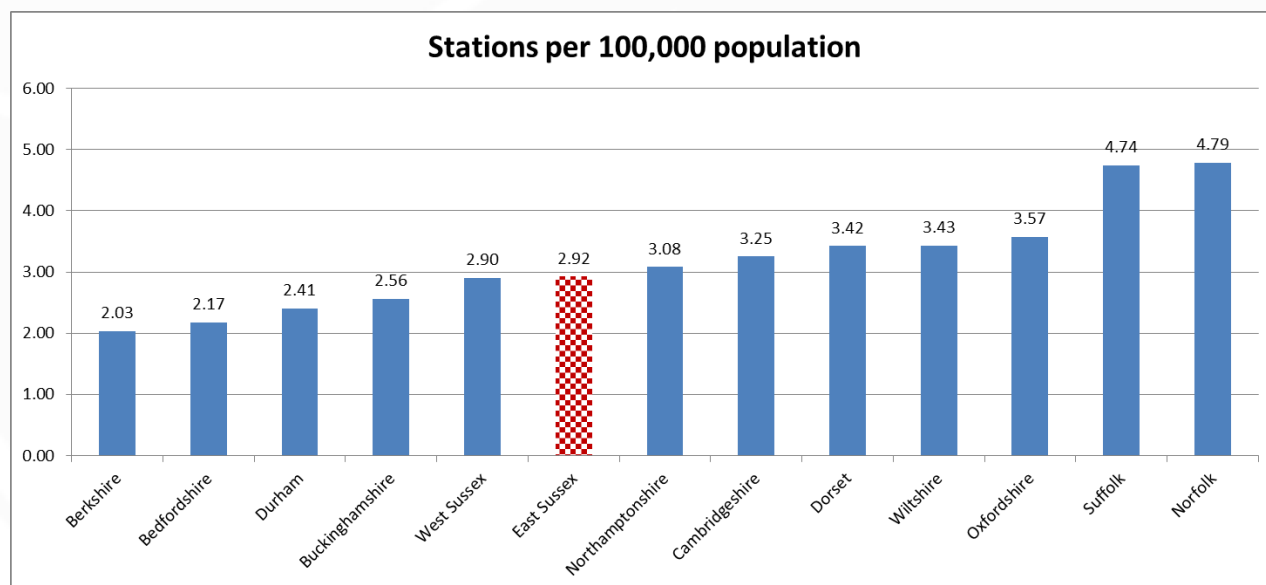**Table 4: Number of Stations (Source: CIPFA Statistics 2014/15)**

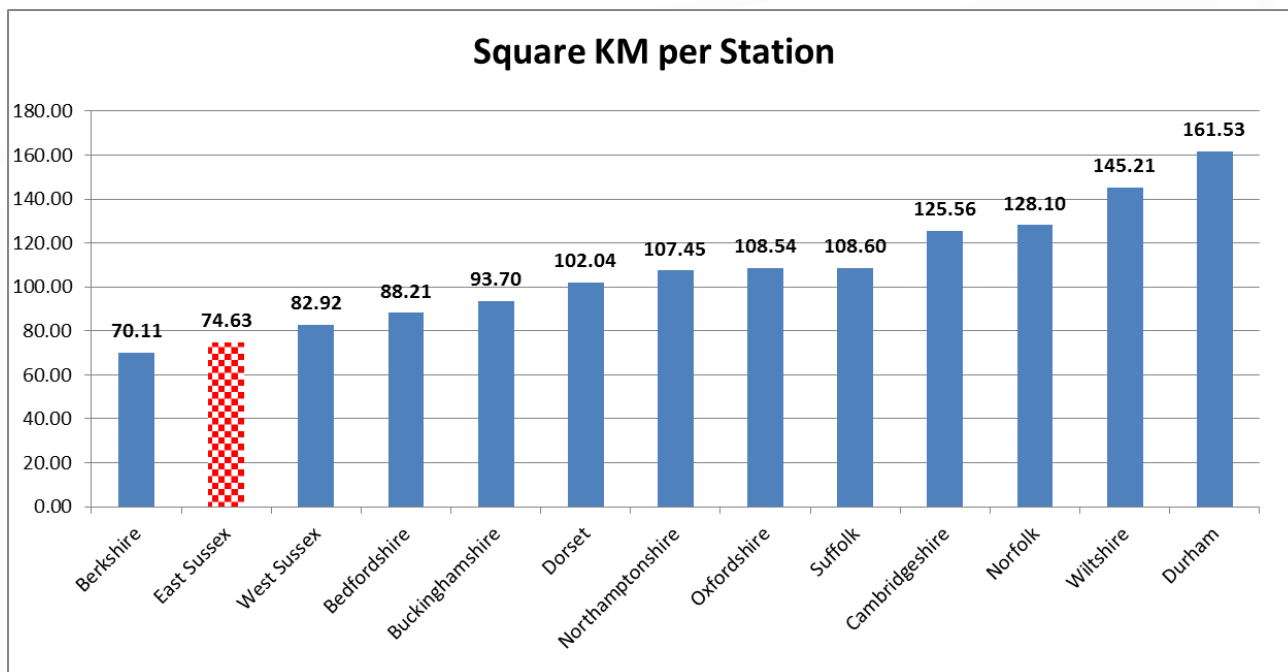**Chart 5 Stations per 100,000 pop (Source: CIPFA Statistics 2014/15)**

Chart 6 Stations per square km (Source: CIPFA Statistics 2014/15)

Chart 7 illustrates the number of Wholetime, day crewed and Retained Duty System stations for each Family Group service. Norfolk has the highest number of Retained Duty System stations within the group. Bedfordshire and Durham have the lowest number of fire stations in total.
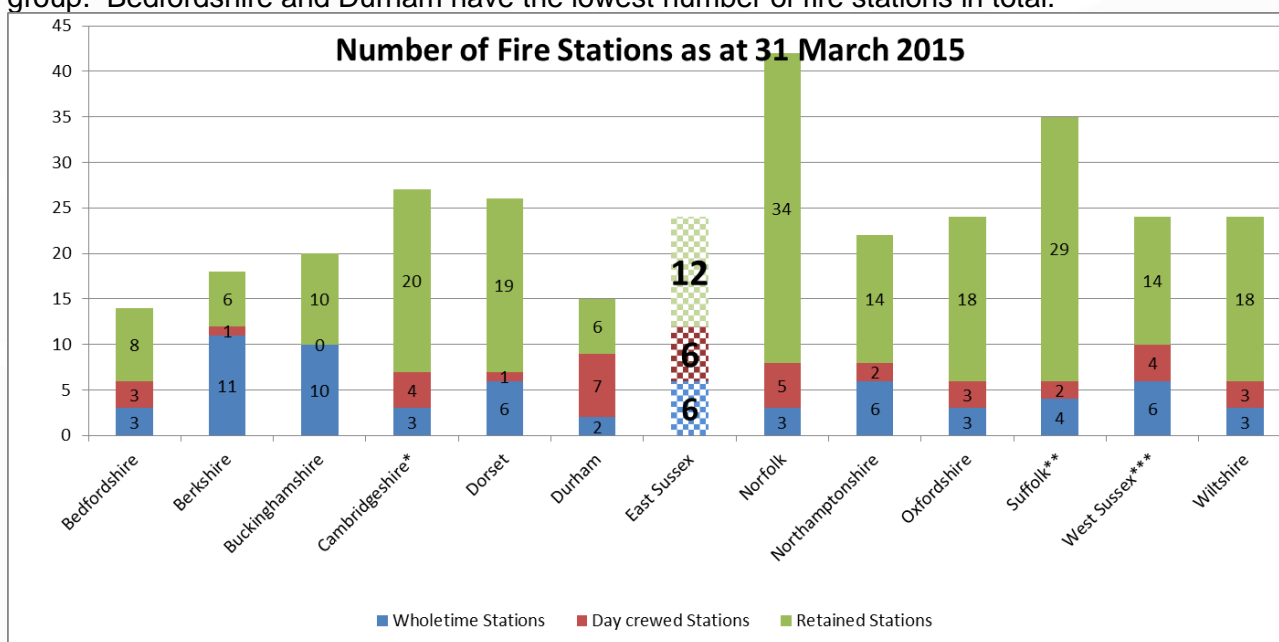

Chart 7 Number of Stations (Source: CIPFA Statistics 2014/15)

Health & Safety

Chart 8 below shows the number of injuries per 100 Wholetime and Retained Duty System firefighters sustained during operational incidents and training for FG2 FRS'. In 2014/15, ESFRS sustained 3.92 (6.10 in 2013/14) injuries per 100 firefighters at operational incidents and 4.58 (6.54 in 2013/14) injuries per 100 firefighters during training. The FG2 average number of injuries per 100 firefighters at operational incidents is 3.98 and the rate for injuries during training is 4.02 per 100 firefighters.

ESFRS is currently below the average for operational incidents, with our service being ranked 7th (11th in 2013/14) but over the average in relation to operational incidents and 8th (12th in 2013/14) worst in training incidents. Cambridgeshire FRS has worst ratio per 100 firefighters in operational incidents and Berkshire has the worst during training.

All Operational & Training Injuries per 100 WT & RDS ff for FG2

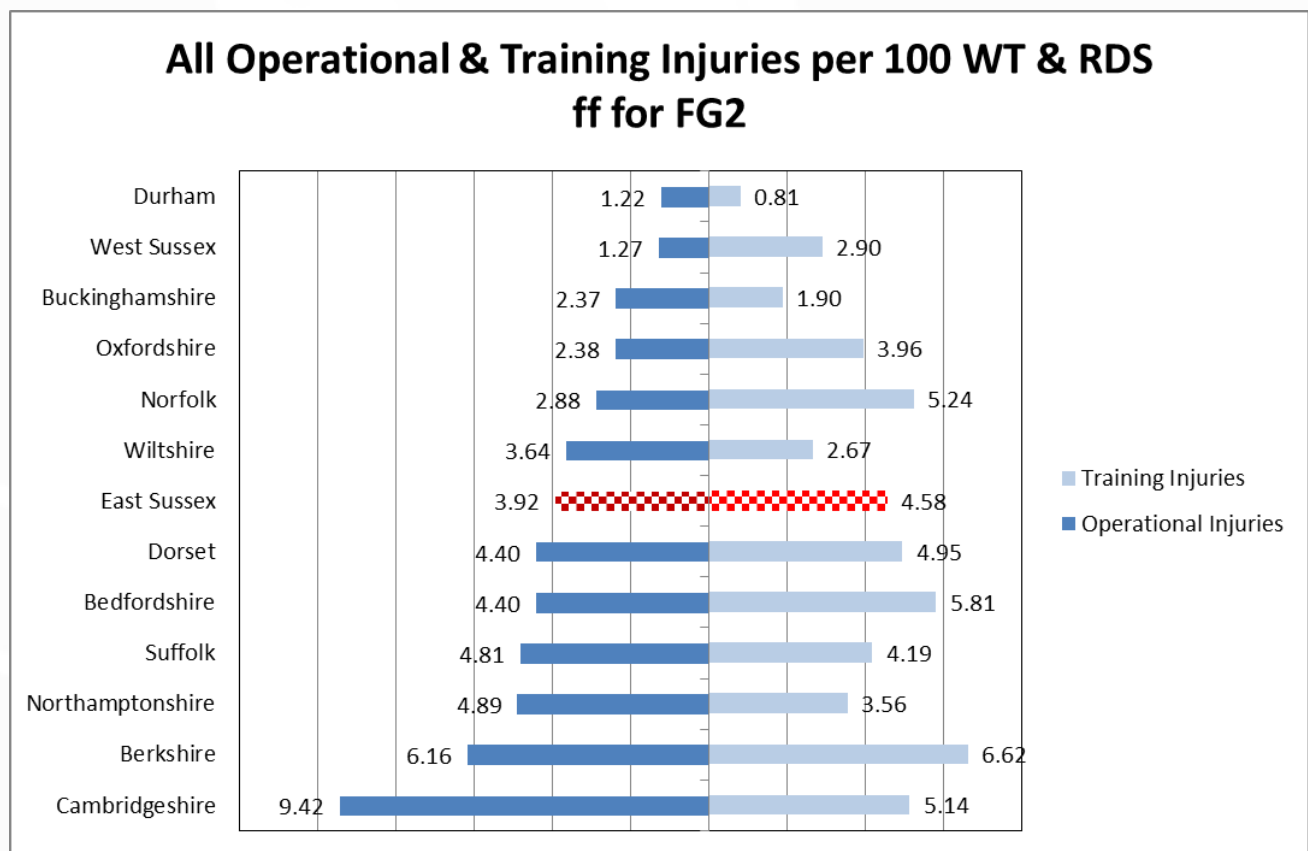| Service	Operational Injuries	Training Injuries
Durham	1.22	0.81
West Sussex	1.27	2.90
Buckinghamshire	2.37	1.90
Oxfordshire	2.38	3.96
Norfolk	2.88	5.24
Wiltshire	3.64	2.67
East Sussex	3.92	4.58
Dorset	4.40	4.95
Bedfordshire	4.40	5.81
Suffolk	4.81	4.19
Northamptonshire	4.89	3.56
Berkshire	6.16	6.62
Cambridgeshire	9.42	5.14

Chart 8: Source: Operational Statistics Bulletin 2014/15 – Appendix 9b. Total injuries sustained by Wholetime and RDS firefighters during operational activities and Appendix 9c Total number of injuries sustained by Wholetime and RDS firefighters during training activities in England, 2014/15.

