



EAST SUSSEX FIRE AUTHORITY

SCRUTINY & AUDIT PANEL

THURSDAY, 1 NOVEMBER 2018 at 10:00

MEMBERS

East Sussex County Council

Councillors Galley, Lambert, Osborne, Sheppard, Taylor

Brighton and Hove City Council

Councillors Peltzer Dunn, Penn

You are requested to attend this meeting to be held at County Hall, St Anne's Crescent, Lewes, East Sussex BN7 1UE at 10:00 hours.

AGENDA

Item No.	Page No.	
188		In relation to matters on the agenda, seek declarations of interest from Members, in accordance with the provisions of the Fire Authority's Code of Conduct for Members
189		Apologies for Absence
190		Notification of items which the Chairman considers urgent and proposes to take at the end of the agenda/Chairman's business items (Any Members wishing to raise urgent items are asked, wherever possible, to notify the Chairman before the start of the meeting. In so doing, they must state the special circumstances which they consider justify the matter being considered urgently)
191	3	<u>Non-Confidential Minutes of the last Scrutiny & Audit Panel meeting held on 13 September 2018</u> <i>(copy attached)</i>

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Callover

The Chairman 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

193 7 [2018/19 Corporate Risk Register Review – Quarter 2 – Report of the Assistant Director Resources/Treasurer](#) (copy attached)

194 15 [2018/19 Performance Report – Quarter 2 – Report of the Assistant Director Planning and Improvement](#) (copy attached)

195 25 [2018/19 Safety Events Statistics Report – Quarter 2 – Report of the Assistant Director Training & Assurance](#) (copy attached)

196 35 [2018/19 Corporate Plan Progress Monitoring – Quarter 2 – Report of the Assistant Director Planning and Improvement](#) (copy attached)

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

Date Published: 24 October 2018

For further details and general enquiries about this meeting contact Zoe Downton, Democratic Services Officer, 01323 462086 or email democraticservices@esfrs.org

EAST SUSSEX FIRE AUTHORITY

Minutes of the meeting of the SCRUTINY & AUDIT PANEL held at County Hall, St. Anne's Crescent, Lewes, East Sussex at 10:00 hours on Thursday, 13 September 2018.

Members Present: Councillors Peltzer Dunn (Chairman elect), Barnes, Osborne, Sheppard and Tutt.

Also Present: M O'Brien (Deputy Chief Fire Officer), M Andrews (Assistant Chief Fire Officer), D Savage (Assistant Director Resources/Treasurer), L Ridley (Assistant Director Planning and Improvement), L Woodley (Deputy Monitoring Officer), P King (Ernst & Young), A Blanshard (Senior Democratic Services Officer), Z Downton (Democratic Services Officer)

178 DECLARATION OF INTERESTS

178.1 It was noted that, in relation to matters on the agenda, no participating Member had any interest disclosable in accordance with the provisions of the Fire Authority's Code of Conduct for Members.

179 ELECTION OF CHAIRMAN

179.1 It was proposed by Councillor Barnes and seconded by Councillor Sheppard that Councillor Peltzer Dunn be elected as Chairman of the Panel for this meeting.

180 APOLOGIES FOR ABSENCE

180.1 Apologies for absence had been received from Councillors R Galley (Chairman), C Lambert, C Penn and B Taylor. It was noted that Councillor Barnes was substituting for Councillor Galley and Councillor Tutt was substituting for Councillor Lambert.

181 URGENT ITEMS AND CHAIRMAN'S BUSINESS

181.1 There were none.

182 NON-CONFIDENTIAL MINUTES OF THE SCRUTINY & AUDIT PANEL MEETING HELD ON 26 JULY 2018

182.1 **RESOLVED** – That the non-confidential minutes of the meeting of the Scrutiny & Audit Panel held on 26 July 2018 be approved as a correct record and signed by the Chairman. (*Copy in Minute Book*)

183 CALLOVER

183.1 Members reserved the following item for debate:

184 Annual Audit Letter for the year ended 31 March 2018

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

184 ANNUAL AUDIT LETTER FOR THE YEAR ENDED 31 MARCH 2018

- 184.1 The Panel considered the report of the Assistant Director Resources/Treasurer (ADR/T) which set out the recently published Annual Audit Letter that summarised the work of the Authority's external auditor, Ernst & Young (EY), relating to 2017/18. (*Copy in Minute Book*)
- 184.2 The Panel extended its thanks to Paul King (EY), who was in attendance for the last time in his capacity as engagement lead. Mr King explained that there was to be a rotation of engagement lead only and the rest of the team would remain unchanged. He extended his appreciation to Members and Officers, in particular to the ADR/T for his support, and wished his successor (Helen Thompson) well.
- 184.3 The ADR/T thanked Mr King for his pragmatic approach and wished him well. He clarified that EY would continue to be the Authority's external auditors.
- 184.4 The Deputy Chief Fire Officer extended thanks to Mr King, on behalf of the Chief Fire Officer for all the work which he had undertaken for the Authority.
- 184.5 **RESOLVED** – That the Panel considered and approved, on behalf of the Fire Authority, the recently published Annual Audit Letter 2017/18.

185 2017/18 ANNUAL REPORT OF THE ESFRS LOCAL FIREFIGHTERS' PENSION BOARD

- 185.1 The Panel received the report of the Assistant Director Human Resources & Organisational Development (ADHR&OD) which informed Members of the matters considered by the Pension Board during 2017/18. (*Copy in Minute Book*)
- 185.2 **RESOLVED** – That the Panel noted the annual report of the Pension Board for 2017/18 and that the Board had not identified any matters of concern in the administration of the Firefighters' Pension Scheme.

186 EXCLUSION OF THE PRESS AND PUBLIC

The Panel considered, that in view of the business to be transacted or the nature of the proceeding, the press and public should be excluded from the remainder of the meeting on the grounds that, if the press and public were present there would be disclosure to them of exempt information.

PART 2

187 CONFIDENTIAL MINUTES OF THE LAST SCRUTINY & AUDIT PANEL MEETING HELD ON 26 JULY 2018

- 187.1 **RESOLVED** – That the confidential minutes of the meeting of the Scrutiny & Audit Panel held on 26 July 2018 be approved as a correct record and signed by the Chairman. (*Copy in Minute Book*)

The meeting concluded at 10.10am

Signed

Chairman

Dated this day of

2018

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

Agenda Item No. 193

EAST SUSSEX FIRE AUTHORITY

Meeting	Scrutiny & Audit Panel
Date	1 November 2018
Title of Report	2018/19 Corporate Risk Register Review – Quarter 2
By	Duncan Savage, Assistant Director Resources/Treasurer
Lead Officer	Warren Tricker, Finance Manager

Background Papers 2018/19 First Quarter Corporate Risk Register Review

Appendices Appendix A RAID Log Scoring Matrix
Appendix B Risk Management Mitigation Plans

Implications

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

PURPOSE OF REPORT To report on the latest quarterly review of Corporate Risk

EXECUTIVE SUMMARY 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 Senior Leadership Team (SLT) to allow any themes to be identified and risks to be escalated to the corporate risk log as necessary. Risks are scored against a 4x4 scoring matrix as shown in Appendix A.

Reviews of corporate risks take place on a quarterly basis and all risks were reviewed and amended by the Senior Leadership Team within the second quarter leadership meeting. The updated position is shown in Appendix B.

This report discusses the provisional second quarter position. This gives SLT the opportunity to debate the risk register before a report is submitted to Panel. It was agreed by the Scrutiny and Audit panel in the Quarter 1 meeting to use the new Corporate Risk Report created in the Risk workshop in May 2018.

CORPORATE RISK

Recommendations have been made to SLT on suggested revised scoring. Where Action plans are complete and the risk score has been mitigated sufficiently SLT may agree that the risk be removed from the Corporate Risk Register, and new actions to be updated with implementation dates.

INDEMNITY RISK

The reduction in the Ogden discount rate to minus 0.75% on 20 March 2017 and the Grenfell Tower tragedy on 14 June 2017 has brought into sharp focus the casualty limits bought by different organisations. JLT, our current broker, has been commissioned to review the Authority's exposure outlining potential changes in cover based on high risk premises and societal life risks. Officers will be reviewing this Report with FRIC as part of the on-boarding process.

REGIS DUE DILIGENCE RISK REVIEW

On the 4 October Daniel Williams and Richard Feltham of Regis performed a due diligence review of ESFRS as part of the on boarding process to the fire and rescue indemnity company (FRIC). They met with department heads and leads to perform a detailed risk review of ESFRS and its workings. As a benefit of joining the Service has been invited to into FARRG (Fire & Rescue Risk Group). They meet on a regular basis and officers have been invited to join them in mid-October, this will give the opportunity to learn from other members and ensure best practises.

DEPARTMENTAL RISK REVIEW

One of the next steps is to integration of a departmental risk report, this will be revived in the beginning of the next quarter.

PROJECT RISKS

Project Boards discuss the Project RAID log as a standing agenda item. All Project risks will be reported directly by the Programme Management Office.

RECOMMENDATION

That the Scrutiny and Audit panel review and agree the Risk Management Mitigation Plans.

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)	Tolerable (4)

Corporate Risk and Project Raid Log Scoring Matrix

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)

Appendix B

Risk Title	Causes	Mitigations	Mitigated Risk Score	Actions	Review Date	Corporate Risk Owner
1 GDPR Non-compliance	<ul style="list-style-type: none"> Lack of policies and processes Staff awareness and understanding of importance requirements Lack of buy in and support from Management and Board Lack of capacity and capability to adhere to new regulations Information sporadically located Data breach incident occurs 	<ul style="list-style-type: none"> Programme Management support E-learning in place (90% achieved) Department tasked to complete information Asset Register Correspondence with suppliers who control or process our data to put in place revised contract conditions Privacy Policy in place and available on website 	I=3 L=2	<ul style="list-style-type: none"> Work programme and audits underway Compliance programmed for 2018/19 Q3 Information Security Strategy to be developed 		DCFO
2 Health & Safety non-compliance	<ul style="list-style-type: none"> Lack of buy in from Management Policy and practices not effective Policies not followed Inherently unpredictable working environment Inconsistent implementation H&S approach is not effectively targeting the highest risk areas Lack of proactive / preventative measures to reduce likelihood Ageing equipment and lack of maintenance 	<ul style="list-style-type: none"> Training programmes in place Policies in place Appropriate systems exist Changes to the management and staffing structure Governance for Health, Safety & Wellbeing 	I=4 L=2	<ul style="list-style-type: none"> Improvements to Breathing apparatus chambers 		AD Training & Assurance
3 Future financial viability (2019/20)	<ul style="list-style-type: none"> Reducing funding stream (uncertainty) Failure to identify and deliver savings Difficult to predict future needs / resources required Changes in legislation increasing burden 	<ul style="list-style-type: none"> 2018/19 budget agreed MTFP updates and reporting Efficiency Strategy agreed Continued monitoring of Business Rates Retention proposals. Delivery of savings monitored and reported to SLT and members Bridging the Savings Gap Project Resource Planning meeting to monitor operational establishment Establishment and use of general and earmarked reserves to manage financial risk Collaboration through ESFOA to protect shared income streams e.g. Council Tax and Business Rates 	I=2 L=3	<ul style="list-style-type: none"> Further development of the actions set out in the Efficiency Strategy Consideration of bid for Business Rates Retention Pilot with other East Sussex authorities 		AD Resources / Treasurer

