

# Integrated Risk Management Plan Action Plan

IRMP 2018-2022 | Year 3 | April 2020-March 2021 | Version 7.0



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# CFO introduction

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Welcome to our Year Three Integrated Risk Management Plan Action Plan.

This document explains how we have reviewed the priorities in our IRMP and considered what outcomes are required to deliver our IRMP objectives, on behalf of the Fire Authority, in Year Three.

This action plan:

- identifies the outcomes and achievements from Year One and Year Two
- sets out the priorities for year three
- highlights adjustments we anticipate in Year Four.

We know that the environment around us is always changing and we will continue to review this plan on a quarterly basis to make sure we are allocating the right resources to keep our residents and staff safe and achieve the improvements needed.

**Sabrina Cohen-Hatton**  
Chief Fire Officer



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# How does an Integrated Risk Management Plan work?

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It is a statutory requirement that all fire and rescue authorities produce an Integrated Risk Management Plan (IRMP). The plan identifies the risks present in our communities; for those who live, work, visit and travel in West Sussex.

The plan is owned by the Fire and Rescue Authority and is delivered by West Sussex Fire & Rescue Service. The plan sets out how we address all foreseeable risk across our county it also provides an overview of what shapes our service in terms of our national and local obligations.

The action plans we produce each year set out how we will meet the priorities in our IRMP, and how we will know we will be successful through clear performance targets that are linked to the outcomes that we want to achieve. Key to this are the five strategic priorities agreed by public consultation. These are detailed on the next slide.

Planning the use of our resources has never been so important. The five strategic priorities are key to our work. Where there are competing priorities, we will focus resources on the area of greatest need. At times this may mean that the order in which we do things is subject to change. For example, new national priorities that have come forward as a result of the Grenfell tragedy.

We will always seek to be efficient and effective and to achieve good value for the local community. This means working collaboratively with neighbouring fire services, other blue light services and by maximising our position within WSCC by actively participating in partnership opportunities including tackling the social causes of fire and other emergencies.



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# IRMP Strategic Priorities

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1. Reduce the number of emergency incidents and their consequences through the continuous improvement of prevention, protection and response activities.
2. As part of West Sussex County Council, work with local communities, districts and boroughs to keep West Sussex safe.
3. Collaborate with emergency services and other local and national partners to improve the service to the public.
4. Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.
5. Provide customer- centred value for money services.



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# Glossary of Core Terms

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<b>AFA</b>	Automatic Fire Alarm	<b>FRSLT</b>	Fire & Rescue Senior Leadership Team
<b>AM</b>	Area Manager	<b>I&amp;C</b>	Integration & Collaboration
<b>BPG</b>	Business Planning Group (sub-group of Select Committee)	<b>IECR</b>	Immediate Emergency Care Responder
<b>CCVFM</b>	Customer Centred Value for Money	<b>IRMP</b>	Integrated Risk Management Plan
<b>CFO</b>	Chief Fire Officer	<b>P&amp;C</b>	People & Culture
<b>DCFO</b>	Deputy Chief Fire Officer	<b>PRAM</b>	Pre Agenda Meeting for Select Committee
<b>ECFSC</b>	Environment, Communities and Fire Select Committee	<b>SD</b>	Service Delivery
<b>FTE</b>	Full Time Equivalent	<b>TRU</b>	Technical Rescue Unit
<b>FRS</b>	Fire & Rescue Service	<b>WSCC</b>	West Sussex County Council
<b>SEB</b>	Service Executive Board		

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# Summary of key project outcomes to date

No.	Project	Year 1&2 April 2018-Mar 2020	Year 3 April 2020-Mar 2021	Year 4 April 2021-Mar 2022
1	FC20	Closed		
2	TRU		Closed	
3	Prevention 2020		Q3 closure anticipated	
4	FF Tactics- Fog nails/Smoke Curtains	Closed		
5	ERE	Closed		
6	12 Tonne		Q2	
7	PPE	Closed		
8	Workforce Plan		→	Q3
9	Staff Wellbeing		→	Q3
10	Equality & Diversity		→	Q3
11	Special capability review	Closed		
12	OPE		→	Q4