Firefighters by Gender and Ethnicity comparisons

Chart 9 shows the percentage of female Wholetime firefighters for each FG2 member over the past 5 years. The profile of Wholetime firefighters in England is predominantly male and white. However, the proportion of firefighters who are female has increased from a national average of 1.70% in 2002 to a national average of 4.7% in March 2015. ESFRS has the fourth highest proportion of female firefighters across FG2, with 5.2% of Wholetime firefighters being female, which is above the national average.
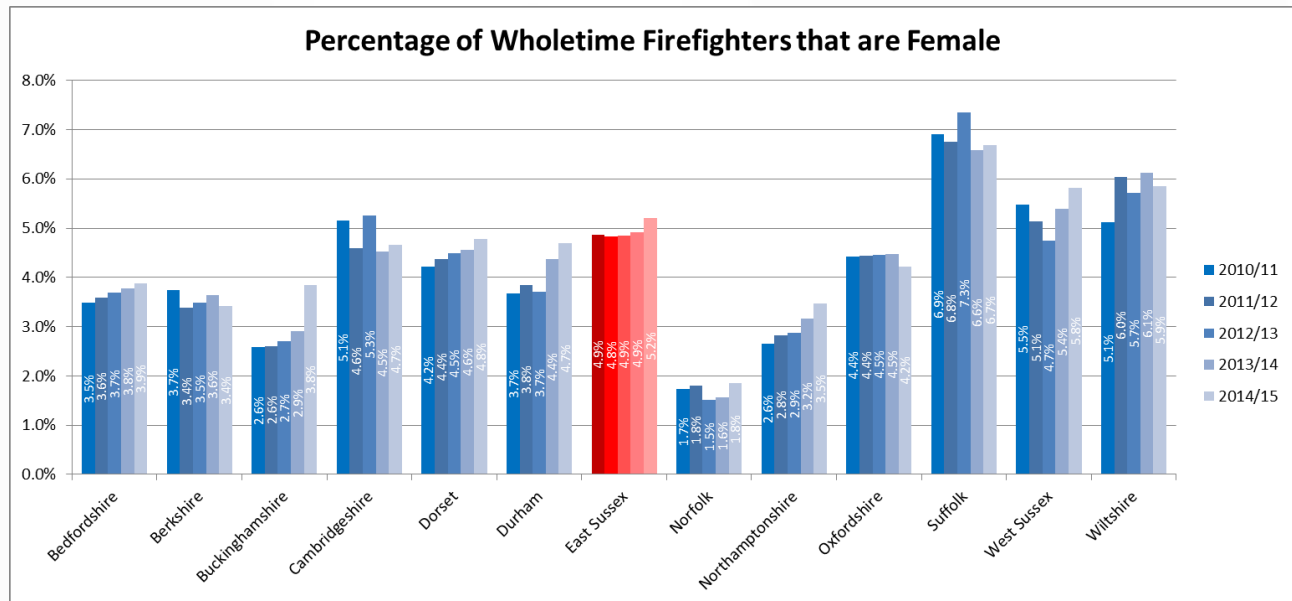

Chart 9: Source: Operational Statistics Bulletin 2014/15 – Appendix 6. Gender of Fire and Rescue Service personnel (headcount) in England at 31 March 2015

The percentage of Wholetime firefighters from ethnic minority backgrounds has also increased steadily from 1.5% in 2002 to a **nationa**l average of 4.4% in March 2015. ESFRS is currently below this **national** average at 3.1% (only Bedfordshire is above the national average).

Chart 10 below illustrates the percentage of Wholetime firefighters that are from an ethnic minority background for **Family Group 2** (FG2). As of 31 March 2015, ESFRS has the fourth highest proportion of ethnic minority staff across the FG2 members.
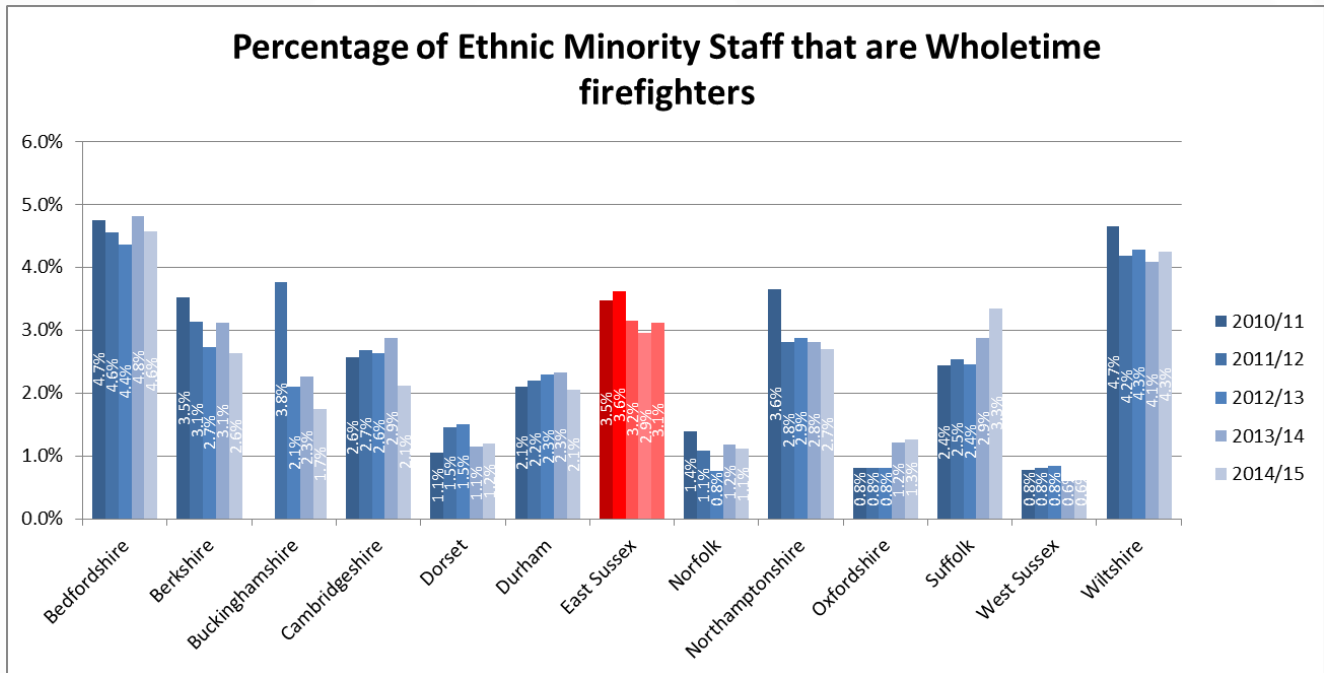

Chart 10: Source: Operational Statistics Bulletin 2014/15 – Appendix 7a. Ethnic origin of Wholetime firefighters (headcount) in England at 31 March 2015

Sickness

Chart 11 Illustrates the number of shifts lost per person for Wholetime and Control staff due to sickness. ESFRS has the 4th highest level of Sickness in FG2 (seven FRS's provided data in 2014/15) with 7.97 days lost to sickness per employee, this is below the 2014/15 average of 8.9. This is an improvement on 2013/14 when 8.55 shifts were lost per person in Wholetime and Control due to sickness.

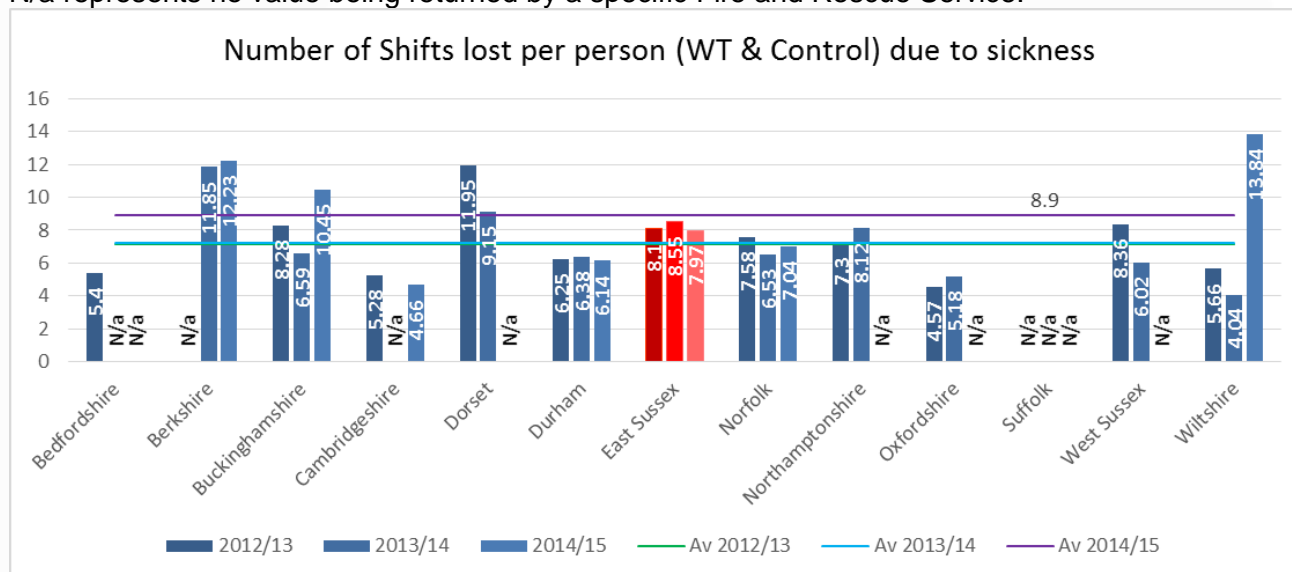N/a represents no value being returned by a specific Fire and Rescue Service.

Chart 11: Source: FAM Group 2 Quarter 4 Report 2014/15 N/a = data not supplied by that FRS

Chart 12 illustrates the number of shifts lost per person for non-uniformed staff due to sickness. ESFRS has the 4th highest level of Sickness in FG2 (seven FRS's provided data in 2014/15) with 9.52 days lost to sickness per employee, this is above the 2014/15 average of 7.97. This is an improvement on 2013/14 when 11.49 shifts were lost per person by Non-uniformed staff due to sickness.

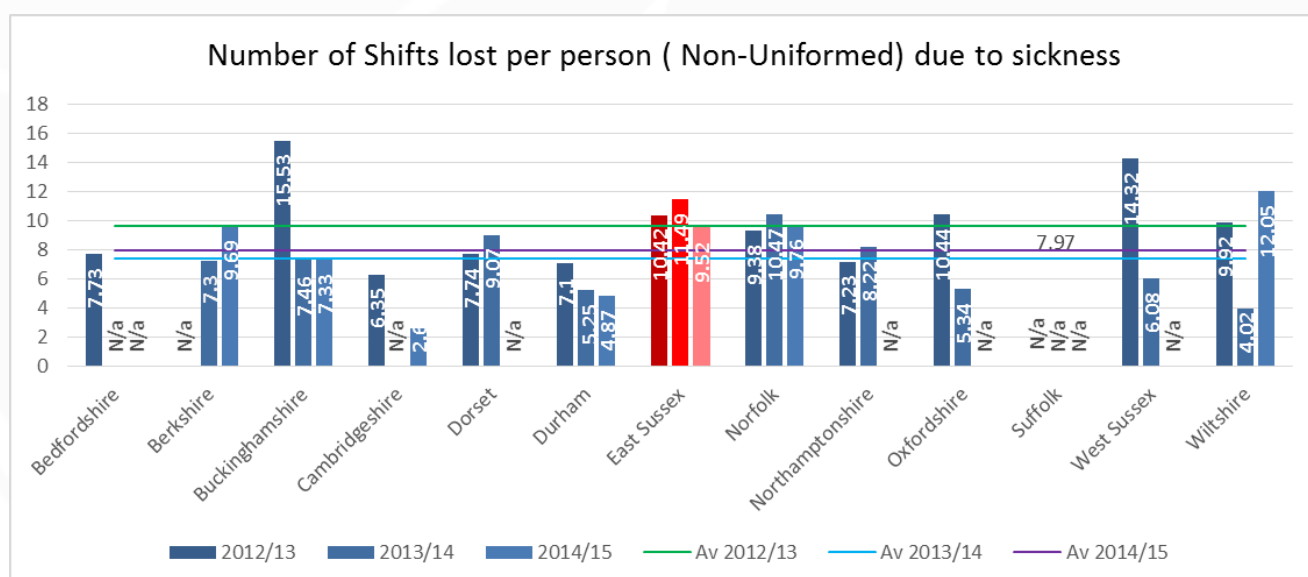N/a represents no value being returned by a specific Fire and Rescue Service.

Chart 12: Source: FAM Group 2 Quarter 4 Report 2014/15 N/a = data not supplied by that FRS

Incident comparisons - Benchmarking

Nationally, over the past decade, the number of incidents each FRS has had to attend has been reducing and demonstrating a consistent downward trend. Since 2001/02 ESFRS has attended 61% less fires (5,352 in 2001/02 – 2,063 in 2014/15). Each FRS across the country has been experiencing similar reductions.

Chart 13 below shows the reduction of Primary Fires per 1,000 population for the FG2 members from 2001/02 to 2014/15.

Chart 13: The number of primary fires per 1,000 population (source: Table 3b (i) Fire Statistics Monitor 2015) and FG2's benchmarking measures

As with Primary Fires, the number of Accidental Dwelling Fires has been reducing for a significant number of years. Chart 14 below shows the number of Accidental Dwelling Fires per 1,000 population for each FG2. In 2014/15 ESFRS had 0.65 Accidental Dwelling Fires per 1,000 population, this was the highest amount in FG2.

Chart 14: The number of accidental dwelling fires per 1,000 population (source: Table 4a Fire Statistics Monitor 2015) and FG2's benchmarking measures.

