EAST SUSSEX FIRE AUTHORITY

POLICY & RESOURCES PANEL

THURSDAY 26 MAY 2016 at 11:30

MEMBERS

East Sussex County Council

Councillors Barnes, Howson, Lambert, Pragnell and Scott

Brighton and Hove City Council

Councillors O'Quinn and Theobald

You are requested to attend this meeting to be held at East Sussex Fire & Rescue Service Headquarters, 20 Upperton Road, Eastbourne, at 11:30 hours, or at the conclusion of the meeting of the Scrutiny & Audit Panel, whichever is the later.

AGENDA

013.   2   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.

014.   9.   Provisional Revenue and Capital Programme Outturn 2015/16 – joint report of the Chief Fire Officer (copy attached).

015.   23.   Results of the Integrated Risk Management (IRM) Pre Engagement – report of the Chief Fire Officer (copy attached).

016.   91.   3SC and Greater Brighton Devolution - report of the Chief Fire Officer (copy attached).

017.   95.   Breathing Apparatus Training Chambers - report of the Chief Fire Officer (copy attached).

018.   Exclusion of the Press and Public.

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

NOTE: Any item appearing in the confidential part of the Agenda states in its heading the category under which the information disclosed in the report is confidential and, therefore, not available to the public. A list and description of the exempt categories are available for public inspection at East Sussex Fire & Rescue Service Headquarters, 20 Upperton Road, Eastbourne, and at Brighton and Hove Town Halls.

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

EAST SUSSEX FIRE AUTHORITY

Minutes of the meeting of the POLICY & RESOURCES PANEL held at East Sussex Fire & Rescue Service Headquarters, 20 Upperton Road, Eastbourne at 10.00 hours on Thursday 21 January 2016.

Members Present: Councillors Barnes, Howson (Chair), Lambert, O'Quinn, Pragnell, Scott and Theobald.

Also present:
Mr. G. Walsh (Chief Fire Officer & Chief Executive), Mr. S. Apter (Deputy Chief Fire Officer), Mrs. C. Rolph (Assistant Chief Officer), Mr. D. Savage (Treasurer), Mr. W. Tricker (Head of Finance & Procurement), Miss L. Woodley (Deputy Monitoring Officer) and Mrs. K. Ward (Clerk).

999.   **DISCLOSABLE PECUNIARY INTERESTS**

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

001.   **APOLOGIES FOR ABSENCE**

001.1   There were none.

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

002.1   There were no urgent items for consideration.

003.   **NON-CONFIDENTIAL MINUTES OF THE POLICY & RESOURCES PANEL MEETING HELD ON 5 NOVEMBER 2015**

003.1   **RESOLVED** – That the minutes of the meeting held on 5 November 2015 be approved as a correct record and signed by the Chairman. (Copy in Minute Book).

004.   **CALLOVER**

004.1   Members reserved the following items for debate:
005.   Fire Authority Service Planning processes for 2016/17 and beyond – Revenue Budget 2016/17 and Capital Strategy 2016/17 to 2020/21
006.   Revenue Budget and Capital Programme Monitoring 2015/16
007.   Emergency Services Mobile Communications Programme (ESMCP) Update

005. **FIRE AUTHORITY SERVICE PLANNING PROCESSES FOR 2016/17 AND BEYOND – REVENUE BUDGET 2016/17 AND CAPITAL STRATEGY 2016/17 TO 2020/21**

005.1   Members received a joint report of the Chief Fire Officer and Treasurer that presented the Fire Authority's draft Revenue Budget 2016/17, Capital Strategy 2016/17 – 2020/21 and Medium Term Finance Plan (MTFP) for 2016/17 – 2020/21 for initial consideration prior to formal consideration by the Fire Authority on 11 February 2016. (Copy in Minute Book).

005.2   The Authority had continued to make good progress in identifying and agreeing savings proposals over the last 12 months, through its Changing the Service, Shaping our Future programme. The latest version of the MTFP showed that the Authority had already identified £6.4m of savings for delivery which would meet its funding gap up to 2019/20. However, further savings of £0.249m were still required by 2020/21.

005.3   The report outlined proposals for setting a balanced revenue budget in 2016/17, including commitments and growth bids. Officers recommended that the Authority approve a 1.94% increase in council tax which reflected the assumption set out in the existing MTFP. This would involve setting a net budget requirement of £37.985m, a council tax requirement of £24.240m and increasing Band D council tax to £86.72.

005.4   The Government announced indicative funding figures for the period 2017/18 – 2019/20 as part of the provisional Local Government Finance Settlement which would support the strategic service and future financial planning. Further clarification on what was expected by the Government to access the settlement was required. The Government also announced that it intended to fully localise business rates by 2019/20 resulting in final withdrawal of revenue support grant. It was anticipated that the Government would devolve additional responsibilities as part of the process.

005.5   The Government defined Core Spending Power as Revenue Support Grant; retained business rates; income from New Homes Bonus; the local government element of the Better Care Fund and the Rural Services Delivery Grant, as well as income from council tax. The Government has calculated that Core Spending power will fall by an average of 0.5% over the period to 2019/20. For standalone fire & rescue authorities the forecast is a net reduction in Core Spending Power of 2% over the period, whilst for East Sussex Fire Authority the reduction is 1.3%.

005.6   Draft statutory guidance on the flexible use of capital receipts was published. The proposals would enable the authority to use new capital receipts from April 2016 – March 2019 to pay for the revenue set up costs of projects that would deliver revenue savings.

005.7   The Capital Strategy reflected the Authority's identified capital investment requirements for the next five years and could be financed from existing resources without the need to incur additional borrowing.

005.8   There was sufficient capacity within existing reserves to create an earmarked reserve of £2.0m for the expected one off investment required as part of the IMD Transformation project.

005.9   The Chief Fire Officer reminded Members that the report was based on the latest available information. Full details would be made available at the February Fire Authority meeting once the final Local Government Finance Settlement (LGFS) and council tax and business rates bases and collection fund surpluses/deficits had been received.

005.10   Councillor Theobald asked Officers what their views were about the potential for an increase in business rates income given the amount of new retail spaces being built.

005.11   The Treasurer confirmed that opinion however reminded Members that East Sussex Fire Authority only pick up a small proportion of business rates and that they were a top up Authority.

005.12   Councillor Scott raised concerns over the volatility of global markets and the impact that could have on the Authority's investments. He also wondered about the value of carrying out further public consultation as in his experience, the public would always rather pay more Council Tax for a modern day, fit for purpose, fire service.

005.13   Officers acknowledged that customer satisfaction surveys were always positive, however it may be different this time round taking into account the impact of the PCC proposals. The Treasurer reassured Councillor Scott that Officers tried to ensure security and liquidity with its investments and that the partners that the Authority deal with were restricted to a high standard.

005.14   Councillor Barnes commended Officers for the budgets presented both past and present which afforded the Authority some degree of flexibility and asked Officers about the current situation with regards Preston Circus and its possible uses. The Chief Fire Officer confirmed that options were currently being looked at as to who would be ideally placed to work from that location. Preston Circus was still in the right location for a modern day fire station, however there were no proposals to demolish the site so refurbishment would be the best way forward.

005.15   **RESOLVED** – that

(i)   it be noted that the final information regarding the Local Government Finance Settlement, council tax and business rate bases and Collection Fund positions was still awaited and that final budget proposals may change once this was received;

(ii)   subject to any changes as a result of recommendation 1, the Fire Authority be recommended to approve:

(a)   an increase in council tax of 1.94% and as a result approves:

(i)   the budget proposals set out in this Report and the net budget requirement of £37.985m for 2016/17;

(ii)   the council tax requirement of £24.240m;

(iii)   the council tax and precepts as set out in Appendix G;

(b) the capital programme for the next five years and the capital budget of £3.867m for 2016/17 and the plans to use capital grant, capital receipts and revenue contributions to finance that expenditure;

(c) the maintenance of the General Reserve at a minimum of 8% of the net revenue budget over the medium term;

(d) the establishment of an IMD Transformation Reserve using resources totalling £2.0m transferred from other reserves as set out in Appendix F;

(e) the transfer of the projected revenue underspend of £0.350m for 2016/17 to the Improvement & Efficiency Reserve;

(f) the fees and charges set out in Appendix D; and

(g) that the CFO, in consultation with the Chairman and Treasurer, be authorised to make adjustments to the presentation of the budget to reflect the final Local Government Finance Settlement.

006. REVENUE BUDGET AND CAPITAL PROGRAMME MONITORING 2015/6

006.1 Members received a joint report of the Chief Fire Officer and the Treasurer that reported on issues arising from the monitoring of 2015/16 Revenue Budget and Capital Programme as at 30 November 2015. (Copy in Minute Book).

006.2 A combination of factors meant high levels of uncertainty remained in forecasting the year end position. The Revenue Budget outturn for 2015/16 was projected to be £350,000 underspent, previously reported to the Panel as a £216,000 underspend. Of the projected net underspend of £350,000 there were a number of one-off underspends totalling £265,000 the result of fortuitous circumstances.

006.3 The overall Capital Programme was projected to be £149,000 underspent, previously reported to the Panel as a forecast £56,000 underspend. The current year's spending profile was projected to be underspent by £920,000, previously reported as a forecast £256,000 underspend.

006.4 The Authority maintained Earmarked and General Reserves in order to assist it in managing its spending plans across financial years (Earmarked Reserves) and making provisions for the financial risks it faces (General Reserves). Overall the forecast year end position was £3.2m higher than originally planned and this was primarily due to lower than expected draw down of earmarked reserves (£0.4m), higher than anticipated receipts from the sale of service housing (£0.5m) and slippage in the capital programme (£2.3m).

006.5 A total of £1,023,000 new savings had already been taken from the 2015/16 budget taking the total savings to £3,046,000. The Fire Authority had approved on the 10 December 2015 alternative proposals and the projected shortfall for the year 2015/16 was £468,000.

006.6   Councillor Scott asked Officers to expand on the details of the underspend and was advised that it was due to a number of one off fortuitous circumstances which included: a pensions provision built into the base Revenue Budget relating to the impact of the Norman v Cheshire which had resulted in £120,000 underspend; following a judgment on the Part Time Workers Regulations, settlements had been agreed which subsequently led to an underspend of £63,000; and following changes to Corporation Tax in the Finance Act 2014, the Service's lease agreement required lease rentals to be amended so that benefits were passed to the Service by the lessor, which have totaled £68,000.

006.7   **RESOLVED** – That the following be noted:
(i)   the projected 2015/16 Revenue Budget outturn;
(ii)   the projected Capital Programme outturn;
(iii)   the monitoring of savings taken in 2015/16;
(iv)   the current year investments; and
(v)   the current use of reserves.

007.   **EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME (ESMCP)**

007.1   Members considered a report of the Chief Fire Officer that advised the Panel that DCLG has issued the Authority with the Emergency Services Mobile Communications Programme (ESMCP) Fire & Rescue Authorities Financial Information and Sign Off Pack and now required the Authority to confirm by 25 March 2016 its intention to either participate in ESMCP or to make alternative communications arrangements. (Copy in minute book).

007.2   The DCLG report indicated the scale of savings that the Department believed would be achieved by ESFA should it chose to participate in the ESMP program.

007.3   Whilst participation was not mandatory, there would be significant risks for the Authority should it chose not to commit to the ESMCP project. The Service should seek to offset some of the potential project management capacity and cost issues associated with implementation through collaborative working in the sub region.

007.4   Councillor Lambert asked if Officers were aware of any limit on expenditure costs regarding ESMCP implementation. At the current time, it was expected that the Authority would not suffer any additional financial burden although Members were advised that no figures had been confirmed by DCLG.

007.5   **RESOLVED** – That:
(i)   the significant risks the Authority would be exposed to by not participating in the ESMCP be noted;
(ii)   the Chief Fire Officer be authorised to send a return to the DCLG to commit the Authority to participation in the ESMCP; and
(iii)   the indicative costs and project management requirements associated with participation in ESMCP be noted and the Chief Fire Officer be authorised to seek collaboration with partner authorities within the region to ensure efficient and cost effective delivery of the program.

008. **<u>EXCLUSION OF PRESS AND PUBLIC</u>**

008.1 There were no items that, in view of the business to be transacted or the nature of the proceedings, would result in disclosure of exempt information, and which required the exclusion of the press and public.

The meeting concluded at 11.20 hours.

Signed   Chairman

Dated this 26th day of May 2016

EAST SUSSEX FIRE AND RESCUE SERVICE

Panel	Policy & Resources
Date	26 May 2016
Title of Report	Provisional Revenue & Capital Programme Outturn 2015/16
By	Chief Fire Officer
Lead Officer	Duncan Savage, Assistant Director - Resources/Treasurer

Background Papers	Policy & Resources - 21 January 2016 - Item 006 - Revenue Budget and Capital Programme Monitoring 2015/16

Appendices	Appendix 1: 2015/16 Revenue Budget – Functional Analysis Appendix 2: 2015/16 Revenue Budget – Subjective Analysis Appendix 3: 2015/16 Capital Budget Monitoring Appendix 4: All Years Capital Budget Monitoring (to 2019/20) Appendix 5: 2015/16 Reserves Projections Appendix 6: Monitoring of Savings 2015/16 - 2017/18 Appendix 7: Investments as at 31 March 2016

Implications (please tick ✓ and attach to report)
Any implications affecting this report should be noted within the final paragraphs of the report

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

PURPOSE OF REPORT	To advise the Fire Authority on the provisional outturn position for 2015/16.

EXECUTIVE SUMMARY	This report contains the provisional revenue and capital budget outturn for 2015/16 along with an updated analysis of reserves and balances. The draft accounts are being prepared and will be signed and published by 30 June 2016 and then passed to the external auditor. The audited accounts must then be approved by the Fire Authority and published by 30 September 2016.

The Revenue Budget outturn for 2015/16 is projected to be £79,000 underspent, previously reported to the Panel as a £350,000 underspend (Appendices 1 and 2). The overall position is primarily due to underspending in Support Services and Corporate budgets and overspending in Wholetime pay and Response budgets. There are a number of one-off underspends totalling £274,000 the result of fortuitous circumstances.

The overall Capital Programme projected outturn is £74,000 under budget, previously reported to the Panel as a £149,000 underspend. The 2015/16 projected outturn is £73,000 under budget, previously reported as £920,000 under budget, the change being mainly down to changes in the Capital Programme agreed by the Fire Authority in February 2016 (Appendices 3 and 4).

The Fire Authority maintains Earmarked and General Reserves in order to assist it in managing its spending plans across financial years (Earmarked Reserves) and making provisions for the financial risks it faces (General Reserves). A summary of the use of Reserves can be found at Appendix 5. Overall the forecast year end position is £4.4m higher than originally planned and this is primarily due to lower than expected draw down of Earmarked Reserves (£1.3m), higher than anticipated receipts from the sale of Service housing (£0.5m) and slippage in the Capital Programme (£2.6m).

A total of £1,023,000 new savings have already been taken from the 2015/16 budget taking the total savings to £3,046,000. The Fire Authority approved on the 10 December 2015 alternative proposals and the projected shortfall for the year 2015/16 is £468,000 (Appendix 6).

RECOMMENDATION	The Panel is asked to note:

(i)   The provisional 2015/16 Revenue Budget outturn.
(ii)   the provisional 2015/16 Capital Budget outturn,
(iii)   the actual use of Reserves,
(iv)   the shortfall in 2015/16 savings was managed within the overall revenue underspend;
(v)   the transfer of the 2015/16 revenue underspend to the General Fund Balance; and
(vi)   the capital programme slippage in paragraph 5.10.

1. **Introduction**

1.1 The financial information contained in this report is based upon enquiries as at 31 March 2016 and the majority of year-end entries. The report discloses the main issues, material variances and changes to previously reported variances.

1.2 This is the fourth report to Members for 2015/16 and while the year-end process and preparation of the draft accounts is underway and there may yet be changes to the final position.

2. **Budget Outturn Summary**

2.1 The table below summarises the 2015/16 Revenue Budget and Capital Programme positions.

	Last report	This report	Movement
	£'000	£'000	£'000
Revenue (see paragraph 3)	(350)	(79)	271
Capital in year (see paragraph 5)	(920)	(73)	847

2.2 The projected net underspend of £79,000 is supported by a number of one-off underspends totalling £274,000, the result of fortuitous circumstances including the provision for Norman vs Cheshire £143,000, unrequired funding for the part time workers ruling of £63,000 and operational lease rebates of £68,000.

3. **Revenue Budget Commentary**

3.1 **Service Delivery Response –** The budget is projected to be £135,000 overspent and is broken down as overspends on the following:

£126,000	SCC
£38,000	Ops Planning and Policy
£37,000	Accident Investigation Team

The projected overspends were supported by a projected underspend of £66,000 by the Boroughs. The overspend on SCC reflects the Service's share of the costs, West Sussex Fire & Rescue are charged their share. Subjectively the main overspend was Wholetime overtime £114,000 and the main underspend was Retained Firefighters £169,000.

3.2 **Business Safety –** The projected outturn of £35,000 underspend relates to vacancies during the year £26,000 and excess income over budget £9,000. The actual spend on the Sprinkler Project is £13,000 compared to an anticipated figure of £33,000, the remaining £20,000 has been returned to the Sprinkler Earmarked Reserve.

3.3 **Wholetime Pay & Pensions –** The projected outturn is for an overspend of £173,000.

3.3.1 The Wholetime Pay budget is projected to be overspent by £597,000 which has arisen from a number of factors including: changes to savings proposals for locality managers and Day Crewed Station, crewing allowances, additional bank holidays falling in 2015/16 and the impact of providing cover for long term absences. Over the period April 2015 to March 2016, there have been on average an additional 16.4 Wholetime personnel over the establishment. It was previously thought that the proposed impact of savings taken early at Hove and the reduction of RDS on Wholetime contracts would bring this budget in on target.

3.3.2 The Pensions budget is projected to underspend by £424,000. This comprises the release of part of the provision for the Norman vs Cheshire case (£143,000 one off) with the balance being over provision for the impact of the RDS Modified Scheme.

3.4 **Estates –** The projected overspend of £75,000 relates to additional expenditure with the selling of Service houses and planned maintenance, with contractors completing works ahead of schedule.

3.5 **IMD -** The projected underspend of £116,000 is as a result of unfulfilled orders on projects totalling £88,000 that could not be completed and an underspend on Staffing.

3.6 **Fleet –** The projected underspend of £81,000 is as a result of the lower fuel prices.

3.7 **HR –** The projected overspend of £16,000 relates to additional counselling and medical fees following the Shoreham incident and for maternity cover. The budget includes the additional £27,000 allocated from the Corporate Contingency for the cost of the Job Evaluation project, the cost of which will now fall in 2016/17. Corporate Management Team have agreed that the growth item in the 2016/17 Revenue Budget for £36,000 for the delivery of the HR project resource for Enterprise Bill, which the budget manager says is no longer required, can be used to support the Job Evaluation Project 2016/17.