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# Summary of key project outcomes to date

No.	Project	Year 1&2 April 2018-Mar 2020	Year 3 April 2020-Mar 2021	Year 4 April 2021-Mar 2022
13	NOG		Options Q1 →	Implementation
14	AFA		Q4	
15	IEC	Closed		
16	Customer Centred Strategy	Recommendations delivered →	Delivery of outcomes	
17	4F ITF		TBC	
18	Talent Management Framework		Q4	
19	4F L&D (e-learning)		→	Q1
20	4F H&S (Noise)		Q2	
21	Commercial activity		Q2	





# Year 3 Projects & Outcomes

April 2020 – March 2021



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# Action Plan for Year 3

No.	Owner	Project Detail	Which Strategic Priority this relates to	Anticipated Completion
1	Area Manager Risk & Improvement	Embed a newly delivered customer centred strategy and conduct customer focused service review to provide options for delivery prioritisation.	5	Q4
2	Service Executive Board	Development of the 4Fire programme with Surrey and East Sussex FRS – training, learning and development.	3	Q4
3	Area Manager Risk & Improvement	Development of the 4Fire programme with Surrey and East Sussex FRS – health and safety workstream with a WSFRS lead. This work continues with the delivery and development of noise measuring equipment.	3	Q4
4	County Fleet Manager	Commence the implementation of new 12 tonne fire engines into fleet. The procurement is taking place through the NFCC Framework as best practice.	1	Q3
5	County Fleet Manager	Review the fleet of special appliances and rationalise the capability where appropriate and provide options. The scope of this work includes a capital programme prioritising our off road capability, incident command units, breathing apparatus support vehicles and bulk water carriers. All our heavy rescue fire engines are now upgraded with heavy rescue equipment.	1	Q4



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# Action Plan for Year 3

No.	Owner	Project Detail	Which Strategic Priority this relates to	Anticipated Completion
6	Service Executive Board	Develop opportunities within WSCC One Public Estate programme. The Horsham Fire Station and Training Facility has now progressed from concept to completion design. Although initially a One Public Estate scheme, other partners are no longer participating. This is now solely focused around the service requirement for a fire station and training facility. The Horsham project continues to be delivered outside of the One Public Estate program by WSFRS and WSCC in partnership. <i>Approval and planning permission planned in Year 3. Delivery Planned in year 3- 4.</i>	2	Q4
7	Service Executive Board	Delivery of WSFRS requirements within 4Fire Integrated Transport Function programme	3	Q4
8	AM Response	Review new Firefighting tactics for efficiency and effectiveness and transition into core business.	1	Q4
9	Head of People & Organisational Development/HR	Review On-call Member led task and finish work and develop the assessment of risk and mitigating factors with the EU contract ruling to identify any future risk.	1	Q4



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# Action Plan for Year 3

No.	Owner	Project Detail	Which Strategic Priority this relates to	Anticipated Completion
10	Head of People & Organisational Development	Review WSFRS staff wellbeing arrangements against line 9 objective. The asset management feasibility study will be included to assist in this area of work.	4	Q3
11	AM Response	Review our wholetime crewing systems to ensure that they maximise the availability of fire engines and support the delivery of prevention and protection activity. Deliver Service Delivery Centre and additional Retained Liaison Officers. Risk Assessment will be undertaken annually as part of IRMP and options will feed into recommendations to be implemented as part of IRMP 2022.	1	Q1
12	County Fleet Manager	Complete the review of the fleet of special appliances and rationalise the capability where appropriate by presenting options and implementing outcomes.	1	Q3
13	Head of People & Organisational Development/HR	Undertake an analysis of role maps to assure structure against organisational change.	4	Q4
14	Head of People & Organisational Development	Review Service position with Immediate Emergency Care Responder IECR against national and local agreements and identified needs.	4	Q4