Traditionally, Deliberate Secondary Fires can be difficult to predict but it is clear that the level of these incidents has been reducing over recent years, along with all main incident types. Chart 15 below clearly shows that the rate of deliberate secondary fire per 1,000 population has halved for most of the FG2 FRS in the past 5 years.
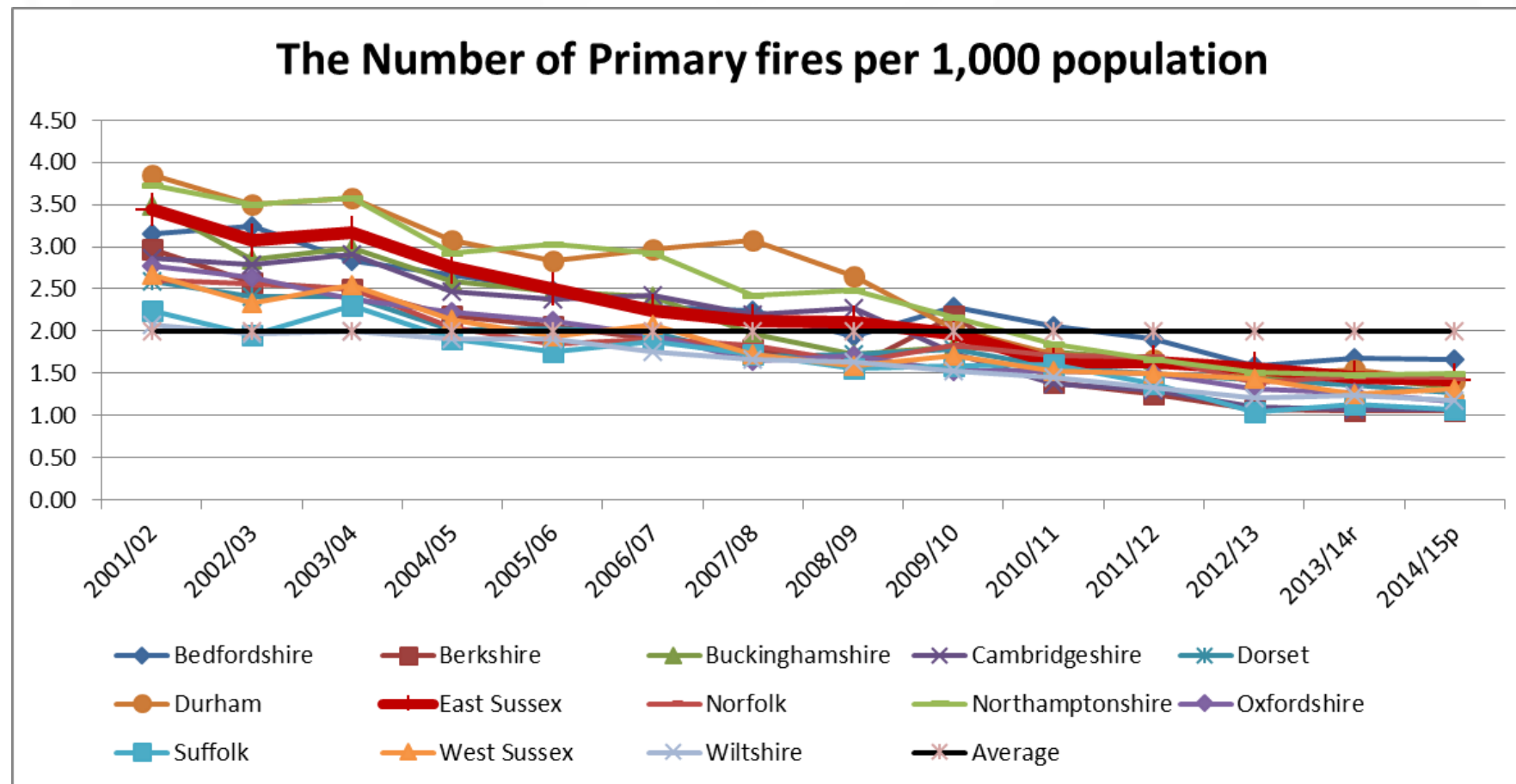

Chart 15: The number of deliberate secondary fires per 1,000 population (source: Table 5d Fire Statistics Monitor 2015) and FG2's benchmarking measures.

Chart 16 shows that attendances at Automatic fire alarms have been reducing fairly consistently since 2006/07. The introduction and implementation of the Automatic fire alarms reduction policy at ESFRS in 2010 can clearly be seen in the data from 2010/11 onwards. However ESFRS still have higher numbers of Automatic Fire Alarms than the other members of FG2, with the second highest amount in 2014/15.
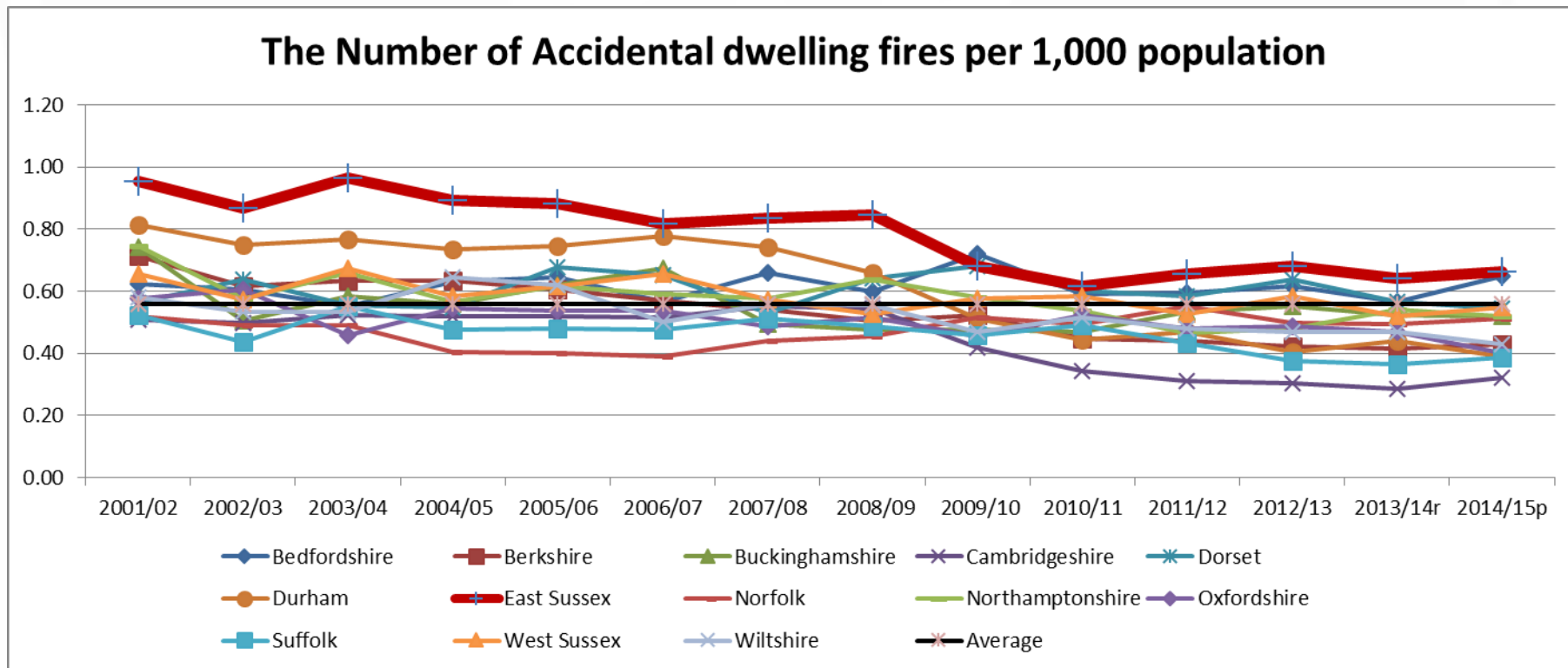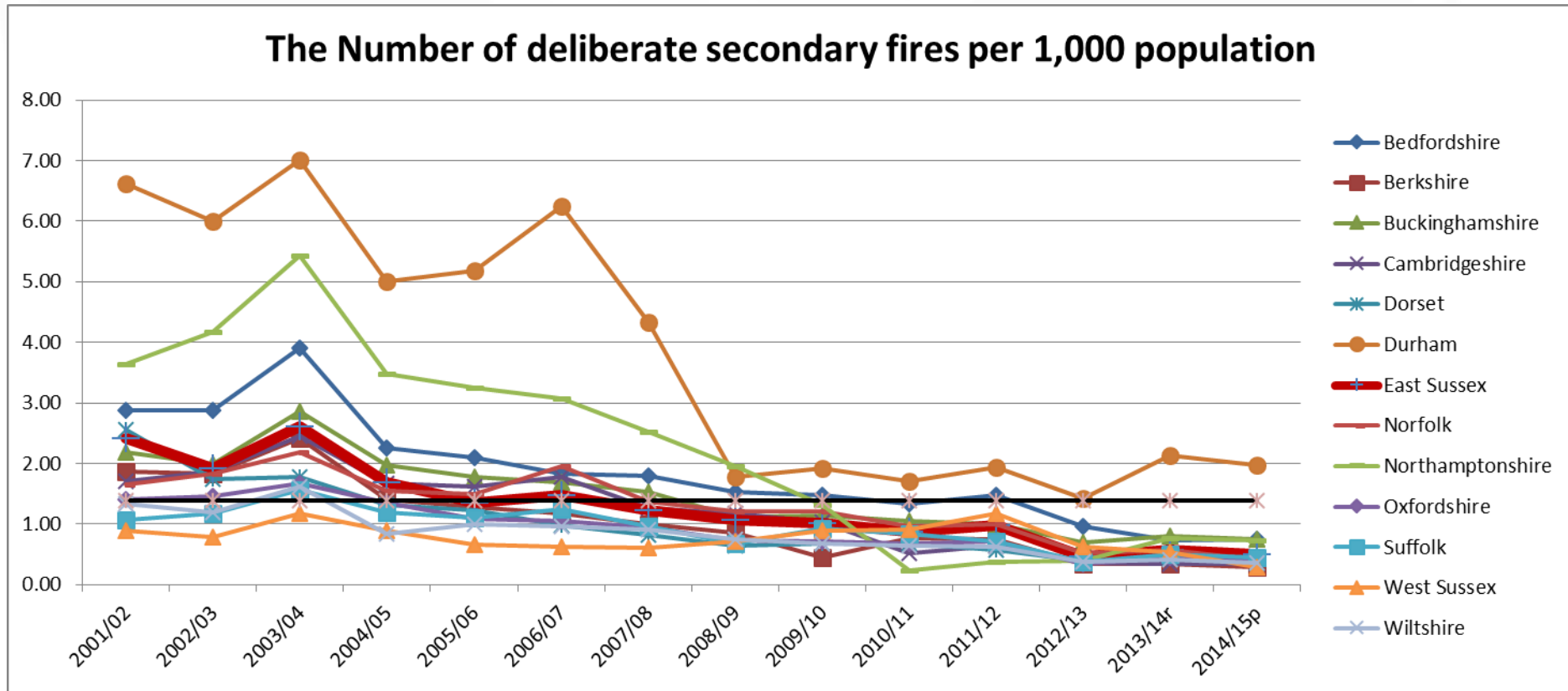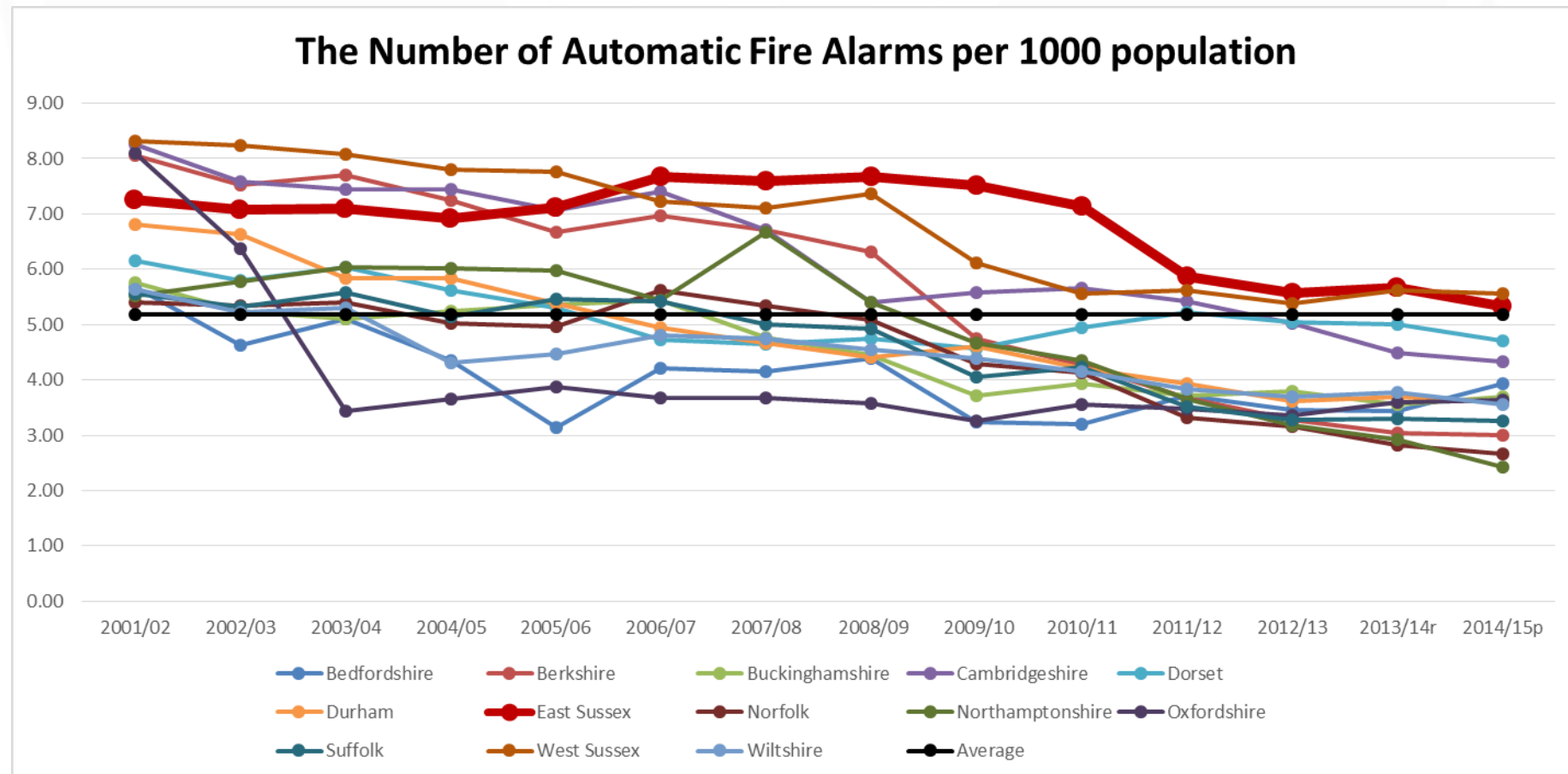

Chart 16: The number of deliberate secondary fires per 1,000 population (source: Table 3d(iii) Fire Statistics Monitor 2015) and FG2's benchmarking measures

Actual % Reductions from 2001/02 to 2014/15 and Family group rank.

The following tables show the percentage reduction in actual incident numbers across all the members of the family group from the charts provided above. The second column shows where ESFRS is placed in terms of improvement in reducing incidents over that period.