3.8 **L & OD –** The projected overspend of £82,000 relates in the main to higher than expected RDS Training and equipment costs.

3.9 **Corporate –** The forecast overspend of £25,000 comprises an overspend on Legal Services (over and above the funding provided for from the corporate contingency) relating to the cost of legal advice for the sale of Service houses, heads of terms for the Service HQ move and Sussex Control including engagement of a QC.

3.10 **Finance & Procurement –** The forecast underspend of £104,000 comprises £83,000 for Financial Services including SAP and Internal Audit, £43,000 on Insurance premiums and £22,000 net overspending on other items. The large underspend relating to Financial Services has only just materialised, with the Assistant Director Resources/Treasurer only recently agreeing the 2015/16 charges with East Sussex County Council.

3.11 **Performance Management –** The £36,000 underspend includes underspending on consultation budget, courier, equipment and communications.

3.12 **Central budget –** The central budget projected underspend of £47,000 is in the main due to the Part Time Workers Accrual not required in full.

4. **Monitoring of Savings**

4.1 Appendix 6 shows in full all the cumulative savings that make up the 2015/16 Revenue budget and are included in the Medium Term Financial Plan. Only those savings where there are issues or significant risks are shown separately. In the 2015/16 budget, new savings of £1,023,000 have been taken; £158,000 SCC savings, £10,000 non-operational savings, £674,000 Phase 1 and £107,000 Phase 2 savings and £74,000 additional savings. The forecast shortfall is £468,000 in 2015/16 falling to £52,000 thereafter.

4.2 The current Sussex Control Room arrangements continue to require the support of the existing control room mobilising software although off-set in part by a reduced cost from the new provider. The net position of a £254,000 shortfall has been contained within the IMD budget.

4.3 The introduction of Locality Managers in Hastings and Brighton has been achieved in Hastings but delayed in the City as a result of the extension of the Day Crew Plus consultation and complications of the work towards reaching the required establishment at Hove by 1 April 2016. With the suspension of Day Crew Plus and the acceptance of alternative savings proposals, the Day Crew Plus savings have now been removed from the savings schedule and the Locality Manager saving reduced from £324,000 to £203,000 from 2016/17.

4.4 It has been agreed to replace the old two Watch system on Day Crewed Duty System fire stations to a revised two Watch system, across a seven day week. This does reduce the operational establishment but the shortfall over the original proposal is the result of the proposal to reduce Watch Manager and Crew Manager posts being rejected in favour of a reduction in Firefighter posts. Current establishment on each of the five stations is now 12, a reduction of 2 Firefighter posts per station. This has resulted in a £52,000 shortfall in this saving.

5. **Capital Budget & Programme Commentary**

The Capital programme was revised at the Fire Authority meeting on 11 February 2016, this report now reflects this revised programme.

5.1 **Crowborough –** The scheme is complete and the project manager has reported that the £17,000 budget will not now be required.

5.2 **Newhaven Fire Station –** The project manager has advised that this project will be £3,000 under the revised budget. This will need to be slipped into 2016/17.

5.3 **Sussex Control Facility –** The Scheme is complete, the partners indicated in the last financial year that the retention amount on the scheme would be £24,000 higher than it actually was, the £24,000 credit shown here is the result.

5.4 **Service HQ Relocation –** The project manager has advised that there will be no spend in the current year, the projected underspend of £26,000 will slip into 2016/17.

5.5 **Property General Schemes –** The overall difficulty in appointing a Capital Projects Manager has meant delays in most of the planned schemes with a forecast underspend in year of £28,000, which will need to be slipped into 2016/17 and an overall underspend of £123,000.

5.6 **Capital Programme Sustainability Scheme –** The project manager has advised of an underspend in the current year of £42,000, this is due to the timing of the recruitment of the Capital Projects Manager role with payments slipping into future years. This will need to be slipped into 2016/17.

5.7 **Fire Appliances** – The project manager has advised of an overspend in the current year of £107,000. The overspend is only against the scheduled payments due to be made in the current year. The overall programme is expected to be on target.

5.8 **Ancillary Vehicles -** The project manager has advised of an underspend of £17,000 as a result of a delay on swift water and rope rescue vehicles. The Capital Programme has been varied by £10,000 for the Sussex Safer Roads Partnership (SSRP) and have agreement to fund the balance of the purchase of a new Firebike, less the proceeds from the sale of the existing vehicle. This will need to be slipped into 2016/17.

5.9 **Cars and Vans –** The project manager has advised that due to delays in delivery, this project has underspent by £24,000 and will need to be slipped into 2016/17.

5.10 **Capital Programme carry forward** – The following schemes have underspent in the current year, the underspends will need to be carried forward into the new year, (slipped).

Scheme	Underspend current year 2015/16	Carry forward into 2016/17
	£,000	£,000
General Schemes	28	28
Sustainability	42	42
Ancillary Vehicles	17	17
Cars & Vans	24	24
Total	**111**	**111**

6. **Reserves**

6.1 The table in Appendix 5 shows the planned use of reserves for 2015/16 including the 2014/15 underspend. Overall the forecast year end position is £4.4m higher than originally planned and this is primarily due to lower than expected draw down of Earmarked Reserves (£1.3m), higher than anticipated receipts from the sale of Service housing (£0.5m) and slippage in the Capital Programme (£2.6m). A review of reserve when setting the 2016/17 budget led to the creation of an IMD Transformation using other unrequired earmarked reserves and part of the General Fund balance.

6.2 Appendix 5 does not include the projected underspend of £79,000. It is proposed that subject to any further changes as a result of the final accounts process £79,000 is transferred into the General Fund Balance.

7.   **Borrowing and Investment**

7.1   The outturn is £125,000 underspent. As at 31 March 2016, the Authority held cash balances of £18.700m which were invested as set out in Appendix 7, in accordance with the Treasury Management Strategy.   There will be a surplus over budget of interest receivable of £53,000, with a further £4,000 from saving on commission and bank charges. Up to 2012, the Service leased some of its vehicles. As a result of changes to Corporation Tax in the Finance Act 2014, the terms of the Service's lease agreement require the lease rentals to be amended as a result of changes to Corporation Tax and so the benefit is passed to the Service by the lessor. Two more refunds have been received taking the total value of the reduction to £68,000.

East Sussex Fire Authority　　　　　　　　　　　　　　　　　　**Appendix 1**
2015/16 Revenue Budget – Functional Analysis

	Original Budget £'000	Revised Budget £'000	Projected Outturn £'000	Variance £'000	Variance %	Variance- last report £'000
Service Delivery Response	5,418	4,797	4,932	135	2.8	14
Service Delivery Community Safety	490	704	703	(1)	(0.1)	
Service Delivery Business Safety	345	574	539	(35)	(6.1)	
Operational Pay & Pensions	17,532	17,624	17,797	173	0.9	(120)
Service Delivery	**23,785**	**23,699**	**23,971**	**272**	**1.1**	**(106)**
Service Support Estates	1,297	1,356	1,431	75	5.5	
Service Support IMD	2,922	3,149	3,033	(116)	(3.7)	
Service Support Fleet	1,607	1,620	1,539	(81)	(5.0)	
Service Support Special Projects Team	128	128	128	0	0.0	21
Service Support	**5,954**	**6,253**	**6,131**	**(122)**	**(2.0)**	**21**
POD HR	721	753	769	16	2.1	
POD L&OD	1,712	1,346	1,428	82	6.1	
People & Organisational Development	**2,433**	**2,099**	**2,197**	**98**	**4.7**	**0**
Cost of Democracy	173	158	157	(1)	(0.6)	
Additional cost of Industrial action	0	0	(2)	(2)		
Corporate Management	1,116	968	993	25	2.6	
Finance & Procurement	1,971	1,989	1,847	(142)	(7.1)	(74)
Performance Management	202	760	724	(36)	(4.7)	(10)
Net Financing Costs	884	884	759	(125)	(14.1)	(118)
Central	22	183	136	(47)	(25.7)	(63)
Corporate	**4,368**	**4,942**	**4,614**	**(328)**	**(6.6)**	**(265)**
CERA	1,087	1,097	1,097	0	0.0	
Transfer To/From Reserves	0	(738)	(738)	0	0.0	
Transfer To/From Reserves	1,000	1,229	1,229	0	0.0	
Total Net Expenditure	**38,627**	**38,581**	**38,501**	**(80)**	**(0.2)**	**(350)**
Financed By:						
Council Tax	(23,170)	(23,170)	(23,170)	0	0.0	
Business Rates	(7,290)	(7,229)	(7,271)	(42)	0.6	
Revenue Support Grant	(7,514)	(7,514)	(7,514)	0	0.0	
S31 Grants	(276)	(291)	(291)	0	0.0	
Collection Fund Surplus/Deficit Council Tax	(377)	(377)	(334)	43	(11.4)	
Total Financing	**(38,627)**	**(38,581)**	**(38,580)**	**1**	**0.0**	**0**
Total Over / (Under) Spend	**0**	**0**	**(79)**	**(79)**	**(0.2)**	**(350)**

East Sussex Fire Authority   **Appendix 2**
2015/16 Revenue Budget – Subjective Analysis

	Original Budget £'000	Revised Budget £'000	Projected Outturn £'000	Variance £'000	Variance %	Variance- last report CMT £'000
Salaries, Allowances and On-costs	27,624	27,365	27,637	272	0.9	(125)
Training Expenses	560	552	620	68	12.3	
Other Employees Costs	84	706	541	(165)	(23.4)	(63)
Employee Costs	**28,268**	**28,623**	**28,798**	**175**	**0.6**	**(188)**
Repair, Maintenance and Other Costs	1,047	1,047	1,124	77	7.4	
Utility Costs	1,161	1,161	1,164	3	0.3	23
Premises Costs	**2,208**	**2,208**	**2,288**	**80**	**3.6**	**23**
Vehicle Repairs and Running costs	956	1,083	903	(180)	(16.6)	(34)
Travel Allowances and Expenses	138	63	44	(19)	(30.2)	
Transport Costs	**1,094**	**1,146**	**947**	**(199)**	**(17.4)**	**(34)**
Equipment and Supplies	1,293	1,901	1,307	(594)	(31.0)	7
Fees and Services	1,600	1,914	2,004	90	4.7	(40)
Communications and Computing	2,613	1,645	2,076	431	26.2	
Other Supplies and Services	581	527	640	113	21.4	
Supplies and Services	**6,087**	**5987**	**6,027**	**40**	**0.7**	**(33)**
Minimum Revenue Provision	445	445	445	0	0.0	
Interest Payments	510	510	509	(1)	0.2	
Capital Financing	**955**	**955**	**954**	**(1)**	**0.1**	**0**
Grants and Contributions	(486)	(496)	(423)	73	(14.7)	
Interest Received	(75)	(75)	(129)	(54)	72.0	(25)
Other Income	(1,511)	(1,355)	(1,549)	(194)	14.3	(93)
Income	**(2,072)**	**(1,926)**	**(2,101)**	**(175)**	**9.1**	**(118)**
CERA	1,087	1,097	1,097	0	0.0	
Transfers From reserves		(738)	(738)	0	0.0	
Transfers To reserves	1000	1,229	1,229	0	0.0	
Total Net Expenditure	**38,627**	**38,581**	**38,501**	**(80)**	**(0.2)**	**(350)**
Financed By:						
Council Tax	(23,170)	(23,170)	(23,170)	0	0.0	
Business Rates	(7,290)	(7,229)	(7,271)	(42)	0.6	
Revenue Support Grant	(7,514)	(7,514)	(7,514)	0	0.0	
S31 Grants	(276)	(291)	(291)	0	0.0	
Collection Fund Surplus/Deficit Council Tax	(377)	(377)	(334)	43	(11.4)	
Total Financing	**(38,627)**	**(38,581)**	**(38,580)**	**1**	**0.0**	**0**
Total Over / (Under) Spend	**0**	**0**	**(79)**	**(79)**	**(0.2)**	**(350)**

Capital Scheme	Original Budget	Revised Budget as per CFA 11/2/16	Projected Outturn	Variance	Variance	Variance Last Report
	£'000	£'000	£'000	£'000	%	£'000
Property Major Schemes						
Crowborough Refurbishment	0	17	0	(17)	(100)	
Newhaven Fire Station	2,783	2,467	2,464	(3)	0	
Sussex Control Facility		0	(24)	(24)		(92)
Day Crewed Plus – Roedean & the Ridge	1,637	0	0	0		
Service HQ Relocation	0	26	0	(26)	(100)	
Subtotal	**4,420**	**2,510**	**2,440**	**(70)**	**(2.8)**	**(92)**
Property General Schemes						
General Schemes	345	110	82	(28)	(25.5)	(319)
Replacement Fuel Tanks	190	0	0			(190)
Sustainability	210	55	13	(42)	(76.4)	(155)
Subtotal	**745**	**165**	**95**	**(70)**	**(41.8)**	**(664)**
Information Management						
IMD Strategy SCC	**0**	**0**	**0**	**0**	**0**	**0**
Fleet & Equipment						
Fire Appliances	480	310	417	107	34.5	(170)
Ancillary Vehicles	30	26	10	(17)	(65.4)	(14)
Cars & Vans	180	230	206	(24)	(10.4)	20
Subtotal	**690**	**566**	**633**	**67**	**11.8**	**(164)**
Total	**5,855**	**3,241**	**3,168**	**(73)**	**(2.2)**	**(920)**

All Years Capital Budget Monitoring (to 2019/20)

Capital Scheme	Original Budget £'000	Revised Budget as per CFA 11/2/16 £'000	Projected Outturn £'000	Variance £'000	Variance %	Variance last Report £'000
Property Major Schemes						
Crowborough Refurbishment	1,005	997	980	(17)	(1.7)	
Newhaven Fire Station	3,560	3,560	3,560			
Sussex Control Facility		0	0			(92)
Service HQ Relocation	0	650	650			
Subtotal	**4,565**	**5,207**	**5,190**	**(17)**	**(0.3)**	**(92)**
Property General Schemes						
General Schemes	2,595	2,976	2,853	(123)	(4.1)	(123)
Replacement Fuel Tanks	190	220	250	30	13.6	30
Sustainability	420	420	420			
Subtotal	**3,205**	**3,616**	**3,523**	**(93)**	**(2.6)**	**(93)**
Information Management						
IMD Strategy SCC	**2,027**	**2,027**	**2,027**	**0**	**0.0**	**0**
Fleet & Equipment						
Fire Appliances	3,835	5,165	5,195	30	0.6	30
Aerial Appliances	680	680	680			
Ancillary Vehicles	1,044	1,457	1,443	(14)	(1.0)	(14)
Cars & Vans	1,461	1,321	1,341	20	1.5	20
BA & Ancillary Equipment	750	750	750			
Subtotal	**7,770**	**9,373**	**9,409**	**36**	**0.4**	**36**
Total	**17,567**	**20,223**	**20,149**	**(74)**	**(0.4)**	**(149)**

Description	Opening Balance 01/04/15 £'000	2015/16 Original Transfers In £'000	2015/16 Original Transfers Out £'000	2015/16 Transfers In £'000	2015/16 Transfers Out £'000	Projected Closing Balance 31/03/2016 £'000
Earmarked Reserves						
Improvement and Efficiency	2,109		(700)		(305)	1,804
Budget Carry Forward	484		(484)		(484)	0
Sprinklers	200		(200)		(13)	187
Insurance	249					249
Community Fire Safety	145		(145)			145
Breathing Apparatus	750					750
Mapping Solution	69		(69)			69
Relocation Expenses	90		(90)		(90)	0
Volunteers Scheme	84		(84)		(84)	0
Safer Business Training	0			140		140
IMD Transformation				2,000		2,000
Capital Programme Reserve	4,629	1,000		1,000	(998)	4,631
Total Earmarked Reserves	**8,809**	**1,000**	**(1,772)**	**3,140**	**(1,974)**	**9,975**
General Fund	3,753				(700)	3,053
Total Revenue Reserves	**12,562**	**1,000**	**(1,772)**	**3,140**	**(2,674)**	**13,028**
Capital Receipts Reserve	4,361	2,652	(3,743)	3,164	(1,088)	6,437
Capital Grants and Capital Contributions unapplied	123		(123)		(123)	0
Total Capital Reserves	**4,484**	**2,652**	**(3,866)**	**3,164**	**(1,211)**	**6,437**
Total Usable Reserves	**17,046**	**3,652**	**(5,638)**	**6,304**	**(3,885)**	**19,465**
Unapplied Grants & contributions						
ESN IT Health Checks				15		15

Medium Term Financial Plan Forecast of Useable Reserves

	31/03/15 £'000	31/03/16 £'000	31/03/17 £'000	31/03/18 £'000	31/03/19 £'000	31/03/20 £'000
Earmarked Reserves	8,809	9,975	8,020	6,920	6,630	7,130
General Balance	3,753	3,053	3,053	3,053	3,053	3,053
Capital Reserves	4,484	6,437	4,725	5,500	3,618	1,490
Total Usable Reserves	**17,046**	**19,465**	**15,798**	**15,473**	**13,301**	**11,673**

East Sussex Fire Authority **Appendix 6**
Monitoring of Savings 2015/16 - 2017/18
Summary showing Changing the Service Phases 1 and 2 and other operational savings

Ref		Budget			Current Forecast			Variance		
		2015/16 £'000	2016/17 £'000	2017/18 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
	Phase 1 Savings									
5	Locality Managers	(324)	(203)	(203)	(162)	(203)	(203)	162	0	0
6	Move to revised watch system on Day Crewed Stations	(424)	(424)	(424)	(372)	(372)	(372)	52	52	52
	All other Phase 1 savings	(145)	(317)	(317)	(145)	(317)	(317)	0	0	0
	Total Phase 1 Savings	**(893)**	**(944)**	**(944)**	**(679)**	**(892)**	**(892)**	**214**	**52**	**52**
	Phase 2 Savings									
3	Day Crewed Plus	0	0	0	0	0	0	0	0	0
	Riding at Minimum (alternative proposal to Day Crewed plus		(280)	(840)		(280)	(840)			
	All other Phase 2 savings	(107)	(1,039)	(1,039)	(107)	(1,039)	(1,039)	0	0	0
	Total Phase 2 Savings	**(107)**	**(1,319)**	**(1,879)**	**(107)**	**(1,319)**	**(1,879)**	**0**	**0**	**0**
	Sussex Control Centre	**(474)**	**(474)**	**(474)**	**(220)**	**(474)**	**(474)**	**254**	**0**	**0**
	Total Facing the Challenge	**(419)**	**(494)**	**(567)**	**(419)**	**(494)**	**(567)**	**0**	**0**	**0**
	Total deferred savings	**(339)**	**(339)**	**(339)**	**(339)**	**(339)**	**(339)**	**0**	**0**	**0**
	Total non-operational savings	**(740)**	**(1,179)**	**(1,555)**	**(740)**	**(1,179)**	**(1,555)**	**0**	**0**	**0**
	Total additional savings	**(74)**	**(74)**	**(74)**	**(74)**	**(74)**	**(74)**	**0**	**0**	**0**
	Total all other savings	**(2,046)**	**(2,560)**	**(3,009)**	**(1,792)**	**(2,560)**	**(3,009)**	**254**	**0**	**0**
	Total Savings	**(3,046)**	**(4,823)**	**(5,832)**	**(2,578)**	**(4,771)**	**(5,780)**	**468**	**52**	**52**

East Sussex Fire Authority
Investment as at 31 March 2016

Counterparty	Type	Amount £'000	Term	Rate %
Lloyds/HBOS	Fixed Term	2,000	6 months	0.80
Lloyds/HBOS	Fixed Term	2,000	12 months	1.00
Santander	Notice	4,000	95 days	0.90
Barclays	Notice	3,000	100 days	0.67
Standard Life	MMF	3,000	Overnight	Variable
Insight	MMF	3,000	Overnight	Variable
Deutsche Bank	MMF	1,700	Overnight	Variable
Total Current Investments		**18,700**		

EAST SUSSEX FIRE AUTHORITY

Panel	Policy & Resources
Date	26 May 2016
Title of Report	Results of the Integrated Risk Management (IRM) Pre Engagement
By	Chief Fire Officer
Lead Officer	Liz Ridley, Assistant Director – Planning & Improvement
Background Papers	None
Appendices	(A) Copy of full consultation responses from forums (B) Copy of full consultation responses from the survey

Implications (please tick ✓ and attach to report)
Any implications affecting this report should be noted within the final paragraphs of the report

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

PURPOSE OF REPORT	To provide members with feedback from the recent pre-consultation engagement and to seek approval for the strategic direction of the Integrated Risk Management Plan 17/18-20/21.
EXECUTIVE SUMMARY	During April 2016 a series of pre-consultation engagement forums were held with staff and stakeholders. The two main purposes of these sessions were to discuss the future strategic direction of our IRMP and obtain feedback on the proposed 'Purpose' and set of 'Commitments'.
RECOMMENDATION	Members are asked to: 1. note the contents of the report 2. consider the feedback given by stakeholders, staff and the public regarding the 'Purpose' and 'Commitments' and consider amendments if appropriate or endorse the direction towards adopting this approach.