Appendix B

Risk Title	Causes	Mitigations	Mitigated Risk Score	Actions	Review Date	Corporate Risk Owner
4 Failure to delivery of IT Strategy	<ul style="list-style-type: none"> Costs higher than originally thought and payback period longer Ageing equipment with compatibility issues / legacy systems Lack of change mgt capacity Ineffective contract management Lack of funding Competing priorities Lack of willingness to transform service delivery Lack of business ownership Business unable to resource concurrent major changes projects 	<ul style="list-style-type: none"> Agreed IT Strategy Active monitoring and reporting of programme delivery and status to SLT and members Alignment of IT Strategy with Corporate Plan to highlight resource / capacity gaps Effective project governance with escalation presses Talent strategy for resourcing of IT projects Actual planned project spend revived on regular basis IT Strategic Board in place 	I=3 L=2	<ul style="list-style-type: none"> Resetting of IT Strategy underway Review of ITG Business Engagement function to ensure fit for purpose Development of digital / innovation stream within IT Strategy 		AD Resources / Treasurer
5 Ability to meet developing legislative requirements evolving from central fire safety regulatory reviews	<ul style="list-style-type: none"> Policy or legislative changes Unknown burdens on service delivery Likely increased funding required Knowledge and capability needed Lack of capacity and capability inability to adapt service delivery models 	<ul style="list-style-type: none"> Introduction of firefighter business safety Competence framework for business safety officers Business Safety Review to refresh structure to ensure appropriate capacity and contingency" 	I=2 L=3	<ul style="list-style-type: none"> Refresh and publish a new Protection Strategy to take account of the emerging issues. Allocate ESFRS officers to national working groups to steer and understand the implications of the proposed national changes. 	All March 2019	ACFO
6 Effective workforce planning e.g. professional services	<ul style="list-style-type: none"> Increasingly difficult to recruit into professional services HR policy flexibility (grades/salaries) Recruitment pool processes Already lean workforce 		I=2 L=4	<ul style="list-style-type: none"> Locating resources with ITG to insure employee data is GDPR compliant from a HR perspective. Redesign current talent pool process at each operational level within the Organisation Develop a strategic workforce planning process. To explore and introduce a market supplement process for professional service jobs To re-engineer the recruitment and selection processes for professional services 	All March 2019	AD HR&OD

Appendix B

Risk Title	Causes	Mitigations	Mitigated Risk Score	Actions	Review Date	Corporate Risk Owner
8 Failure to effectively mobilise (Sussex Control Centre)	<ul style="list-style-type: none"> Legacy software incompatibility with newer versions Full specification not effectively implemented SCC incident / system failure 	<ul style="list-style-type: none"> System went live for ESFRS resources on 20th March 2018 following satisfactory testing phases (FAT, SAT, OAT, UAT) Fall-back and business continuity arrangements designed, tested and operating (this includes fully functional secondary control at Maresfield) Refreshed approach to approach to attendance management Additional resources made available due to project extension BAU and Project Budgets increased due to extension and to ensure resilience across both areas. 	I=4 L=2	<ul style="list-style-type: none"> Further audits and remediation plans for MDTs, Wi-Fi and SEE equipment Scenario planning for future options / outcomes underway 		DCFO
9 Failure to manage the effects and impacts of a major loss of staff event	<ul style="list-style-type: none"> Lack of engagement with unions / staff Poor / ineffective consultation practices Ineffective communications Lack of business continuity Planning Pandemic Flu Major travel disruption 	<ul style="list-style-type: none"> Review outcomes of Retained Firefighters Union report Introduction of the On-call action learning set Establish a resilience group to refresh the resilience contingency plans and loss of staff protocols. Establish regional loss of staff working group to share best practice and assist in contingency planning" 	I=3 L=3	<ul style="list-style-type: none"> Introduce a revised Business Continuity Plan for major loss of staff Develop a continuity handbook for staff to assist in managing the early stages of a major loss of staff. 	March 2019	ACFO
10 Inability to effectively respond to a cyber incident	<ul style="list-style-type: none"> Lack of effective BCP in place Underestimation of risk likelihood Poor policies and procedures Human error Lack of staff awareness (e.g. phishing) Poor protection of systems leading to increased severity 	<ul style="list-style-type: none"> Intend to progress the IT Risk Treatment Plan IT Health Checks are undertaken by third party security The Information Security Management Forum to meet on a regular basis Information Security e-learning in place 	I=4 L=2	<ul style="list-style-type: none"> Information Security Strategy to be developed 		DCFO

Appendix B

Risk Title	Causes	Mitigations	Mitigated Risk Score	Actions	Review Date	Corporate Risk Owner
11 Failure to deliver key corporate projects	<ul style="list-style-type: none"> Lack of adherence to governance Lack of experienced staff managing projects Inability to recruit two vacant posts in the team 	<ul style="list-style-type: none"> Assignment of programme management office The PID was signed off in June 2018 by the PMO Set Up Board Current 'as is' project related processes have been documented and signed off in the end of June 18. 	I=3 L=4	<ul style="list-style-type: none"> PMO processes are being drafted and key templates are being developed to support best practice Analysis of current Boards is underway Project processes and templates, along with project manual note nearing completion before undergoing consultation. Recruitment of Project Manager and Business Analyst identified Identifying appropriate recruitment channels through agencies to address current vacancies Reviewing job descriptions 	December 2018	DCFO

EAST SUSSEX FIRE AUTHORITY

Meeting **Scrutiny & Audit Panel**

Date **1 November 2018**

Title of Report **2018/19 Performance Report - Quarter 2**

By **Liz Ridley, Assistant Director – Planning & Improvement**

Lead Officer **Sharon Milner, Planning & Intelligence Manager**

Lead Member **Cllr Roy Galley**

Background Papers None

Appendices Appendix A – Quarter 2

Implications

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

PURPOSE OF REPORT **To present the second quarter results for 2018/19.**

EXECUTIVE SUMMARY This report provides the Scrutiny & Audit Panel with a summary of service performance information for the 2nd quarter of 2018/19.

Of the current indicator set of 23 it is only possible to report against 10 indicators.

RECOMMENDATION **The Scrutiny & Audit Panel is asked to**

1. Note that of the current Indicator set of 23 it is only possible to report against 10 indicators currently and an explanation is included in the report.
2. Note that the Strategic HR group is developing a suite of indicators to report against and once this work is completed relevant indicators will be incorporated into this report.

1. **INTRODUCTION**

1.1 This report contains the quarter 2 performance indicator results for 10 of the 23 performance indicators for 2018/19, compared with the results for the same period in 2017/18.

1.2 The Panel is asked to note that there are a number of indicators in the report where it has not been possible to include quarter two data. There is currently a backlog of 200 incidents to be input into the system which follows on from the manual data capture from March until June 2018 where 2,737 incidents had to be imported into the reporting system. At this stage therefore we are still unable to report on the following indicators:

- Total number of incidents attended
- Number of injuries in primary fires
- Number of accidental dwelling fires
- Number of primary fires
- Number of deliberate fires
- Number of Industrial and Commercial fires
- A 32% reduction of automatic fire alarms (AFA) from the base year result of 2009/10
- % of AFA mobilised calls to properties covered by the RRO that were classified as a primary fire
- % of accidental dwelling fires confined to room of origin
- 70% of the first arriving appliances at any incident from an 'On-Station response' within 10 minutes
- 70% of the first arriving appliances at any incident from an 'On-Call response' within 15 minutes
- 70% of the second arriving appliances at any incident within 15 minutes
- % of AFA calls challenged by SCC

2. **Main issues**

2.1 Until the backlog is cleared the report provides a summary of work undertaken against the priority areas, where relevant.

2.2 **Reducing accidental dwelling fires**

2.2.1 Although we are not in a position to report against this indicator work has continued in order to ensure we are tackling this priority area. The accidental dwelling fire reduction group has ensured that proactive communications campaign work aimed at driving down accidental dwelling fires across our Service area continues and is gaining increasing momentum. The latest 'Be Your Own Hero' campaign featured a moving, heartfelt interview with a mother who had to flee her home after discovering a loft fire. This on-going integrated marketing campaign was launched back in March, with the key objective of driving down the number of ADFs. Mainstream media eagerly promoted the latest interview, which sparked interest with Meridian TV, BBC South East, Splash FM, The Argus, as well as other media outlets. The full video can be seen here <https://www.esfrs.org/news/2018-news/lewes-mum-of-two-speaks-out-about-traumatic-house-fire/>

2.2.2 Although there are currently no statistics to hand to illustrate a drop in ADFs around this period, we can pull upon Google Analytics to demonstrate a marked increase in website hits, when the interview was published. More than 100 people viewed this page, not forgetting the wide media coverage gained at the time. We are confident that this campaign is reaching our target audience and achieving its ongoing objective to create behaviour change among our residents, as well as a prompting a call to action by publicising life-saving fire safety messages.

2.3 **Increasing the percentage of home safety visits that we complete with the more vulnerable members of our community**

2.3.1 We delivered 90% of our home safety visits to vulnerable people within our community in the second quarter of 2018/19, this is a very slight decrease against the previous year (90.9%)

2.4 **Reducing the number of absences of our employees due to sickness.**

2.4.1 Performance has improved from the same quarter last year, with 1.9 shifts lost as opposed to 2.8, this gives a projected year end result of 8.4 which is a big improvement on the year end result of 2017/18 of 10.8. Long term sickness is the biggest contributor to overall sickness figures and we are progressing a number of cases in order to reduce the overall total.

2.5 **Inspections of high risk premises completed**

2.5.1 This is an improvement on the same quarter in the previous year with 114 audits being completed against 70 in the previous year. The projected year end result is currently 428, but it is hoped that the year end result will be closer to the agreed 700 target for 2018/19.

2.5.2 The Service is reviewing the current CFOA Risk Based Inspection program and introducing Business Safety checks/audits by operational personnel. There are a number of areas that will help improve performance in this area including:

- The upgrade of CRM database
- We will provide competency-based Business Safety training to operational staff
- We will continue to identify and inspect premises at higher risk of fire
- Provide all premises where the Fire Safety Order applies with a qualitative relative risk rating
- Develop CRM to deliver a qualitative Risk based inspection program
- Use the inspection program to collect enhanced firefighter risk information
- Deliver a mobile digital platform to support efficiencies in the audit process
- Work towards a target of 1,500 checks/audits per year – dependent on the delivery of IT support/networks
- Introduce a quality assurance framework/process for Business Safety
- Deliver an integrated communications plan which supports the risk based inspection program and increases awareness of Business Safety internally and externally.

2.6 Numbers of Home Safety Visits completed

2.6.1 In the second quarter of 2018/19, 2,284 home safety visits were completed and closed down on the system. This figure is under reported and will increase as end of month paperwork is recorded on the system. Home safety visits have been set as a priority across the Service with all watches and community safety advisors working to stretch targets to ensure that at least 12,000 home safety visits will be completed in 2018/19. The projected year end result is 9,578 at the moment but should increase.