Primary fires, by fire and rescue service, 2001/02 – 2014/15 (provisional)

FRS Area	% Change from 2001/02 to 2014/15	FG2 Position 2001/02-2014/15
Bedfordshire	-48%	11
Berkshire	-64%	1
Buckinghamshire	-62%	3
Cambridgeshire	-62%	3
Dorset	-51%	9
Durham	-64%	1
East Sussex	-58%	6
Norfolk	-44%	12
Northamptonshire	-60%	5
Oxfordshire	-58%	6
Suffolk	-52%	8
West Sussex	-51%	9
Wiltshire	-44%	12

False alarms due to apparatus, by fire and rescue service, 2001/02 – 2014/15 (provisional)

FRS Area	% Change from 2007/08 to 2014/15	FG2 Position 2001/02-2014/15
Bedfordshire	4%	12
Berkshire	-63%	2
Buckinghamshire	-34%	6
Cambridgeshire	-50%	4
Dorset	50%	13
Durham	-28%	8
East Sussex	-29%	7
Norfolk	-56%	3
Northamptonshire	-77%	1
Oxfordshire	-2%	11
Suffolk	-38%	5
West Sussex	-17%	10
Wiltshire	-24%	9

Accidental dwelling fires, by fire and rescue service, 2001/02 – 2014/15 (provisional)

FRS Area	% Change from 2001/02 to 2014/15	FG2 Position 2001/02-2014/15
Bedfordshire	4%	13
Berkshire	-40%	2
Buckinghamshire	-30%	7
Cambridgeshire	-36%	3
Dorset	-3%	11
Durham	-52%	1
East Sussex	-31%	4
Norfolk	-2%	12
Northamptonshire	-31%	4
Oxfordshire	-31%	4
Suffolk	-26%	8
West Sussex	-17%	10
Wiltshire	-26%	8

Deliberate secondary fires, by fire and rescue service, 2001/02 – 2014/15 (provisional)

FRS Area	% Change from 2001/02 to 2014/15	FG2 Position 2001/02-2014/15
Bedfordshire	-74%	7
Berkshire	-85%	2
Buckinghamshire	-66%	12
Cambridgeshire	-80%	3
Dorset	-86%	1
Durham	-70%	10
East Sussex	-79%	5
Norfolk	-75%	6
Northamptonshire	-80%	3
Oxfordshire	-71%	9
Suffolk	-59%	13
West Sussex	-67%	11
Wiltshire	-74%	8

Average Response Times for all Fire and Rescue Services

Chart 17 shows the average response times to dwelling fires for each FG2 member for 2013/14. This has not been updated as the 2014/15 Fire Incident Response times report had not been issued by DCLG when this report was produced.

For 2013/14 ESFRS is currently ranked first.

In England the average response time to fires in dwellings in 2012/13 was 7.4 minutes, this was the same as in 2012/13 and one and a half seconds longer compared to 2009/10. ESFR's average response time to fires in dwellings in 2013/14 was 6.6 minutes, which is well below the national average.
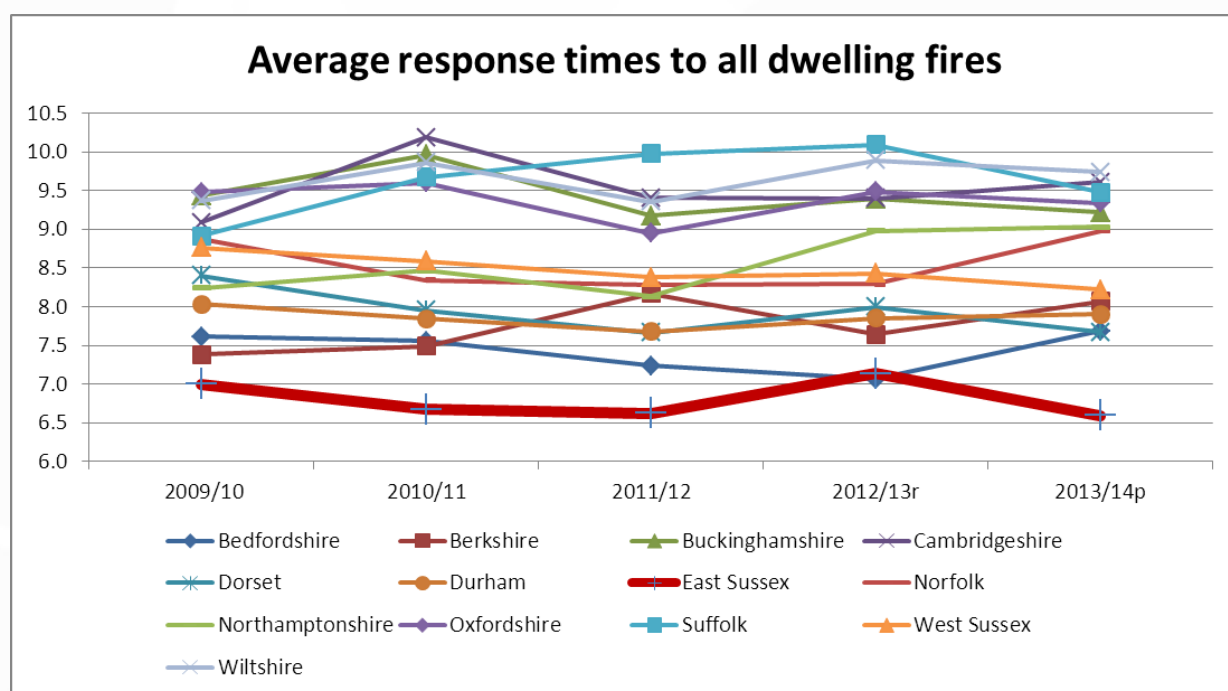

Chart 17 – From DCLG's Fire Incidents Response Times: England, 2013-14 statistical release August 2014.

Summary

- When we compare ESFRS to the other FRS' in FG2 in terms of population and properties we are most similar to West Sussex FRS.
- ESFRS covers the third smallest area in FG2.
- Management structures at ESFRS are similar in size, distribution and overall numbers to Berkshire.
- ESFRS is 37% above the average number of Wholetime firefighters with 384 (average 281) as of 31 March 2015 and has 4% less than the average RDS firefighters.
- ESFRS is above the FG2 average (19:1) for the ratio of firefighters to senior managers, with 20:1
- ESFRS has a ratio of 4.99 operational appliances per 100,000 population, this is just above the average for FG2 (the average is 4.58).
- ESFRS has a ratio of 2.92 stations per 100,000 population this places ESFRS 6th in FG2.
- ESFRS has the 2nd lowest number of square KM per station (74.63)
- ESFRS is below average for injuries sustained at operational incidents and above average during training, but much improved against 2013/14: ESFRS sustained 3.92 (6.10 in 2013/14) injuries per 100 firefighters at operational incidents and 4.58 (6.54 in 2013/14) injuries per 100 firefighters during training.
- ESFRS has the fourth highest proportion of female firefighters across FG2, with 5.2% of Wholetime firefighters being female. This is above the national average of 4.7%.
- ESFRS has the fourth highest proportion of ethnic minority staff across the FG2 members.
- ESFRS lost 7.97 shifts per employee by Wholetime and Control due to sickness in 2014/15, this is below the FG2 average (8.9 shifts lost) and an improvement on 2013/14 when 8.55 shifts were lost.
- ESFRS lost 9.52 shifts per employee by non-uniformed staff due to sickness in 2014/15 and although this is above the FG2 average, this is also an improvement on 2013/14 when 11.49 shifts were lost per employee.
- In 2014/15 ESFRS had 0.65 Accidental Dwelling Fires per 1,000 population, this was the highest amount in FG2.
- Since 2001/02 ESFRS has attended 61% less fires (5,352 in 2001/02 – 2,063 in 2014/15). Each FRS across the country has been experiencing similar reductions.
- ESFRS ranks first for average response times and is well below the national average.
- ESFRS attends the highest numbers of incidents in its family group with the major difference being in the number of false alarm it attends in comparison to its family group.

Table 5 – Total Incidents attended per FRS in Family Group 2 – Source Fire Statistics Monitor 2015

FRA	Primary Fires	Secondary Fires	Chimney Fires	False Alarm Apparatus	False Alarm Malicious	False Alarm Good Intent	Road Traffic Collision (RTC)	Other Transport incident	Flooding	Rescue or evacuation from water	Other rescue / release of persons	Animal assistance incidents	Hazardous Materials incident	Spills and Leaks (not RTC)	Making Safe (not RTC)
Bedfordshire	1,067	898	39	1688	129	717	422	11	100	14	34	83	30	35	16
Berkshire	937	715	61	1572	107	971	357	4	121	10	62	46	27	16	32
Buckinghamshire	1,043	848	83	1760	103	1027	448	10	140	10	57	58	32	57	37
Cambridgeshire	891	767	69	1977	96	1518	422	22	126	15	58	96	25	15	14
Dorset	968	614	166	2308	113	1154	394	20	84	12	56	64	19	98	35
Durham	875	1973	79	1131	61	1048	326	17	63	7	36	64	17	37	28
East Sussex	**1,171**	**732**	**160**	**3039**	**118**	**1228**	**466**	**28**	**389**	**11**	**77**	**183**	**20**	**104**	**90**
Norfolk	1,278	682	202	1467	39	825	1,728	19	288	33	104	152	43	51	35
Northamptonshire	1,069	796	94	698	66	973	472	24	86	6	53	47	25	64	11
Oxfordshire	781	538	155	1590	61	793	379	8	83	14	44	65	55	51	22
Suffolk	795	701	135	1668	70	671	324	21	35	18	53	88	21	10	10
West Sussex	1,087	641	142	3256	96	1258	480	16	278	8	83	75	16	80	80
Wiltshire	819	464	142	1891	33	556	326	21	191	9	39	58	35	25	65
Average	983	798	117	1,850	84	980	503	17	153	13	58	83	28	49	37

FRA	Lift Release	Effecting entry / exit	Removal of objects from people	Suicide/ attempts	Medical Incident - First responder	Medical Incident - Co- responder	Evacuation (no fire)	Water provision	Assist other agencies	Advice Only	Stand By	No action (not false alarm)	Malicious False Alarm	Good Intent false alarm	Total
Bedfordshire	102	213	43	26	21	3	7	1	48	11	4	21	1	44	5,828
Berkshire	129	234	41	10	13	0	3	0	55	23	0	30	1	145	5,722
Buckinghamshire	70	164	63	19	6	1	7	0	58	43	2	41	1	51	6,239
Cambridgeshire	20	103	35	13	12	3	3	0	47	21	3	23	0	42	6,436
Dorset	121	137	39	7	27	380	4	1	51	40	17	64	1	40	7,034
Durham	26	69	81	28	22	79	1	0	83	9	2	84	1	34	6,281
East Sussex	**321**	**329**	**70**	**15**	**12**	**2**	**1**	**0**	**97**	**31**	**1**	**52**	**0**	**49**	**8,796**
Norfolk	52	83	52	12	19	3	4	0	96	21	0	23	0	26	7,337
Northamptonshire	60	94	42	11	38	1,967	13	1	95	28	9	29	0	69	6,940
Oxfordshire	83	148	30	10	28	2	9	0	59	8	0	16	0	55	5,087
Suffolk	23	74	20	13	3	8	4	0	29	3	11	18	0	36	4,862
West Sussex	178	309	37	10	27	8	10	0	138	48	11	71	0	116	8,559
Wiltshire	79	113	42	4	5	510	19	0	42	9	0	30	2	43	5,572
Average	97	159	46	14	18	228	7	0	69	23	5	39	1	58	6,515

EAST SUSSEX FIRE AUTHORITY

Panel	Scrutiny & Audit
Date	5 November 2015
Title of Report	2015/16 Second Quarter Performance Report
By	Chief Fire Officer & Chief Executive
Lead Officer	Liz Ridley – Head of Performance Management

Background Papers	None

Appendices	Appendix A – Quarter 2 Performance Report 2015/16 Appendix B – Exceptions Report

CORPORATE RISK		**LEGAL**	
ENVIRONMENTAL		**POLICY**	✓
FINANCIAL		**POLITICAL**	
HEALTH & SAFETY		**OTHER (please specify)**	
HUMAN RESOURCES		**CORE BRIEF**	
EQUALITY IMPACT ASSESSMENT			

PURPOSE OF REPORT	**To present the second quarter performance results 2015/16.**

EXECUTIVE SUMMARY	This report provides the Panel with a summary of service performance information for the second quarter of 2015/16. It also contains a proposal to change the way we measure our response standards to average response times, until a comprehensive review of attendance standards can be undertaken in preparation for next year's three-year Integrated Risk Management Plan.

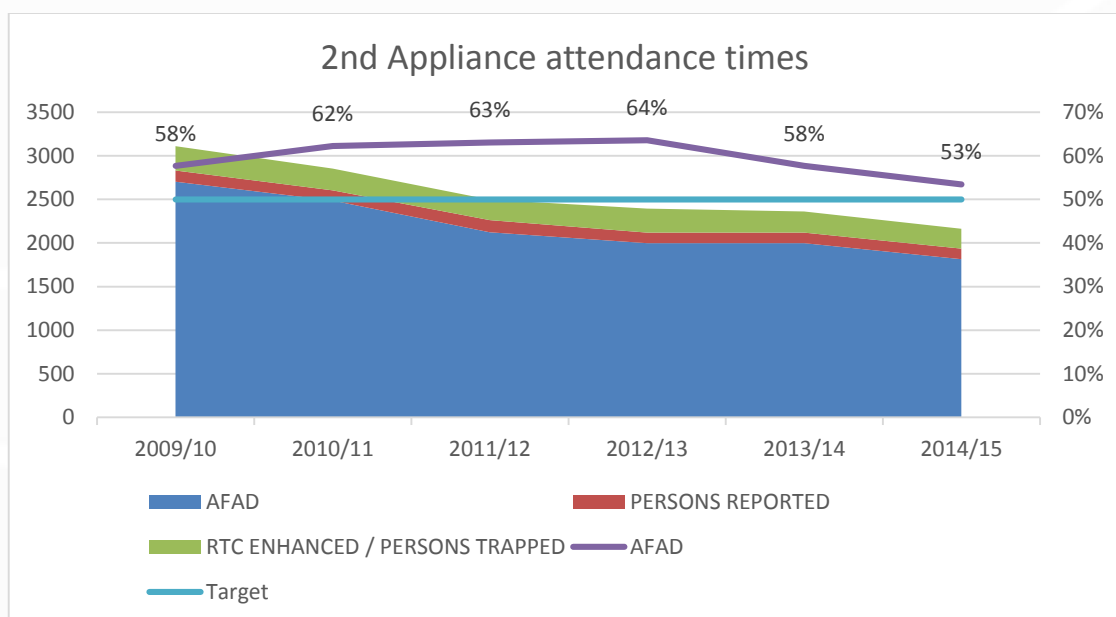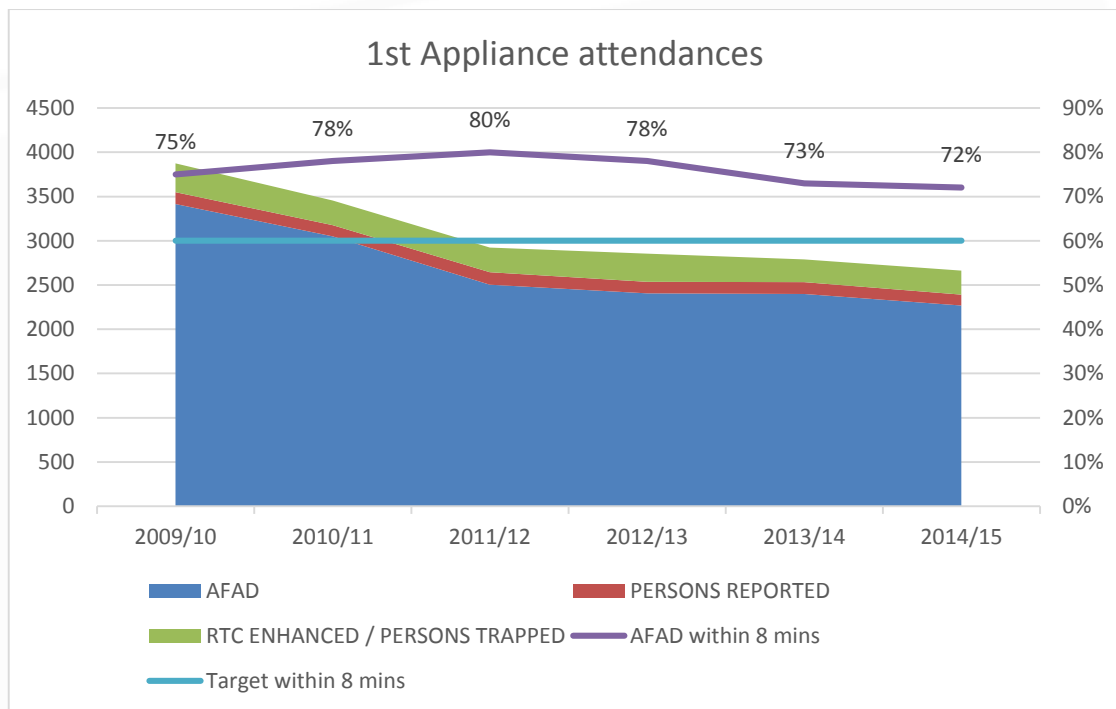|	
RECOMMENDATION	The Scrutiny & Audit Panel is asked to: (i) note the 2015/16 performance results for Quarter 2 as set out in the report and complementary separate Appendix A; and (ii) approve the move to reporting average response times until the new standards are set with public and staff consultation through the Authority's next Integrated Risk Management Plan.