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# Action Plan for Year 3

No.	Owner	Project Detail	Which Strategic Priority this relates to	Anticipated Completion
15	AM Strategic Risk & Improvements	Complete implementation of new IT system in accordance with WSCC FRS IT strategy.	2	Q4
16	AM Strategic Risk & Improvement	Review IRMP 2018-22 and supporting action plan to develop IRMP 2022-26	2	Q4
17	County Fleet Manager	Integrate 12 Tonne fire engine into fleet of response vehicles.	1	Q4
18	Head of People & Organisational Development	Develop improvement plan against findings from benchmarking against College of Policing Wellbeing Framework.	4	Q4
19	Head of People & Organisational Development	Implement quality assurance framework for WSFRS "Standards of Behaviour" model aligned to NFCC.	4	Q3
20	Head of People & Organisational Development	Review WSFRS Talent Management framework.	4	Q4



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# Year 3 - IRMP now embedded in HMICFRS Improvement Plan

Owner	Project Detail	Which Strategic Priority this relates to	Anticipated Completion
Head of People & Organisational Development	<p>Develop a workforce plan to assure succession planning for all staff and to inform recruitment and promotion requirements. This item has been moved into the HMICFRS Improvement Plan, AFI8 - Getting the right people with the right skills/HMI26 - workforce plan to take full account of the necessary skills to carry out the IRMP.</p> <p>This project is now being delivered through the new People Strategy that was launched in <b>June 2020</b> under PEOP-004 Performance &amp; Appraisals and PEOP-005 Resourcing &amp; Talent</p>	4	Q4
Head of People & Organisational Development	<p>Commence the development and delivery of supporting action plans for equality inclusion and diversity across WSFRS. In year 2 this work was subsumed into the HMICFRS Improvement Plan - CFC4 Ensuring fairness and diversity &amp; Effectively engage staff including minority groups. Moving into year 3 this area of work is being delivered through the new People Strategy that was launched in June 2020 under PEOP-003 - Value, Ways of Working &amp; Wellbeing.</p>	4	Q4



# Year 3 - IRMP now embedded in HMICFRS Improvement Plan

Owner	Project Detail	Which Strategic Priority this relates to	Anticipated Completion
Head of People & Organisational Development	<p>Commence the scoping and design of a talent management framework and supporting Coaching and Mentoring scheme. In Year 2 this piece of work was transferred into the HMICFRS Improvement Plan-AFI 10 to avoid duplication : Managing performance and developing leaders/HMI 28 : The Service should put in place an open and fair process to identify, develop and support high potential staff and aspiring leaders. In June 2020 this moved into the new People Strategy under PEOP-002 Leadership and PEOP-005 Resourcing and Talent;</p>	4	Q4
Area Manager Protection	<p>Revise our response to automatic fire alarms (AFA) to reduce the number of times that we attend buildings where there is no fire and the alarm has actuated either as a result of a fault, through the mistaken belief that there was a fire or through malicious intent.</p> <p>The HMICFRS Improvement Plan AFI 3: Responding to fires and other emergencies/HMI 9: The service should ensure it addresses effectively the burden of false alarms (termed 'unwanted fire signals'). Research has been completed including the National Fire Chief Council guidance and relevant legislation. the Protection team has also liaised with services that utilise best practice in this area for advice and to identify successful policies. A decision paper will be delivered in year Q2 3 with implementation in year 3/4 of this plan</p>	1	Q4



# Year 4 Anticipated Projects & Outcomes

April 2021 – March 2022



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# Action Plan for Year 4

No.	Owner	Project Detail	Which Strategic Priority this relates to	Anticipated Completion
1	County Fleet Manager	Scope the provision of replacement Breathing apparatus to identify preferred options for implementation, exploring collaborative procurement opportunities.	1	Q4
2	AM Strategic Risk & Improvements	Prioritisation and delivery of customer centred priorities identified through year two focus work.	5	Q4
3	AM Strategic Risk & Improvements	Introduce new technologies and information systems to increase efficiency and effectiveness of prevention activities through the Farynor system.	1	Q3
4	Head of Prevention	Deliver data systems with an aspiration to provide a single point of information for vulnerable individuals with increased risk that we will be able to share across teams and agencies to help "make every contact count."	3	Q4
5	County Fleet Manager	Work with our 4Fire partners and SECAMB, Sussex and Surrey Police to finalise delivery of the integrated transport function.	3	Q4
6	Area manager Response	Work with blue light agencies to explore new opportunities for closer collaborative working, for example, RNLI accommodation.	2	Q3