1.   **INTRODUCTION**

1.1   The current IRMP takes us to through to the 31st March 2017 and therefore the next iteration of the Fire Authority's IRMP is now in development.

1.2   Following consultation and feedback from previous plans it is clear that staff and stakeholders would like earlier involvement in the IRMP process, including the chance to give their views on what should be proposed within the plan.

1.3   To address this issue, a programme of pre-consultation, engagement forums were held in April 2016 to seek feedback on our proposed 'Purpose' and 'Commitments' and the future direction of IRMP.

2.   **BACKGROUND**

2.1   There were five sessions in all, one with stakeholders and four with staff as follows:
- o   Monday 18th April at HQ (13 staff attended)
- o   Monday 18th April at HQ (9 stakeholders attended)
- o   Tuesday 19th April at Bohemia Road (9 staff attended)
- o   Wednesday 20th April at Hove (6 staff attended)
- o   Monday 25th April at Uckfield (8 staff attended)

2.2   An informal session was then held with members of CMT on Tuesday 26th April to discuss feedback.

2.3   Running alongside the forums was an online survey which was open to staff, stakeholders and the public to offer an alternative method of providing feedback. This survey attracted 128 responses.

2.4   The following report details what topics were discussed and an overview of responses received. Appendices A & B contain a full copy of all responses received via the forums and the survey.

3.   **Purpose and Commitments**

3.1   Earlier this year, CMT reviewed the strategic direction of the Service and revisited the Vision, Aims and Objectives with a view to updating and simplifying them. The result was a proposal for a new way of reflecting the strategic direction using a 'Purpose' and a set of 'Commitments' as follows:
Our Purpose - we make communities safer
Our Commitments
- –   By delivering high performing services
- –   By building more resilient communities
- –   By developing a safe and multi skilled work force
- –   By making best use of our resources

3.2   During the pre-engagement stage attendees were asked to discuss these statements with the following questions in mind:
- –   Is it clear and meaningful?
- –   Do you think it should be our purpose/one of our commitments?
- –   If you disagree, what do you think it should be?
- –   How do you think we will achieve it?

3.3 The following is a summary of comments received.

3.4 *Our purpose – we make communities safer*

3.5 At the first staff meeting, there was a very strong feeling that this statement did not reflect the response side of the organisation and is really just talking about prevention. One suggestion was to include the words 'through prevention, protection and response'.

3.6 There was some discussion around including the word 'our' and whether communities should be singular or plural.

3.7 Most agreed that it was hard to condense everything we wanted to express into a one line statement and some suggested that it should be aspirational, 'we will try' or 'we are working to'.

3.8 There was general agreement that it was clearer than the previous vision.

3.9 The survey results can be summarised as follows:

3.10
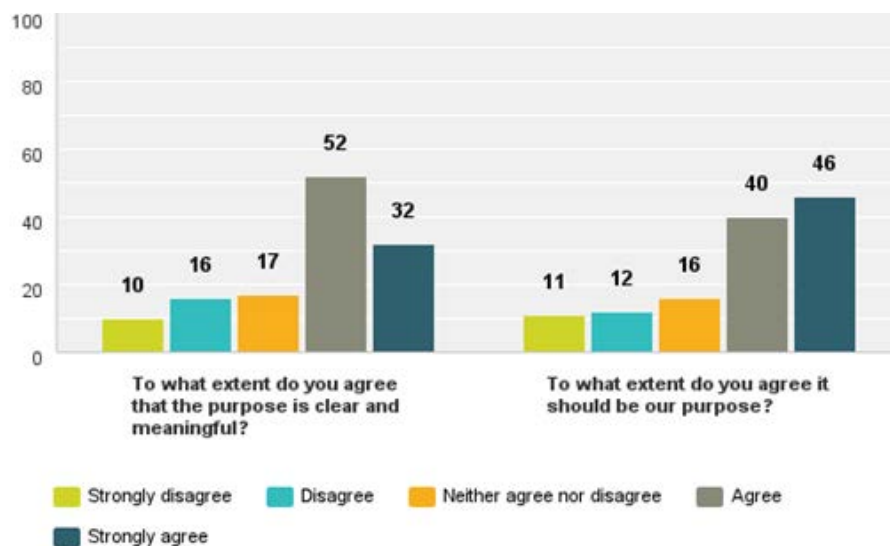
3.11 Some survey responses indicated a feeling that the purpose is too broad or bland. It could mean anything and doesn't really say anything specific about being a fire and rescue service which was reflected back at the first staff engagement session. However, at the stakeholder session the attendees said they knew what we did, prevent, protect and respond and therefore the vision statement didn't need to be too prescriptive.

3.12 *Our commitments – By delivering high performing services*

3.13 The term 'high performing' brought out a number of strong reactions at the sessions with some people thinking we are in danger of over promising and that it would be very difficult to prove whether we achieved it or not. However, some staff said that we are delivering high performing services now and that we would never deliver mediocre ones and as a commitment to the public it is not a bad one to promise.

3.14 Terms like quality, professional or effective were suggested as alternatives.

3.15 The previous aim stated 'within available resources' and some people thought that was more appropriate.

3.16 The survey results can be summarised as follows:

3.17
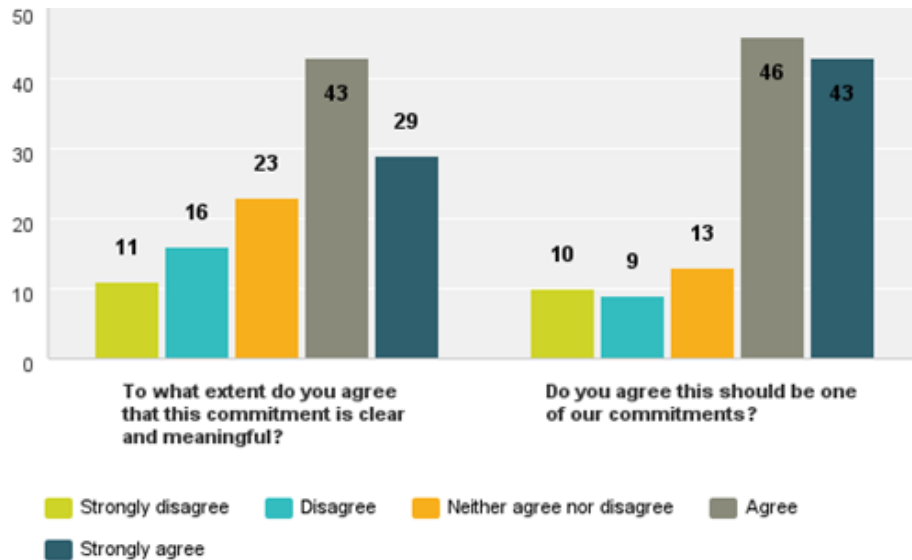
3.18 The survey reflects support of the term 'high performing'. Although there were similar concerns raised in the comments about how we would achieve it and similar alternatives were provided.

3.19 When commenting on how this could be achieved the following suggestions were made: Through effective management of sufficient resources and an adequately trained workforce, delivering efficiency, carrying out prevention work and enabling the frontline service to carry out their core duties.

3.20 *Our commitments – By building more resilient communities*

3.21 Some thought that the word 'resilient' was too vague; and that it means different things to different people. Some liked it but most thought 'stronger' sounded better.

3.22 Others thought that it reflected the prevention work we do and could include the word 'engaging' or 'educating'. It was also suggested that this commitment could mention partnership working.

3.23 The survey results can be summarised as follows:

3.24
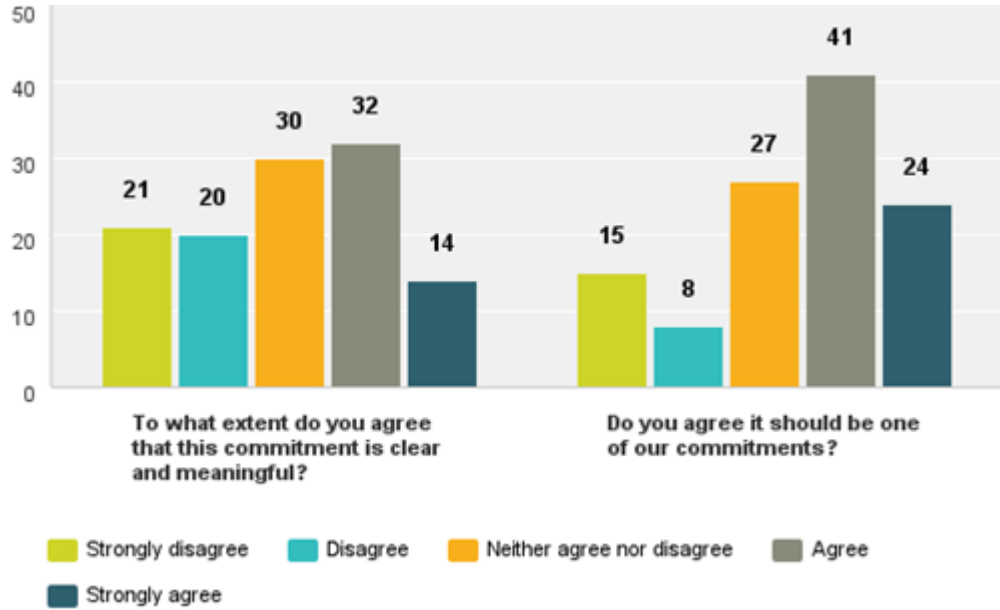
3.25 The respondents reflected the views expressed at the forums in terms of the word 'resilient'. They thought it was vague and could mean different things to different people. However, 65% agreed it should be one of our commitments.

3.26 When commenting on how this could be achieved the following suggestions were made: Through engaging with the public, education, prevention and enforcement of regulations on landlords etc.

3.27 *Our commitments – By developing a safe and multi-skilled workforce*

3.28 Most thought that 'developing' sounded like we didn't think we had one yet and were working towards it. 'Maintaining' was suggested as was 'building and maintaining' and 'competent'.

3.29 The survey results can be summarised as follows:

3.30

27
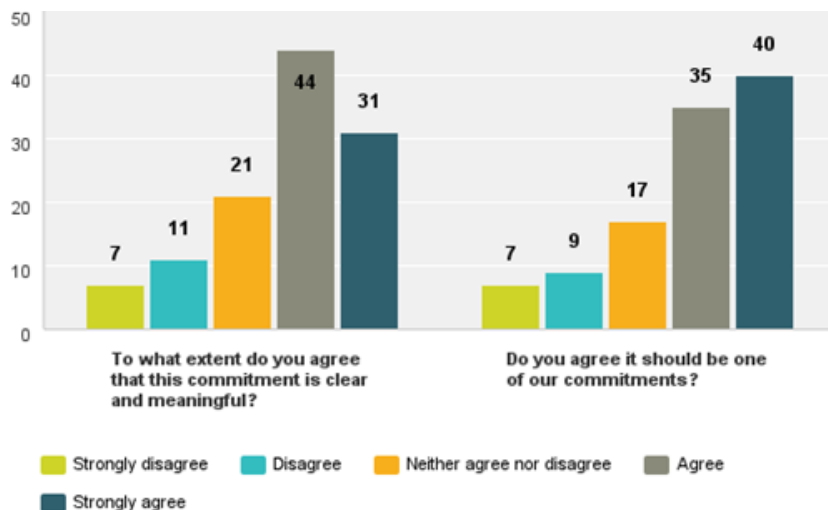
3.31   There is a preference for the words 'maintaining' and 'competent' as with the forums. It is felt that this sounds as if we don't already have this in place.

3.32   When commenting on how this could be achieved the following suggestions were made: Better recruitment, training, support and communication but must not end up jack of all trades.

3.33   *Our commitments – By making best use of our resources*

3.34   There were no strong objections to this. There was concern that we could reduce resources down to a bare minimum and still say we were making best use of them but people generally agreed with this commitment.

3.35   Most agreed that this was clear and necessary as it is public money.

3.36   The survey results can be summarised as follows:

3.37
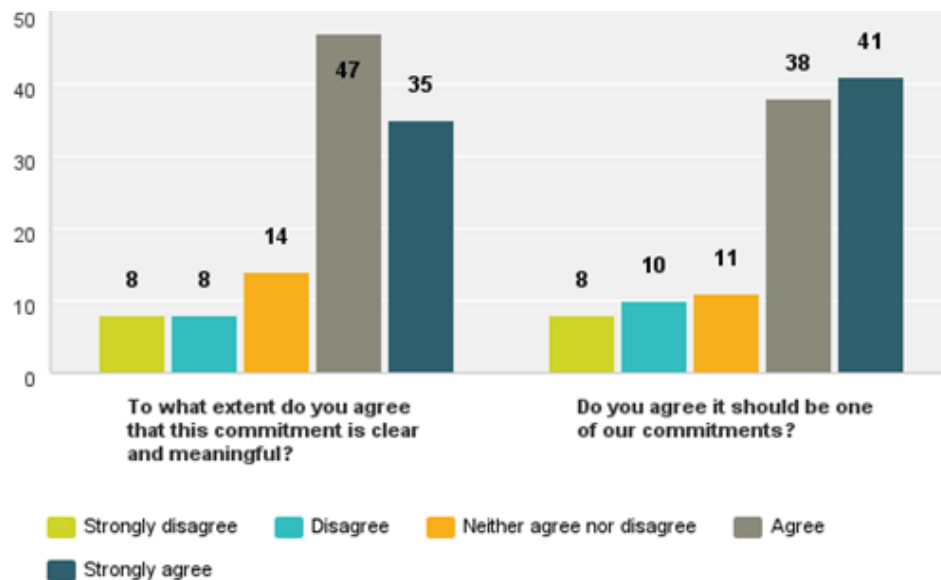
3.38   Some thought this is a given and it's what we should be doing automatically. Others said it wasn't clear how we would do it and could mean 'putting up with what we've got' rather than striving for improvement.

3.39   It was also suggested that we need to make best use of any resources available to us not necessarily just our own e.g. partnerships etc.

3.40   When commenting on how this could be achieved the following suggestions were made: Through clear leadership and strategic direction, better partnership working, do away with tasks not relevant to core business, by working smarter and allocating resources according to risk not budget.

4. Reviewing Attendance Standards

4.1 There was some support for continuing to report against national averages but the majority of people thought it would be most relevant to report variable standards based on risk/location. It was felt that it would be a truer reflection of reality to be open about rural areas receiving slower attendance times.

4.2 There was some concern that if we agree to 'lower' standards then we can plan to reduce resources and still meet those less demanding targets.

4.3 One suggestion was that measuring attendance by duty type would be appropriate and discussion at this and subsequent meetings generally supported this approach.

4.4 Most agreed that this would need to be tied into prevention work. Where we know we can't make a fast enough response we should be mitigating it with prevention and protection work and ensuring new builds in rural areas are fitted with sprinklers.

4.5 The survey results can be summarised as follows:

4.6 To what extent do you agree or disagree with the proposal to review service-wide attendance standards?
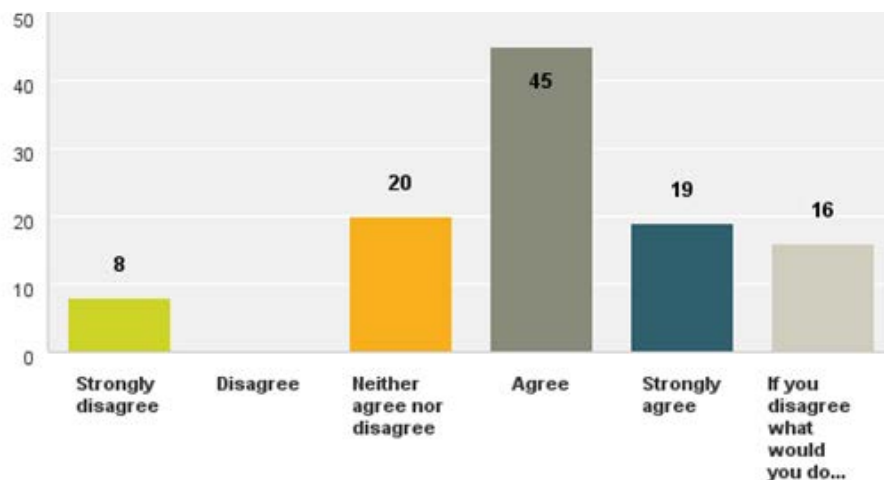
4.7 A general agreement that we should review them but not reduce or lower the targets

4.8 If you think we should change the way we measure our attendance standards, how do you think we should do it?
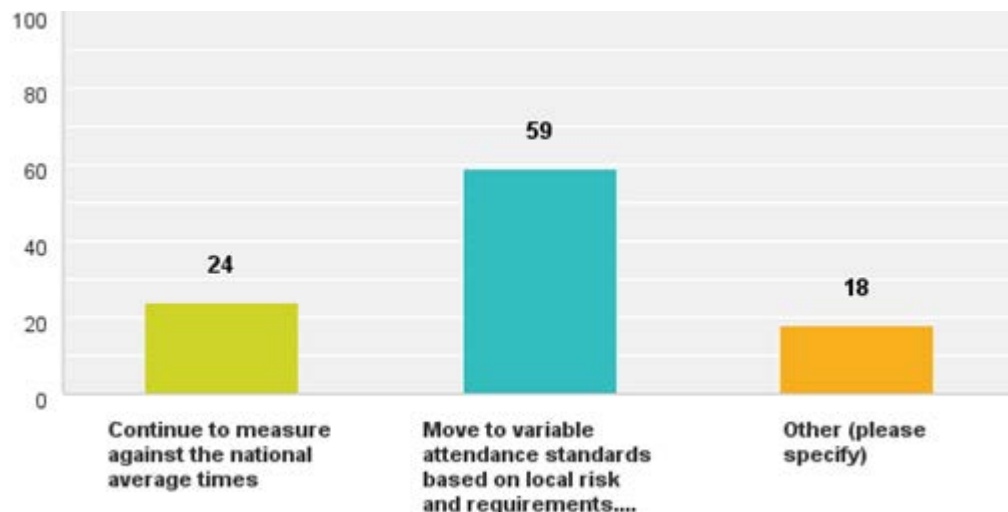
4.9 There is support in general for variable, localised standards in order to highlight where attendance is slower. This then enables monitoring of problem areas and mitigation of risk where necessary.