1. **INTRODUCTION**

1.1 This report contains the Quarter 2 performance indicator results for 2015/16, compared with the results for the same quarter in 2014/15, and provides projected year end results against the existing agreed targets.

1.2 The report provides a simple Red, Amber, Green traffic light system. Where particular indicators show two or more reds, explanations are required from the relevant responsible officers to form the exception report.

2. **MAIN ISSUES**

2.1 The Fire Authority has five priority areas:
     (i)   Percentage of HSVs to the vulnerable members of our community
     (ii)   Number of accidental fires in dwellings
     (iii) Percentage of accidental dwelling fires confined to room of origin
     (iv)   Percentage reduction of automatic fire alarms
     (v)   Number of working days/shifts lost due to sickness absence for all staff

2.2 Performance for the second quarter of 2015/16 has shown a decline in a number of areas when compared to the previous year's performance, although this quarter is showing an improved performance over quarter 1, as only one indicator now has two or more reds:
     (i)   Number of Inspections of high risk premises completed.

2.3 In terms of the overall performance for 2015/16, of the Fire Authority's priority areas, two are on target, two are within 10% of the target and one is currently projected to miss the target. The performance outcome summary is set out in Appendix A attached as a separate document.

3. **RESPONSE STANDARDS**

3.1 As Members are aware, the Service's success in reducing false alarm calls over recent years had started to affect the achievement of the attendance standards. Historically, the quicker response times in our urban areas to calls including false alarms offset the slower response in our rural areas where an immediate turn out is not possible from our retained stations. False alarms calls account for over half of the incidents we attend (4,424 out of 8,776 incidents in 2014/15 with 3,032 being from AFAs). The accompanying charts show that the number of life threatening incidents is reducing. The biggest decrease is in the number of automatic false alarm calls domestic (AFAD) and smaller decreases are recorded for 'fire – person reported' and road traffic collisions. By their very nature road traffic collisions are often difficult to find, and the appliances have to negotiate their way through the heavy traffic often caused by the collision in the first place. As can be seen, the biggest impact is in the attendance of the second appliance.

1st Appliance attendances

75% 78% 80% 78% 73% 72%

Legend: AFAD, PERSONS REPORTED, RTC ENHANCED / PERSONS TRAPPED, AFAD within 8 mins, Target within 8 mins

2nd Appliance attendance times

58% 62% 63% 64% 58% 53%

Legend: AFAD, PERSONS REPORTED, RTC ENHANCED / PERSONS TRAPPED, AFAD, Target

3.2   In July of this year, we implemented the 'Attending Calls to Automatic Fire Alarms (AFAs)' policy approved by the Fire Authority. The implementation of the policy has further compounded the issues raised above as we calculate the attendance standards. False alarms calls were included in the Service's life threatening incident (LTI) definition as they attracted a two pump attendance and the standard was calculated on what we were sent to, not what we came back from. The removal of these incidents from the LTI definition, as an outcome of the changed pre-determined attendances, has resulted in a marked decrease in performance against our attendance standard.

3.3 The quarterly performance reports compare quarter-on-quarter performance and then a year-end projection against the target. The removal of the AFAs from the LTI calculation means that the data is no longer comparable. The Chief Fire Officer has stated to the Fire Authority that there will be a comprehensive review of the attendance standards and the proposal is to undertake this as part of the next three year integrated risk management plan which will be developed next year and consulted on with the public and staff.

3.4 In the meantime, it is apparent that we can no longer report equitably on our existing standards. The table includes analysis of what the attendance standards would be if we removed AFAs from past calculations. Table 1 confirms that if we take the AFAs out of historical performance data then the targets would not have been achieved for the first appliance in 2012/13 and 2014/15. The picture is even worse for the 2nd appliance attendance standard. As can be seen, we drop from reporting against over 3,500 incidents in 2009/10 to just 469.

TABLE 1 – LTI attendance results with new PDA due to changes to the AFA Policy

1st appliance LTI attendance times

Row Labels	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	Grand Total	Target
8 mins	288	268	276	271	246	228	62	1639	
Under 13 mins	416	380	392	418	359	368	103	2436	
over 13	53	43	42	43	46	67	21	315	
Grand Total	**469**	**423**	**434**	**461**	**405**	**435**	**124**	**2751**	
less than 8 mins	61%	63%	64%	**59%**	61%	**52%**	**50%**	60%	60%
Less than 13 mins	**89%**	90%	90%	91%	**89%**	**85%**	**83%**	**89%**	90%

2nd appliance LTI attendance times

Row Labels	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16 Q2	Grand Total	Target
8 mins	165	152	164	137	140	115	34	907	
Under 13 mins	285	266	284	280	263	237	69	1684	
over 13	125	112	97	128	110	128	41	741	
Grand Total	**410**	**378**	**381**	**408**	**373**	**365**	**110**	**2425**	
less than 8 mins	**40%**	**40%**	**43%**	**34%**	**38%**	**32%**	**31%**	**37%**	50%
Less than 13 mins	**70%**	**70%**	**75%**	**69%**	**71%**	**65%**	**63%**	**69%**	80%

3.5 It is proposed that, until the attendance standards are reviewed as part of next year's integrated risk management plan, we use a different measure to report against. The proposal is to report against the DCLG's definition of 'average response times.' This gives an accurate picture of our performance of attendance based on a definition provided by DCLG and it allows us to benchmark our performance against the national figures. The second quarter performance report contains the proposed new measures.
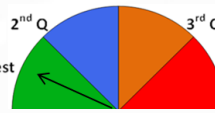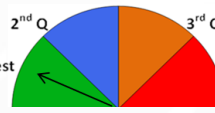
East Sussex Fire & Rescue Service

Performance Results
Quarter 2
2015/16

OCTOBER 2015

Strategic Aim 1 - To deliver quality services within available resources

1.1   Prevent loss of life and injuries in our communities

Indicator No.	How will we measure performance?	2014/15 Q2 result	National Quartile Position 2013/14	2015/16 Quarter 2	2015/16 Projected year end result	Target	Target met	Direction of travel from 2014/15 result
1 Priority	% of Home Safety Visits to vulnerable people	89.1%	This is an ESFRS indicator only, no National data is available for comparison	90.7%	91.1%	90.0%	Yes	Improved
7	Home Safety Visits	2,234		2,514	9,736	10,000	No	Improved
36	% of fires in dwellings with no smoke alarm	23.0%	This is an ESFRS indicator only, no National data is available for comparison	15.2%	17.7%	32.0%	Yes	Improved
9	Number of deaths in primary fires	0		0	0	Aspirational Target zero fire deaths		Same
11	Deaths in Accidental Dwelling Fires	0		0	0	Aspirational Target zero fire deaths		Same
10	Number of injuries in primary fires	12		13	52	52	Yes	Declined
12	Injuries in Accidental Dwelling Fires	7		8	38	37	No	Declined
2 Priority	No of accidental dwelling fires	138		121	540	534	No	Improved

Indicator No.	How will we measure performance?	2014/15 Q2 result	National Quartile Position 2013/14	2015/16 Quarter 2	2015/16 Projected year end	Target	Target met	Direction of travel from 2014/15 result
8	Number of primary fires	318		298	1,258	1,244	No	Improved
13a	Deliberate primary fires not in vehicles	43		36	166	159	No	Improved
13b	Deliberate primary fires in vehicles	24		22	82	141	Yes	Improved
14	Deliberate secondary fires	150		108	460	500	Yes	Improved
4a Priority	A reduction of automatic fire alarms (AFA) from the base year result of 2009/10	-44.8%	This is an ESFRS indicator only, no National data is available for comparison	-41.8%	-42.5%	-32.0%	Yes	Declined
4b	% of AFA calls challenged by ESFRS	18.2%	This is an ESFRS indicator only, no National data is available for comparison	9.9%	10.0%	Monitor only	Monitor only	Declined
4c	% of AFA calls turned back by ESFRS	8.8%	This is an ESFRS indicator only, no National data is available for comparison	6.7%	8.8%	Monitor only	Monitor only	Declined
4d	% of AFA mobilised calls to properties covered by the RRO that were classified as a primary fire	2.8%	This is an ESFRS indicator only, no National data is available for comparison	2.0%	2.6%	Monitor only	Monitor only	Declined

1.2   Protect our communities against economic, property or heritage loss

Indicator No.	How will we measure performance?	2014/15 Q2 result	National Quartile Position 2013/14	2015/16 Quarter 2	2015/16 Projected year end result	Target	Target met	Direction of travel from 2014/15 result
15	No of fires in non-domestic properties	50		32	164	176	Yes	Declined
16	Inspections of high risk premises completed	96		60	240	480	No	Declined

1.3 Respond effectively and safely to incidents with appropriate planned resources

Indicator No.	How will we measure performance?	2014/15 Q2 result	National Quartile Position 2013/14	2015/16 Quarter 2	2015/16 Projected year end result	Target	Target met	Direction of travel from 2014/15 result
3 Priority	% of accidental dwelling fires confined to room of origin	92.0%	This is an ESFRS indicator only, no National data is available for comparison	94.2%	94.4%	94.0%	Yes	Improved
18	% of Life Threatening Incidents (LTIs) attended by 1st appliance within 8 minutes	64.9%	This is an ESFRS indicator only, no National data is available for comparison	50.0%	68.7%	60.0%	Yes	Improved
19	% of LTIs attended by 1st appliance within 13 minutes	92.0%	This is an ESFRS indicator only, no National data is available for comparison	83.0%	89.6%	90.0%	No	Declined
20	% of LTIs attended by 2nd appliance within 8 minutes	45.3%	This is an ESFRS indicator only, no National data is available for comparison	30.9%	49.8%	50.0%	No	Improved
21	% of LTIs attended by 2nd appliance within 13 minutes	77.8%	This is an ESFRS indicator only, no National data is available for comparison	62.7%	79.3%	80.0%	No	Declined
22	% of incidents attended within 20 minutes	98.2%	This is an ESFRS indicator only, no National data is available for comparison	98.5%	99.0%	95.0%	Yes	Declined
23	% of LTIs attended by a minimum of 8 crew within 8 minutes	45.3%	This is an ESFRS indicator only, no National data is available for comparison	30.9%	49.8%	50.0%	No	Improved
24	% of LTIs attended by a minimum of 8 crew within 13 minutes	77.8%	This is an ESFRS indicator only, no National data is available for comparison	62.7%	79.4%	80.0%	No	Declined

1.3   Respond effectively and safely to incidents with appropriate planned resources
<mark>PROPOSED CHANGE</mark>
Average first attending appliance response times

First arriving appliance	2013/14 England Average	2013/14 FG2 Average	Q2 2014/15	Q2 2015/16	Q1 & Q2 2015/16
Primary fires	8.4	9.6	8.6 (299)	8.3 (283)	8.2 (607)
Dwellings	7.4	8.6	7.8 (143)	7.6 (113)	7.6 (294)
with any casualty or rescue	7.1	N/a	7.2 (7)	7.6 (7)	6.6 (17)
without any casualty or rescue	7.4	N/a	8.9 (136)	7.6 (126)	7.7 (227)
Other Buildings	8.1	9.4	8.2 (78)	8.2 (49)	8.1 (127)
Other Residential	7.6	N/a	8.2 (19)	8.5 (10)	7.2 (29)
Non-Residential	8.2	N/a	8.2 (59)	8.1 (39)	8.4 (98)
Road Vehicles	9.3	10.2	10.2 (58)	9.1 (76)	8.7 (136)
Other (Outdoor Primary)	10.3	11.3	11.7 (20)	10.1 (25)	10.9 (50)
RTC Persons trapped / enhanced	N/a	N/a	10 (78)	10.7 (88)	10.2 (146)

Bracketed numbers are the total number of attended incidents for each category

Average second attending appliance response times

Second arriving appliance	2013/14 England Average	2013/14 FG2 Average	Q2 2014/15	Q2 2015/16	Q1 & Q2 2015/16
Primary fires	N/a	N/a	12.8 (192)	11.9 (152)	11.3 (378)
Dwellings	N/a	N/a	10.9 (121)	10.6 (98)	10.3 (240)
with any casualty or rescue	N/a	N/a	11.1 (7)	14 (7)	12.7 (17)
without any casualty or rescue	N/a	N/a	10.9 (114)	10.3 (91)	10.2 (223)
Other Buildings	N/a	N/a	12.1 (59)	10.6 (30)	11.0 (90)
Other Residential	N/a	N/a	10.6 (18)	13.0 (7)	10.9 (26)
Non-Residential	N/a	N/a	12.8 (41)	9.9 (23)	11.1 (64)
Road Vehicles	N/a	N/a	25.0 (6)	16.8 (14)	16.8 (25)
Other (Outdoor Primary)	N/a	N/a	26.3 (6)	20.7 (10)	16.8 (23)
RTC Persons trapped / enhanced	N/a	N/a	14.5 (67)	14.4 (69)	13.7 (117)