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# Action Plan for Year 4

No.	Owner	Project Detail	Which Strategic Priority this relates to	Anticipated Completion
7	AM Strategic Risk & Improvement	Deliver prioritised outcomes from the customer centred review.	5	Q4
8	AM Strategic Risk & Improvement	Review collaboration workstreams to identify ongoing priorities.	1	Q4
9	AM Strategic Risk & Improvement	Explore use of risk management tools from the private sector to provide risk data.	3	Q4
10	Head of People & Organisational Development	Implement WSFRS Talent Management Framework.	4	Q4
11	Service Executive Board	Implement new Horsham Fire Station	5	Q4



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# Appendices

Appendix 1



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# Year 1 Projects & Outcomes

April 2018 – March 2019

Appendix 1



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# Outcomes from Year 1

No.	Project	Outcome	Which Strategic Priority this relates to	Status (Completed/Transferred to subsequent year/Closed)
1	Complete a full review of WSFRS Emergency Response Standards in preparation for the next IRMP.	A review has been completed and these remain aligned.	1	Completed
2	Publish four strategies to support the IRMP delivery plan, establish four strategic boards to deliver each of the strategies. Establish robust governance arrangements to assure delivery mechanisms of IRMP action plans.	The strategies are now published and two boards monitor and scrutinise the delivery of each strategy and associated plans. These two boards reported into the Executive Programme Board chaired by the CFO. A full term of reference has been completed to support this framework of delivery. The strategy documents will be reviewed following the HMICFRS report. The boards have demonstrated success in the delivery of year one, in the coordination of workloads and prioritisation of actions.	1	Completed
3	Conduct investigation work with partners on the next generation of mobilising systems and provide options to assure future mobilisation of FRS response resources.	This has been delivered through the strategic business paper and the Cabinet member's key decision paper for "FC20" our new mobilising solution with Surrey Fire & Rescue Service is now in the delivery phase.	3	Completed
4	Develop the delivery of new firefighting tactics to enhance our response to fires in buildings.	This action has been completed through the delivery of smoke curtains and fog nails. Some training will be delivered in the first quartet of year 2. This has been transferred into business as usual and will review the outcomes in year three/four – year 2 line 4.	4	Completed
5	Implement new emergency rescue equipment (ERE) to enhance our response to transport incidents.	This project has been started in year 1 and extended into year 2 with a target date of October 2019 for completion - year 2 line 5. This equipment will allow our fire crews the best technology in dealing with modern vehicles that are now built more robustly.	4	Completed



# Outcomes from Year 1

No.	Project	Outcome	Which Strategic Priority this relates to	Status (Completed/Transferred to subsequent year/Closed)
6	Develop action plans for WSFRS on-call duty system to address recruitment and retention, linking into the national on-call campaigns and strategy. Work to be conducted in association with a WSCC Member led task group.	The Member led task group has been completed and is supported through WSFRS. Core actions have been identified and are being by response teams to support recruitment and retention of Retained/On call fire fighters. This work will be continually reviewed alongside an impact assessment of EU law regarding on-call contracts of employment in year 2 and 3. We have experienced an positive increase in Retained/On Call availability in our quarter four performance reporting as a result of this work.	4	Completed
7	Initiate scoping work to enable a review of WSFRS existing emergency response standards to include an outcome based measure.	The scoping worked is now completed – further work is forecast into year 3 and 4 to align with National outcomes from the HMICFRS National report.	1	Completed
8	Develop a specification for the provision of new 12 tonne fire engine to enhance resilience, deliver flexible options and support new firefighting technologies.	This action is delivered with the specification out to tender. The implementation plans have now been agreed for year 2.	1	Completed
9	Research new personal protective fire fighting and rescue uniform (PPE) for all of our operational staff as part of a national collaboration.	This has been delivered through the National collaborative procurement program for new PPE, implementation will progress into year two. - year 2 line 7. This will see the delivery of enhanced firefighting and rescue clothing for our teams assisting in their protection and welfare.	1	Completed
10	Review FRS pay processes to remove error and assure effectiveness.	This action is now complete to ensure there are no late or inaccurate payments. This has seen a rise in staff morale with no late payments and an easier system for the officers. This is also providing value for money in efficient budget management.	5	Completed