2.6.2 There are a number of areas that are being progressed by the Safer Communities directorate including:

- Home safety visits (HSV) are a significant contributory factor to the reduction of ADFs alongside a range of other activities / initiatives i.e. Roadshows / online surveys / Behaviour insight project
- We will never leave an incident without considering the vulnerability (Wellbeing (CS1) and Safeguarding (CTN)) of the occupant and/or delivering an HSV
- We will make every contact count, a process to ensure that every contact opportunity is maximised by making ourselves accessible to both partners and members of the community through engagement
- We will actively support with staff and volunteers, planned community events across the county
- We will provide HSV training and a quality assurance framework to ensure the delivery of a high quality HSV
- Continual review of the scope of the HSV to ensure the effective referral of vulnerable people to other agencies
- We will promote HSVs through an integrated communications plan

3. EQUALITIES IMPLICATIONS

3.1 This report is for information purposes only, so there are no equality implications arising from this report.



East Sussex
Fire & Rescue Service

**East Sussex Fire & Rescue
Performance Results
Quarter 2
2018/19**

NOVEMBER 2018

Our Purpose

We make our communities safer

We will do this by:

Commitment 1: Delivering high performing services


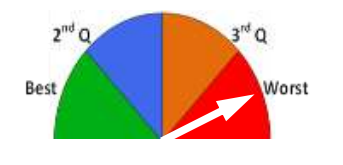
Indicator No.	How will we measure performance?	2017/18 Q2 result	National Quartile Position 2016/17	2018/19 Q2 result	2018/19 Projected year end result	Direction of travel from 2017/18 result
8	Total number of incidents attended	2,499		N/a	N/a	
9	Number of deaths in primary fires	0		3	6	Declined
10	Number of injuries in primary fires	6		N/a	N/a	
1 Priority	No of accidental dwelling fires	116		N/a	N/a	
11	Number of primary fires	283		N/a	N/a	
12	Number of deliberate fires	188		N/a	N/a	
13	No of Industrial and Commercial fires	38		N/a	N/a	

Indicator No.	How will we measure performance?	2017/18 Q2 result	National Quartile Position 2016/17	2018/19 Q2 result	2018/19 Projected year end result	Direction of travel from 2017/18 result
14	70% of the first arriving appliances at any incident from an 'On-Station response' within 10 minutes	New for 2018/19	This is an ESFRS indicator only, no National data is available for comparison	N/a	N/a	
15	70% of the first arriving appliances at any incident from an 'On-Call response' within 15 minutes	New for 2018/19	This is an ESFRS indicator only, no National data is available for comparison	N/a	N/a	
16	70% of the second arriving appliances at any incident within 15 minutes	New for 2018/19	This is an ESFRS indicator only, no National data is available for comparison	N/a	N/a	

We make our communities safer

We will do this by:

Commitment 2: Educating our communities

Indicator No.	How will we measure performance?	2017/18 Q2 result	National Quartile Position 2016/17	2018/19 Q2 result	2017/18 Projected year end result	Direction of travel from 2017/18 result
2 Priority	% of Home Safety Visits to vulnerable people	90.9%	This is an ESFRS indicator only, no National data is available for comparison	89.8%	90.5%	Declined
6 Priority	Undertake 12,000 Home Safety Visits	2,990		2,284	9,578	Declined
17	Number of safe and well visits conducted	95	This is an ESFRS indicator only, no National data is available for comparison	8	241	Declined
7 Priority	Inspections of high risk premises completed	70		114	428	Improved
18	Number of business safety engagement events	7	This is an ESFRS indicator only, no National data is available for comparison	3	14	Declined
19	Number of attendees at business safety engagement events	239	This is an ESFRS indicator only, no National data is available for comparison	160	460	Declined

We make our communities safer

We will do this by:

Commitment 3: Developing a multi-skilled, safe and valued workforce

Indicator No.	How will we measure performance?	2017/18 Q2 result	National Quartile Position 2016/17	2018/19 Q2 result	2018/19 Projected year end result	Direction of travel from 2017/18 result
3 Priority	The number of working days/shifts lost due to sickness not to exceed 7.5 per employee	2.8	This is an ESFRS indicator only, no National data is available for comparison	1.9	8.4	Improved
20	Number of RIDDOR incidents	6		3	6	Improved
21	Number of workplace reported accidents / injuries	51		64	264	Declined

We make our communities safer

We will do this by:

Commitment 4: Making effective use of our resources

Indicator No.	How will we measure performance?	2017/18 Q2 result	National Quartile Position 2016/17	2018/19 Q2 result	2018/19 Projected year end result	Direction of travel from 2017/18 result
4 Priority	A 32% reduction of automatic fire alarms (AFA) from the base year result of 2009/10	-40.1%	This is an ESFRS indicator only, no National data is available for comparison	N/a	N/a	
22	% of AFA mobilised calls to properties covered by the RRO that were classified as a primary fire	2.0%	This is an ESFRS indicator only, no National data is available for comparison	N/a	N/a	
23	% of AFA calls challenged by SCC	7.8%	This is an ESFRS indicator only, no National data is available for comparison	N/a	N/a	
5 Priority	% of accidental dwelling fires confined to room of origin	95.7%	This is an ESFRS indicator only, no National data is available for comparison	N/a	N/a	

EAST SUSSEX FIRE AUTHORITY

Meeting Scrutiny & Audit Panel

Date 1 November 2018

Title of Report 2018/19 Safety Events Statistics Report – Quarter 2

By Hannah Scott-Youlton, Assistant Director - Training & Assurance

Appendices Appendix A – Full breakdown of statistics

Background Papers Health, Safety & Wellbeing Strategy (2017-2020)

Implications

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

PURPOSE OF REPORT To appraise the Scrutiny & Audit of the safety events recorded for Q2 (July - September) 2018/19

EXECUTIVE SUMMARY This Scrutiny & Audit report summarises safety events data and hazard reports received by the HSW Team for Q2 2018/19.

This report also includes the second quarterly report for the shared 3F KPIs.

RECOMMENDATION The Scrutiny and Audit panel is asked to:

- i. Consider the Quarter 2 health and safety statistics for 2018/19 as set out in the report.
- ii. Continue to monitor and scrutinise performance over the forthcoming year.
- iii. Identify any areas where Members require further assurance.

1. **INTRODUCTION**

- 1.1 This report contains quarter 2 statistics for 2018/19, compared with 2017/18 of ESFRS performance against the Health & Safety lagging indicators.

2. **MAIN ISSUES**

- 2.1 A full breakdown of the statistics can be found in appendix a. However, below provides a narrative around the statistical data for quarter 2 statistics.

2.2 **Indicator No. 1 - The number of safety events received**

There were 64 Level 1 Safety Events reported to the HSW Department in Q2 and they are spread across the four category types of incident as:

Injury sustained	28
Vehicle accident	10
Near Hit	22
Damage to premises/equipment	4

This compares with 56 safety events reported in the same quarter in 2017-18. There has been a significant drop in near hits reported, as the previous quarter's figures reflected issues with Vehicle mounted Mobile Data Terminal (VMDT)/4i . The other indicators will give further breakdown into the accident types across these categories e.g. slips/trips, manual handling etc.

2.3 **Indicator No. 2 – The number of RIDDOR¹ incidents**

There were 3 RIDDOR reportable incidents in Q2 as compared with 6 in Q2 last year. They were all linked to manual handling thus demonstrating further work needs to be concentrated on in this are moving forward.

2.4 **Indicator No. 3 – The number of manual handling incidents**

There were 7 manual handling injuries reported in Q2 as compared with 4 in the same quarter last year.

1 was a back injury at an incident, removing wet insulation from beneath flooring in an awkward position

1 was re-stowing a high rise bag onto an appliance in the bays

1 was re-stowing a BA set into the appliance

1 was moving charged 70mm hose at an incident

1 was assisting SECAmb with a plus size casualty

¹ RIDDOR – “Reporting of Injuries, Diseases & Dangerous Occurrences Regulations 2013. RIDDOR puts duties on employers to report certain workplace accidents, occupational diseases and specified dangerous occurrences (near misses).” Health & Safety Executive

1 was lifting hydraulic feed hose from water at an HVP exercise

The Service Fitness Adviser has followed up with these individuals to support them with any recovery and strengthening exercises to help prevent future injuries.

The Health, Safety & Wellbeing team will report this finding back to the Assistant Directors and are currently considering what extra support the team can make available to individuals in terms of training.

2.5 **Indicator No. 4 – The number of slips, trips and falls**

There were 6 reports of slips, trips and falls in Q2 2018/19 compared with 9 in 2017/18.

1 was tripping over charged hose

1 was tripping over the roadside kerb responding to a call (RDS); and another on the public highway when returning to the vehicle

2 were on Station, tripping over poorly maintained surface; and a second in a car park attending an off-Station exercise

1 was twisting an ankle during an on-Station exercise

Historically, this type of injury has remained quite static and, given the nature of the work that the Service undertakes, the figure for slips, trips and falls remains consistently low.

2.6 **Indicator No. 5 – The number of vehicle collisions**

The number of vehicle collisions has decreased in Q2 compared to Q1 (from 14 to 10) and this is comparable with the reports in Q2 in 2017/18 when there were 11 vehicle accidents.

The causes are as follows:

- Low speed impact – 1 (bays at Station 91)
- Impact with other objects 6 (another vehicle 5, bollard 1)
- Being struck by another vehicle 3

The instances where another vehicle was struck all refer to either low speed impacts or drivers passing through gaps they considered wide enough.

In the three incidents where another vehicle hit the service vehicle the other vehicle did not stop.

2.7 **Indicator No. 6 – The number of incidents where working time was lost.**

There were 6 incidents of lost working time in Q2 when compared with 9 incidents in the same time period in 2017/18.

3 were related to slips trips & falls (previously identified) resulting in 2 days, 3 days & 45 days lost.

3 were manual handling related – 3 days, 7 days & 14 days lost

2.8 **Indicator No. 7 – The number of incidents of work-related violence.**

There was 1 report of work related violence in Q2 which matches the 1 in Q2 in 2017/18. This incident occurred at an RTC where the crew was instrumental in assisting the police in restraining an individual potentially under the influence of drink/drugs.

Incidences of work-related violence remain very low.

2.9 **Indicator No. 8 – The number of incidents of stress**

There was 1 report of work related stress in Q2, the same as Q2 in 2017/18.

2.10 **Indicator No. 9 – The number of near hits²**

In Q2 there were 21 reports of near hits which is significantly higher than the 14 reported in Q2 17/18; this pattern of increased near hits may reflect a greater willingness to report.

These cover a wide variety of issues which are broken down below:

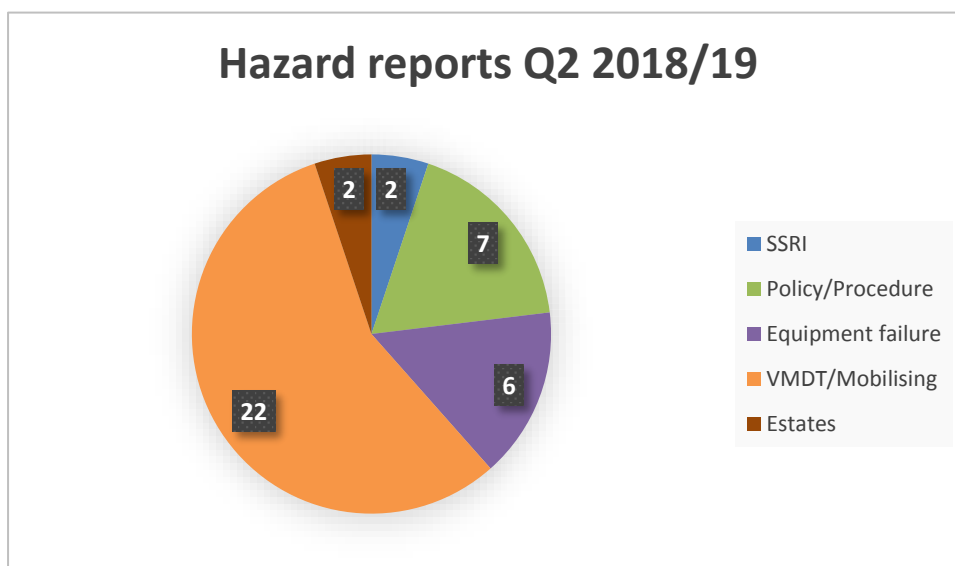
- 1 locker open when driven in drill yard, no alarm sounding
- 1 referred to a BA set failure at an incident, immediately prior to entering a fire; this was reported under RIDDOR
- 1 trip resulting in no harm, but highlighting a defect within the station yard
- 1 relating to mental wellbeing (& recorded as stress)
- 1 poor driving by a member of the public (no contact)
- 1 no injury but clipped in passing by farm vehicle (field fire)
- 1 appliance hit by water bottle thrown from car on other side of carriageway
- 1 LGV licence not renewed in appropriate time (driver OTR immediately)
- 1 ESFRS driver perceived as driving too fast
- 1 person with increased sensitivity to noise (due to medical condition) suffering noise exposure
- 2 defects relating to the ARP
- 9 relate to VMDT/4i issues

3. **Hazard Reports**

- 3.1 In the second quarter of 2018/19 the HSW Team received a total of 46 Hazard Reports, broken down into the seven categories in the Pie Chart below. To put this into context in 2016/17 the Service received a total of 34 for the whole year, in 2017/18 the HSW Team saw a 126% increase to 77 in a year. In the first quarter of

2018/19 there was an uplift of 105% on the previous year's reports, primarily related to issues with VMDT/4i.