Bracketed numbers are the total number of attended incidents for each category

1.4   Deliver cost effective services, which focus on community risk and customer needs at a price the local community can afford and within available resources

Indicator No.	How will we measure performance?	2014/15 Q2 result	National Quartile Position 2013/14	2015/16 Quarter 2	2015/16 Projected year end result	Target	Target met	Direction of travel from 2014/15 result
6	Expenditure per head of the population	£46.90	This is an ESFRS indicator only, no National data is available for comparison	N/a	Annual	£45.42	Annual	Annual
34	To achieve a 3.5% reduction in CO2 emissions against 2010/11	N/a	This is an ESFRS indicator only, no National data is available for comparison	N/a	Annual	14.00%	Annual	Annual
35	Percentage of people satisfied with the service received during the 999 call	98%	This is an ESFRS indicator only, no National data is available for comparison	N/a	Annual	Monitor only	Annual	Annual
36	Percentage of people satisfied with the service received at the scene of the incident	99%	This is an ESFRS indicator only, no National data is available for comparison	N/a	Annual	Monitor only	Annual	Annual

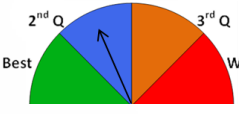# Strategic Aim 2 - Ensure a competent, diverse, safe and valued workforce

2.1 Embed and embrace equality and diversity principles in all that we do

Indicator No.	How will we measure performance?	2014/15 Q2 result	National Quartile Position 2013/14	2015/16 Quarter 2	2015/16 Projected year end result	Target	Target met	Direction of travel from 2014/15 result
24	Achievement of excellence in the Equality Standard in Local	Excellent	This is an ESFRS indicator only, no National data is available for comparison	Excellent	Annual	Monitor only	Annual	Annual
26	Retained (RDS) female firefighters as new entrants	8.7%	This is an ESFRS indicator only, no National data is available for comparison	N/a	Annual	15.0%	Annual	Annual
27	Minority ethnic staff as new entrants to the FRS	3.6%	This is an ESFRS indicator only, no National data is available for comparison	N/a	Annual	3.5%	Annual	Annual
28	Disabled empolyees as new entrants to the FRS	3.6%	This is an ESFRS indicator only, no National data is available for comparison	N/a	Annual	5.0%	Annual	Annual

2.2 Attract and retain high calibre and committed staff, and help them develop professional skills and competence to meet our business needs

Indicator No.	How will we measure performance?	2014/15 Q2 result	National Quartile Position 2013/14	2015/16 Quarter 2	2015/16 Projected year end result	Target	Target met	Direction of travel from 2014/15 result
To be developed	Number of operational staff completing development programmes		This is an ESFRS indicator only, no National data is available for comparison	To be developed in 2015/16	To be developed in 2015/16	To be developed in 2015/16	To be developed in 2015/16	To be developed in 2015/16

2.3 Maintain and improve the standards of health, safety and welfare of our staff and provide a safe and secure workplace

Indicator No.	How will we measure performance?	2014/15 Q2 result	National Quartile Position 2013/14	2015/16 Quarter 2	2015/16 Projected year end result	Target	Target met	Direction of travel from 2014/15 result
5 Priority	**The number of working days/shifts lost due to sickness**	**2.1**	This is an ESFRS indicator only, no National data is available for comparison	**2.1**	**8.4**	**7.5**	**No**	**Same**
29	Number of RIDDOR incidents	2		0	2	12	Yes	Improved
30	Number of injuries sustained by Wholetime and Retained firefighters during operational activities	24		N/a	Annual	Monitor only	Annual	Annual
31	Total number of injuries sustained by Wholetime and RDS firefighters during training activities	37		N/a	Annual	Monitor only	Annual	Annual
30	Number of workplace reported accidents / injuries	24		26	118	124	Yes	Declined

EXCEPTIONS REPORT – QUARTER 2 2015/16

Indicator	Commentary	Actions to be taken	Responsible Officer
16. Inspections of high risk premises completed	60 Audits were completed in quarter 2 2015/16, this gives a projected year end result of 240 against a target of 480	Staff have recently been recruited into permanent positions following resignations from the Service. Training courses are scheduled for new staff to enable more inspections to be undertaken. Business engagement activities have continued – these activities reach far greater numbers of people than individual inspections. This year has been the first year in the development of the 'fire risk assessment' training by using business rates funding, as agreed by the Authority. This supports business compliance with fire safety law.	Director of Prevention and Protection

EAST SUSSEX FIRE AUTHORITY

Panel	Scrutiny & Audit
Date	5 November 2015
Title of Report	Corporate Projects and Programmes Quarter 2 Progress Report
By	Chief Fire Officer & Chief Executive
Lead Officer	Liz Ridley, Head of Performance

Background Papers	None

Appendices	Appendix A is the report

Implications

CORPORATE RISK	✓	**LEGAL**	
ENVIRONMENTAL		**POLICY**	
FINANCIAL		**POLITICAL**	
HEALTH & SAFETY		**OTHER (please specify)**	
HUMAN RESOURCES		**CORE BRIEF**	
EQUALITY IMPACT ASSESSMENT			

PURPOSE OF REPORT	To report project and programme progress against key milestones, identify slippage, and report compliance with project governance in terms of documentation.

EXECUTIVE SUMMARY	- IMD Transformation is 61 days behind schedule. - SCC is waiting for confirmation of next steps. - HQ Move milestones have been added after the initial Programme Board meeting on 02/10/2015; programme management arrangements are behind schedule. - Newhaven Fire Station build progressing on schedule and on budget.

RECOMMENDATION	The Panel is asked to note the report.

EAST SUSSEX FIRE AUTHORITY

Panel	Scrutiny & Audit
Date	5 November 2015
Title of Report	2015/16 2nd Quarter Corporate Risk Register Review
By	Treasurer
Lead Officer	Daryll Luxford – Corporate Risk Support Manager

Background Papers	2015/16 1st Quarter Corporate Risk Register Review 17 September 2015

Appendices	Appendix A Corporate Risk and RAID Log Scoring Matrix
	Appendix B Corporate Risk and Project Scoring Identifiers
	Appendix C Risk Management Mitigation Plans
	Appendix D Corporate Project Risk Report

Implications

CORPORATE RISK	✓	LEGAL	
ENVIRONMENTAL		POLICY	
FINANCIAL		POLITICAL	
HEALTH & SAFETY		OTHER (please specify)	
HUMAN RESOURCES		CORE BRIEF	
EQUALITY IMPACT ASSESSMENT			

PURPOSE OF REPORT   **To report on the latest quarterly review of Corporate Risk and agree outcomes**

EXECUTIVE SUMMARY

1. The Authority has in place established procedures for ensuring that risks are identified and managed for all corporate projects. All high risks identified in the Project RAID (Risks, Assumptions, Issues, and Dependencies) logs are now collated and reported to Corporate Management Team (CMT) to allow any themes to be identified and risks to be escalated to the corporate risk log as necessary. At Appendix D is a summary of the Project RAID Log for all risks scored 9 or above, these are assessed against a 4x4 scoring matrix as shown in Appendix A with the score identifiers at Appendix B. Reviews of corporate risks take place on a quarterly basis. The latest series of meetings with Corporate Risk Owners was carried out during September 2015 to update risk management action plans and review the position of each risk as shown at Appendix C.

2. Risk No. 4 has had the risk score increased from (9) moderate to (12) high due to changes in staffing at senior management level. In quarter 3 it is expected that the score will decrease as risk mitigation measures will have been implemented.

3. Risk No. 6 – Communication Risk plan – has been reduced in the risk scoring from (6) moderate to (4) moderate, following the implementation of current mitigation actions and is being monitored. A review of the risk plan will take place during quarter three.

4. Following the audit of Risk Management arrangements, under which ESFRS received substantial assurance, the Corporate Risk Manager has implemented departmental risk meetings with departmental heads to identify potential risks that may require escalation to the Risk Register, subject to mitigation plans and potential impacts on the achievement of organisational and departmental objectives. The revised Corporate Risk Policy will be available during October for consultation prior to sign off.

5. All project plans (Appendix D) are being reviewed to ensure the pre-scoring and post scores are appropriate. This will identify whether the mitigation plans are adequate and appropriate and reduces risk to the individual project.

RECOMMENDATION   The Panel is asked to approve the latest Corporate Risk Register.

CORPORATE RISK REGISTER

Scoring for all Corporate Risk and Project RAID Log   Appendix A

Impact / Likelihood		Moderate (1)	Significant (2)	Serious (3)	Critical (4)
Certain/High (4)		Tolerable (4)	Moderate (8)	Substantial (12)	Intolerable (16)
Very Likely (3)		Tolerable (3)	Moderate (6)	Moderate (9)	Substantial (12)
Low (2)		Tolerable (2)	Tolerable (4)	Moderate (6)	Moderate (8)
Unlikely (1)		Tolerable (1)	Tolerable (2)	Tolerable (3)	Moderate (4)

Corporate Risk and Project Raid Log Scoring Matrix   Appendix B

Impact		Moderate	Significant	Serious	Critical
Score		1	2	3	4
Financial		≤ £10000	≤ £100,000	≤ £500,000	≤ £1 m +
Reputation		Damage limitation	Adverse Publicity	Poor Reputation	Complete loss of public confidence
Service Delivery		would not restrict or service delivery	Could restrict service delivery or restrict delivery of an ESFRS Aim	Could stop service delivery or unable to delivery an ESFRS Aim	Would affect service delivery to our communities

Likelihood		Unlikely	Low	Very Likely	Certain/High
Score		1	2	3	4
Frequency		One case reported in the past 5 years, may re-occur if only limited control measures are not applied and continued monitoring. (0-24% probability)	One or two cases in the past 2 - 5 years or may re occur if not all control measures are not applied within the next 6 months and continue to monitor. (25-49% probability)	One or two cases in past 2 years or expected to happen if controls measures are slow being applied, and failure to monitor progress. (50-74% probability)	One or more cases in past 2 years. Failure to take immediate action could impact on service delivery or safety of personnel/ community. (75-100% probability)

Number / Reference	Aligned to ESFRS Aim	Strategic Risk	Pre Impact Score	Pre Likelihood Score	Pre mitigation scoring	Key Actions	Post Impact Score	Post Likelihood Score	Current Status (by colour) and total score (Previous score shown)	Corporate Risk Owner	Risk Delivery Manager
1 Financial	4	Failure to identify and deliver savings to meet the expected funding gap to 2020/21 and the uncertainty of funding both from year to year and beyond 2015/16 resulting in an unclear service delivery model for the future.	4	4	16	1) MTFP updated and rolled forward to 2020/21 taking into account agreed Phase 1 and 2 proposals from Changing the Service, Shaping our Future program. Funding gap now £2.1m by 2020/21 assuming Council Tax rise of 1.94% each year. 2) Delivery of savings monitored on a monthly basis - some slippage due to delays in implementation – savings now subject to closer monitoring and latest position built into revised MTFP. 3) Opportunities for further collaboration with public sector partners being examined especially around support services and through Emergency Services Collaboration Project. 4) Bids for capital funding for Newhaven and Day Crewed Plus unsuccessful - proposed to use additional revenue contributions to support capital program over next 3 years approved in budget. Bid for ESCP Joint Transport project successful. 5) Ongoing work through East Sussex Financial Officers' Association seeking to maximise income from council tax and non- domestic rates. 6) Business Rate Pool approved by CLG. 7) Improvement and Efficiency reserve established to fund transformation initiatives. 8) Service Transformation Team established to manage delivery of all Phase 3 proposals.	3	3	9 (Moderate)	CFO	Treasurer

Number / Reference	Aligned to ESFRS Aim	Strategic Risk	Pre Impact Score	Pre Likelihood Score	Pre mitigation scoring	Key Actions	Post Impact Score	Post Likelihood Score	Current Status (by colour) and total score (Previous score shown)	Corporate Risk Owner	Risk Delivery Manager
2 Technology	4	1) Sustained Technological failure, and 2) Failure to deliver organisational change as a result of a lack of a robust and effective modern ICT infrastructure and a lack of supported infrastructure and systems through fewer and less skilled staff. 3) Succession planning as a result of restructure and retirement of ACFO leads to insufficient strategic support and direction for project.	4	4	16	1) Business critical work to renew or replace risk critical equipment has been identified and costed. CMT have been appraised of these tasks and have supported the work (Jan 2014 CMT meeting), the critical works will be completed throughout the current financial year, with the intention of minimising disruption and inaccessibility of core systems whilst this work proceeds. 2) The current ICT staffing model will be sustained but new posts will be added - Operations Engineer posts (x5). Two new engineers will commence June and July 2015 – with the key purpose of supporting the existing infrastructure. 3) The IMD Transformation Programme has been presented to CMT with an emphasis on fixing before transforming in order to sustain current business critical systems and 'ready' them for fitness prior to any 3rd party transition. Importantly, the 'fixing' is dependent upon the availability of skilled staff or 3rd parties to deliver - the Dept have initiated a 'freeze' on new developments to ensure the infrastructure is stable and prepared for future procurement of services – implementation of new services/suppliers is now expected Summer 2016. 4) Handover to new Senior Responsible Officer pre December 2015 if not handled smoothly can cause disruption to project 5) Requirements must change, due to new ways of working/HQ move strategic review 6) The task-sourcing and instatement of new skilled staff remains the highest priority to mitigate this risk. 7) Restructure proposals to consider risk – report to CFA at its December meeting.	4	3	12 (Substantial)	ACFO	HoIMD