4.10 It is also felt that it is important to benchmark our performance against similar services and the national average.

5. Resource Provision – Station Staff

5.1 It was strongly stated that the view of station staff having lots of spare capacity is an outdated view and the demand to achieve HSV targets is a drain on resources.

5.2 Most staff thought we should be offering Emergency Medical Response. The caveats to this were that appropriate training was given and workloads managed to avoid over committing and not being able to train for or attend our own incidents.

5.3 A few said that that is not what we are here for and we shouldn't be offering other services when we don't have time to train for our core duties now.

5.4 The survey results can be summarised as follows:
- Involve staff more in engaging with partners and the community. Focus more on prevention activities. Use resources for a wider range of incidents e.g. medical response calls.

6. Resource Provision – Volunteers

6.1 There is a general feeling that we should continue to use this resource for HSV generation and community event promotions etc.

6.2 There was also a suggestion that we attempt to attract some younger volunteers through colleges and Duke of Edinburgh or cadet schemes.

6.3 The survey results can be summarised as follows:
- Increase the amount of community safety and engagement work undertaken, include support functions in their remit, ensure you have the right people in the role and ensure that clear boundaries exist between volunteer work and qualified, paid roles. Consider calling them advocates rather than volunteers.

7. What Else?

7.1 Participants were then encouraged to talk about anything else they were concerned about.

7.2 It was felt that we need to be more joined up in our strategy setting so that we all know what each area is working on and how it links together.

7.3 There is concern that the HSV targeting strategy needs to be updated as we have been doing them a long time and it was felt that we have got all the 'easy wins'. We are still not getting to the really vulnerable people. There was also concern about the use of the Adult Social Care data with staff saying that carers of very vulnerable people have not been informed about the fire service visiting and have not wanted a HSV carried out,

7.4 There is growing concern on station about reduced crewing numbers and firefighter safety. It is felt that crewing is insufficient and there is no buffer in the system anymore. Tied in with the reduced attendance to AFAs it is felt that we are not sending sufficient crews to potentially life-threatening incidents.

7.5 One of the staff groups was concerned that we always report how many fire deaths we have had in our performance indicators but not how many people we have rescued or helped. It would really help to make people feel valued if we celebrated the 'positive' outcomes rather than or as well as the 'negative' ones.

7.6 The survey results can be summarised as follows:
- Set clear, joined up strategies, remove silo working and improve IT infrastructure to support this, stop reducing numbers of firefighters, improve communication.

**Copy of full consultation responses
from staff and stakeholder forums**

Our purpose - We make communities safer

It is clear and meaningful
Shouldn't be communities plural. We are a community.
We make OUR communities safer – we're in it together
We do have communities, not just one community
It's bold but bland.
Make or making?
To make communities safer – If we say 'we make' it is saying something we DO, rather than being a purpose.
We do far more than just keep people safe.
It seems to be a strapline rather than purpose.
We should say we "help to make communities safer" – we don't do this alone.
The commitments are predominantly about 'prevention' - we don't make communities safer when we are attending an RTC or fire. How is that represented in the wording?
Are these visions and commitments for us, or for the public?
Prefer it to be a vision rather than a purpose.
Commitments are very bland.
Some agree, but some didn't
Simple statement because everything we do should lead towards that
Our primary purpose is to make people safer
Clearer than 'sustainable'
It still fits with our vision if we expand what we do
It's clear
As a short statement it's there or thereabouts
Taken the emphasis away from the communities – i.e. taken power away for communities to help themselves
We used to put out fires but now much more on prevention.
Very much prevention and doesn't take into consideration response
More positive than working towards making communities safer
Phrase suggests 'community safety'
Are these for public, or staff, or both?
Sounds clearer and plain English
Doesn't reflect Fire & Rescue Service – better fits with police - It looks as if it's collaborative
It has a flavour of 'preventative' as opposed to 'response'
Quite generic
Should say 'working to make' / 'we help to make' – otherwise you are setting yourselves up to fail
Communities – the word seems vague. Just use the word "people"?

It's punchy vs. clear and meaningful
We should say 'we will try'
Is that something we should aspire to rather than saying 'we make'?
It's simple
It's better than sustainable, more meaningful
This is something we've always done

By delivering high performing services

It's dangerous – it's a big ask.
How do you deliver high-performing services when you're cutting back?
Efficient, effective and economic services would be better.
Use the word "quality" rather than high-performing.
High performing sounds expensive to the public
How do you measure this? Against what standards? Who sets these?
What about "best possible" service?
Not all parts of the service area get a high-performing service – retained, rural areas.
By delivering, quality, considered and efficient services?
Group uneasy/uncomfortable with the over-commitment in the wording.
Original aim was better "delivering quality services within available resources"
Important to us as staff because everything I do in my job should feed into these. If I'm not happy with these, what then?
Prevention, Protection, Response – this is clear and easily to understand and better to realise how you achieve these.
Don't like the word 'performing' - Many wanted the word effective or excellent
Quality services – don't set bar too high. 'Good' service, 'excellent'
Quality means different things to different people
By delivering effective services – points the service at better evaluation – can ask ourselves 'are we effective'
Suggests you are measuring your performance.
Are we delivering high performance - Would this stand up to scrutiny?
Are we setting ourselves up?
If I'm in a rural area and I get a fire engine in 20-30 minutes then I wouldn't think that was a high performance
You could say 'By aspiring to deliver'
What about within available resources?
What are these for?
We should find what we can do and then commit to that
High performing means different things to different people
If we're going to say high performing then we would need to invest to ensure we achieve it
We always talk about how many people have died rather than how many people we've rescued
We don't celebrate/report the positive results of our interventions

These could all be the police couldn't they?
Striving towards high performance - Working towards quality or professional services
Make it an aspirational statement
Highly effective service might be better
It's very broad.
It's a given – it's obvious. By emphasising it, maybe you are admitting that sometimes we are average.
'Doing the best we can'
Contradicts a little with the commitment 'with available resources'
Need to be positive
What does it encompass?
Are we able to be high performing given that we have half the staff available now?
What do you grade as high-performing?
If there was a fire today, you'd get 8 firefighters. A while back it would have been 9 or 10. Still high performing services but there is a difference in what we provided historically but this is hidden and not known to the public
CMT will say we are delivering high-performance, FBU probably say opposite.
What's the measure for high performing?
How can we show that we've done better?
Aren't we already there?
This could be a high level heading as the other 3 feed into achieving this
In the rural areas we tell them that we will provide a certain service but we know we won't in terms of attendance standards
We could we say by delivering a multi-functional service?

By building more resilient communities

Public wouldn't understand this.
Why not use the word "stronger" instead.
Can we not change purpose to 'We make communities safer by delivering prevention, protection and response'?
This is a huge term - resilience could mean anything
We should state more about what our part in it is
Resilience to what? It's too vague?
It is relevant to all parts of the service
What does that mean?
I like it – it's about what we can do to help etc. but also getting people to help themselves. It's the big society thing
Not something we can ever say is done. Building is continual
Don't like it. Building is bricks and mortar – you're not building communities, maybe just renovating. They already exist.
Don't know what resilient means?
By 'helping to educate and changing behaviour,'
Educating and influencing our communities

What does this really mean?

I'd like to see something about working with partners in there to get to people before they need us

This means educating or safer to me

This could say engaging with communities to make them more resilient

It's what comes underneath that will make sense of this one, how we say we are going to deliver it

By developing a safe and multi skilled work force

Don't like it

"Supporting/Maintaining" a safe and multi-skilled work force

Empowering a safe and multi-skilled workforce

By "providing" – developing indicates that we don't have it yet. Providing indicates that we already have.

These are things that every business wants to do they are so generic

We should be saying maintaining as this implies we haven't got one already

Developing implies that we will be increasing and we won't be

Maintaining is better. Developing suggests that we don't have it already

Have both developing and maintaining?

Safe? Kind of expect that anyway!

If you can't look after yourself…..?

Don't like 'multi' skilled. – Just use skilled?

I like multi-skilled

Flexible/adaptable

What about 'professional'?

I think we do, having seen a lot of other services I think we are of a good standard

Sometimes we over complicate things and it stops you from doing it for real

Competent should be in there

Doesn't need to say safe as that should be a given

We should say safe, we need to feel confident that when we go out we'll be safe and we'll come back safely

We could say safe, competent and multi skilled workforce

When you read this initially it sounds like we're starting from scratch

We are very good at measuring ourselves but we need accreditation or assurance to validate our measures

By making best use of our resources

Why use "our" – partners etc. don't limit ourselves We could reduce it right down and still make best use of it

We could end up with one person on a fire engine and make best use of them

Most accurate one up there

Yes, agreed

Agree with this one You have to have this because it is the public purse, we should absolutely be doing that

What about 'make the most efficient use of public money'?

The word best should be replaced by efficient

Attendance Standards

Local standards welcome

If setting local, should tie in with prevention strategy – e.g. if you live further away, CFS will be targeted to mitigate this.

Life-threatening incidents weightings needed to change. Need to consider weight of response against what we attend.

Who are these standards for?

Do we report these to our family group?

Average attendance times with local standards?

Are there any plans to have smaller vehicles? Same amount or additional?

Other services just say we arrive as quickly as we can. How did they arrive at that decision?

Report by duty type?

Would variable measures makes it harder to benchmark what we are doing against other services

Reporting by station type is a truer reflection of what will happen

It would be easier to measure like that

Do you see the attendance standards changing over the next IRMP period based on what's coming up?

Should be localised so you are upfront with the public about expected attendance times

If you move to variable you might feel as if a lower attendance standard might be acceptable (public might feel it acceptable etc.) – so therefore you may not feel inclined to improve

What if the pump's off the run?

What happens if we don't achieve it now?

Is this for public or internally?

I'd rather be underachieving then overachieving and changing the goalposts

Most fire fatalities are code 1 before we get there – even if we had arrived there ridiculously quickly

AFAs should be classed as life-threatening.

Should measure what we are sent to.

What measures are used to drive this?

You need to come up with something that works for you?

Do you map incidents?

Do you take into consideration the road speed and poorer infrastructure in the rural areas?

Smaller vehicles for rural areas – rapid response.

Weight the national averages or B, attendance standards by duty-type

Look at ambulance and other organisations to identify best way to set standards

Look at your statistical neighbours

Since the rural review we have moved away from a brigade standard to a station one - When the rural review was published it was incorrect but we still used it

Reporting by duty system is heavily reliant on being on the run

You can't say to the public they'll get the same service, they don't know that they get a slower service at the moment

It's better to be honest about what they will get

Taking it public is quite hard, people don't realise we are not here all night

Station based would be better

Shouldn't our attendance time match the risk, not the duty system, this is a risk management plan? - We should be resourcing to address the risk rather than what our resources happen to be

It's very hard to go back to ABCD type system

We shouldn't move to measuring what we come back from as we should treat AFAs as if they are a fire as they always have the potential to be

The postcode lottery approach, how is that fed into insurance companies? - This links into making people more resilient in their own household - If we can't get there what will we do for them before they have a fire, this will drive our prevention and protection

If we are developing a new area but we can't get there then we tell them that the new builds need to have sprinklers

A local time is open and honest but if we set local times and then can't achieve them what will the brigade do about it?

We need to make sure these tie into the commitments we discussed before, in that case it is probably better to go to local standards, making best use of our resources

Generally happy with a more local approach

Resource Provision - Station staff

There is no latent capacity on station – need to build capacity.

This is a very out-dated view

There is no latent capacity as we are now at minimum crewing.

There is a bit of latent capacity in 6 WT stations at night-time – need to remember WTD for those officers if they are then busy at night-time doing EMR

We should be doing medical response

Defibs and O2 on every vehicle

We can't lose training time so something could have to give

Medical response would strengthen our service and reputation

This would really be building resilient communities

More crew would make it possible to drop someone of if you're needed for a fire call

We need another string to our bow

There are levels of culpability involved and implications of not being available for fires because we are on medical calls

The most important thing would be to maintain our training

But how can we do this and take on loads of calls when we can't meet our own attendance standards

Too much pressure on crews doing HSVs. Worry of not meeting HSV targets. Not getting the referrals through so having to generate HSVs – doubling our time. Nobody comes to us to say 'have you not done your drills' but they come and say 'have you done your HSVs yet'

More community safety stuff now to the detriment of training

Lower number of calls means less training for the novices

Need more training time etc. because less of us.

Specialist equipment, HVP – don't get much additional training due to no time.

This directly impacts on being a high-performing service

EMR – wouldn't feel comfortable – I'd feel forced into it and didn't join the service to be a paramedic.

I don't mind doing it but I don't think we'll do it right as a Service (meant to have training alongside secamb but has been kaiboshed)

Would need training and time

Ageing population – need to look at the care home industry

Police & fire – badged up together – a big no no.

Air B 'n' B needs to be considered. We end up inspecting premises that are at the top of their game, at the expense of not doing these

Are we equipped/ready to deal with major terrorist attack at, say, Gatwick?

Medical care, AEDs, life saving equipment

We shouldn't be lying in bed when someone down the road is having a heart attack and we could have helped

If that was Sussex hospitals and we are responding because they are on strike I wouldn't be happy

We could do more body recovery for the police

If I have an emergency do I want a co-responder with limited training or do I want a fully trained professional?

How do we integrate it into our training for our current role?

I wouldn't want our attendance to fall because we are propping up another service

It would be better for us to decide now how we improve and diversify before it is decided by someone else i.e. PCC

It's in the detail, if we were at a medical call and then a fire comes in, how would we manage that?

We do a lot of prevention but we are very good at response and we should play to those strengths

It goes back to justifying public expenditure, how can we stay in bed if someone is waiting 9 hours for an ambulance?

If we find someone who needs to go to hospital we can't take them in the back of the appliance

If we do this we need to put the 5th person back on the pump

We can't even get qualified BA on pumps, how can we take on more things if we can't get our own things right?

Resource Provision – Volunteers

Get a lead volunteer by local borough.
Volunteers aren't free – this service does cost
Could they contribute towards EMR?
Are we going to give them a better name?
Reservations and concerns over volunteers being badged up with police Quick strikes, cold calling, HSVs, events
HSV generation
Making the appointments should still be up to the station so that it can be managed
Don't see how they will help us
I've never seen any volunteer
Bit hard for us to decide what we want them to do
Could use them more to generate our HSVs
Didn't know you had volunteers
B&H been more effective than E Sussex – support bringing in-house
Need to be careful about putting too much reliance on volunteers – need to get the right individual with the right skills. However, hard to dismiss.
Publicise it more is this the death of CFS personnel, the CSAs?
I think volunteers should be used more for road safety
You could use them for anything you want
They have supported us at events, we couldn't have done a lot of what we have without them
We could use them for far more stuff, a cadet scheme would also be a great idea
We could link it into Duke of Edinburgh schemes as they have to do volunteering
We could link this to education, colleges etc. to get it on their CVs

What Else?

This all needs to be linked together – being transparent and joined up, so everyone knows what everyone else is doing and how we are expected to deliver our purpose.
We need a better strategy for getting to people
We go to the same types of people over and over but never get to the ones who really need us
We've done all the easy wins
ASC list with pre-booking doesn't always work as people forget they have booked us in or don't trust that it's not a scam
Communication is always bad - We either get loads of information or nothing at all
We're going to fires with less people sooner or later someone will get hurt - firefighter safety is a real concern
Crewing is horrendous one night last week only one of the crew was from that station
There's no buffer, no resilience any more
Another issue is maintaining your competencies if you are always out-posting

If we don't have enough crew to go into a fire then we're not making communities safer

The training is behind the curve because it's not being delivered yet but we are already effectively at minimum

Can we look at resourcing bridging the gap group through overtime rather than taking people from crews

IRMP – it's online? How much has this been marketed?

Reducing number of HSVs – can't see this would happen so am still sceptical how much we will be listened to.

Business Safety inspections aren't so regular. If I need advice, can I contact someone?

How is IRMP sorting out how we respond to fires and how we prevent fire deaths? We're now sending a potentially inadequate resource, will this IRMP result in a policy that addresses that?