In this quarter almost half (48%) of the reports received continue to relate to VMDT/4i issues, indicating that although not fully resolved progress is being made.



- 3.2 **Mobile Data Terminals (VMDT)/Mobilising:** It can be seen in the Pie Chart that 47% of these (22 reports) relate to this.

Following on from the focussed programme of improvement work on our IT systems, we have seen a significant reduction in the number of bearer problems and faults logged, and an improvement in the resilience and functionality of our systems. With the solutions and mitigation now put in place, the Service believes we will continue to see a reduction in the number of hazard reports relating to this issue.

- 3.3 **Site Specific Risk Information (SSRIs):** 2 Hazard reports were received (4%) all relating to risk critical data on Site Specific Risk Information documents not being able to be uploaded to VMD terminals on fire appliances and therefore SSRIs not available for all operational crews to access. This has been raised with Ops, Telent and ITG for resolution, with the immediate action taken of local distribution of paper copies of high/medium & low risk SSRI's.

The action plan previously agreed does appear to have mitigated against this lack of critical information. This will continue to be monitored.

- 3.4 **IT:** No hazard reports relating to IT have been received in this quarter

- 3.5 **Policy/Procedure:** 7 Hazard Reports were submitted (15%).

5 of these relate to issues arising from assistance to other services (primarily ambulance), resulting in crews being put under pressure to act outside of existing policy (by carrying out care over and above their current level of competence).

2 relate to the Animal Rescue Unit and competencies; an interim training day has already been carried out, and a full requalification training course has been booked. The issue of off road driving is also being addressed by Driver Training.

3.6 **Equipment Failure:** 14 Hazard Reports were submitted (30%).

These cover the following areas:

Failure of 1:7 foam

Foam branch became detached from hose reel

Mainscheme radio failure

Mainscheme radio inaudible to OIC as speaker mounted in rear of cab

Sounders not loud enough to be heard by traffic

Loose cable in radio resulting in failure

VMDT failure, delay in restarting

No VMDT in CSU (Stn 89 & 73) – reported separately

Feedback on handheld radios near appliance

ARP cage not locking into place (may relate back to earlier damage)

ASK harness & Petzl ID not rated for fall arrest

Barrier failure

Handheld radio interference

3.7 **Management of Contractors:** no hazard reports received

3.8 **Estates**

2 reports received (4%) – both relating to one station.

1 report regarding the failure of the barrier at the entrance (in up position); and the second regarding a fox entering the kitchen area through high level windows. Both have been resolved.

3.9 **Summary**

The number of hazard reports received continues to be higher than in the previous year, perhaps reflective of the service being more willing to submit these (as well as Safety Events).

In the second quarter of this year it is again evident that the pattern of hazard reports is indicative of key changes in the service during this period. As was discussed at the last HSWC the hazard reporting procedure does seem to reflect and highlight policy, procedural, equipment and appliance changes and where these are bedding in and perhaps not operating effectively. It presents the service with an opportunity to revisit and review these in light of the Hazard Report submissions.

4 **3F Key Performance Indicators: Q1 2018/19**

As part of the 3F Collaboration Work the Health and Safety Group have identified some shared KPIs against which the 3 fire services are going to start comparing their performance. This is the first time that these KPIs have been reported on.

- 4.1 **KPI OHSW1:** Reduce number of overall workplace safety events (injuries only) to 103 or below.

In order to set this KPI for ESFRS, the injury only stats for the last 3 years are as follows:

2015/16	2016/17	2017/18
108	111	108

The average over the 3 year period is 109 injuries, with the target of a 5% reduction as ESFRS KPI. So the target is 103 injuries or below.

- 4.2 **KPI OHSW3:** Reduce to or less manual handling injuries
In order to set this KPI for ESFRS, the injury only stats for the last 3 years are as follows:

2015/16	2016/17	2017/18
30	23	21

The average over the 3 year period is 25 injuries, with the target of a 10% reduction as ESFRS KPI. So the target is 22 manual handling injuries or below.

- 4.3 **KPI OHSW5A:** Reduce the number of instances of absence 'lost time safety event injuries' by 5% on the previous year – Operational personnel

The Service has previously collated this data. It has recorded the lost time safety event injuries for all Service personnel rather than for operational personnel only. Having said that, historically, the majority of the lost time injuries have been for operational personnel and so as a starting KPI this will be based on a 5% reduction of the average of the previous 3 years data.

The lost time safety event injuries data for the last 3 years is as follows:

2015/16	2016/17	2017/18
20	26	26

The average over the 3 year period is 24 lost time safety event injuries, so this gives a target, with a 5% reduction, of 23 lost time safety event injuries.

- 4.4 **KPI OHSW5B:** Reduce the number of lost time days/shifts as a result of safety event injuries by 5% on the previous year – Operational personnel

This data has not been collected for the Service previously and so, once the first full year's worth of data has been collated, the KPI target for next year will be set.

- 4.5 **KPI OHSW5C:** Reduce the number of lost time days/shifts as a result of safety event injuries by 5% on the previous year – Support personnel

This data has not been collected for the Service previously and so, once the first full year's worth of data has been collated, the KPI target for next year will be set.

4.6 **KPI OHSW7A:** Reduce the overall number of days/shifts lost to psychological ill health related sickness absence on previous year - All staff - Non work related

And **KPI OHSW7B:** Reduce the overall number of days/shifts lost to psychological ill health related sickness absence on previous year - All staff - Work related

The data for both of these new KPIs has not been collated by the Service previously. HSW working with colleagues in HR will begin to collate this information and then will set a more informed target for next year, based on the first year's data.

KPI Ref.	KPI Description	Q1	Q2
OHSW 1	Reduce number of overall workplace safety events (injuries only) to 103 or below	19	37
OHSW 2	Reduce the number of vehicle collisions due to 'human behaviour' to 40 or below (exclude 3 rd party fault and vandalism)	10	7
OHSW 3	Reduce to 22 or less manual handling injuries	4	7
OHSW 4	Percentage of safety events where management action has been completed against the number of safety events reported	34/69 49%	40/63 64%
OHSW 5A	Reduce the number of instances of absence 'lost time safety event injuries' by 5% on the previous year –Operational personnel (25)	1	6
OHSW 5B	Reduce the number of lost time days/shifts as a result of safety event injuries by 5% on the previous year – Operational personnel	6	74 days
OHSW 5C	Reduce the number of lost time days/shifts as a result of 'safety event injuries' by 5% on previous year - Support personnel	0	0
OHSW 6	Monitor the number of RIDDOR reports	0	3
OHSW 7A	Reduce the overall number of days/shifts lost to psychological ill health related sickness absence on previous year - All staff - Non work related	-	-
OHSW 7B	Reduce the overall number of days/shifts lost to psychological ill health related sickness absence on previous year - All staff - Work related	0	1

5. **Conclusion**

5.1 The Service will continue to analyse and report on the lagging indicators and use the data captured from those to highlight areas of concern to the Organisation. Manual handling remains an area of focus for the Health, Safety & Wellbeing team for the next quarter.

Appendix A – Full breakdown of health & safety statistics

	Per quarter 2018/19				2018/19	2017/18	2016/17	2015/16
	Q1	Q2	Q3	Q4				
1. Number of safety events received	69	64			132	221	234	224
2. Number of RIDDOR incidents	0	3			3	15	9	3
3. Number of manual handling Incidents	4	7			11	21	23	30
4. Number of slips, trips & falls	4	6			10	29	19	18
5. Number of vehicle collisions	14	10			24	48	60	44
6. Number of incidents where work time lost	1	6			7	26	26	20
7. Incidence of work-related violence	0	1			0	5	8	4
8. Incidence of stress	0	1			1	8	9	3
9. Number of near hits	33	21			54	65	46	61

Agenda Item No. 196

EAST SUSSEX FIRE AUTHORITY

Panel	Scrutiny & Audit Panel
Date	1 November 2018
Title of Report	2018/19 Corporate Plan Progress Monitoring - Quarter 2
By	Liz Ridley, Assistant Director – Planning & Improvement
Lead Officer	Sharon Milner, Planning & Intelligence Manager

Background Papers Corporate Plan 2018/19

Appendices Appendix A - Extract from the Corporate Plan 2018/19
Appendix B - Corporate Plan Progress Monitoring Quarter 2 2018/19

Implications

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

PURPOSE OF REPORT The Corporate Plan progress monitoring report has been developed to demonstrate progress against the Service's Corporate Plan 2018/19. This report contains information on the progress made on the key actions up to the end of Quarter 2 2018/19.

EXECUTIVE SUMMARY There are currently 51 agreed actions being undertaken to progress the Service's Corporate Plan. The 2018/19 Q2 monitoring report indicates that 44 of the actions are on track, 7 are not on target.

The Corporate Plan sets out the broad framework for the Service's work for the period 2018/19 and beyond in some cases. The Senior Leadership Team use the information within the monitoring report to review progress on agreed actions and satisfy themselves that performance is at an acceptable level.

RECOMMENDATION

The Scrutiny & Audit Panel is asked to note the achievements, progress, and work to date, as detailed in Appendix B against the activities set out in the 2018-19 Corporate Plan and identify where further information/clarification on progress is required.

1. **INTRODUCTION**

- 1.1 The Corporate Plan is intended to help the public, businesses, partners and staff to understand the Authority's future plans and aspirations. This report monitors the actions and activities that are cited in the Corporate Plan 2018/19.
- 1.2 The strategic planning framework is developing to ensure that the Service's strategies, with their three year action plans, signpost the actions required in order to achieve the Fire Authority's purpose and commitments. This will enable a longer term view of the Service's direction of travel. The eleven priority areas outlined in the Corporate Plan 2018/19 are:
- Deliver the information management strategy
 - Deliver the safer communities strategy and action plan
 - Deliver the Communications and Consultation strategy
 - Implement the People Strategy and Plan (Yr 1)
 - Implement the Inclusion and diversity action plan (Year one)
 - Implement the Health Safety and well-being strategy
 - Deliver the Estates Strategy and Asset Management Plan
 - Deliver the integrated risk management plan year 2 action plan
 - Procurement Strategy
 - Deliver the Authority's Efficiency Strategy
 - Continue to explore collaboration opportunities with the tri fire partnership of West Sussex, East Sussex and Surrey Fire & Rescue Services
- 1.3 Appendix A contains an extract from the Corporate Plan which details what we are aiming to do underneath each of the priority areas, by each commitment. Appendix B contains the progress monitoring report which is structured by department.
- 1.4 Each action / activity from the Corporate Plan is assigned an owner who is expected to give an update on progress at the end of each quarter through the Service's business planning software.
- 1.5 All of the activities are assigned a target by the individual owner and the system can then monitor progress against that target. Where this is the case a RAG traffic light accompanies each activity for ease accompanied with the text 'RED', 'AMBER' or 'GREEN'
- 1.6 The overall activity progress against target percentage on the overview summary page may at times exceed 100%, this is because more activities are over their target than are below target at the end of the quarter. For example Activity Title: 1.1.3.3 Develop an action plan to support the Inclusion, Equality and Diversity Strategy has a progress target of 50% for the end of quarter 2, but actually 100% of this activity has already been completed.