Number / Reference	Aligned to ESFRS Aim	Strategic Risk	Pre Impact Score	Pre Likelihood Score	Pre mitigation scoring	Key Actions	Post Impact Score	Post Likelihood Score	Current Status (by colour) and total score (Previous score shown)	Corporate Risk Owner	Risk Delivery Manager
3 Partnership	4	1) Sussex Control Centre does not deliver effective mobilisation service or planned savings 2) Failure to deliver full specification for mobilising system leading to contractual issues.	4	4	16	Pre go live; 1) To ensure the project is progressing in alignment with specification and to avoid further delays there is a weekly attendance by project team members to the Remsdaq factory. Also weekly telecom with the MD/CFO&CE. 2) The Factory Acceptance Test (FAT) is now preceded by a joint pre-FAT program. 3) The Site and User Acceptance Tests will ensure specification and functionality tested after installation at Haywards Heath. 4) Any milestone payments are not triggered until pass of acceptance tests and these are staged. 5) Other FRSs have contract with Remsdaq therefore market pressure to deliver. 6) SCC 'go live' will be subject to sign off by both Senior Users, and the 'switchover' operation will be agreed and validated by 3rd party. 7) Regular monthly progress and financial reporting to SCC Implementation Board, both Management Teams and the Executive Governance Board. 8) Savings target for 2015/16 revised to reflect delays in implementation. 9) Additional resources made available due to extension of the go live date to ensure interim service is maintained in accordance with Section 16, these costs are shared. 10) The project has been subjected to scrutiny facilitated by 3rd party – the highlight report and findings are now progressed and monitored by the SCC Implementation Board. Post go live; 1. Section 16 and SCC Concept of Operations provide the strategic operational framework for the SCC, including arrangements under which call handling, mobilisation and related functions are discharged. 2. SCC Operational Governance Board, made up of reps of both Services, meets monthly to ensure that the Joint Control is effective, efficient and resilient and that any issues and areas of concern are reported and acted upon. 3. ESFRS specific operational and performance matters considered at the monthly Response & Resilience management team meetings. 4. The SCC Watches now operate a revised duty system which is improving SCC efficiency and staffing challenges.	4	3	12 (Substantial)	ACFO until go live / DCFO post go live	SCC Project Manager until go live / DRR post go live

Number / Reference	Aligned to ESFRS Aim	Strategic Risk	Pre Impact Score	Pre Likelihood Score	Pre mitigation scoring	Key Actions	Post Impact Score	Post Likelihood Score	Current Status (by colour) and total score (Previous score shown)	Corporate Risk Owner	Risk Delivery Manager
4 Leadership	4	Failure to effectively lead/manage the Service through a period of significant change as a result of lack of corporate capacity, management competences and poor staff engagement	4	3	12	1) Undertake a review and realignment of corporate references and engage with Heads of Service/Function to review middle and senior managers' responsibilities and accountabilities. Review undertaken and presented to POs on 16/6/14. HoPM/ODWM to feedback PO's views and establish action plan. SMT formed and operating with ongoing review. 2) ACO and Head of L&OD to review leadership development to meet evolving and emerging needs. POD strategy being reviewed Q2 2015/16 3) ACO and Communications and Marketing Manager to review staff communication strategy to promote effective organisational communications. Work planned for 3rd & 4th qtr of 14/15 POD BP. Completed and will be reviewed 2016. 4) Members are to consider proposals for a Talent Management Scheme to address and support mitigations on future risks and succession planning. Now part of the restructure programme 5) Succession Planning. Mitigation to be implemented qtr 3, following non recruitment of DCFO post 6) Restructure to address a number of strategic roles and management structures 7) Staff engagement being considered by HofL&OD	3	4 (3)	12 (9) (moderate) Last qtr	CFO	ACO
5 Community	1	1) Longer term Industrial Action (IA) could impact on the ability to deliver services, impact on the relationships with the workforce and has the potential for reputational damage 2) Short to medium term impact of Action Short of Strike (ASOS)	3	3	9	1) Constant Review of Business Continuity and Industrial Action Contingency Plans. 2) Maintain consultation and negotiation with trade unions. 3) Maintain effective communications. 4) Monitor impact on service delivery. 5) CFA advised of progress through regular updates and impact of changing FBU strategy on contingency plans and resilience. 6) Impact on training delivery, L&OD have provided additional resource to manage training plans and expected backlog during and following IA/ASOS periods. 7) Additional communications resource provided to reassure the community and inform staff. 8) The FBU has made a legal challenge to the FPS 2015 on the grounds of potential discrimination – the NJC is managing the claim on behalf of all FRSs on a shared cost basis and has signed up Bevan Brittan LLP to act on our collective behalf.	2	3	6 (Moderate)	DCFO	CMT

Number / Reference	Aligned to ESFRS Aim	Strategic Risk	Pre Impact Score	Pre Likelihood Score	Pre mitigation scoring	Key Actions	Post Impact Score	Post Likelihood Score	Current Status (by colour) and total score (Previous score shown)	Corporate Risk Owner	Risk Delivery Manager
6 Communica -tion	3	Key stakeholders including the public, members, employees and partners are insufficiently informed about/engaged in the difficult choices the Authority faces.	3	3	9	1) ACO, Head of Performance Management and Communications and Marketing Manager are working with the Chairman, Vice Chair and the Fire Authority to engage with local communities, local authority partners, agencies and other organisations. Item for consideration at a future Members Seminar. 2) Utilise a variety of media to support communication strategy. New communications strategy prepared. Completed. 3) The actions for risk No. 6 have been mitigated, a review of the risk plan will occur during quarter 3.	2	2	4 (Moderate)	ACO	Head of Performance /Communica -tions & Marketing Manager
7 Resource	6	Failure to maintain staff morale, motivation and attitudes will adversely impact on service delivery/ performance and the ability to successfully deliver service transformation/ ESFRS change programme.	4	3	12	1) Support middle and senior managers to ensure regular meetings and engagement with staff and to review feedback from managers. Presentation to Members Seminar 29th Oct 2014. 2) Ensure staff representative bodies are engaged with and informed of emerging issues. 3) Continue to develop communication opportunities including where appropriate, social media and new Communications Strategy. 4) Staff seminars on Day Crewed Plus undertaken. 5) Engagement of staff through Service Transformation Programme Review Leads on ARP, Retained Duty System review and smaller appliance options. 6) Staff briefings and engagement for SHQ relocation proposals. 7) Trade Union and management briefings in place October 2015 to discuss outcome of local consultations on savings proposals	3	3	6 (Moderate)	CFO	ACO/ Head of Performance /Communicate -tions & Marketing Manager

Number / Reference	Aligned to ESFRS Aim	Strategic Risk	Pre Impact Score	Pre Likelihood Score	Pre mitigation scoring	Key Actions	Post Impact Score	Post Likelihood Score	Current Status (by colour) and total score (Previous score shown)	Corporate Risk Owner	Risk Delivery Manager
8 Leadership/ Resource	4,5,7	ESFRS Relocation of Headquarters from Eastbourne to Sussex Police Headquarters at Lewes. Risks include; 1) Implementation project failure – risks not identified, mitigations do not align with risk. 2) Technology not delivered at time of move. 3) Ineffective communications – partners, suppliers and stakeholders not aware. 4) Security risks (loss of equipment, lack of access) caused by physical move. 5) Necessary changes to working practices result in financial and reputational risks. 6) Access and employee facilities not implemented (DSEs, disability, etc). 7) Staffing risk – greater than expected number of key workers leave at short notice. 8) Change in strategic direction (caused by changes in PCC, CFA direction, strategic opportunities with other partners).	3	3	9	1) CFA Members and SHQ staff have been fully sighted on the reasons (opportunity and cost) for this relocation and the likely changes in regard to Agile, Technology and dispersal locations. 2) Funding for the one off costs of the project both revenue and capital has been agreed 3) Following 18 June 2015 an implementation plan was agreed by CMT and this will mitigate many of the risks, such as security, travel plan, technology, communications and timescales. 4) The IMD Transformation Programme is key to delivering the right technology to enable new ways of working at the SHQ and the dispersal sites – this is being led by the ACFO who is also leading the Relocation project – thereby minimising any risk of misalignment. 5) An Agile Project Manager will be employed for a fixed term to ensure the Service meets the timescales and implementation challenges in regard Agile and flexible working. 6) The CFA and PCC are committed to this collaboration project.	3	2	6 (Moderate)	CFO	ACFO

EAST SUSSEX FIRE AUTHORITY

Panel	Scrutiny & Audit
Date	5 November 2015
Title of Report	Emergency Services Mobile Communications Programme (ESMCP) update
By	Chief Fire Officer & Chief Executive
Lead Officer	Gary Ferrand, Assistant Chief Fire Officer

Background Papers	Corporate Management Team Report Item 08 – ESMCP update report (January 2015)

Appendices	Appendix 1 – suggested ESFRS resource requirements

Implications

CORPORATE RISK		**LEGAL**	
ENVIRONMENTAL		**POLICY**	
FINANCIAL		**POLITICAL**	
HEALTH & SAFETY		**OTHER (please specify)**	
HUMAN RESOURCES		**CORE BRIEF**	
EQUALITY IMPACT ASSESSMENT			

PURPOSE OF REPORT	This report updates the Panel following the initiation of the Emergency Services Mobile Communications Programme (ESMCP) and future steps.

RECOMMENDATION	The Panel is asked to note the update report following the initiation of the ESMCP project that will replace the FireLink contract.

1.   **INTRODUCTION**

1.1   The ESMCP outline business case was approved by the Government in April 2014; this allowed the programme to formally enter the procurement stage.

1.2   The procurement for the delivery partner (Lot 1) was announced on 27 August, and this contract has now been awarded to Kellogg, Brown and Root Ltd. They commenced their operations as the delivery partner with immediate effect.

1.3   KBR is a major international operator specialising in technology-driven engineering, procurement and construction, and is a market leader in infrastructure sectors. Their past portfolio includes numerous high-profile clients ranging from BP to the British Army indicating their success in delivering services for both the private and public sectors.

1.4   Negotiations with the preferred bidders for the remaining contracts – Lot 2 User Services (Motorola), and for Lot 3 Infrastructure Services (EE) – are continuing and contract awards are expected later this year. The first Services will go live on ESN in early 2017.

1.5   Throughout these stages of the ESMCP Programme ESFRS has been represented at relevant workshops, seminars and regional meetings (there is a South, South East Group comprising Sussex, Surrey and Kent) and has communications via the South East Fire User Customer Group with Paul Flaherty (Kent FRS) taking over from Steve Owen Hughes (Surrey FRS).

1.6   The ESFRS project requirements have been returned to DCLG; these were based on estimates, and illustrate a need for 8.75 fte to be used at various durations over the term of the project.

1.7   The DCLG contract with Airwave was originally set to expire on 31 December 2016, however, following negotiations, DCLG has enacted the 3 year extension to the Firelink contract. This will extend the service received from Airwave from 31 December 2016 to 31 December 2019 in line with the planned timetable for ESMCP and thereby provide fire and rescue services with continuity of service during the transition window. The extension years will continue to be subject to RPI increases and DCLG will continue to meet its New Burdens obligations during this period. The grant allocation for 2015/16 is £160,463 for ESFRS.

1.8   DCLG has confirmed that New Burdens rules will apply as appropriate to the new solution, and have further suggested that the costs of the new system should be lower overall.

2.   **ISSUES UNDER CONSIDERATION**

2.1   Public Services Network (PSN)

A considerable amount of discussion has been undertaken around what code of connection will be required to allow connection to the ESMCP (ESN) network. Initially this looked likely to revolve around the Public Services Network (PSN) code of connection. However, it now looks likely that the future connectivity for ES Control Rooms will be governed using a process similar to the Airwave requirement with which FRSs are familiar. This is a significant step given that only 7 FRSs have accreditation to use PSN and the connection requirements are far more stringent and potentially time-consuming to achieve. This only applies to the control room connection and won't replace the work needed for the organisation as a whole to achieve PSN certification.

2.2   Control Room integration

The procurement requirements in the main Lot 2 (ESN user services) include the delivery of a control room interface to provide access to the public safety communication services, and to support integration of 3ES control room systems (supplied by third party vendors) with this interface. It is still not clear whether funding will be provided for the work needed to integrate the ICCS to the interface being provided.

The Programme is currently investigating delivery options with the PSN team in Government Digital Service, to identify how best to meet requirements for security, resilience, capacity and quality of service.

The capital programme will need to include a provision for control room adaptations, as yet these remain estimated only.

2.3   SAN H

The Service has its own SAN H and we have a separate contract with Airwave for the provision (maintenance) of this service. Advice has been sought from Firelink on how the service can be extended to match the Firelink extension, and the following advice has been received from the Firelink Commercial Manager:

> *"The CCN to the Firelink Project Agreement (or National contract) sets out the terms of a range of aspects surrounding the redeployment of the assets originally intended for FiReControl, especially the ability of FRSs to order SAN H devices directly from Airwave under the Call-Off contract process at agreed prices. It is not time bound and, as it is now incorporated into the Agreement, the principles and the terms will survive during the contract extension period (pricing being subject to escalation).*

ESFRS will have ordered the hardware and a period of maintenance support under the Call-Off order terms. We do not have sight of your order so we do not know the period of maintenance that has been contracted for by you, but the extension means that the ability to order maintenance under Call-Off terms will now continue up to December 2019. Section 6 of the Call-Off catalogue details the annual maintenance charges for SAN H equipment (subject to escalation at RPI plus 1%).

In summary, then:

The FRS can continue to use the SAN H during the extension period.

The FRS needs to continue to cover annual maintenance, at the Call-Off catalogue rates and this may entail raising a further PO or POs when your existing PO expires.

There should be no need for ESFRS to have to negotiate with Airwave (unless a bespoke piece of work is required, for example, a reconfiguration).

I hope that the above is of help but if not, please contact me.

Andrew Strudwick

Commercial Manager, Firelink Project Office"

3.   **OUT OF SCOPE**

3.1   The following are currently known to be out of scope for the national ESMCP project:

- Officer pagers and firefighter alerters – these will continue to be provided by the IMD function.
- Fireground radios – the Service is progressing a capital project to change fireground hand-held radios; this will deliver new devices in 2016/17.
- Changing vehicle based devices – the current fixed SAN A radio is installed into vehicles, however, the selection of hand held devices will be a future decision for ESFRS, with choice based on availability within the ESMCP 'devices catalogue'. However, there remains a question about what will be funded should we decide to change. If your choice of hand held device is lower in value than the direct replacement for a SAN A then this may not be challenged by DCLG, however, where it is more costly then this remains uncertain – this has been raised as an issue via the SE Fire Customer lead officer for consideration by the Fire Customer Group.

4. **PROJECT MANAGEMENT**

4.1 CMT has previously agreed (January 2015) to initiate the project under the leadership of the ACFO, and the functional management to the Head of IMD. It was also agreed that the current Head of Special Projects becomes the ESMCP Transition Manager supported by a Transition Team following the 'go-live' of the SCC.

4.2 Since January 2015 the SCC project has not progressed at the pace expected and the 'go-live' is looking increasingly likely to clash with the growing demands of the ESMCP project. There is a potential challenge for the ESMCP Transition Manager post, as the SCC Project will require continued attention.

4.3 Given the lack of predictability with R4i implementation (and the uncertainty of the ESMCP contract awards) this report is, therefore, advising that the Head of Special Projects remains in post until events occur which reveal greater certainty about both projects.

4.4 Discussions between the ACFO and the Head of SP support this approach, with a watching brief on both projects being the preferred course of action at the current time. Considerations as to which individual could fulfil the role of the R4i project manager have occurred but at the present time there is no firm recommendation for the PM replacement. The SCC Implementation Board has been briefed on the status of this risk.