We send less crews to more and more people who are living at home

Those call numbers that have dropped are AFAs because of call challenging

Where we are sending 1 pump to lifeline calls because it is an AFA we are not getting enough people to a potential life threatening call - There is a problem there that is not being recognised and the call challenge isn't always the right thing to do

With AFAs we should be measuring near misses as well as those that turn out to be actual fires to give a clearer picture

How are we going to ensure we capture firefighters views, how do we make sure people have fed into this? It won't be enough to say, you had your chance. Some of the remote stations may not know what is going on and may not be aware that they have had a chance to feed in

I think this is quite refreshing to start looking forward and think smarter

We should make more of our commercial training, we have fantastic live fire facilities here, we should use them more to generate income, training fire marshals etc.
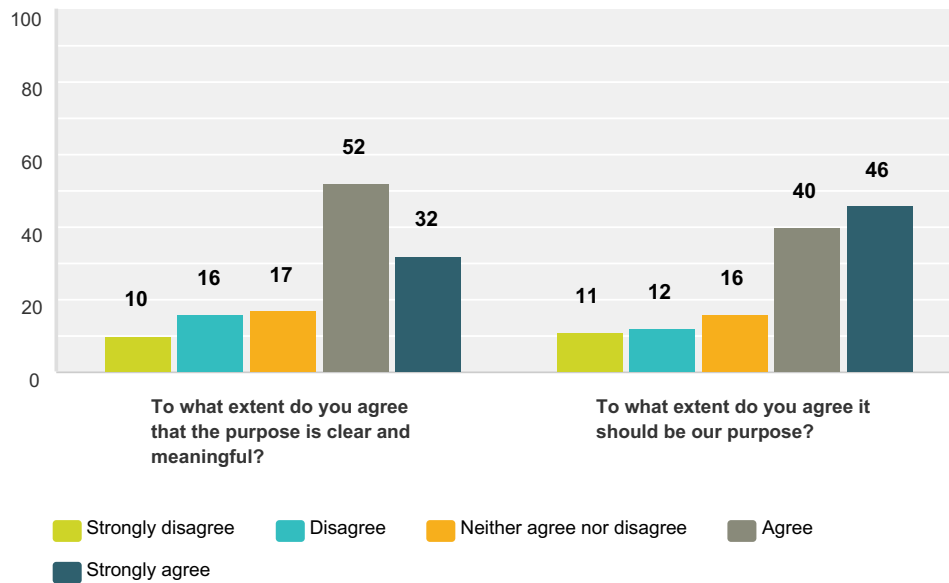
What is happening with the reviews that the Service Transformation Team did?

When we consult we need to use simple language and straight forward questions for the public

Full Consultation Responses
from the Survey

Q1 We propose that our purpose becomes "We make communities safer"
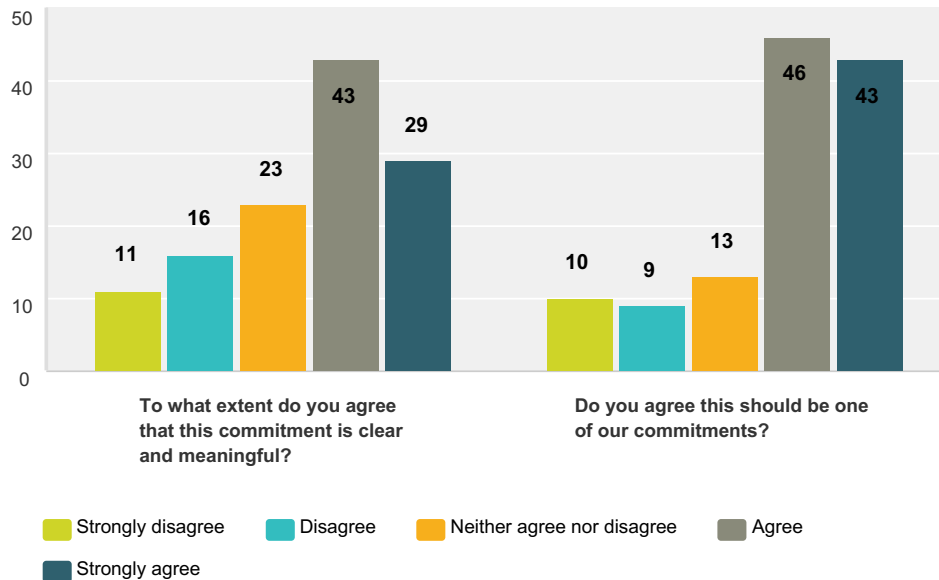
Answered: 128   Skipped: 0

| Strongly disagree | Disagree | Neither agree nor disagree | Agree |
| Strongly agree |

#	If you disagree, please say what you think our purpose should be.	Date
1	I don't disagree, but I am still providing a comment - the grammar suggests that this is a statement, a fact of what we currently do. Our purpose should therefore be "To make communities safer" or "Making communities safer". You can't say "our purpose is we make....". You say "our purpose is to make..." That being said, it's easily enough understood	4/26/2016 8:39 AM
2	A better statement - Make people safer and protect them from danger	4/24/2016 6:18 PM
3	Ftrom Fire,m Accident and Disaster. making communities safer also includes crime and medicine. Not part of the brief.	4/24/2016 4:32 PM
4	If you defined purpose it would mean the reason for which something is done or a person or organisations sense of resolve. The phrasing above is a statement, implying past tense; a fact that we have already achieved. To make it a true purpose the phasing would need to be more like 'We aim to make communities safer' or 'We will continue to work to make communities safer'. In it's current state it's neither a vision or a purpose. The other problem is it just makes me think, prove it, tell me something tangible because just saying you do it means nothing.	4/19/2016 4:02 PM
5	Bit of a brash statement and also bland. Not a good combo. Would prefer the word 'help' or 'support' as seems more like a public service. And 'our' communities	4/19/2016 3:35 PM
6	This statement is vague as it could see Firefighters patrolling streets as local PCSOs are being reduced.	4/18/2016 2:22 PM
7	We only seem to focus on venerable groups within towns and not the whole community (i.e Country villages)	4/18/2016 10:02 AM
8	We make East Sussex safer by being an effective Fire and Rescue Service.	4/17/2016 9:49 PM
9	Response as well as prevention is key to achieving the goals of your service	4/15/2016 3:12 PM
10	Hmm, I'm a bit non-committal without thinking long and hard about the question. I guess to have a vision helps to identify leadership and promotes the idea that we have an organisational aspiration. First impressions are that to have a purpose is almost like "we have to be here". Having said that, the statement says what a FRS does so its not too bad. It'll take some getting used to I think.	4/15/2016 10:31 AM
11	This is a term describing improvement which is right but is actually a term meaning cuts to frontline services which is the complete opposite to the heading in most cases seen so far. "Achieving change in challenging times" would be a truthful description.	4/15/2016 8:34 AM
12	This is a very wishy washy statement, that does not really mean anything and can be used to cover anything.	4/14/2016 9:24 AM
13	Respond and be prepared for all emergency situations	4/13/2016 5:49 PM

14	'We WILL make Communities safer. What about sustainability?	4/13/2016 5:05 PM
15	We require a clear business strategy and then the business and output specs of dept can reflect this appropriately	4/13/2016 4:56 PM
16	I don't disagree but ask what you mean by safer, is this enforcement, prevention, both or what?	4/13/2016 4:50 PM
17	The word safer has such a broad meaning - safe from fire, accidents, abuse, theft, etc..... Are we trying to spread ourselves too thinly - being all things to all people? I know we supply a holistic service and do provide support on the issues mentioned above but by not being more specific we may find ourselves overstretched.	4/13/2016 4:18 PM
18	It is too vague - Police make communities safer too. Do you need to be more specific?	4/13/2016 1:57 PM
19	We save lives and property.	4/13/2016 11:33 AM
20	Fight fires and rescue people.	4/12/2016 5:24 PM
21	It is unclear how you can do this now that attendance times are being eroded, the IRMP is being used as a cost saving tool following the abandonment of standards of fire cover and attendance times	4/12/2016 11:24 AM
22	To prevent and put out fires. To rescue people from burning buildings.	4/12/2016 11:06 AM
23	To reduce the risks associated with fire and make homes and neighbourhoods safer.	4/12/2016 9:48 AM
24	Fire service needs to embrace change and should work closer with grade 2 ambulance calls . Paramedic trained and co responding relieving strain on nhs	4/12/2016 6:48 AM
25	I feel that the Fire Service is seen to be our first response to emergencies. With so many fire stations closing or reducing their numbers this is of great concern to the public. Of course it would be great if making communities safer as a proactive part of your purpose but I feel that it should be PART and not the sole purpose.	4/11/2016 4:27 PM
26	We make communities safer is what you DO and not your purpose. Your purpose is to fight fires, rescue people etc	4/11/2016 3:16 PM
27	Our purpose should be to 'Save lives and protect communities'. Above purpose is too open does link into role of FRS under the Act.	4/10/2016 9:00 AM
28	I think it unifies the whole organisation. As a member of support staff, I feel that we are seen as unnecessary and that the jobs we do are not important. This purpose makes me feel included, that the work I do is important. It might help work towards a time when we can all be proud to work for ESFRS, those that wear a uniform and those that don't.	4/8/2016 2:55 PM
29	I feel we are part of the community, together with other partners we make communities safer, but it's where we all live for me it's about together we make safer communities!,	4/7/2016 9:31 PM
30	The proposed purpose is clear but not meaningful. I.E. How is "safer" to be defined? It should not become our purpose for a number of reasons (absence of any opportunity to feedback on the change in terminology from 'Vision' to 'Purpose' noted). Fire & Rescue Services have been making communities safer ever since they evolved hundreds of years ago, there is NOTHING new in the phrase "We make communities safer". It is the easiest purpose/aim to achieve; we could undergo no improvement, no innovation, have no aspirations and still achieve it based on the service we provide today! It serves no purpose. Where is the commitment to improve? Where is the desire to provide the best service possible? Where is the challenge? Where is the aspiration? How about this; "Our aim is to provide East Sussex with the best service possible 24 hours a day, seven days a week and to keep challenging ourselves to continuously improve it."	4/6/2016 3:02 PM
31	"We" is wrong. The Fire Authority is singular and so is the Fire and Rescue Service so, unless you name both ahead of the statement, it is grammatically incorrect and sounds confused and weak. May be far better to say the Fire Authority's Purpose is "To make communities safer". Then there's "communities" - why the plural? We are always trying to emphasis equality and that ESFRS views every individual in the county as being included within the community under its care and protection. Why not "the community", "our community" or "the East Sussex community" ?	4/5/2016 5:45 PM
32	"We will protect our communities" Proposal is to wooly. You are currently making communities less safe when incidents do occur by cutting operational resilience through reduced crewing levels.	4/3/2016 12:07 PM
33	Not sure this is a purpose, more like a statement of fact. How about something like "Committed to making communities safer"	3/31/2016 2:49 PM

Q2 Our first proposed commitment: We make communities safer "by delivering high performing services"

Answered: 122   Skipped: 6

#	If you disagree, please say what you think it should be.	Date
1	Couple of reasons why I disagree. I don't like using the word 'commitment' - commitments should be worded so that they are standalone statements - they are effectively a strong intention to do/not do something. Currently the wording is simply explaining 'how' the purpose is going to be realised. More importantly though is the actual wording - what does 'high performance services' actually mean? Will the general public know when this has been delivered? Is it something tangible/measurable? As a Service, we already seek to deliver the best service possible - does that make it high performance - a commitment along these lines could be something very simple like "We will strive to provide a first-class service at all times"	4/26/2016 8:39 AM
2	What exactly does 'high performing services' mean ?	4/24/2016 6:18 PM
3	What are "high performing services". It doesn't really mean anything.	4/24/2016 4:06 PM
4	delivering an exemplary service	4/20/2016 2:23 PM
5	What does 'high performance services' even mean?! as an employee I have an idea as a member of the public I wouldn't be so sure. It just seems like more intangible buzzwords, people want to know what's in something for them, this is a rather vague, political sounding promise with no actual commitment.	4/19/2016 4:02 PM
6	Again, right commitment and target but do not like the choice of words. prefer - quality services	4/19/2016 3:35 PM
7	We need to articulate what we mean by high performing services especially in the context of the financial constraints we face - this might be at the next level down as we show how we intend to focus our resources in future and how this will deliver better / best possible outcomes to the community.	4/18/2016 5:14 PM
8	We make East Sussex safer by helping prevent fires and accidents and by responding to these incidents.	4/17/2016 9:49 PM
9	I'm not sure if this really fits the style of language used within the public services and understood by our stakeholders. How about "by making best use of our resources to deliver efficient and effective services"	4/15/2016 5:35 PM
10	This seems a little ambiguous and is what would be expected	4/15/2016 3:12 PM

11	Yes, I do agree it should be one as long as the proof is provided. We have been quite good at this in the past in regards the provision of data/ graphs etc, so continue. Measuring against something is always good, past performance is the obvious, but what about our competitors and what about ongoing community feedback against what we do? Can this be meaningfully represented?	4/15/2016 10:31 AM
12	This is a term describing improvement which is right but is actually a term meaning cuts to frontline services which is the complete opposite to the heading in most cases seen so far. High performing is not how we should describe eroding response and resilience, we should use the term " delivering the best service we can in challenging times"	4/15/2016 8:34 AM
13	I just think that high performing services sounds a bit like a performing seal or cabaret act by delivering high performing quality services or by aiming for excellence ('borrowed' from Cheshire FRS)	4/14/2016 10:18 AM
14	meaningless "uckspeak"	4/13/2016 5:49 PM
15	Only covers part of the issue - there is nothing about cost, nothing about how services are measured. ' High performing' needs more definition. Not sure this should be our first commitment	4/13/2016 5:05 PM
16	My comment is as above	4/13/2016 4:56 PM
17	Again, this is a very generic sentence. Where is the reference to fire and RTC? Need to explain what is meant by high performing - is this qualitative or quantitative performance or both? How do we measure if we are achieving it?	4/13/2016 4:18 PM
18	What is 'high performing' ?	4/13/2016 3:46 PM
19	What do you mean by high performing? How will it be measured?	4/13/2016 1:57 PM
20	High performing services should be the norm. You don't make communities safer.	4/12/2016 5:24 PM
21	To prevent and put out fires. To rescue people from burning buildings.	4/12/2016 11:06 AM
22	It's sounds way to business sector and not reflective at all of the fire and rescue service being a public service. Maybe something around providing the most efficient service with the funding available, with our highest priority to save lives.	4/12/2016 9:48 AM
23	What does high performing mean ? Define it ? At the moment time management isn't there. Service is simply re active with some fire safety done but most by specialist units ? Up skill firefighters in fire safety take away office based fire safety officers and use the down time at stations waiting for calls etc with work with nhs and fire safety . Go back to firefighters doing fire safety checks	4/12/2016 6:48 AM
24	We make communities safer by delivering high performing service proactively in preventative measures and reactively in response times to emergency calls.	4/11/2016 4:27 PM
25	It is meaningless. Something like "by offering advising residents and businesses how they can reduce risks of incidents (fire/collisions)' might be better.	4/11/2016 4:13 PM
26	High-performing services is non-specific. Who will determine what high performance is?	4/11/2016 3:16 PM
27	This is corporate 'jargon' and does not tell the public what we are actually going to do. What does delivering high performing services mean?? Is it response times? Is it speed and weight of attendance?? Is it the number of safety audits?? Needs to be clear....above statement is not clear.	4/10/2016 9:00 AM
28	It's a bit vague - what does that actual mean?	4/8/2016 8:34 AM
29	However I believe that we need to invest to ensure our services are 'high performance' and not just glossing over the cracks	4/7/2016 8:27 AM
30	The proposed purpose is clear but not meaningful. I.E. What services exactly? (Absence of any opportunity to feedback on the change in terminology from 'Aim' to 'Commitment' noted) Where is the commitment to excellence in the word "high"? Should it not be "highest performing"? This should not become a Service Commitment as this is something that we as a Service should ALWAYS deliver, something that the tax-payer should always expect and always be able to rely on. It should be a given, not a 'promise'!	4/6/2016 3:02 PM
31	"high performance" sounds like management-speak and/or something to do with highly-tuned engines. "high quality services" ? Something about "highly trained" teams would be more meaningful and reassuring to the public.	4/5/2016 5:45 PM
32	How can you promise and deliver a high performance service when quite clearly there are extreme diffculties being posed to performance, due to severe cuts from Government?	4/5/2016 1:24 PM
33	"by delivering the best service possible with the resources available" You cannot claim to deliver 'high performance services' when you know that the ability of crews to perform will be restricted by reduced crewing.	4/3/2016 12:07 PM
34	I think people (the public) just don't listen to this kind of corporate speak, they've heard too much of it over the years.	3/31/2016 3:10 PM
35	"Delivering high performance services" doesn't feel like it is very Joe Public friendly. Maybe something more like "Providing high quality services"	3/31/2016 2:49 PM

Q3 How do you think we will achieve this commitment?

Answered: 80   Skipped: 48

#	Responses	Date
1	By being adequately staffed with the right people and right equipment, with managers who have the capability to support their staff and motivate them - if workers feel valued they will perform well. Sadly this is not the case in the area I work in as the Manager is dictatorial, inflexible and does not have good people skills (which is affecting the entire department negatively).	4/30/2016 7:15 PM
2	I would hope that senior management will tap into the wealth of knowledge & experience of station staff with useful discussions and learn from these. After all they are the ones who have to put new ideas into practice. Most of all why do cutbacks seem to be made mostly at the expense of the practical end of the chain ie: the fire personnel who are your link with the public when they turnout on calls. Their expertise is much appreciated by the people they serve.	4/29/2016 9:22 PM
3	I suppose one automatically thinks of competent, trained, fully-equipped firefiighters turning up in a timely manner to deal with an incident in an effective way - but of course this commitment applies to all aspects of the Service - both operational and support service functions. It's about using the sum total of the organisation's intelligence, innovation and inertia to provide the best possible service to the taxpayer	4/26/2016 8:39 AM
4	Tailoring resources to demand to give good financial base to work from.	4/25/2016 8:21 PM
5	Better trained staff	4/25/2016 11:52 AM
6	I think you need to tell us...	4/24/2016 6:18 PM
7	Good planning Sufficint trained manpower. Appropriate Technology	4/24/2016 4:32 PM
8	More people, more interaction in the communities to find out what is needed where. Different communities may have different needs.	4/24/2016 4:06 PM
9	greater tailored investment in staff and making best use of existing skills	4/24/2016 3:10 PM
10	By being properly funded for the initiatives that will lead to a safer community.	4/23/2016 3:44 PM
11	Fully crewed retained crews, to increase availability. Staff participation in a wider range of safety events and education.	4/23/2016 12:44 PM
12	ignore central Government and stop been yes people all the time	4/22/2016 11:54 AM
13	training, recruitment of staff who engage with the community and partners at all levels.	4/20/2016 2:23 PM
14	As there isn't much context it would be pretty easy to make it look like its been met with the right successful areas of the business. If you wanted to genuinely meet it then it would require suitable statistical backing, well publicised targets and results, owning up when we haven't done well and how we'll do better.	4/19/2016 4:02 PM
15	Working for and with the communities and continuing to raise expectations within available resources. I would like ESFRS to tell me how they will achieve commitment also.	4/19/2016 3:35 PM
16	Getting to people quickly in an emergency with the right equipment and skilled staff Investing in preventing incidents in the first place Being focused on quality not quantity Working together not against each other in the Service	4/19/2016 3:00 PM
17	By not cutting frontline Firefighters	4/19/2016 1:38 PM
18	Removing a pump makes it more difficult, but being seen in the community, HSVs, school visits etc	4/18/2016 9:06 PM
19	See above by being clearer about our priorities and what will give the best return for the community in terms of resources invested. Being clearer about what we expect of all of our staff, what is core to their role, and how we will support them through the training, development, equipment, technology, stations and appliances we provide. How we focus use of latent capacity and get the right balance between whole time, RDS and green book resources. By being clear about where we best collaborate with other partners in emergency services and social care. Understanding the cost of our services and the outcomes we aim to achieve, both for existing services and new initiatives. Better business cases, better performance monitoring, smarter targets, faster delivery and evaluation of pilot projects (and transition to wider roll out if appropriate). Better systems / processes across the board. Clearer and more consistent expectations of our managers.	4/18/2016 5:14 PM
20	By ensuring a competent and well trained workforce with the right equipment and resources available to cover any call	4/18/2016 4:27 PM