2. **Quarter 2 2018/19 Summary**

- 2.1 There are currently 51 agreed actions being undertaken to progress the Service's Corporate Plan. The 2018/19 Q2 monitoring report indicates that 44 of the actions are on track and 7 are not on target.

Delivering our purpose and commitments

Our first commitment is delivering high performing services

We have an ambitious agenda. In our 2020 vision we set ourselves the task to transform our Service by providing effective and efficient prevention, protection and response services. We want stronger community engagement and local involvement, with elected members setting priorities, ensuring that there is more public scrutiny of our services and how we deliver them.

Our priorities are to deliver our Information Management Strategy and our Integrated Risk Management action plan.

What we will do
Deliver the Integrated Risk Management Plan Year 2 action plan

What are we aiming for?

- Implement the outcomes of the Demand Management Review.
- Review specialist capabilities and the design of fire appliances
Start the process to review the fire cover in our area by completing a Fire cover scope

How will we know when we get there?

- A 32% reduction of automatic fire alarms (AFA) from the base year result of 2009/10
- To introduce fire safety knowledge, understanding and inspections for firefighters
- Improved firefighter and business safety
- Completion of the scope with all relevant parties.

What we will do
Deliver the Information Management Strategy to enable the business to deliver against the purpose and commitment.

What are we aiming for

- To deliver the Sussex Control Centre project which will provide a mobilising solution across both East and West Sussex Fire and Rescue Services.
- We will procure and implement a Business intelligence software solution
- We will improve our Information Security standards
- We will deliver enhanced enabling services to support the business including; Corporate Wi-Fi, One to Many video conferencing and Electronic Document Records Management System (EDRMS)

How will we know when we get there?

- We will be meeting our attendance standards
- There will be high levels of satisfaction from the public
- We will see improved costs and performance when compared with the previous system
- We will see increased staff satisfaction
- We will be an organisation that has the information it needs to demonstrate the value of its decisions
- Performance information will be in one place
- Our performance indicators will begin to improve
- We will be compliant with the General Data Protection Regulations and we will have improved network security and information management
- We will achieve Cyber Security Essentials Accreditation
- We will be compliant with ISO27001 IT Security controls
- All staff will have completed Information Security awareness training
- Greater mobility and flexibility for business community - enable more agile working
- Reduce travel time and cost
- Improve collaboration and meeting effectiveness.



Our second commitment is educating our communities

We want to make our communities more aware of those things that can cause them harm so that all ages better understand the risk they may face at home, at work, or at leisure. Part of our 2020 vision is to utilise technology in order to help us deliver our message and help communities help themselves with self-help tools and easily accessible information and well run campaigns. Success will be in seeing access to these tools increase and the subsequent incident reduction.

Our priority is to deliver the Safer Communities strategy which is supported by our Consultation and Communications strategy

What we will do Deliver the Safer Communities strategy and action plan.

What are we aiming for?

- We will design and trial a local assessment of risk that complements to ensure the effective and efficient allocation of local resources against the agreed Community Safety prevention themes, Business Safety and response priorities
- We will revise our approach to performance management by identifying collective shared responsibility of key corporate priority projects and monitoring against progress.
- We will develop a culture of empowerment where authority and associated decision making is devolved to the lowest appropriate level within the organisation.
- We will deliver the Customer Relationship Management project to support delivery of the strategy
- We will implement the outcomes of the Officer Review to support the delivery of the strategy.

How will we know when we get there?

- We will see a reduction in the number of people killed or injured in fires and a reduction in accidental dwelling fires
- We will undertake 12,000 home safety visits each year, of which at least 90% of visits will be to vulnerable people
- We will see a reduction in the number of people killed and seriously injured in road traffic collisions as work with our partners is improving outcomes for our communities
- We will broaden our involvement with the health sector through the 'Fire as a Health Asset' programme to reduce health related harm.

What we will do Deliver the Consultation and Communications strategy.

What are we aiming for?

- We will identify legal requirements for consultation and engagement, identifying business needs and opportunities for collaboration
- We will complete a Service-wide mapping exercise of stakeholders including who has ownership of particular relationships and any common ground to enable closer collaboration
- We will improve public engagement in our democratic process
- We will refresh the core values of the Service
- We will improve public accessibility of advice, information and engagement.

How will we know when we get there?

- We will be able to demonstrate an increase in the number and diversity of people taking part in consultations and engagement
- We will see increased public attendance or public questions at Fire Authority meetings
- We will see increased reporting on the Fire Authority in the media
- We will see an increase in email sign-ups and views on YouTube.



Our third commitment developing a multi-skilled, safe and valued workforce

Our staff are our biggest asset. Our 2020 vision states our intention to take advantage of the advances in safety and firefighting technology to make our staff as safe as possible as they protect our communities. We want to ensure that our staff are trained appropriately for their role within the Service and that they feel valued and are satisfied with their job and working environment.

Our priorities are to deliver our three strategies linked to our people; the People Strategy, Inclusion and Diversity, and Health, Safety and Well-being strategy

What we will do Implement the People Strategy and plan

What are we aiming for?

- To develop the skills and capacity of the Fire Authority and undertake a review of the governance arrangements
- An employee engagement framework will be developed with an emphasis on engagement and communications in our employee interactions. We will develop a talent Management Framework to include multi-tier entry
- We will enhance recruitment, retention and strategic workforce planning and look at workforce planning and a recruitment strategy for operational recruitment that ensures a blended approach to firefighter recruitment and a planned “pool” approach for promotion processes. We will review the recruitment process for our ‘on call firefighters’ to ensure the entry standards are fit for purpose and are aligned to the whole time recruitment process as appropriate
- We will develop and implement new ways of working including apprenticeship opportunities for existing staff and we will work towards employing staff on apprenticeship schemes across all areas of the Service
- We will enhance the performance management of staff by developing a new appraisal policy and process which will include the option for 360 appraisal
- We will develop a new policy for the reward and recognition of all our staff both operational (whole-time and on call firefighter) and support staff
- We will undertake a number of process improvements in the Human Resources department
- We will deliver and project manage the agreed priorities for the Fire Watch Project.

How will we know when we get there?

- We will see improvements in staff satisfaction and morale
- We will see improvements in the levels of absence
- We will have confident and capable leaders and managers.

What we will do Implement the Inclusion and Diversity action plan.

What are we aiming for?

- We will understand our communities and workforce better by enhancing the way we use and record additional or new equality data from partners about “at risk” communities
- We will improve our workforce monitoring by defining which employment data will be collated and ensure processes are in place to collate, record and analyse data (e.g. starters, leavers, promotions, discipline, grievance, capability, fitness)
- Our leadership will be visibly inclusive as we define our leadership, partnership and organisational commitments to ensure we foster professionalism and accountability support and encourage inclusive behaviour
- We will be attractive and accessible to all. We will ensure we measure community engagement and satisfaction and we will do this by impact assessing community engagement activities.

How will we know when we get there?

- We will be meeting our statutory responsibilities
- We will have a diverse workforce that reflects the community it serves
- Monitoring data is more accurate and reflective of the workforce. Success would be a 25% increase in disclosure from 2016-2018 workforce profile statistics
- Our leadership will be visibly inclusive
- Our community engagement initiatives will be evidenced.

What we will do Implement the Health, Safety and Well-being strategy

What are we aiming for?

- We will continue to build a positive health and safety culture
- We will aim to reduce work-related injury and ill health
- We will further enhance firefighter safety focused on decontamination practices
- We will look at ways of enhancing the well-being of our workforce, through our commitment to healthy minds and healthy body committees.

How will we know when we get there?

- We will see reduced levels of sickness absence
- We will see reduced levels of injuries and accidents at work and during training
- There will be fewer workplace injuries to our people
- There will be lower accident rates in the workplace.

Our fourth commitment is making effective use of our resources

By 2020 we want to ensure that our fire stations are equipped and staffed in the most appropriate ways to tackle risks in their local areas and that our work with other fire and rescue services, other emergency services, local organisations and local communities is giving us more capacity to deliver.

Our priorities are to deliver our Medium Term Finance Plan & Efficiency Strategy; our Estates and Procurement Strategies.

What we will do Deliver the Estates Strategy and Asset Management Plan.

What are we aiming for?

- We will ensure that our buildings, including fire stations, are fit for purpose
- Start the refurbishment of Preston Circus Fire Station
- Agree plans for a new Fire Station in Lewes
- Develop feasibility studies for sharing our properties with partners.

How will we know when we get there?

- We will have a clear funded plan for all our stations to reach our agreed standard
- We will increase the number of buildings we share with our partners through the One Public Estates programme
- We will reduce the regular cost of running our buildings.

What we will do Deliver the Authority's Medium Term Finance Plan & Efficiency Strategy.

What are we aiming for?

- Set out how the Authority will deliver as a minimum the £0.7m required to balance the budget by 2022/23 through improvements in our efficiency and effectiveness
- Review our Support Services
- Identify potential new income streams.

How will we know when we get there?

- A route map setting out options for delivering efficiencies in excess of the £0.7m savings target
- Discovery phase for new income streams complete and pilot proposals agreed

What we will do Deliver the Procurement Strategy.

What are we aiming for?

- We will focus our activities on delivering efficient and effective, commercially sound commissioning and strengthening our pre and post procurement activities and focus effort and resources where they add most value
- We will implement Procurement cards across the Service
- We will recruit a Category Specialist
- We will work with key departments to draft category plans
- We will set savings targets and identify opportunities.

How will we know when we get there?

- 95% of applicable spend will be managed by robust contracts
- 80% of influence-able spend will be managed by the central procurement team
- 80% of low value transactions processed via Procurement cards
- 90% of opportunities will be advertised via the e-tendering portal.

What we will do We will work on our collaboration projects with our Police, Fire and Ambulance colleagues.

What are we aiming for?

- We will have shared access to refuel at partner sites
- We will develop a Workshop business case
- We will develop a Telematics business case
- We will explore collaborative options for some of our support services
- We will explore collaborative options for Fire Investigation and Occupational Health services.

How will we know when we get there?

- Full access to refuel at relevant partner sites
- Agreed business case for shared workshop
- Agreed business case for telematics
- Collaborative OH approach contributing to reductions in sickness absence.