# Outcomes from Year 1

No.	Project	Outcome	Which Strategic Priority this relates to	Status (Completed/Transferred to subsequent year/Closed)
11	Identify improvement opportunities with FRS business support through full integration with WSCC whole council programme.	Not initiated by WSCC –therefore removed from IRMP plans. The People support function works closely with the WSCC teams in partnership.	3	Completed
12	Investigate and scope new IT systems required to deliver WSCC/FRS IT strategy.	This scoping was completed in year 1 through the FC20 business plan and key decision paper. Significant IT improvements will be realised in year 2,3 and will be embedded and improved in year 3,4.. The replacement of the Risk Based Inspection program and Safe and Well visit IT system are two examples meeting the HMICRFS areas of improvement.	3	Completed
13	Develop opportunity within WSCC One Public Estate programme, initially focusing on: Horsham Fire Station - co-location with police and new FRS training provision Littlehampton – Blue light centre Burgess Hill – Blue Light Centre Drayton Depot- As part of the 3Fire Integrated Transport Function.	Initial scoping and opportunity development has been effectively completed, specifically with the Horsham site. This has now been prioritised for in-depth development and delivery in year 2,3 and 4. - year 2 line 12.	2	Completed
14	Development of the 4Fire programme with Surrey and East Sussex FRS – policy and guidance workstream.	This is being assessed in line with the National Operational Guidance work stream. This is a significant piece of work that will be delivered over the life of the IRMP action plan.	3	Completed



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# Outcomes from Year 1

No.	Project	Outcome	Which Strategic Priority this relates to	Status (Completed/Transferred to subsequent year/Closed)
15	Development of the 4Fire programme with Surrey and East Sussex FRS and Sussex Police – work focusing on occupational health.	This has been assessed and is not been progressed due to WSFRS Occupational Health provision under WSCC contract -4F position to be monitored and considered as part of WSCC/FRS contract renewal.	3	Completed
16	Investigate collaboration in implementing the National Operational Guidance.	Collaboration opportunities have been investigated and strong links made with Kent Fire and Rescue Service. The FC20 program will continually draw Surrey and East Sussex Fire and Rescue Services together to collaborate on policies and procedures.	3	Completed
17	Investigate opportunity with Sussex Police to support police demand management.	Arrangements have been made with the Pan Sussex operational board for ongoing work to continue with the Police to reduce demand on both services.	3	Completed
18	Develop our commercial FRS activity exploring opportunities with partner fire and rescue services and other agencies to create income potential.	In year 1 WSFRS and WSCC have made contact and developed the way we deliver commercial activity drawing on the county council experts. Improvements have been made in extinguisher maintenance and training activities and will continue throughout the IRMP action Plan	5	Completed
19	Work with WSCC strategic partner PricewaterhouseCoopers to identify opportunity within the WSCC Step Up transformation programme to develop our action plans for value for money.	Removed from IRMP plans as no longer WSCC strategy.	2	Completed



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# Year 2 Projects & Outcomes