| 21	By having the resources and training to deliver it.	4/18/2016 3:40 PM
22	Maintain adequate frontline cover	4/18/2016 2:53 PM
23	Assessment of local needs and tailor delivery to this rather than as a whole county. i.e rural areas may need input regarding AEDs due to delayed SECAmb attendence	4/18/2016 2:22 PM
24	More funds/staff for front line services and business safety	4/18/2016 10:02 AM
25	You'll achieve your proposed commitment of 'delivering high performing services' easily because because 'high performing' is a relatively meaningless phrase.	4/17/2016 9:49 PM
26	You already do an amazing job under difficult circumstances. I trust you to maintain "high performing services" within the financial constraints that you work with	4/17/2016 7:43 PM
27	More full time stations	4/17/2016 7:37 PM
28	By prevention rather than cure, which is what the fire service has been doing for some time.	4/16/2016 4:08 PM
29	By knowing how to invest - not just to save. E.g in kit, good people and the right training.	4/16/2016 11:52 AM
30	By measuring the performance and where possible success of our proactive initiatives and reporting and promoting our successes.	4/15/2016 5:35 PM
31	Through making efficiencies and best use of resources and time	4/15/2016 3:12 PM
32	As above, comparisons, and how the money is spent, not necessarily saying we provide value for money - that is subjective and depends from which way you look at it. Getting back to basics in proactive prevention, quick attendances, but also being innovative in how we do it using new technology in appliances and equipment, moving forward with cross fertilisation of Police/ Ambulance/ Fire ways of working. There is a big but though. We must get our own house in order before we can do much of this.	4/15/2016 10:31 AM
33	A better term would be 'Change requirement' or we are complicit in making a dishonest statement without being truthful to the public in what this really means.	4/15/2016 8:34 AM
34	sufficient staffing and training. By maintaining the stations numbers	4/14/2016 5:07 PM
35	delivering the right weight of response in the appropriate time. But not at the expense of the safety of crews	4/14/2016 9:24 AM
36	unclear of meaning so unable to comment	4/13/2016 5:49 PM
37	Benchmarking against other services and appropriate organisations in other sectors - commerce etc	4/13/2016 5:05 PM
38	My comment is as above	4/13/2016 4:56 PM
39	More effective processes and accountability; reduction in duplicity. Clear positive steps to engage the community in our activities, from conception to delivery. Not seeing the public as vulnerable or hard to reach, but unheard and unsupported. To identify with and reflect our community in our organisational make up. To listen, not assume we know best. To make every interaction we have count.	4/13/2016 4:50 PM
40	By focusing on our specialisms i.e. fire and rescue.	4/13/2016 4:18 PM
41	By providing the best fire prevention advice, best training, equipment and better response times including better availability of appliances across geographic areas and not just the highest risk areas.	4/13/2016 4:06 PM
42	Not sure you can until the definition of 'high performing' is made clear	4/13/2016 3:46 PM
43	By setting out key measurable targets for response times and other targets	4/13/2016 1:57 PM
44	by ensuring that budget restrictions do not effect frontline services and providing staff with good quality equipment and benefits.	4/13/2016 11:33 AM
45	Visibility in communities particularly targeting high risk areas.	4/12/2016 9:11 PM
46	I feel the service needs to be just as proactive as its always been	4/12/2016 2:24 PM
47	Effective management, highly motivated work force, sufficient resources.	4/12/2016 1:37 PM
48	Stop cutting services. Stop closing firestations. Give the fireservice the tools and the personnel to respond to and deal with emergenices quickly and efficiently.	4/12/2016 11:53 AM
49	By using risk analysis that is fit for purpose and accepting that the Service can not function unless it is resourced with sufficient front line staff and equipment/appliances	4/12/2016 11:24 AM
50	Staff training, review of working procedures and publicity of things such as CO2 / Fire Alarms /	4/12/2016 11:08 AM

51	By driving in a fire engine to places where there are fires, putting out the fires and rescuing any people in the burning buildings.	4/12/2016 11:06 AM
52	Monitoring, scrutiny, no doubt a restructure, cuts, I would hope retraining and investment in the work force.	4/12/2016 9:48 AM
53	By making sure that that the front line fire fighters have the most up to date equipment. They have enough properly trained and competent crew on the fire engine to operate safely and quickly at all types of incident.	4/12/2016 9:44 AM
54	Good question - SMART targets ?!	4/12/2016 9:09 AM
55	through emergency response and use of technology and equpment that the general public cant normally use	4/12/2016 9:07 AM
56	adequate staffing levels	4/12/2016 7:43 AM
57	Umbrella term " keeping communities safer" means nothing ?!? Define what you mean ?	4/12/2016 6:48 AM
58	By not cutting back services (this includes all, both frontline and ridiculously termed "back office" ones.	4/11/2016 7:02 PM
59	Working closer with Local Authorities and Housing Associations and directly with their residents as well as home owners and businesses. Group information meetings.	4/11/2016 4:27 PM
60	Ensuring adequate resources and fast response times, and maintaining high professional standards.	4/11/2016 3:54 PM
61	I think you will struggle because of the severe cut backs you have made to firemen and engines this year and previously.	4/11/2016 3:19 PM
62	Without specifics you cannot.	4/11/2016 3:16 PM
63	Spend less money on "PC" and concentrate on front line appliances and crews.	4/10/2016 1:02 PM
64	You can achieve it in many different ways, although not all will improve safety. The statement is so open that it could be met by all manner of statistics. Which is why it needs to be clearer and more specific.	4/10/2016 9:00 AM
65	by highlighting the dangers people face with regards to fire especially the elderly and young	4/8/2016 4:27 PM
66	By managing poor performance better. We are funded by public money and every one of us should be giving 100%.	4/8/2016 2:55 PM
67	Focused working with partners, able to make decisions in the boroughs to enable really local engagement	4/7/2016 9:31 PM
68	By Chief Fire Officers uniting and standing up against austerity cuts, instead of protecting their individual jobs.	4/7/2016 7:39 PM
69	By having properly staffed, equipped and trained teams ready to instantly respond to emergencies.	4/7/2016 3:42 PM
70	Not as well as PO's would wish	4/7/2016 8:27 AM
71	I believe a more meaningful commitment should be adopted.	4/6/2016 3:02 PM
72	throught fire shouts and through building layout inspections/ guidance	4/6/2016 11:17 AM
73	With great difficulty when cuts are so severe. Generally, high performance can only be achieved when there are enough money reserves to provide sufficient support and back-up for all eventualities. When resources are stretched then performance drops and there needs to be a buffer for busy times.It's very easy to over promise and under deliver.	4/5/2016 1:24 PM
74	Minimise red tape but focus on value add processes and regular communication throughout the organisation - especially bottom up feedback and ideas	4/4/2016 9:43 AM
75	I don't think you will achieve it but will still claim to through manipulated statistics.	4/3/2016 12:07 PM
76	By maintaining local fire brigade units within reasonable response times as well as promoting and training prevention	4/1/2016 7:35 PM
77	Robust performance management at all levels	4/1/2016 3:51 PM
78	Stop focusing on the budget cuts, we all know about the impact, get smart and concentrate on the frontline service. It has been all encompassing for so long. Look at mergers and we should be working with SECAMB, fact	4/1/2016 12:20 PM
79	I don,t think we will. It's just meaningless words designed to cover up the shortcomings and shortfalls in operational response	4/1/2016 7:47 AM
80	Doing what we do now, only better	3/31/2016 3:10 PM

Q4 Our second proposed commitment - We make communities safer "by building more resilient communities"

Answered: 117   Skipped: 11

| Strongly disagree | Disagree | Neither agree nor disagree | Agree |
| Strongly agree |
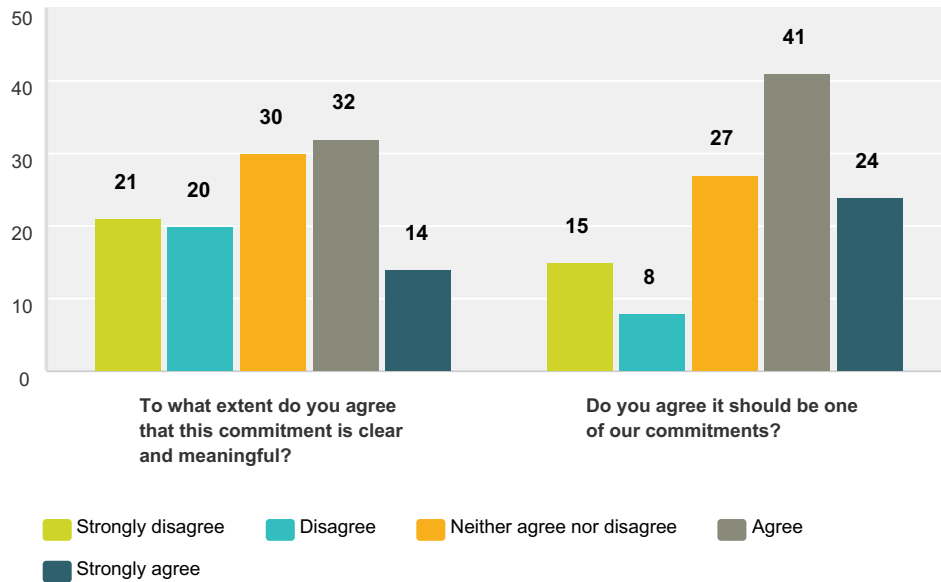
#	If you disagree, please say what you think it should be.	Date
1	How? The wording of this statement does not make your "proposed commitment" very clear.	4/29/2016 9:22 PM
2	I think we need this as a commitment but the wording needs changing as this is not plain english to the general public. I think it could include how we strengthen community ties through local partnership engagement.	4/26/2016 8:39 AM
3	What does it mean?	4/24/2016 6:18 PM
4	Too vague and open to misinterpretation.	4/24/2016 4:32 PM
5	Again, "more resilient communities" isn't clear. Do you mean " getting communities to do more self-help?"	4/24/2016 4:06 PM
6	working in partnership with the community to achieve resilience and safety	4/20/2016 2:23 PM
7	I am not sure how ESFRS build resilient communities in reality... that is rather a bold statement.	4/19/2016 4:44 PM
8	I'm not sure resilient in the context of a business means much to many people. Why can't this be written in simple English in a way that means something to the reader, like building communities who have the knowledge and resources to be safer.	4/19/2016 4:02 PM
9	Word resilient is not right but the rest of statement i very much like. Perhaps building stronger communities?	4/19/2016 3:35 PM
10	I don't know what you mean by resilient - do you mean stronger communities?	4/19/2016 3:00 PM
11	What does this mean? More smoke alarms? Training for people to act in situations? More information required...	4/18/2016 9:06 PM
12	Public do not understand resilient communities.	4/18/2016 2:22 PM
13	Anything. Pretty much anything would be better.	4/17/2016 9:49 PM
14	I only disagreed because the word "resilient" is not easily understood by some. Plain speak is much more universally accepted. However the concept is good, but possibly not easy to put into practice.	4/16/2016 4:08 PM
15	If this means through education you will be helping others to manage risk and become more self sufficient without the need for response or intervention then yes, but this might not be clear to everyone based on the statement alone	4/15/2016 3:12 PM

16	Absolutely. Our prevention and protection work helps sustainable communities and being tenacious in these austere times is a massive challenge. What is the plan though going forward in how we will being a more resilient community? What are the proposals?	4/15/2016 10:31 AM
17	As we are losing our resilience, the making of misleading statements we all know are not truthful of the real situation. More honesty needed in terminology.	4/15/2016 8:34 AM
18	I'm not sure about resilient - but cannot think of another word	4/14/2016 10:18 AM
19	What does this mean? Very wishy washy	4/14/2016 9:24 AM
20	meaning less statement	4/13/2016 5:49 PM
21	I thought we were there to educate, protect and preserve our communities; providing the information needed to avoid fires and other incidents happening; providing the right resources with the right skills to give protection and to preserve our way of life, thus ensuring the sustainability of our communities and visitors.	4/13/2016 5:05 PM
22	I agree it should but with a business strategy this is very much lead by departments who are customer facing and they may not be appropriately supported by other departments due to where the business is heading, short and longer term , a organisational out put specs and the organisation then aligned to deliver	4/13/2016 4:56 PM
23	How are we going to build a more resilient community - yes we can provide the right services, but we have limited ability to ensure the right facilities and resources are available to the community. How are we going to ensure they have the right infrastructure to support people, we have currently poor connections between local services and accessibility of support in many of our rural communities.	4/13/2016 4:50 PM
24	Are we the ones 'building' resilient communities or do they do it themselves with our support? Implies this is being 'done' to them. Resilient to what?	4/13/2016 4:18 PM
25	I on't think evryone wil understand the phrase 'resilient cmmunities.	4/13/2016 1:57 PM
26	Who dreams up this total shite.	4/12/2016 5:24 PM
27	Comes across to me that you want the public/communities to deal with emergencies on their own and only call the fire sevice as a last resort.	4/12/2016 11:53 AM
28	This a reliant upon the Community to be safe, it is a fact that some members of the community will not address their safety due to many factors e.g. Aging demographic	4/12/2016 11:24 AM
29	This seems unclear by making more resilient communities you must seem to be infering they should be doing the fire fighting rather than yourselves?	4/12/2016 11:08 AM
30	To prevent and put out fires. To rescue people from burning buildings.	4/12/2016 11:06 AM
31	The phrase doesn't use plain english, it will be interesting from thi survey how many people actually understand the meaning of this phrase. I would this this statement would be more suited to a Police service or council.	4/12/2016 9:48 AM
32	not sure exactly what this means	4/12/2016 7:43 AM
33	I agree but can only succeed by supporting emergency medical calls and up skilling firefighters	4/12/2016 6:48 AM
34	It is meaningless from a Fire and Rescue Service - unless the wider system changes, for the better, then how can communities be more resilient?	4/11/2016 7:02 PM
35	Don't understand it.	4/11/2016 4:13 PM
36	I'm not sure what this means - I think it is covered in the first commitment.	4/11/2016 3:54 PM
37	Your priority should be 'investing in more firefighters and resources to help save lives'	4/11/2016 3:19 PM
38	Not your job. Stick to what you do	4/11/2016 3:16 PM
39	don't know what resilient means.	4/11/2016 12:09 PM
40	As previously stated does not mean anything without stating what organisation is actually going to do. Is organisation educating public or are they building houses??? The above statement could mean either.	4/10/2016 9:00 AM
41	I think this needs more explanation , maybe it should be, 'we make communities safer, by eductinon in order to prevent emergencies from happening'	4/8/2016 2:55 PM
42	I'm not sure what this means	4/8/2016 8:34 AM
43	Not really sure what it means. Resilient to what? Fires? RTAs?	4/7/2016 3:42 PM

44	The proposed purpose is clear but not meaningful. I.E. What is meant by 'build' exactly? How will resilience be measured? Where is the commitment to excellence in the word "more"? Should it not be "the most resilient communities achievable"? This should not become a Service Commitment as this is something that we as a Service should ALWAYS achieve, something that the tax-payer should always expect and always be able to rely on. It should be a given, not a 'promise'!	4/6/2016 3:02 PM
45	Many people outside the Services seem to think that resilience is like disease resistance - i.e. is to do with medical immunities! I find it is a word that causes confusion. I had the same dilema earlier today re a proposal for ESFRS input to adult education courses: I came up with "safer living skills" as a working title for the concept.	4/5/2016 5:45 PM
46	Not sure what this means, how it is measured and delivered plus whose responsibility is it? The community or the Service?	4/4/2016 9:43 AM
47	"by contributing to community resilience" The fire service alone cannot 'build more resilient communities' it can only be a small part of the puzzle when the definition of a 'resilient community'.	4/3/2016 12:07 PM
48	No idea what it means. Resilient in what way?	3/31/2016 3:10 PM
49	Correct commitment, wrong wording. Would the general public know what "building more resilient communities" means. Use of the word communities twice sounds a bit clunky Perhaps something along the lines of "by making them more resilient"	3/31/2016 2:49 PM

Q5 How do you think we will achieve this commitment?