East Sussex
Fire & Rescue Service

Appendix B

Corporate Plan

Progress Report 2018/19

Quarter 2

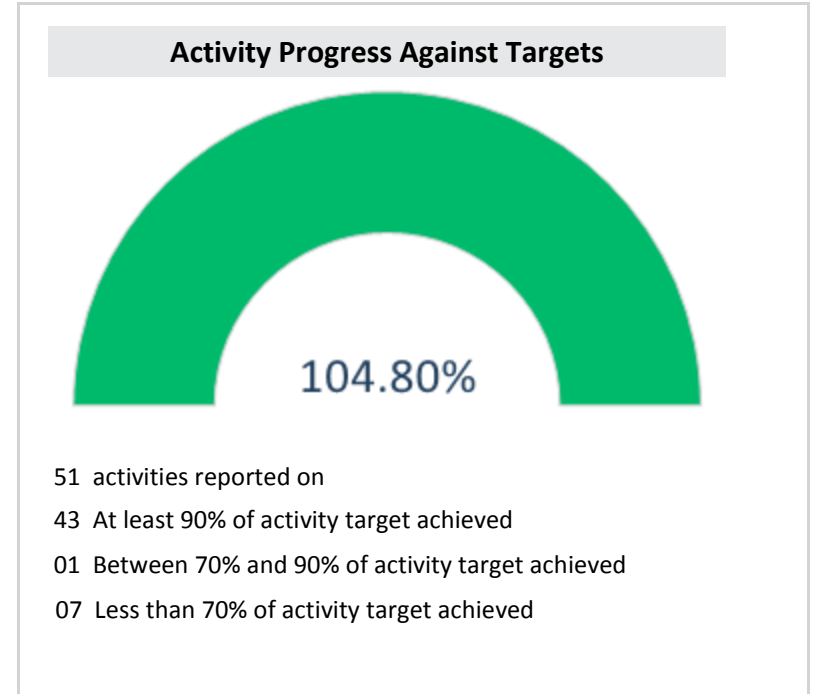
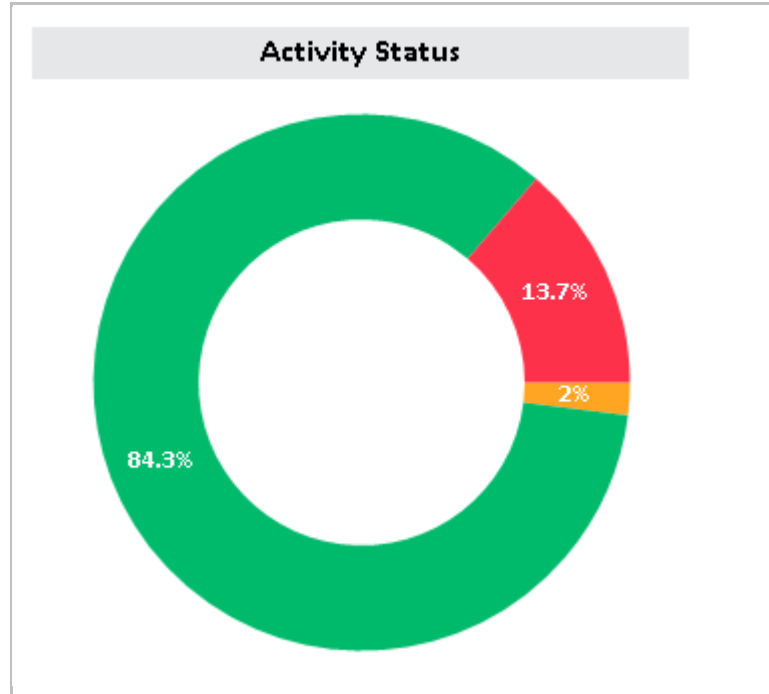
OVERVIEW

Activity SUMMARY BY PERFORMANCE

43 On Track

7 Off Track

1 Monitor



ACTIVITY PLANS



GREEN



AMBER



RED

At least 90% of activity target achieved

Between 70% and 90% of activity target achieved

Less than 70% of activity target achieved

* Dates have been revised from the Original dates

HR and Organisational Development

AD HR & Organisational Development

AD HR & Organisational Development

Activity Title: 1.1.3.1 Organisational Development Themes:

- An employee engagement framework will be developed with an emphasis on engagement and communication in our employee interactions.
- We will develop a Talent Management Framework to include multi-tier entry.
- We will develop a framework for Strategic Workforce Planning

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Hannah Scott- Youldon - Assistant Director of HR and Organisational Development	In Progress	01-Apr-2018	30-Sep-2019	33.00%	33.00%	GREEN

Activity Progress Comments:

Oct 18 - SLT report presented in August 18, outcomes of survey and way forward to be shared with staff in October 18


A staff engagement survey has been launched to all staff. The closing date has passed and the findings are now being gathered to be presented to SLT.

A Strategic Workforce Planning framework has been developed in collaboration with Surrey Fire and Rescue. This now needs to be presented to SLT and consideration how it can be practically adopted with ESFRS.

Last Updated: 10-Oct-2018

Activity Title: 1.1.3.3 Develop and Implement new ways of working -

- The development of apprenticeship opportunities for existing staff and working towards employing staff on apprenticeship schemes across all areas of the service.
- A range of HR Key Performance Indicators are implemented so the Service is better informed on employee data and areas that can be improved

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Hannah Scott- Youldon - Assistant Director of HR and Organisational Development	In Progress	01-Apr-2018	31-Mar-2019	50.00%	50.00%	 GREEN

Activity Progress Comments:


We have secured a provider for Apprenticeship schemes through a tender process and that is Greater Metropolitan College in Brighton. The next steps are a set-up meeting and finalising the contract.

We have started a piece of work on a suite of HR KPI's that can be used once for all meetings as required. Work is progressing.

Last Updated: 10-Oct-2018

Activity Title: 1.1.3.4 Performance Management -

- We will develop a new appraisal policy and process which will include the option for 360 appraisal. This will be piloted in 2018/19 within the PO team.
- A pilot approach for incremental salary progression for Principal Officers will be developed and dependent on a successful 360 degree appraisal report feedback.


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Hannah Scott- Youldon - Assistant Director of HR and Organisational Development	In Progress	01-Apr-2018	31-Mar-2019	50.00%	50.00%	 GREEN

Activity Progress Comments:

We have developed a proposed policy and process. We have carried out staff and manager workshops to look at systems to support 360 reviews, A paper was submitted to SLT in September in order to progress this area.

Last Updated: 10-Oct-2018

Activity Title: 1.1.3.5 Reward and Recognition - We will develop a new policy for the reward and recognition of all our staff both operational (whole-time and retained) and support staff.


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Hannah Scott- Youldon - Assistant Director of HR and Organisational Development	In Progress	01-Apr-2018	31-Mar-2019	50.00%	50.00%	 GREEN

Activity Progress Comments:

Information has been gathered from a number of other FRSs. This has been analysed and a list of all the awards and recognition has been produced. We have consulted the CFO in terms of what should be included in the draft policy. The new policy has been drafted and is currently being considered from an HR perspective.

Last Updated: 10-Oct-2018

Activity Title: 1.1.3.6 Delivering the HR and OD Function - We will review HR business processes and effectiveness. This will identify any improvements that can be made without any IT changes, and to recommend additional changes to IT systems and processes to improve the efficiency of HR. These improvements will be implemented subject to costed approvals

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Hannah Scott- Youldon - Assistant Director of HR and Organisational Development	In Progress	01-Apr-2018	31-Mar-2019	50.00%	50.00%	 GREEN

Activity Progress Comments:


We have completed the first stage of reviewing the HR Business Processes by undertaking a number of workshops. There are now a number of recommendations to take forward. These are divided into quick wins and longer term solutions. This project outline has been presented to SLT to take forward with the necessary resources both in financial terms and staffing. A business case is being completed in line with the new PMO guidelines.

Last Updated: 10-Oct-2018

HR & Organisational Development

Human Resources

Activity Title: 1.1.1.1 Corporate Project No. 00286 Firewatch

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Jason Hathaway - HR Manager - Systems and Policy	In Progress	01-Apr-2015	31-Mar-2019	86.00%	86.00%	 GREEN

Activity Progress Comments:


Resource Plan work packages are now being scoped by Telent. The upgrade to v7.6 is to start imminently along with benefits realisation work for the self-service module. Work concerning RDS pay going on FireWatch to start following the above.

V7.6 available on test servers. Decisions on disaster recovery and high availability need to be made based on Infographics testing. This will be a 'new out of the box' solution raising questions about it viability/robustness. Hardware for upgrade being procured. There have been some delays due to queries on quoted costs and the DR/high availability requirements.

Last Updated: 08-Oct-2018

Inclusion and Diversity

Activity Title: 1.1.3.3 Develop an action plan to support the Inclusion, Equality and Diversity Strategy

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Hannah Scott- Youldon - Assistant Director of HR and Organisational Development	Completed	01-Apr-2018	31-Mar-2019	100.00%	50.00%	 GREEN


Activity Progress Comments:

A two year action plan has been developed and is monitored in the HR Strategic Group.

Last Updated: 08-Oct-2018

Activity Title: 1.1.3.11 Inclusive Leadership:

Lead member and PO for Inclusion. To meet on quarterly with EDI Group and/or Inclusion Advisor


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Nicky Thurston - Inclusion and Diversity Officer	Completed	01-Jun-2017	01-Apr-2018	100.00%	100.00%	 GREEN

Activity Progress Comments:

These have now been arranged through to the end of 2018.

Last Updated: 10-Aug-2018

Activity Title: 1.1.3.12 Inclusive Leadership:
Introduce Equality Diversity and Inclusion Group as part of the Organisational HR Decision making model


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Nicky Thurston - Inclusion and Diversity Officer	Completed	01-Jun-2017	31-Mar-2019	100.00%	50.00%	 GREEN

Activity Progress Comments:

This group is up and running and meetings/activity has been scheduled until the end of the 2019.

Last Updated: 09-Oct-2018

Activity Title: 1.1.3.13 Inclusive Leadership:
Publish Agendas and minutes of EDI Group on a quarterly basis

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Nicky Thurston - Inclusion and Diversity Officer	Completed	01-Jun-2018	31-Mar-2019	100.00%	50.00%	 GREEN

Activity Progress Comments:

A group folder has been set up for the group to share and the minutes/agenda are published on the Inclusion Pages

Last Updated: 10-Aug-2018

Occupational Health Service

Activity Title: 1.1.3.4 To review the provision of Occupational Health services for ESFRS

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Hannah Scott- Youldon - Assistant Director of HR and Organisational Development	In Progress	01-Nov-2017	30-Jun-2018	70.00%	100.00%	 AMBER

Activity Progress Comments:

Oct 18 - Occ Health now gone live, however, full implementation needs further work. Wellbeing team not yet in place
The Occupational Health Collaboration is due to be launched on 1 July 2018. It is on track to be delivered by this date.


Last Updated: 10-Oct-2018

Operational Support and Resilience

AD Operational Support and Resilience

AD Operational Support and Resilience

Activity Title: 1.1.1.6 Fleet Review

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Richard Fowler - Assistant Director of Operational Support and Resilience	In Progress	01-Aug-2017	31-Mar-2019	90.00%	70.00%	 GREEN

Activity Progress Comments:


A review of the fleet is on-going and nearing completion. A paper will be presented to Ops Committee in September 2018, and SLT in October 2018.

Last Updated: 04-Sep-2018

Engineering

Engineering Services

Activity Title: 1.1.1.1 Integrated Transport Function -to fully support ESFRS in the development of a joint collaborative project to integrate vehicle and equipment assets for East, West and Surrey FRSS, Surrey and Sussex police and mitigate the net effect of workloads to the organisation. Including the construction of new workshops, telemetry and new fuel sites.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Bill Brewster - Head of Engineering Services	In Progress	01-Apr-2016	31-Mar-2019	50.00%	50.00%	 GREEN

Activity Progress Comments:

The ITF project remains ongoing, and has delivered the service options up to and including 6c which are the plans to show a fire only build and associated build cost.