April 2019 – March 2020

Appendix 2



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# Outcomes from Year 2

No.	Project	Outcome	Which Strategic Priority this relates to	Status (Completed/Transferred to subsequent year/Closed)
1	Deliver WSCC 2019/20 savings requirement for public protection and operations directorates.	This work has been delivered. Specific tasks were transferred into year 2 for the identification of TRU and Prevention funding/delivery options post March 2020 – year 2 lines 2 and 3.	5	Transferred to Year 2. Prevention 2020 and TRU projects incorporated as part of HMICFRS inspection. Completed.
2	Develop an improvement plan for WSFRS staff wellbeing benchmarked against College of Policing Blue Light Wellbeing Framework (amended by board to combine objectives Oct 2018).	Improvement plans established and will be developed further into year two, including the commencement of some implementation. Time frame extended to March 2020 - year 2 line 9 with a review of progress scheduled - year 3/4.	3	Transferred to Year 2 and subsequent People actions moved into People Action Plan. Completed.
3	Develop an embedded WSCC/FRS IT strategy to support the delivery of the IRMP Action Plan.	The business plan and key decision paper was approved in year 1. The FC20 project sets direction for future IT requirements and is now in the delivery phase. There have been significant improvements in technology through the strong partnership with the county council. FireWatch improvements have led the way in year 1 making the system more resilient and upgraded..	3	Completed, delivery will continue following the close of the FC20 project in year 2.



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# Outcomes from Year 2

No.	Project	Outcome	Which Strategic Priority this relates to	Status (Completed/Transferred to subsequent year/Closed)
4	FC20 - Implement the transition to SFRS provision for mobilisation.	<p>A successful cut over on the 4th December 2019 was achieved and delivered on time. New technology significantly improved the way we work, Officer mobilisation and navigation was achieved. The FireWatch interface was complete and tested and delivered a more resilient automated system.</p> <p>Training Webinars and packages have been produced and released WSFRS will continue to deliver the TT roadmap with a incident reporting system, incident data management tool and the Dynamic Appliance Cover Tool will be completed in year 3. these systems are being delivered in collaboration with SFRS to realise efficiency and effective ways of working.</p>	3	<p>New fire control cut over - completed</p> <p>The IT road map will continue into year 3 and 4.</p>
5	Deliver costed options complete with implementation plans for the future provision of TRU activity beyond April 2020.	<p>Options have been developed in year 2 with WSCC HR, staff and Rep body engagement is ongoing.</p> <p>Due to the removal of the government section 31 grant funding for WSFRS Urban Search and Rescue unexpected additional funding and scoping work was required in year 2. Options were delivered in April 2020. the delivery of the chosen option will be completed in year 3.</p>	4	Completed
6	Deliver costed options complete with implementation plans for the future provision of prevention activity.	<p>This work included a new strategy and the restructure of the prevention team.</p>	1	Completed

# Outcomes from Year 2

No.	Project	Outcome	Which Strategic Priority this relates to	Status (Completed/Transferred to subsequent year/Closed)
7	Complete the introduction of new FF tactics by the introduction of fog nails and smoke curtains and transferring to TDA for business as usual.	The project has delivered New Firefighting equipment, tactics and training packages to support evidenced based Firefighting (EBF). This includes: Smoke Curtains; Fog nail; Milwaukee equipment / SDS drill / concrete block; Appliance stowage	4	Completed
8	Complete the implementation of new Emergency Rescue Equipment to enhance our response to transport incidents.	The replacement of the Hydraulic rescue Equipment across the response fire engine fleet including TDA vehicles has been completed providing crews with enhanced capability to rescue people from improved vehicle safety. Heavy equipment was also implemented in key areas. Additional associated equipment was added to the fire engines to step forward on our approach to vehicle collisions and other rescues, this included small battery tools and mobile lighting.	4	Completed
9	Roll out new personal protective equipment (PPE) for all of our staff as part of a national collaboration.	New firefighting uniform was delivered in year 2 and is now in use by operational crews. This was delivered through a collaboration framework. One significant area of improvement was the introduction of the rescue jacket for use at road traffic collisions to assist the crews in specialist clothing in these environments.	4	Completed