Answered: 70   Skipped: 58

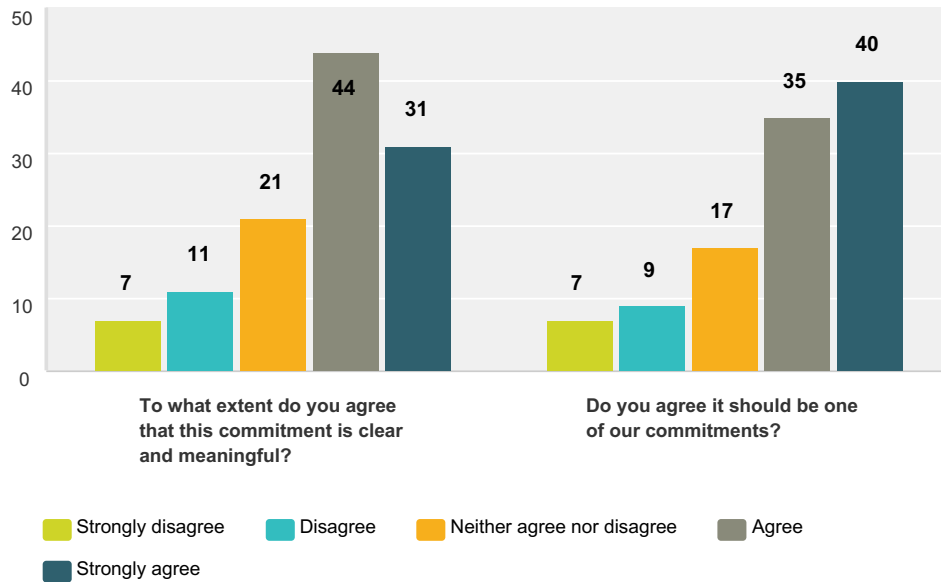| #	Responses	Date
1	I don't know as I am not sure what you are trying to say with the statement.	4/30/2016 7:15 PM
2	Everyone is different. You are serving people & not everyone fits into the same box!	4/29/2016 9:22 PM
3	Educating the public - residents, visitors, businesses in a more proactive way. Working more strategically with a range of partners to deliver joint work with shared outcome. 'Big Society',	4/26/2016 8:39 AM
4	Improve crewing at our On-Call stations	4/25/2016 6:38 PM
5	You cant as it is down to the community to realign itself to be more resilient not the fire service	4/25/2016 11:52 AM
6	Invest in specific resources and not merge with the Police PCC	4/24/2016 8:07 PM
7	as per q3	4/24/2016 6:18 PM
8	Helping individual communities build plans for themselves.	4/24/2016 4:06 PM
9	Greater involvement in prevention arena in all roles	4/24/2016 3:10 PM
10	More information.	4/24/2016 12:36 PM
11	Not sure in present climate. Have serious social crisis so that we rediscover that commitment to our community life.	4/23/2016 3:44 PM
12	continuing our safety partnerships and forging strong links with all members of the community	4/20/2016 2:23 PM
13	education, engagement and qualitative and quantitative results to provide evidence that what we are doing really is changing things	4/19/2016 4:02 PM
14	I am not sure	4/19/2016 3:35 PM
15	If you mean stronger communities then by helping them help themselves - so for example helping them find ways to make roads safer through campaigns or helping them identify those in most need of our help	4/19/2016 3:00 PM
16	Really unsure as the context has not been explained. Training and awareness is important, though more a greater definition is need to make an educated statement on the subject matter.	4/18/2016 9:06 PM
17	See Q3 plus better engagement and communication with communities and other stakeholders	4/18/2016 5:14 PM
18	By ensuring that education is a key part of our delivery strategy.	4/18/2016 4:27 PM
19	Communication to the communities.	4/18/2016 3:40 PM
20	focus more on enforcement and prosecute landlords who dont comply and put people at risk	4/18/2016 2:53 PM
21	As in 3 local first aid and AED input Volunteers working more in the community on regular basis to build relationship with them.	4/18/2016 2:22 PM
22	Has anyone looked up the definition of 'resilient'? How will building resilient communities make them safer?	4/17/2016 9:49 PM
23	Educating people to keep themselves safe and to look out for others	4/17/2016 7:43 PM
24	Even more education to the public	4/16/2016 4:08 PM
25	Continuing with proactive prevention work	4/15/2016 5:35 PM
26	Through prevention initiatives and education working in partnership with other agencies	4/15/2016 3:12 PM
27	Getting the house in order; Enhancing technological solutions; doing far more with our partners in Police/ Ambulance & Environment. The latter is a massive growth opportunity. We can assist the EA in reducing risk of flood impact as we have the assets, we have the latent capacity. It just depends on what the plan and appetite is for changing what we have traditionally done.	4/15/2016 10:31 AM
28	see above.	4/15/2016 8:34 AM
29	education of the communities and the dangers	4/14/2016 5:07 PM

30	do not know what it means	4/14/2016 9:24 AM
31	unable to comment	4/13/2016 5:49 PM
32	As above	4/13/2016 4:56 PM
33	See above	4/13/2016 4:50 PM
34	Empowering communities by providing them with the support and advice to become more resilient.	4/13/2016 4:18 PM
35	As above.	4/13/2016 4:06 PM
36	By attending workshops with community groups about fire safety etc.Training communities to do risk assessments.	4/13/2016 1:57 PM
37	I'm not sure what you mean by a more resilient community, resilient in relation to what?	4/12/2016 9:11 PM
38	Have more meetings.	4/12/2016 5:24 PM
39	I don't understand exactly what is meant by 'more resilient communities'.	4/12/2016 1:37 PM
40	No idea what it means.	4/12/2016 11:53 AM
41	By having 24/7 Community Fire Stations sufficiently crewed with the correct levels of trained and qualified personnel and not being reliant on RDS availability	4/12/2016 11:24 AM
42	By driving in a fire engine to places where there are fires, putting out the fires and rescuing any people in the burning buildings.	4/12/2016 11:06 AM
43	I have no idea - how does the Fire & Rescue service feel it can achieve it's commitments? Why come up with a commitment and then ask the public in a survey how you will achieve it? What a strange approach.	4/12/2016 9:48 AM
44	By making sure the front line fire fighters work and integrate with the local communities but not to the detriment of training.	4/12/2016 9:44 AM
45	Through education for all and extra support for the poor and vulnerable	4/12/2016 9:07 AM
46	unable to comment as not sure exactly what is meant by a resilient community	4/12/2016 7:43 AM
47	See above comments	4/12/2016 6:48 AM
48	increase number of available appiliaces	4/11/2016 8:07 PM
49	You won't!	4/11/2016 7:02 PM
50	Not clear	4/11/2016 3:54 PM
51	The sentence doesn't make any sense - no-one will know what it means. I suspect it means encouraging communities to carry out more voluntary work to save costs. So I don't think you will achieve it.	4/11/2016 3:19 PM
52	You will fail	4/11/2016 3:16 PM
53	dont know	4/11/2016 12:09 PM
54	Information and education	4/10/2016 1:02 PM
55	by getting out and about with roadshows etc	4/8/2016 4:27 PM
56	Education of public and businesses, more prevention work and go back to full schools visits, not just risk based visits.	4/8/2016 2:55 PM
57	Working with others, unless everyone is prepared to share we'll never be able to make communities resilient,	4/7/2016 9:31 PM
58	East Sussex cannot be being made safer by the reduction of operational appliances and operational staff.	4/7/2016 7:39 PM
59	I don't think you can......	4/7/2016 3:42 PM
60	By investment in the core business and less cutting of specific assets	4/7/2016 8:27 AM
61	I believe a more meaningful commitment should be adopted.	4/6/2016 3:02 PM
62	local man power and resources	4/6/2016 11:17 AM
63	We have to teach people to recognise and eliminate or reduce risks in their own and others' environments and practices. More and more partnership working and taking every opportunity to reach and inform people, with the aim of bringing about a cultural shift to safer behaviours and habits.	4/5/2016 5:45 PM
64	By putting systems in place which self-serve in the ability to reinforce resilient communities.	4/5/2016 1:24 PM
65	Don't know	4/4/2016 9:43 AM

66	By actively engaging with the communities prior to and in their time of need and reducing call challenging which filters out some calls that should be attended.	4/3/2016 12:07 PM
67	Ensuring high standards are required in buildings businesses and homes	4/1/2016 7:35 PM
68	Ensure that staff fully engage with local communities and station commanders have the resources and support to make it happen	4/1/2016 3:51 PM
69	I have no idea how we achieve this as I have no idea what it means. More patronising, meaningless words.	4/1/2016 7:47 AM
70	I don't think it is achievable. And how would you measure it?	3/31/2016 3:10 PM

Q6 Our third proposed commitment: We make communities safer "by developing a safe and multi skilled workforce"

Answered: 114   Skipped: 14

#	If you disagree please say what you think it should be?	Date
1	You already have a multi skilled workforce! Each job they go to is different & they have to adapt to whatever they find when they arrive. Also I would think that the rural workforce need some different skills to those on urban stations.	4/29/2016 9:22 PM
2	Again, commitments should be standalone statements, so it would be better to say "We will ensure we have a safe and multi-skilled workforce" - maybe word 'development' in a different way - i.e. that staff will be supported so that they are the best that they can be	4/26/2016 8:39 AM
3	maintaining a strong and flexible team	4/20/2016 2:23 PM
4	"developing' leaves the door open to suggestions as what the current standard is. - Not yet developed (poor?) or mid developed with a end target? I like the word - investing	4/19/2016 3:35 PM
5	We are currently employing the wrong people for front line services. No truthful development programmes in place.	4/18/2016 10:02 AM
6	I am unsure how you mean this! Do you mean that YOU have a multi skilled workforce or that you will develop one in the community???	4/16/2016 4:08 PM
7	Again, this depends on where you look at it from. What is it the organisation want to do? What are the proposals and what do the plans look like? Whilst we have changed and are in a massive state of flux, I don't believe we are bold enough to change into a 21st Century public service (too bold?)	4/15/2016 10:31 AM
8	developing is the first stage - we need to deploy those skilled staff to support our communities, especially the young , old and vulnerable.	4/13/2016 5:05 PM
9	As above	4/13/2016 4:56 PM
10	Commitment to equality is now missing is the organisation suggesting we are job done, no longer need to commit to it or that people don't care? If so they are very wrong.	4/13/2016 4:50 PM
11	Developing implies that we haven't got a safe and multi-skilled workforce at present! Maybe could change it to 'by supporting and developing a safe...'	4/13/2016 4:18 PM
12	Is unclear commitment	4/13/2016 3:46 PM
13	Whatever	4/12/2016 5:24 PM

14	Don't all responsible employers ensure their workforce is safe? What do you mean by 'multi skilled'? "Jack of all trades and master of none"??	4/12/2016 1:37 PM
15	Staff training, a strong recruitment policy and review of working procedures	4/12/2016 11:08 AM
16	I think you need to specific about your commitments - all the proposed commitments are so general, they are effectively meaningless.	4/12/2016 11:06 AM
17	Surely there are other more stronger contenders? making sure vulnerable residents have a working smoke alarm, to reach an emergency within so many minutes, to invest in the correct equipment and locate our services in the communities we serve?	4/12/2016 9:48 AM
18	Hopefully this will not be a case of 'Jack of all trades and master of none'.	4/11/2016 4:27 PM
19	Does this relate to firefighter or the public? I understand what a multi-skilled workforce is - but wouldn't something like 'developing the skills of our staff to better meet new dangers or different type of risks' be more to the point. Not at all sure what you are getting at by a safe workforce.	4/11/2016 4:13 PM
20	This is not something that you should be consulting on. It is the employer's responsibility to train staff.	4/11/2016 3:16 PM
21	Surely communities would be better served by 'competent and well trained and resourced staff'	4/10/2016 9:00 AM
22	How can we develop a safe and skilled workforce when all we are doing is cutting staff and skill sets?	4/7/2016 8:27 AM
23	The proposed purpose is clear but not meaningful. This should not become a Service Commitment as this is something that we as a Service should ALWAYS achieve, something that the tax-payer should always expect and always be able to rely on. It should be a given, not a 'promise'!	4/6/2016 3:02 PM
24	Use "maintaining" - we already have one.	4/5/2016 5:45 PM
25	"by developing and maintaining a safe and competent workforce". Offers no clarity as to what the 'multi skills' are. Is this just a cover up for the service undertaking the roles of other organisations whilst detracting from your primary roles?	4/3/2016 12:07 PM
26	I don't think the second part follows on from the first part.	3/31/2016 3:10 PM
27	Surely this	3/31/2016 2:49 PM

Q7 How do you think we will achieve this commitment?

Answered: 70   Skipped: 58

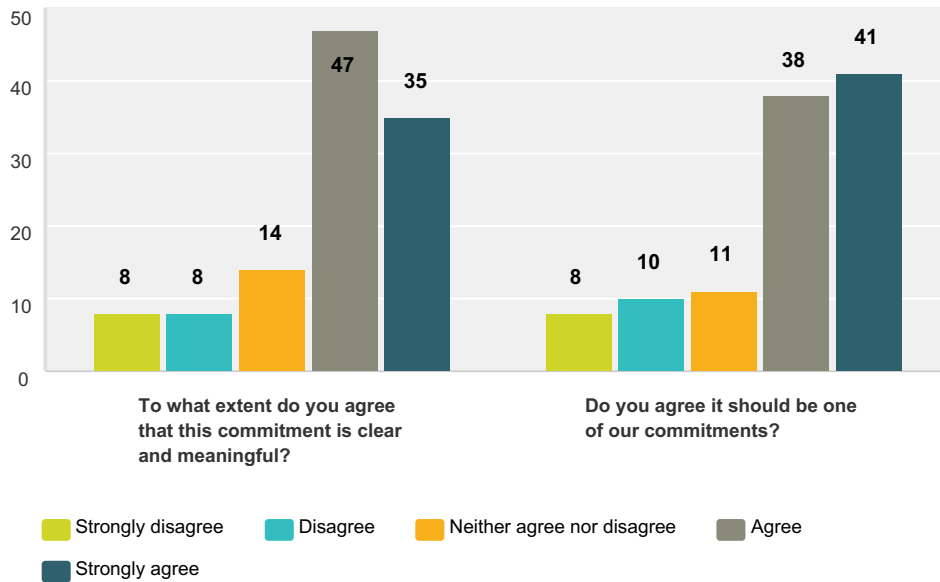| #	Responses	Date
1	By giving staff the recognition they deserve where appropriate, and ensuring they have the tools necessary to do their jobs to their best ability. And as said before, making sure the right people are managing. A bad manager can take good staff and destroy it, causing the best employees to flee and the remainder to lose all motivation. Enough said!	4/30/2016 7:15 PM
2	Not with statistics & computer programmes! Again - discuss problems with station staff who will know what skills are needed in the area they cover.	4/29/2016 9:22 PM
3	Training, including diversification of training (but without watering down existing knowledge). Need to ensure that specialist knowledge is retained and staff don't feel as if they are meant to be jack-of-all-trades and master-of-none.	4/26/2016 8:39 AM
4	Sticking to your core business and not encroaching into other areas to justify existence. Do what you do well.	4/25/2016 8:21 PM
5	Better training at our Training Centre	4/25/2016 6:38 PM
6	Careful recruitment?	4/25/2016 11:52 AM
7	Training	4/24/2016 4:06 PM
8	All as above, including greater level of value of staff that will encourage innovation	4/24/2016 3:10 PM
9	What on earth does a safe and multi skilled workforce mean? I want see FF's available at all times to attend incidents, not a reduced service or staffing levels or turning out from their homes to get to the station. What happens when an appliance is at a medical emergency on behalf of SECAMB and an ESFRS incident comes in?	4/24/2016 12:36 PM
10	Valuing teamwork with training and recruitment opportunities across the diverse community	4/20/2016 2:23 PM
11	I think this something we should expect to have as an emergency service	4/19/2016 4:44 PM
12	training, standadising procedures opportunities to expand horizons, raising our peoples skill sets rather than deskilling them without dated tech and behaviours.	4/19/2016 4:02 PM
13	I do not know	4/19/2016 3:35 PM
14	Invest in the right training for people - don't assume everyone has the same needs and don't give people training just because they ask for it - make sure there is a business need which will benefit the community	4/19/2016 3:00 PM
15	Training. Improving facilities for training. Better software and hardware.	4/18/2016 9:06 PM
16	See q3 and bY having a clearer workforce development strategy	4/18/2016 5:14 PM
17	By ensuring time for training available to all. This includes access to all facilities with the right and best trained staff delivering that training.	4/18/2016 4:27 PM
18	By improving communication and having the resources to train the workforce.	4/18/2016 3:40 PM
19	Improve training relevant to their job	4/18/2016 2:53 PM
20	Devote more time/resources on risk critical training. Do WM need to take spaces on BA OSR?	4/18/2016 2:22 PM
21	Probationary tests.	4/18/2016 10:02 AM
22	By training your staff appropriately, I should think.	4/17/2016 9:49 PM
23	See above	4/16/2016 4:08 PM
24	Investing in the right workforce. Sometimes cuts are a false economy if it erodes your talent base.	4/16/2016 11:52 AM
25	More needs to be done to help achieve this for Green Book staff with a proper PDR system for this staff group	4/15/2016 5:35 PM
26	Through ensuring that the public feel they are getting value for money for the service and staff being able to perform multiple roles and responsibilities	4/15/2016 3:12 PM

27	By the entire workforce having a good understanding of our golden thread. We've had so much change in staff and structure, I believe the organisation has become introverted, taking many members of staff with it, looking after number 1 and, having "its only a job" attitude impacting on the understanding of what we want to achieve and how we will do it. We could learn a lot from Obama's "yes we can" campaign.	4/15/2016 10:31 AM
28	Skilled individuals equals multi skilled workforce. Not multi skilled staff as it dilutes the specialised skill of the individual	4/14/2016 5:07 PM
29	invest in training and development	4/14/2016 9:24 AM
30	Do we not already have a safe and multi-skilled workforce? What additional specifics are required?	4/13/2016 5:49 PM
31	Engagement with all sectors of the community, targetting of resources at vulnerable groups.	4/13/2016 5:05 PM
32	As above	4/13/2016 4:56 PM
33	Providing support and training, having clear policies and procedures on safe working, identifying what skills are needed etc.	4/13/2016 4:18 PM
34	As above.	4/13/2016 4:06 PM
35	Better training. Changes to job descriptions to give staff a wider role.	4/13/2016 1:57 PM
36	I'm not sure that the community cares about whether you are multi skilled just that you can do the job that they call on you to do.	4/12/2016 9:11 PM
37	You can't make communities safer.	4/12/2016 5:24 PM
38	training and investment on front line staff	4/12/2016 2:24 PM
39	Employees' safety should be a priority. Ongoing training and personal development will help develop a multi skilled workforce.	4/12/2016 1:37 PM
40	By ensuring the funds the FRS have available is directed to the front line, by being SMARTER in the way in which services, goods and contracts are agreed and overseen and most importantly of all ensuring your staff have the the means to carry out their duties safely and with the training and resources in place	4/12/2016 11:24 AM
41	n/a	4/12/2016 11:06 AM
42	As per Q5, in addition training, establishing a culture of change and colleagues being aware of their purpose and responsibilities.	4/12/2016 9:48 AM
43	Once again this is good as long as it does not affect the training of the fire fighters.	4/12/2016 9:44 AM
44	by offering a service with skills of such a high level that no one else can offer	4/12/2016 9:07 AM
45	adequate training, monitoring and staffing levels	4/12/2016 7:43 AM
46	See above	4/12/2016 6:48 AM
47	increased training	4/11/2016 8:07 PM
48	More investment.	4/11/2016 7:02 PM
49	Ensuring employees continue to meet the required standard and new employees are well trained and supported.	4/11/2016 3:54 PM
50	I don't know because your wording is simply jargon that makes no sense to anyone	4/11/2016 3:19 PM
51	Insufficient information to understand your staff training plan	4/11/2016 3:16 PM
52	More commitment to quality training and equipment.	4/10/2016 1:02 PM
53	By recruiting, training, resourcing correctly in the future.	4/10/2016 9:00 AM
54	all esfrs training to cover multi-tasking modules	4/8/2016 4:27 PM
55	making sure operational staff have the skills and knowledge to do their job. Have the right technology to support them in terms of the information they need at an incident. Move staff around more so quieter stations get chance to work at busy stations.	4/8/2016 2:55 PM
56	De elope your people, listen to your workforce, they are the biggest asset without them you are nothing, just adds on a page, fire stations are the key!	4/7/2016 9:31 PM
57	It might be a commitment on a wish list, but is it actually a true, or just paying lip service to the ideal	4/7/2016 7:39 PM
58	Not sure what is meant by a safe workforce - surely this is a given. What organisation would develop an unsafe workforce?	4/7/2016 3:42 PM