4.5 Separately, the DCFO has previously raised the issue of ESMCP and joint working with the neighbouring FRSs within the sub-region (Kent, Surrey and West Sussex) who have agreed tentatively to jointly fund a sub-regional project manager – this will support consistency across the sub-region in terms of communications from the Fire Customer Group lead officer, explore joint working activities (such as sharing the cost of vehicle installations) and support individual project managers in their pursuance of delivering ESMCP locally. The financial contribution for such a post would be met from the previously agreed funds allocated to this project by CMT in January.

4.6 Finally, following the ESMCP Local Implementation Assessment (LIA) the national Emergency Services Mobile Communications Programme Team has requested a resource estimate from FRSs, outlining the number, fte and duration of posts needed locally to deliver the ESMCP project. The resource estimate from ESFRS is attached as Appendix 1 to this report, and this advises on the 'fte effect' over a single year (further work is needed to identify when the different phases will occur and the subsequent financial impact) and is shown as an estimate only.

5. **FINANCIAL IMPLICATIONS**

5.1 The central programme funding for the national programme is being provided by DCLG in the form of the ESMCP Programme. The programme team have previously advised that the ESN will be 'affordable' and there will be 'cost reductions compared to current services', but without contract award the detail regarding the magnitude of any savings to ESFA is unknown.

5.2 Discussions have already commenced with DCLG in regard to New Burdens funding and the apportionment of costs for ESMCP to each FRA. The discussions with DCLG have, therefore, sought to consider how any savings might create an incentive to share knowledge and resources and not simply see them used to reduce cost locally.

5.3 It is known that DCLG will cover the transition costs resulting from the purchase and installation of additional equipment alongside existing equipment (subject to further decision regarding SAN H – see above) and any building works required to make this happen, however, FRAs will not know the full detail of such costs (revenue and capital) – this is expected within the current financial year.

5.4 In addition to the transition costs there is currently no indication of any potential funding models for Fire & Rescue Services to consider. This needs to be a factor in any decisions made on future provision of the ESN. At this time it appears that DCLG sees this as a Service issue and so funding for additional staff is unlikely to be made available.

5.5 CMT agreed (January 2015) that there will be an initial contingency of £30k allocated to ESMCP Transition for the current year and £50k for 2016/17. Given the current situation and fluidity with the Head of SP role there is no suggestion that this changes.

6. **PROGRAMME TIMELINES**

6.1 The following timescales have been published by the central programme team:

- OJEU and PQQ issued April 2014
- ITT (invitation to tender) issued August 2014
- ITT returned end of October and early November 2014
- Full business case approval in summer 2015
- Contract award late summer 2015
- Service commencement early 2017
- Transition to ESN between 2017 and 2019

7. **SUMMARY**

7.1 Despite the uncertainty surrounding the ESMCP project the ESFRS Project Team has been initiated, and meetings have occurred with DCLG (Fire Service Business Change & Assurance Manager). The author will report frequent updates to Members as and when greater certainty is known in respect of the ESMCP resource requirements, financial impacts and operational requirements.

APPENDIX 1

ESFRS Resource Estimates for ESMCP – March 2015 v2

Department	Role	Phase	FTE	Duration	FTE Effect / Year
Project Management	Project Owner	Whole	0.2		0.2
	Project Manager 0.8	Whole	0.8		0.8
	Project Support Officer 1	Whole	1.0		1.0
	Ops Adviser	Whole	1.0		1.0
Technical	Testing	Mobilisation/Install	1.0	8 Months	0.7
Control		Mobilisation	0.6	6 Months	0.3
Health & Safety		Mobilisation	0.2	1 Month	0.02
Training (Ops)		Install/rollout	0.8	8 Months	0.6
Procurement	Process	Mobilisation	0.2	3 Months	0.05
Finance	Costs of changes to ICCS	Mobilisation	0.1	6 Months	0.05
Fleet	Alterations and installations to vehicles	Install	1.0	4 Months	0.3
Drivers	Vehicle movements	Install	2.0	4 Months	0.6
ICT (IMD)		Install	0.5	4 Months	0.2
Operations Support		Install	0.5	4 Months	0.1
Human Resources		Mobilisation	0.2	1 Month	0.02
Media & Communications	Comms to stakeholders	Mobilisation	0.2	6 Months	0.1
Estate Management ESFRS	Alterations to ESFRS premises	Mobilisation	0.2	6 Months	0.1
Estate Management WSCC	Alterations to SCC	Mobilisation	0.5	2 Months	0.05
				Total	**6.19**

EAST SUSSEX FIRE AUTHORITY

Panel	Scrutiny & Audit
Date	5 November 2015
Title of Report	IMD Transformation Programme Progress
By	Chief Fire Officer & Chief Executive
Lead Officer	Gary Ferrand, Assistant Chief Fire Officer

Background Papers	Item 953 – ICT Transformation Programme – P&R Panel 11 July 2014

Appendices	None

Implications

CORPORATE RISK		LEGAL	
ENVIRONMENTAL		POLICY	
FINANCIAL		POLITICAL	
HEALTH & SAFETY		OTHER (please specify)	
HUMAN RESOURCES		CORE BRIEF	
EQUALITY IMPACT ASSESSMENT			

PURPOSE OF REPORT	To advise the Panel of the progress of the IMD Transformation Programme.

EXECUTIVE SUMMARY

1. The Authority initiated the IMD Transformation Programme to transform the way that IT services are delivered across the organisation and to help support the achievement of these organisational aims.

2. The objective of this programme is to select an external managed services supplier to provide the set of current IT services. The programme has also identified a number of high level service requirements the Authority may need in future. The contracts we award will give the flexibility to change our IT services over time to meet future business requirements. This programme has directly led to the procurement activity to which bidders, both commercial and public sector, have been invited to respond.

3. IT is a key enabler for the Authority's other transformation programmes; our business is evolving and consequently the way we deliver our services will also change. The vast majority of the Service Managers and employees now rely on the accessibility and availability of IT services in order to undertake their roles. There is a need to make changes to further improve the IT environment and our capability to ensure the organisation will receive a more seamless, resilient and better value service in the future.

4. All ESFRS employees will be affected by the changes. Communications activities are ongoing and have involved a significant engagement exercise involving a series of workshops with all the key departments and teams across the Service. This input has helped to validate our understanding of what and how IT services are delivered across the organisation to inform specification and supplier dialogue in order to ensure that the best result possible is achieved.
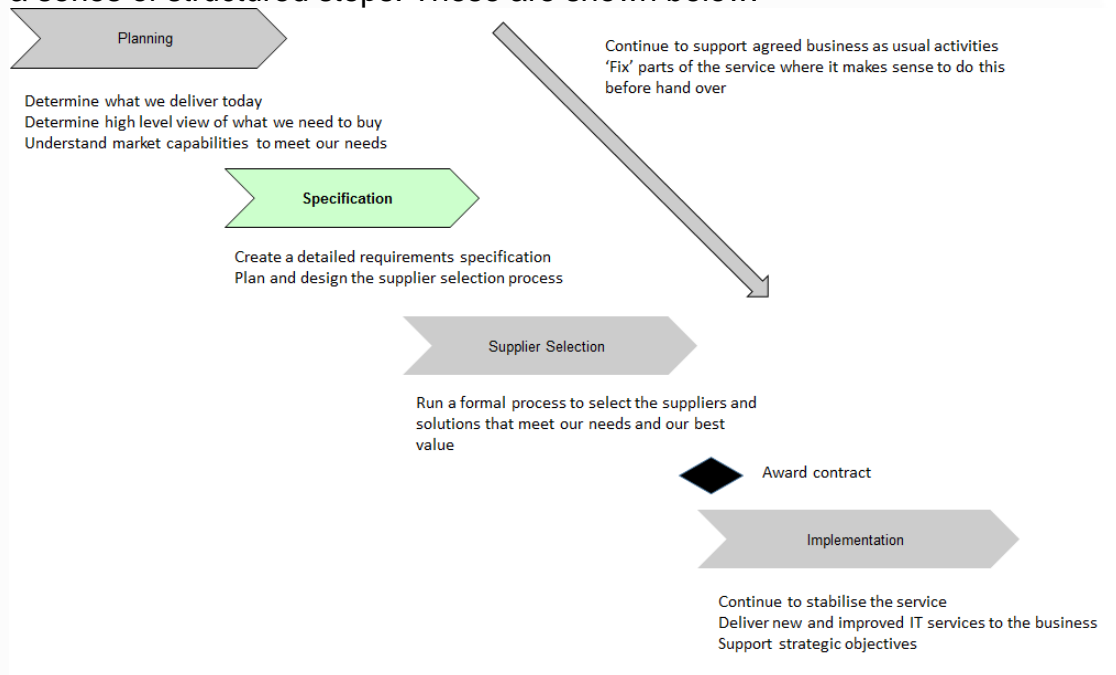
RECOMMENDATION   The Panel is asked to note the progress of the Programme

1. **INTRODUCTION**

1.1 The programme has progressed through the first two key stages of detailed planning and specification. The work to date has been focused upon defining the procurement route, developing the output based specification for the IT services which ESFA will procure from 3rd party external suppliers, along with the detailed procurement documentation required to enable the Authority to issue a formal OJEU procurement notice to the market to invite suppliers to participate.
The key achievements to date include:

- Consideration of CMT potential supplier selection routes; CMT agreed the recommended procurement route of OJEU Competitive Dialogue.
- Extensive engagement across the Service and its teams to validate and inform the procurement specification.
- Planning and initiation of the procurement process, including the development of a comprehensive compliant procurement pack which includes technical, commercial, contractual and specification documentation.

1.2 The formal OJEU notice was issued to the market on 4 August which signalled the move into the formal procurement phase. The first phase of the process, the Pre-Qualification Questionnaire (PQQ) to which suppliers must respond and be evaluated on, concluded at the end of September. A highly encouraging response was yielded, from which nine suppliers have been selected and 'Invited to Participate in Dialogue'. This Phase 1 of Dialogue will involve written submissions only.

1.3 Following this, a maximum of three participants will be invited to Phase 2 Dialogue, which will involve detailed face-to-face dialogue sessions focused on specific areas. This will allow the Authority to understand the potential solutions to select the most appropriate supplier and solution for the Service.

2. **PROGRAMME PHASES**

2.1 In order to determine the best solution for ESFRS, the programme has undertaken a series of structured steps. These are shown below:

Planning

Determine what we deliver today
Determine high level view of what we need to buy
Understand market capabilities to meet our needs

Continue to support agreed business as usual activities
'Fix' parts of the service where it makes sense to do this before hand over

Specification

Create a detailed requirements specification
Plan and design the supplier selection process

Supplier Selection

Run a formal process to select the suppliers and solutions that meet our needs and our best value

Award contract

Implementation

Continue to stabilise the service
Deliver new and improved IT services to the business
Support strategic objectives

3. **TIMESCALES**

3.1 The OJEU release was previously scheduled for early June 2015. The 2015 Public Contracts Regulations now require the publication of all the procurement documentation at the outset of the procedure, where previously this preparation would have been done later in the process. The time required to produce this documentation delayed the issue of the OJEU notice until 4 August 2015.

3.2 The legal advisors to the Programme have confirmed that we have a fully compliant procurement process and can proceed with confidence.

3.3 Following the move into formal procurement on 4 August, the table below highlights the key milestones ahead. Those milestones with a [TBC] flag are subject to the outcome of preceding activities and will be confirmed in due course.

Stage Description	Date (or indicative date)
OJEU Notice	4th August, 2015
PQQ issued	
Supplier Day	11th August, 2015
Deadline for submission of PQQ responses	4th September, 2015
Issue Invitation to Participate in Dialogue to short-listed Participants	2nd October, 2015
Introductory presentation	13th October 2015
Last date for Phase 1 RFC's	TBC
Deadline for submission of responses to Phase 1 of Dialogue	30th October, 2015 [TBC]
Evaluation of Dialogue Phase 1 responses	
Issue Invitation to Participate in Phase 2 of dialogue to Participants	13th November, 2015 [TBC]
Issue Invitation to Submit Final Tender requiring fully priced bids to be submitted	22nd January, 2016 [TBC]
Date for Submission of Final Tenders	19th February, 2016 [TBC]
Intention to Award	11th March, 2016 [TBC]
Contract Award	13th May, 2016 [TBC]
Commence implementation/migration	30th September, 2016 [TBC]

4. **FINANCIAL POSITION**

4.1 Acuity/Spirit provides resource for planning, specification and procurement activities. The contract for this resource is on a time and materials basis, tracked against estimates agreed as part of the Programme Initiation Documentation.

4.2 The key metrics for the programme's financial resource management are the total forecast spend against budget, and the relationship between the amount of work done and the results achieved. Both are updated monthly and reviewed by the Programme Board.

4.3 The Current Forecast is the expected programme resource cost, the actual cost to date, plus the forecast of remaining spend for the currently planned activities. This measure will show the impact of changes to the plan, including additional activities, and of activities which take longer or are shorter than expected.

4.4 As planned tasks are progressed, their percentage completion is recorded, yielding a figure for the resource effort that was expected for the level of outcome. By comparing this with the actual resource used, a measure of resource forecast accuracy is derived.

4.5 The current status of the programme is 'on target' and the total costs are in line with expectations.

4.6 Some elements of the remaining part of the process present some difficulties in forecasting accuracy, particularly the Dialogue and Due Diligence stages. However, the current forecast is for the total cost for the Programme's external resources to be on target with the original estimate, with approximately 57% of the total expected work already completed.

4.7 The following table shows the breakdown of the current forecast against the original budget for the external resources for the Programme, and illustrates how the Programme will return to close to that figure.

Total forecast Programme Cost – External Resource Time & Expenses			
	Current Forecast	Budget	Current Forecast to Budget
Time	£376,725	£364,000	£12,725 _3%_
Expenses	£22,041	£36,000	-£13,959 _-39%_
Total	**£398,766**	**£400,000**	**-£1,234** _0%_

5. **<u>SUMMARY</u>**

5.1 The OJEU notice, PQQ and Phase 1 of the procurement process have been completed and suppliers will be short-listed to undertake Phase 2 of the competitive dialogue which will begin on 13 November. The further phases of the procurement are identified in this report; importantly, the successful bidders will be announced in the Autumn and beyond this will be the due diligence, transition and implementation phases which will see the introduction of the new technology and services which will support the strategic direction and transform the ways in which the Service operates.

5.2 The financial expenditure of the programme is in line with the budget which was approved by the Fire Authority.

5.3 Importantly, this programme will align with the requirement to relocate to Sussex Police HQ next year. Work is ongoing to link the two projects together at strategic and managerial levels.