The telemetry project has been agreed by SLT and a subsequent paper for the delivery of vehicle based cameras to be fitted at the same time is awaiting agreement at the next SLT meeting.

The fuel project has a dedicated project manager from estates who is gathering in the final detail and considering value for money options for all sites before presenting a final paper to SLT for consideration. (Our police partners remain keen to move vehicle refuelling to Bohemia Road and Rye asap.


WYG have completed a draft report that would update the previous Transtech information however there needs to be a review of this by partners which is due to take place at STC asap

Last Updated: 10-Sep-2018

Operational Planning & Policy

Operations

Activity Title: 1.1.1.1 IRMP Operational Demand Management Review (Standard functions)

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
George O'Reilly - Specialist Operations Manager	In Progress	01-Apr-2017	31-Mar-2019	61.00%	50.00%	 GREEN

Activity Progress Comments:

We have produced the Maritime, Swift Water and Tech Rescue papers. However further work is needed to get these ready for SLT. The plan is to present these papers to SLT in October.


Last Updated: 17-Sep-2018

Special Projects

Special Projects

Activity Title: 1.1.4.1 Sussex Control Centre Project:

Provide systems to support mobilising & communication functions including assisting ITG and SCC Technical Team with MDT replacement projects in accordance with current project plans

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Andy Carr - SCC 4i Project Manager	In Progress	01-Apr-2011	31-Mar-2019	85.00%	50.00%	 GREEN

Activity Progress Comments:

WSFRA have formally issued notice under section 16 as at 17th August 2018. This notice expires 17th February 2020.

The project is working on a portfolio of works intended to improve 4i functionality and resilience as well as improve the associated infrastructure environment.

We are agreeing with the business what is to be delivered in the next 4i code drop in terms of functionality and fixes

We are also delivering a new test environment in which to test these enhancements and fixes

In the wake of the WSFRA announcements a new joint governance regime is being agreed. The SCC are delivering an amended crewing model and the project is supporting them in this.

The project is adopting a phased approach to delivery to tie in with the Mott MacDonald mobilising strategy review and planning horizons are being adjusted to fit in with corporate decision timescales.

Last Updated: 03-Oct-2018

Planning and Improvement

AD Planning and Improvement

AD Planning and Improvement

Activity Title: 1.1.1.4 Develop the Service's approach to consultation & engagement

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Liz Ridley - Assistant Director of Planning and Improvement	In Progress	01-Apr-2018	31-Mar-2019	25.00%	25.00%	 GREEN


Activity Progress Comments:

The Communication and Engagement strategy was approved at the Fire Authority in June 2018. The year one action plan has this area as a theme and will be developed over the coming year. Progress against activities is included elsewhere on this report.

Last Updated: 08-Oct-2018

Activity Title: 1.1.3.2 Developing the skills and capacity of the Fire Authority:

- To deliver quarterly seminars for Members to ensure they are updated on developments in all areas of Fire Service business
- To have undertaken a review of the Governance Structure of the Fire Authority

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Liz Ridley - Assistant Director of Planning and Improvement	In Progress	01-Apr-2018	31-Mar-2019	50.00%	50.00%	 GREEN

Activity Progress Comments:

A seminar was held in September. Seminars for future years are being planned.


The review of governance arrangements is in progress and was presented to SLT in August. A paper will follow to the Fire Authority. An action plan will need to be agreed and included for the Dem Services team next year.

Last Updated: 08-Oct-2018

Marketing, Communications & Business Services

Communications & Marketing Services

Activity Title: 1.1.2.3 Identify legal requirements for consultation and engagement, identify business needs, identify opportunities for collaboration, plan, seek budget approval, implement and evaluate on an annual basis.


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Elizabeth Curtis - Communications & Marketing Manager	In Progress	01-Apr-2018	31-Mar-2019	66.00%	66.00%	 GREEN

Activity Progress Comments:

Work has started to identify the current consultation requirements of the Service. The intention is for the programme to be agreed by December 2018 subject to funding approval and implementation and evaluation dates will be defined by programme.

Last Updated: 04-Sep-2018

Activity Title: 1.1.2.4 We will complete a Service-wide mapping exercise of stakeholders including who has ownership of particular relationships and any common ground to enable closer collaboration.


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Elizabeth Curtis - Communications & Marketing Manager	Not Started	01-Apr-2018	31-Mar-2019	0.00%	0.00%	 GREEN

Activity Progress Comments:

This worked is planned for the last quarter.

Last Updated: 10-Oct-2018

Activity Title: 1.1.2.5 Encourage Public Attendance at Fire Authority meetings

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Allison Collins - Comms Officer	In Progress	01-Apr-2018	31-Mar-2019	50.00%	50.00%	 GREEN


Activity Progress Comments:

We are running publicity ahead of the meetings in order to invite people to attend. A journalist attended the June meeting as a result.

We ran a Dementia Friendly Session at the June 2018 CFA meeting. We are planning to launch a water safety video at a forthcoming CFA meeting.

Last Updated: 20-Aug-2018

Activity Title: 1.1.2.6 We will increase promotion of decisions through publicity activities


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Allison Collins - Comms Officer	In Progress	01-Apr-2018	31-Mar-2019	50.00%	50.00%	 GREEN

Activity Progress Comments:

Press releases after the June meeting included information on Dementia Friends and the Safer Communities strategy. Coverage about the meeting was published in the Hastings and St Leonards Observer and Brighton and Hove news.

Last Updated: 10-Oct-2018

Activity Title: 1.1.2.7 Feedback mechanisms for the continuous improvement of communication, consultation, engagement and satisfaction with services.


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Elizabeth Curtis - Communications & Marketing Manager	In Progress	01-Apr-2018	31-Mar-2019	50.00%	25.00%	 GREEN

Activity Progress Comments:

We have collated information about current feedback mechanisms and identified areas for improvement and development.

Last Updated: 10-Oct-2018

Activity Title: 1.1.2.8 Deliver an agreed Communication and engagement programme aimed at reducing accidental fires in the home


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Victoria Jones - Communications Officer	In Progress	01-Apr-2018	31-Mar-2019	80.00%	50.00%	 GREEN

Activity Progress Comments:

Launched a successful on-going integrated marketing campaign, entitled Be Your Own Hero, with the key aim of driving down the number of Accidental Dwelling Fire incidents across our Service area. Production of a hard-hitting interview with a Crowborough businesswomen, who spoke about her distressing experience of a devastating fire in her home, which launched the campaign. As a result of this, BBC South East covered the story, alongside other mainstream local media, reaching a wide audience. Emotional interview with a mother-of-two from Lewes who experienced a loft fire, which caused extensive damage to their home, again widely publicised by mainstream media and resulted in more than 100 hits to our ESFRS website. Interview with ESFRS Fire Investigation Officer Richard Moon to inform the public how they can prevent electrical fires within the home, used on the Be Your Own Hero website's landing page. Numerous press releases, linking a variety of fires we attended since the campaign launched to the Be Your Own Hero home page. Outside promotional events to support the #BrightonTribe We're Your Crew Behavioural Insights Project, which included a widely publicised Flashmob. A Brighton dance troupe surprised Ship Street shoppers on a sunny day in July, demonstrating the vibrancy of the #BrightonTribe. This resulted in a spike of sign-ups for the project. Also, delivered two additional events in Brighton's Churchill Shopping Centre and Ship Street to support the Behavioural Insights Project.

Last Updated: 24-Sep-2018

Activity Title: 1.1.2.11 Agree a Communication and engagement programme aimed at reducing false alarms.


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Elizabeth Curtis - Communications & Marketing Manager	In Progress	01-Apr-2018	31-Mar-2019	50.00%	50.00%	 GREEN

Activity Progress Comments:

While the Business Safety strategy is being developed, we continue to promote messages around the prevention of false alarms through the media and social media. This included a push during Business Safety Week.

Last Updated: 10-Oct-2018

Activity Title: 1.1.2.12 Agree a Communication and engagement programme aimed at supporting Business Safety Audits and Business Safety Awareness.


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Elizabeth Curtis - Communications & Marketing Manager	In Progress	01-Apr-2018	31-Mar-2019	50.00%	50.00%	 GREEN

Activity Progress Comments:

During Business Safety week we launched an online tool for businesses to learn more about business safety. This ran alongside a promotional campaign.

Last Updated: 10-Oct-2018

Activity Title: 1.1.2.13 Agree a Communication and engagement programme aimed at supporting the Safer Communities Health strand.


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Elizabeth Curtis - Communications & Marketing Manager	In Progress	01-Apr-2018	31-Mar-2019	50.00%	50.00%	 GREEN

Activity Progress Comments:

The Health strand is being developed by Community Safety however we have promoted ReStart a Heart and Dementia Awareness while this is being completed.

Last Updated: 10-Oct-2018

Activity Title: 1.1.4.1 To develop the use of digital communication channels within the Service including video and email

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Todd - Digital Communications Support Officer	Not Started	01-Apr-2018	31-Mar-2019	0.00%	50.00%	 RED

Activity Progress Comments:


Review of the use and management of Social Media and other digital platforms to be scoped out.

Last Updated: 26-Sep-2018

Planning and Intelligence

Performance

Activity Title: 1.1.1.4 Introduction of a new Business Intelligence system

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Sharon Milner - Planning and Intelligence Manager	In Progress	01-Apr-2018	31-Mar-2019	50.00%	50.00%	 GREEN

Activity Progress Comments:


The tender process has now closed and the three original suppliers have all submitted their returns. telent have scored the three suppliers and ITG and Planning and Intelligence will mediate these scores at a meeting in early October.

The contract will be officially awarded at the project board meeting on 12th October 2018.

Work will then be scheduled for the implementation and training of the awarded suppliers software.

Last Updated: 28-Sep-2018

Activity Title: 1.1.4.7 Prepare a scope for the fire cover review

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Chris Fry - Planning and Intelligence Analyst - Community Risk	In Progress	01-Jun-2018	20-Dec-2018	66.00%	60.00%	 GREEN

Activity Progress Comments:

Meeting held with DCFO on 10 July to discuss timings. In Sep, timings adjusted and brought forward for Fire Cover Review to be completed. High-level meeting with Members set for 02 Oct and with SLT on 08 Oct to agree scope


Last Updated: 01-Oct-2018

Resources/Treasurer

AD Resources/Treasurer

AD Resources/Treasurer

Activity Title: 1.1.4.3 Support Services Review

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Duncan Savage - Assistant Director of Resources/Treasurer	In Progress	01-Apr-2018	31-Mar-2020	30.00%	25.00%	 GREEN

Activity Progress Comments:


SLT has agreed a first phase of services for review as follows:

- Operational Support Services (3F): Occupational Health; Training; Health & Safety; Fire Investigation - report on collaboration due Oct SLT
- Fleet & Engineering (ITF) - 3F has agreed to appoint joint transformation lead to carry out service review
- Insurance - CFA has agreed move to FRIC wef 1 April 2019
- Legal Services - report due Oct SLT and Dec CFA
- FPS Administration - in progress
- HR & OD

These are all being progressed with the exception of HR&OD where current focus is on the delivery of efficiencies through the Firewatch project and a HR Business Process review

Last Updated: 08-Oct-2018

Activity Title: 1.1.4.4 Deliver Efficiency Strategy

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Duncan Savage - Assistant Director of Resources/Treasurer	In Progress	01-Apr-2018	31-Mar-2020	25.00%	25.00%	 GREEN

Activity Progress Comments:


Update report being prepared for P&R Panel Nov 2018.