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# Outcomes from Year 2

No.	Project	Outcome	Which Strategic Priority this relates to	Status (Completed/Transferred to subsequent year/Closed)
10	Develop and commence implementation of an improvement plan for WSFRS staff wellbeing bench marked against College of Policing Blue Light Wellbeing Framework.	In year 2 this project was delivered through the Mental Health First Aid/TACT work With an initial MHFA pilot rolled out and a Revised Trauma Support Team (TST) SOP. A Wellbeing Lead & Diversity & Inclusion Adviser have been recruited. This area of work is now being delivered through the new People Strategy that was launched in June 2020 under PEOP-003 Values, Ways of Working & Wellbeing	3	Completed
11	Undertake a gap analysis of WSFRS policy to identify work required to fully comply with National Operational Guidance. (NOG).	A Service Gap analysis is complete that has assessed WSFRS compliance with the NOG. WSFRS will continue to plan for, and implement the NOG in year 3 and 4.	3	Complete
12	Implement the immediate emergency care (IEC) training across the operational workforce.	A bespoke IEC course was developed and approved by SECAMB and the supporting process and documentation implemented to ensure compliance.  The course was delivered to 36 members of staff who formed part of the initial trial. The IECR course is now considered to be the new WSFRS minimum standard for medical training for new recruits joining WSFRS.  The provision and procurement of equipment to enable the response aspect, training delivery & MOC was funded by the training delivery department	4	Completed



# Outcomes from Year 2

No.	Project	Outcome	Which Strategic Priority this relates to	Status (Completed/Transferred to subsequent year/Closed)
13	Develop a customer centred strategy and conduct customer focused service review to provide options for delivery prioritisation.	<p>The Customer Centred Strategy review report was presented presented and agreed at the Program Steering Board (PSB). The recommendations have been agreed. This is now delivered through business as usual.</p> <p>The deliverable to 'Develop a customer centred strategy and conduct customer focused service review to provide options for delivery prioritisation ' has been completed .</p>	5	Completed
14	Development of the 4Fire programme with Surrey and East Sussex FRS – Training Learning and Development workstream.	<p>During this delivery year significant collaboration activity has taken place including</p> <p>Surrey FRS – 46 courses delivered. 46 now completed.</p> <p>Surrey FRS – Staff now live on the Learningpool system. Surrey all complete</p> <p>East Sussex FRS – 26 courses delivered . 11 courses pending ESFRS approval. 13 complete.</p> <p>Gatwick FRS - Agreed to come onto Learningpool and share training packages.</p> <p>Gatwick FRS – Go live agreed as 31st March 2020.</p> <p>Gatwick agreed to contribute £9000 to the development of training courses. Costs will then be shared four ways.</p> <p>Final areas of completion are an East Sussex review of courses &amp; to establish what Gatwick FRS require in terms of core packages.</p> <p>The work will continue into year 3 as business as usual.</p> <p>This area of work was reviewed and from June 2020 is being delivered through BAU and also follow on actions through the new People Strategy under PEOP-004 Performance &amp; Appraisals</p>	3	Completed

# Outcomes from Year 2

No.	Project	Outcome	Which Strategic Priority this relates to	Status (Completed/Transferred to subsequent year/Closed)
15	Development of the 4Fire programme with Surrey and East Sussex FRS – Health and Safety workstream. (noise)	<p>The 3 Fire program has now grown into the 4Fire Programme with Kent joining. All WSFRS risk assessments are now reviewed and recorded onto the new risk assessment template and uploaded to risk the risk assessment database.</p> <p>Noise assessments have been undertaken at the Fire Service College in Nov 2019. All assessments have been uploaded to the Risk Assessment Database.</p>	3	Completed
16	Identify options for revenue generation through commercial FRS activity exploring opportunities with partner Fire and Rescue Services and other agencies.	<p>Income activity against annual target (£352k) as of end of Oct 2019 shows an achievement to date of 49%.</p> <ul style="list-style-type: none"> <li>•Income = £207k</li> <li>•Costs = £160k</li> <li>•Surplus = £47k - Resulting in a current 23% margin</li> </ul> <p>Incorrect historic income target remains an issue within current culture.</p>	5	Completed