Last Updated: 08-Oct-2018

Estates Management

Estates

Activity Title: 1.1.4.2 Develop a new Estates Strategy and Asset Management Plan


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Duncan Savage - Estates	In Progress	01-Apr-2018	30-Mar-2019	50.00%	50.00%	 GREEN

Activity Progress Comments:

Under the Estates Strategy the Design Guide has been drafted and subject to staff feedback has been approved by SLT. All surveys are complete and cost information is due to be issued by the middle of August. The Revenue and Capital implications will be reported to P&R Panel on the 1st November, with the overall Estates Strategy being presented to the CFA in December 2018.

Last Updated: 10-Oct-2018

Activity Title: 1.1.4.5 Integrated Transport Function - fuel pilot

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Duncan Savage - Estates	In Progress	01-Apr-2018	31-Mar-2019	10.00%	50.00%	 RED


Activity Progress Comments:

Following recent proposals, Estates will now be leading on the delivery of this project. The Senior Surveyor (Capital) will be delivering in collaboration with Engineering. We are awaiting the completion of the Business Case ahead of confirming cost information with the suppliers and sign-off that any changes in approach to the solution is in accordance with the original procurement/commissioning.

09-10-2018 Contractors have been commissioned to carry out detailed site surveys to underpin the review of the original business case proposal.

Last Updated: 09-Oct-2018

Activity Title: 1.1.4.8 ITF – SE Workshop

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Duncan Savage - Estates	In Progress	01-Apr-2018	31-Mar-2019	75.00%	50.00%	 GREEN

Activity Progress Comments:

WYG were commissioned to develop concept schemes for the project. They have issued these together with the ESFRS only option and provided the cost plans to support the final business case which is being led by Engineering.


Valuers Fludes have been commissioned and provided valuation advice on the North Bexhill site locations together with an alternative site in Polegate.

We understand these studies and reports will now be used to develop the final business case. There is also other work streams being concluded prior to this being completed which include; discussions with Sussex Police and the consideration of other facilities being supported at any new location.

09-10-2018 - A review of requirements and alternative site options is being carried out by Sussex Police during September.

Last Updated: 09-Oct-2018

Activity Title: 1.1.4.10 Refurbish Preston Circus Fire StationPreston

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Duncan Savage - Estates	In Progress	01-Apr-2018	31-Mar-2019	30.00%	50.00%	 RED

Activity Progress Comments:

A formal Steering Group has been setup to oversee the feasibility stage of the project to final business case. The concept layouts have been completed as have the first stage engagement sessions with local teams. The concept layout and proposed approach was presented to SLT at their meeting in July 2018.

Next stage will be updating the concept scheme to reflect feedback and presenting this to the Steering Group. The outline cost plan has been completed by Faithful & Gould. We will be presenting the first stage business case covering ESFRS space to the CFA in September 2018.


09-10-2018 - RIBA Stage 2 proposals are due to be reported to P&R Panel 1 November 2018 seeking authority to mobilise the project and procure contractors.

Last Updated: 09-Oct-2018

Information Technology Governance

ITG

Activity Title: 1.1.1.9 Deliver Information Security Step Change Programme

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Ken Pearce - ITG Manager	In Progress	01-Apr-2018	31-Mar-2019	50.00%	50.00%	 GREEN


Activity Progress Comments:

Major applications now migrated to the Telent Flexi-cloud. Majority of servers and applications now patched. Telent now preparing detailed Risk Treatment Plans to remediate remaining issues.

Update 01-10-18: The Information Security Step Change Programme will now become part of the Information Security Strategy.

Last Updated: 01-Oct-2018

Activity Title: 1.1.4.6 One to Many video conferencing


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Ken Pearce - ITG Manager	In Progress	01-Apr-2018	31-Mar-2019	16.00%	50.00%	 RED

Activity Progress Comments:

Update 01-10-18: Trial underway using Cisco Teams.

Last Updated: 01-Oct-2018

Activity Title: 1.1.4.7 EDRMS

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Ken Pearce - ITG Manager	In Progress	01-Apr-2018	31-Mar-2019	20.00%	50.00%	 RED


Activity Progress Comments:

Initial product demonstration completed. Work underway to breakdown the project into a number of phases, with document management as the first priority, followed by first workflow processes.

Update 01-10-18: Demonstrations currently being arranged for Assistant Directors, for Canon to demonstrate functionality of document management and workflow automation. Now that decision has been made to adopt Office365 - next step is to evaluate opportunities such as workflow tools provided by Office365.

Last Updated: 01-Oct-2018

Activity Title: 1.1.4.11 Corporate Wifi

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Ken Pearce - ITG Manager	In Progress	01-Apr-2018	31-Mar-2019	30.00%	50.00%	 RED


Activity Progress Comments:

Telent have been commissioned to undertake a WiFi audit of all station ends and SCC. This will feed into the RFP stage of the Corporate WiFi Project.

Update 01-10-18: telent WiFi audit has been completed for all stations. telent have started discussions with The Link reference their WiFi solution. Next step is to formally kick off the Corporate WiFi project.

Last Updated: 01-Oct-2018

Activity Title: 1.1.4.12 Customer Relationship Management – Implementation

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Ken Pearce - ITG Manager	In Progress	01-Apr-2018	31-Mar-2019	20.00%	50.00%	 RED

Activity Progress Comments:

Project underway with IT work stream Programme Board established. Project phases agreed. Technical upgrade approved. Collaboration opportunities workshops go ahead approved by ESFRS and SFRS.

Update 01-10-18: PMO project manager appointed and governance established. telent have started technical upgrade, which is due to complete in March 2019. Collaboration workshops have been completed with Surrey FRS and findings / recommendations being documented in conjunction with telent.


Last Updated: 01-Oct-2018

Safer Communities

AD Safer Communities

AD Safer Communities


Activity Title: 1.1.1.3 Support implementation of the agreed Service Delivery Review proposals - delivering and enabling structure supporting the required empowering centred cultural change.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Matthews - Assistant Director of Safer Communities	In Progress	01-Apr-2018	31-Mar-2019	70.00%	50.00%	 GREEN

Activity Progress Comments:

Collective consultation nearing conclusion, Rota proposal remaining proposal requiring further consultation.
Individual consultations progressing well and will be concluded by end of September
GM process concluded
SM and WM pool will be concluded by end of year
1st February go live date for new structure.
Last Updated: 10-Oct-2018

Activity Title: 1.1.2.1 Design and trial a local assessment of risk (as detailed in CS strategy) that compliments the wider IRMP and Business planning cycle to ensure the effective and efficient allocation of local resources against the agreed community safety prevention themes


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Matthews - Assistant Director of Safer Communities	In Progress	01-Apr-2018	31-Mar-2019	50.00%	50.00%	 GREEN

Activity Progress Comments:

Annual assessment of risk process being devised by performance team, CS strategy agreed at SLT and Full Fire Authority. First run of annual assessment in September.
Last Updated: 03-Aug-2018

Activity Title: 1.1.4.4 Support delivery of CRM upgrade as a senior user

Community Safety Business Safety and SSRI work streams.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Matthews - Assistant Director of Safer Communities	In Progress	01-Apr-2018	31-Mar-2019	50.00%	50.00%	 GREEN


Activity Progress Comments:

Attended CRM board meeting and attending forthcoming workshops to ensure business processes have been fully identified.
Last Updated: 10-Oct-2018

Business Safety

Business Safety

Activity Title: 1.1.3.3 Service wide rollout of support and delivery framework and Implementation of enabling structure through Service Delivery review


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Andy Gausden - Group Manager- Business Safety	In Progress	01-Apr-2018	31-Mar-2019	50.00%	50.00%	 GREEN

Activity Progress Comments:

Support and delivery framework embedded in Business Safety through monthly returns, with further staff engagement day taking place 26 September 2018 as part of the implementation of the Service Delivery Review

Last Updated: 09-Oct-2018

Activity Title: 1.1.4.2 Propose Fire Investigation collaborative framework through revised BS strategy.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Andy Gausden - Group Manager- Business Safety	In Progress	01-Apr-2018	31-Mar-2019	50.00%	50.00%	 GREEN

Activity Progress Comments:


Selection process completed with SM Scott Saunders appointed to role effective 01/09/18 with collaboration project now underway

Last Updated: 09-Oct-2018

Central Group Eastbourne/Wealden

Eastbourne/Wealden Borough

Activity Title: 1.1.3.3 Service wide rollout of support and delivery framework and Implementation of enabling structure through Service Delivery review

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Pup Upton - Borough Commander Eastbourne/Wealden	In Progress	01-Apr-2018	31-Mar-2019	50.00%	50.00%	 GREEN

Activity Progress Comments:


All of the stations within the Group have received input on the Support Delivery Framework via their Group and Station Managers at Team meetings. All stations are sending in an 'End of Month Return'. The process is not yet fully embedded. SM's to continue to explain the SDF to crews and ensure that the EOM Returns are completed accurately.

Last Updated: 04-Oct-2018

Community Safety

Community Safety Service

Activity Title: 1.1.3.5 Service wide rollout of support and delivery framework and Implementation of enabling structure through Service Delivery review

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
David Kemp - Safer Communities - Lead Community Safety	In Progress	01-Apr-2018	31-Mar-2019	50.00%	50.00%	 GREEN

Activity Progress Comments:


CSD is included within this work

Last Updated: 09-Oct-2018

Inclusion & Diversity

Activity Title: 1.1.1.7 Collecting, analysing and using information:

Enhance the way we use and record additional and new equality data we received directly about "at risk" communities

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Nicky Thurston - Inclusion and Diversity Officer	In Progress	01-Jun-2017	31-Mar-2019	50.00%	50.00%	 GREEN


Activity Progress Comments:

Now embedded in Community Safety Strategy and also forms part of the greater data dashboard. Dependent on successful completion of this work

Last Updated: 09-Oct-2018

Activity Title: 1.1.3.6 Engagement:

Impact Assess Community Engagement Initiatives (min 6 per annum) With full evaluative understanding of the success of the engagement. For example, water safety events ensure engagement across protected characteristics.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
David Kemp - Safer Communities - Lead Community Safety	Completed	01-Jun-2017	31-Mar-2019	100.00%	100.00%	 GREEN

Activity Progress Comments:


subject to the approval of the Safer Communities Strategy

Last Updated: 10-Aug-2018

East Group Hastings/Rother

Hastings / Rother Borough

Activity Title: 1.1.3.3 Service wide rollout of support and delivery framework and Implementation of enabling structure through Service Delivery review

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Julie King - Borough Commander Hastings & Rother	In Progress	01-Apr-2018	31-Mar-2019	50.00%	50.00%	 GREEN

Activity Progress Comments:


Watch consultations have been completed in relation to the Service Delivery review, and all relevant staff attended the recently held SC engagement day

Last Updated: 08-Oct-2018

West Group Brighton & Hove/Lewes

Brighton & Hove Borough

Activity Title: 1.1.3.3 Service wide rollout of support and delivery framework and Implementation of enabling structure through Service Delivery review

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Nigel Cusack - Borough Commander Brighton & Hove/Lewes	In Progress	01-Apr-2018	31-Mar-2019	61.00%	50.00%	 GREEN

Activity Progress Comments:

fully embedded in the city and Lewes , partial introduction into Wealden , wm seminar and next steps to introduce across the Hastings and Rother group

Service managers seminar , delivering across 140 staff further work and invites arranged to the East Group to assist with the embedding of this system

Last Updated: 01-Oct-2018