59	We won't if we keep making people redundant and not investing in the skills we need - rather than the extra skills for those in power!	4/7/2016 8:27 AM
60	I believe a more meaningful commitment should be adopted.	4/6/2016 3:02 PM
61	local workforce and resources and sharing info of managing fire risks generally in the community	4/6/2016 11:17 AM
62	Stop making everyone in the workforce - all of us out here working in the Boroughs - feel that HQ is playing a chess game in which we are no more than pawns to be shunted around and sacrificed. Think of us as people, find out how multi-skilled we really are and try to make us feel valued rather than taken for granted and demoralised.	4/5/2016 5:45 PM
63	It is clear that moving forward there will have to be a multi-skilled workforce to maintain the expected standards from the general public.	4/5/2016 1:24 PM
64	You won't achieve it without a full commitment and funding to fully train and maintain additional skills rather than paying lip service to them. eg IEC	4/3/2016 12:07 PM
65	Maintaining sufficient numbers of staff who are trained or training to cover community needs	4/1/2016 7:35 PM
66	More investment in training and IT solutions, I pads or tablets for all Managers so as to train and work more flexibly, attract sponsors from local businesses. invest in more e learning	4/1/2016 3:51 PM
67	More investment in training and up skill our staff to serve the communities by co responding with SECAMB	4/1/2016 12:20 PM
68	Encouraging staff to progress and developing those who show promise	4/1/2016 10:02 AM
69	We won't. We will end up with the ultimate 'Jack of all trades, master of none' workforce who's base skill set is already and continually weakening as demonstrated by OSR failures.	4/1/2016 7:47 AM
70	Improve health and safety; improve training.	3/31/2016 3:10 PM

Q8 Our fourth proposed commitment: We make communities safer "by making best use of our resources"

Answered: 112   Skipped: 16

Legend:
- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

#	If you disagree, please say what you think it should be.	Date
1	Maybe instead "We will make the most effective use of our resources". Don't use "efficient" as this implies financial implications. Obviously there is a financial constraint to all that we do but it's better to make 'effective' use of our resources (within available budget) as opposed making the most 'efficient' use (within available budget)	4/26/2016 8:39 AM
2	Keep the community stations!	4/25/2016 7:54 PM
3	One assumes that you are doing that anyway.	4/24/2016 4:32 PM
4	Have a properly funded and audited programme of training.	4/23/2016 3:44 PM
5	Engaging with the community to direct resources efficiently	4/20/2016 2:23 PM
6	define resources, as with all of the commitments what does it mean to me as a member of this community. Resources can be anything in business, and who decides what the best use of them is, is that money spent, longevity etc etc.	4/19/2016 4:02 PM
7	I feel it might give the impression of a poor service. - being able to do the best we can under pressure/lack of funding/ Should be more positive, perhaps....using the best possible resources?	4/19/2016 3:35 PM
8	Generally agreed, and I don't think we do.	4/15/2016 10:31 AM
9	Yes address the first 3 with honest thinking.	4/15/2016 8:34 AM
10	I think the word 'our' needs to come out - we need to indicate a broader multi-agency approach - we have the skills but not always the staff or the money - but we may know someone who can deliver our message with our support or training.	4/13/2016 5:05 PM
11	As above	4/13/2016 4:56 PM
12	If we are not using our resources to the best of our ability then we should be held accountable anyway.	4/13/2016 4:50 PM
13	You should be making best use of your resources all the time.	4/12/2016 5:24 PM
14	it always been the case that the resources have been well used to the and for the best results why push something that's obvious	4/12/2016 2:24 PM
15	Looks to me that your not going to get any new resources so you will have to make best use of what you've got left.	4/12/2016 11:53 AM

16	This seems to infer a "make do with what we got" culture - resources should be used to identify possible problems or snag points so that they are accounted for - rather than "Learning after the event" ideaology which may mean its too late where peoples lives are concerned.	4/12/2016 11:08 AM
17	Of course every organisation wants to make the best uses of their resources - making it a commitment doesn't mean anything. It's like someone specifying they want their pizza to taste tasty.	4/12/2016 11:06 AM
18	Continually monitoring and assessing our service to make the best use of our resources.	4/12/2016 9:48 AM
19	All public services should be making best use of their resources. 'By developing and articulating a clear view on how we should best focus our resources', might be better.	4/11/2016 4:13 PM
20	Every public service should make the best use of resources. It should be taken as read and not need a commitment.	4/11/2016 3:16 PM
21	Should be making efficient and safe use of our resources.	4/10/2016 9:00 AM
22	The proposed purpose is clear but not meaningful. I.E. What is meant by 'best use' exactly? How will this be measured? Where is the commitment to excellence in the word "best"? Should it not be "the use of our resources will be unsurpassed"? This should not become a Service Commitment as this is something that we as a Service should ALWAYS achieve, something that the tax-payer should always expect and always be able to rely on. It should be a given, not a 'promise'!	4/6/2016 3:02 PM
23	As a public statement this seems unnecessary - i.e. shame on us if the Service were not "making best use of its resources". Its best resources are its staff - see above.	4/5/2016 5:45 PM
24	Needs a clearer explanation of "what" and "how"	4/4/2016 9:43 AM
25	"by making best use of our available resources" Proposal offers no clarity to the public who can see a resource but are unaware that it is not available. Totally misleading.	4/3/2016 12:07 PM
26	The Service needs to think smarter and think seriously about setting up commercial services. Take our completely outdated commercial dept and its course, which hasn`t changed for at least a decade. I recently attended a conference in West Mids and their commercial training is huge, disabled access training, evac chair training, practical risk assessmemt training, the list goes on... Why are we sending people to FSC when we could do the same course here and we could be the live fire training centre for the South. Set up commercial wings to earn money!!	4/1/2016 12:20 PM
27	We cannot guarantee the availability of all resources but will make the best use of those resources available to us	4/1/2016 7:47 AM
28	Why does making best use of our resources make anyone safer?	3/31/2016 3:10 PM
29	"making best use of our resources" sounds a bit stiff and "corporate". Would the public and partners respond more to something like "by spending public money wisely" We all know that money is but resources sound a bit wooly.	3/31/2016 2:49 PM

Q9 How do you think we will achieve this commitment?

Answered: 67   Skipped: 61

#	Responses	Date
1	By making sure we have the necessary resources to do the job. We can only spread things so far.	4/30/2016 7:15 PM
2	I believe that 'the hierarchy' of most organisations are out of touch with their staff because they rely on computers and statistics so I think you should be making the best PRACTICAL use of your resources. These days most Admin departments appear to be 'top heavy' & cost a lot in salaries etc.	4/29/2016 9:22 PM
3	With clear, unified leadership and strategic direction. Policies need to be coherent and better linked together with a wider, multi-agency sharing of vision, intelligence and comprehensive understanding of local community needs.	4/26/2016 8:39 AM
4	Tailor resources more to demand and not just to risk (in keeping with the models used by Police and Ambulance Services). Look again at the need for so many day crewed stations when demand does not support this system over retained cover.	4/25/2016 8:21 PM
5	More involvement with SECAM by doing Co - Responding	4/25/2016 6:38 PM
6	Remove some of the bureaucracy and management layers	4/25/2016 11:52 AM
7	Wider partnership engagement	4/24/2016 3:10 PM
8	???	4/23/2016 3:44 PM
9	Use of technology to streamline targeting the most vulnerable in our communities to lower risk and free up resources.	4/20/2016 2:23 PM
10	By better workforce planning and organisational development	4/19/2016 4:44 PM
11	finances being held account to our council tax payers, targets	4/19/2016 4:02 PM
12	I do not know	4/19/2016 3:35 PM
13	Cut back on the pet projects people have a concentrate on core issues we can deliver on Get staff to take full responsibility for their own actions and hold them to account Better performance management to get rid of those who are failing to deliver	4/19/2016 3:00 PM
14	Get the pump back in the city to give the required resources for a large and growing population. Place a West Sussex pump at Hove, shut Shoreham, and start shared working.	4/18/2016 9:06 PM
15	See previous answers	4/18/2016 5:14 PM
16	By ensuring the right number of firefighters in the right place at the right time to be able to respond to incidents meeting our targets.	4/18/2016 4:27 PM
17	Communication must be a priority rather than resources.	4/18/2016 3:40 PM
18	dont make all savings that cut frontline services	4/18/2016 2:53 PM
19	Look at local needs, each station area to tackle highest priority. Putting a pump in a town center to get HSVs is not best use of resource but managers are adamant it is.	4/18/2016 2:22 PM
20	By using fire engines to put out fires. Sorry, but it's difficult not to be sarcastic.	4/17/2016 9:49 PM
21	As you have been with more public education	4/16/2016 4:08 PM
22	I raised this in comment 2 above without reading this part of the survey first. Great minds think alike.	4/15/2016 5:35 PM
23	By looking at partnership opportunities and interoperability with other blue light and local authority services	4/15/2016 3:12 PM
24	Using our staff - home grown and invested in up until recent years.	4/15/2016 10:31 AM
25	As long as you maintain the resources you have and not take away what is already there	4/14/2016 5:07 PM
26	consult with staff to achieve this not by making the situation worse	4/14/2016 9:24 AM
27	Do away with tasks not relevant to fire, flood and rescue. Do away with unnecessary multiple management levels Privatize the service	4/13/2016 5:49 PM
28	Multi-agency approach - it's too big for just us, and too important to get wrong.	4/13/2016 5:05 PM

| 29	As above	4/13/2016 4:56 PM
30	Where to start? Ideas too numerous to mention but including agile working, listening to staff concerns and acting on them, monitoring and evaluating the work we do so we know if we are achieving our targets,	4/13/2016 4:18 PM
31	This is very important, we need to get better returns from our resources in regards to levels of efficiency.	4/13/2016 4:06 PM
32	Efficiency savings plans each year	4/13/2016 1:57 PM
33	Use downtime more wisely, be visible in communities, be involved in educating.	4/12/2016 9:11 PM
34	Of course not	4/12/2016 5:24 PM
35	Excellent communication/consultation between management and front line staff to determine where/how resources can be best utilised.	4/12/2016 1:37 PM
36	Sounds like fire service personnel are going to get a lot more responsibilites other that responding to emergencies.	4/12/2016 11:53 AM
37	By being SMARTER in the use of the resources, not being reliant on RDS who can not provide 24/7 cover in comparison to a Wholetime FRS	4/12/2016 11:24 AM
38	n/a	4/12/2016 11:06 AM
39	As Q5 but also to recruit a dynamic management team who will lead, inspire and bring creative solutions to uncertain funding/budget streams.	4/12/2016 9:48 AM
40	By making sure you are getting value for money from more of the rural fire stations, using them if they are around to work in the community etc	4/12/2016 9:44 AM
41	dont know	4/12/2016 9:07 AM
42	constant monitoring and liaising with other fire stations	4/12/2016 7:43 AM
43	See above	4/12/2016 6:48 AM
44	In a time of cuts, you will not achieve it.	4/11/2016 7:02 PM
45	Having sufficient people, but also planning rotas to ensure optimum cover.	4/11/2016 3:54 PM
46	I hope by investing more in your staff and resources	4/11/2016 3:19 PM
47	poorly, if you feel the need to make it a commitment	4/11/2016 3:16 PM
48	by cutting resources to save money	4/11/2016 12:09 PM
49	Less office based civilian staff and senior officers.	4/10/2016 1:02 PM
50	It is not sufficient to make best use of resources, there needs to be the correct level of resources. That is what an IRMP is supposed to look at 'the risk' and then determine the amount of response etc required to mitigate the risk to the communities.	4/10/2016 9:00 AM
51	by not cutting back and using natural end of service for redundancies, whilst retaining experience	4/8/2016 4:27 PM
52	Better management of finances by managers. Every new initiative/ project should be fully costed and monitored against.Costs should be attributed to every activity so we can see the value of doing one thing against another. more costs benefit analysis and evaluation.	4/8/2016 2:55 PM
53	Be brave listen to ideas and involve your people!! Be open and honest,	4/7/2016 9:31 PM
54	Fight collectively for better resources. We all know the ploys to show a call reduction by call filtering and challenging. Show reduction and then cut operational appliances.	4/7/2016 7:39 PM
55	By constantly reviewing resource management and performance.	4/7/2016 3:42 PM
56	We really need to look at our resources and ensure that we are making the best use of them - I doubt that at present we are!	4/7/2016 8:27 AM
57	I believe a more meaningful commitment should be adopted.	4/6/2016 3:02 PM
58	Justifying your budgets	4/6/2016 11:17 AM
59	Talk - and listen - to the people who stay prepared to put their lives on the line, and those of us who meet the public, on a daily basis. When someone goes to the trouble to submit a Staff Suggestion, consider meeting them to talk about it before rejecting it on the basis of one email.	4/5/2016 5:45 PM

60	Resources should be used wisely in a bid to ensure and maximise good use of taxpayers money.	4/5/2016 1:24 PM
61	Effective internal and external resource teamwork	4/4/2016 9:43 AM
62	You won't. Again these are just meaningless words designed to cover up shortcomings in service resilience.	4/3/2016 12:07 PM
63	Using new technologies to enhance ability of staff to meet demand and potential dangers and not as an excuse to cut staff	4/1/2016 7:35 PM
64	Robust performance management get rid of people who do the bare minimum to get by and reward those who are committed	4/1/2016 3:51 PM
65	See above	4/1/2016 12:20 PM
66	We won't. It fails to provide and honesty regarding the availability of those resources	4/1/2016 7:47 AM
67	Spending less.	3/31/2016 3:10 PM

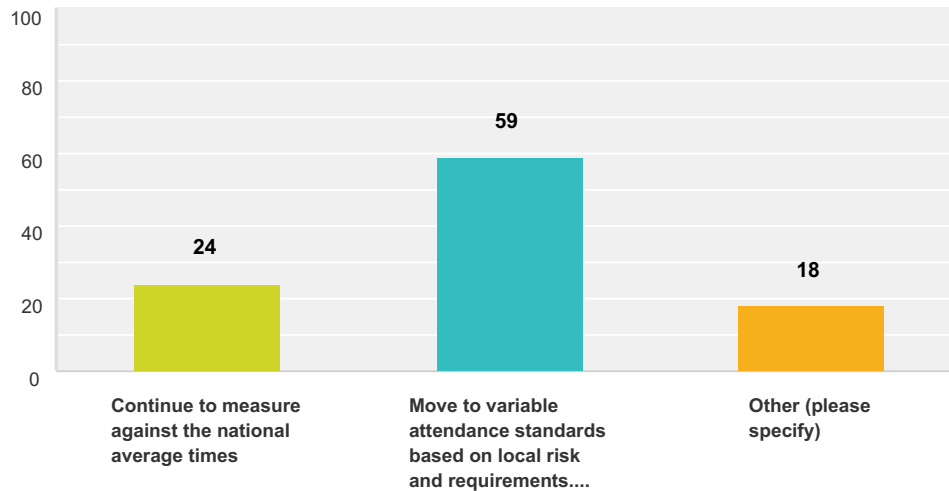## Q10 To what extent do you agree or disagree with the proposal to review service-wide attendance standards?

Answered: 108 Skipped: 20
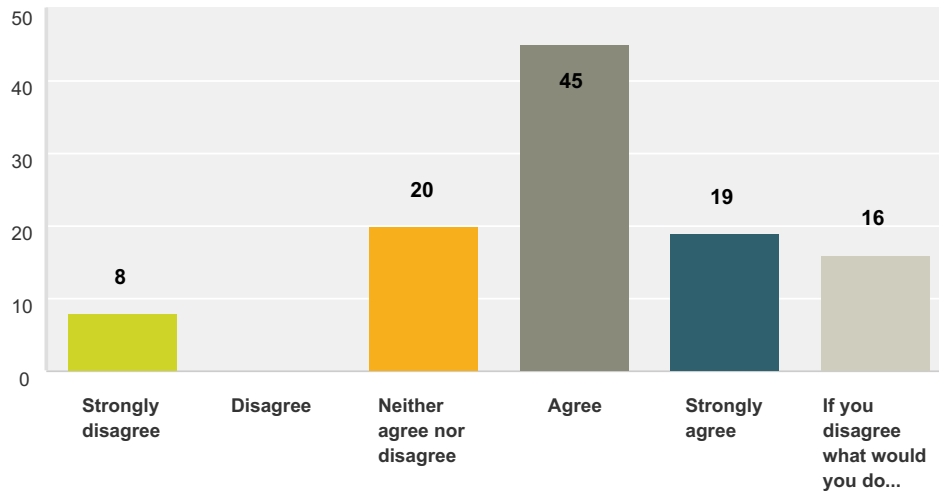
#	If you disagree with the proposal please explain why and say what you would do instead	Date
1	Again statistics are used in this proposal too. By all means keep tabs on too many appliances attending but this would be a Control Centre problem wouldn't it? As long as there is the MANPOWER for ONE appliance instead of TWO (pro rata for larger incidents) there shouldn't be a problem.	4/29/2016 9:36 PM
2	How can you merge times from the city and compare to rural areas like Heathfield	4/24/2016 8:09 PM
3	"review" in this financial climate ultimately means reducing standards while pretending that they are not affected.	4/23/2016 3:45 PM
4	A fire is a fire. You don't want to wait any longer for an appliance to turn up in the country than in the town, no matter what the life risk.	4/20/2016 2:26 PM
5	It should be clear if this is increasing the standard or reducing it? This sounds misleading as it will be the moving of goal posts time wise based on cuts agenda.	4/15/2016 8:40 AM
6	Disagree if this just to reduce the attendance standard at the expense of the Service we deliver to the public	4/14/2016 9:26 AM
7	This will mean in reality downgrading attendance standards	4/13/2016 5:51 PM
8	I agree in principle, but we must be careful that the lower urban response times don't skew the figures for more rural locations. We all pay approximately the same council tax but some get a quicker service.	4/13/2016 5:10 PM
9	This will lead to slower attendance times and may lead to an increase to those KSI	4/12/2016 11:29 AM
10	I don't feel the above statement has been provided in plain english, therefore I don't have the understanding of the issue to be able to comment.	4/12/2016 9:50 AM
11	The public want to see a fast response to domestic incidents whether false alarm or not . They want to see a return for their council tax.	4/12/2016 6:52 AM
12	Fully fund a service, and thereby have the highest possible standard.	4/11/2016 7:03 PM
13	You should be judged against national standards.	4/11/2016 3:19 PM
14	I will never agree to increasing attendance times! We need to understand that ruralitiy is real and people die the further away they are from all the services!	4/7/2016 9:34 PM
15	Stand alone and aim for the best, not hide behind national statistics to say that there are others worse off than ESFRS	4/7/2016 7:41 PM
16	It depends if it`s hidden behind being the` best for our communities` or just to cut through an already depleted service. Be honest	4/1/2016 12:22 PM

Q11 If you think we should change the way we measure our attendance standards, how do you think we should do it?

Answered: 101   Skipped: 27

#	Other (please specify)	Date
1	I think it would be interesting for the public to know the average time it will take for an appliance to reach them, so locally set standards would be beneficial. However, I think it might be worth looking at, say, all incidents of a particular type across the Service Area and using this as a benchmark/upper limit % and then to report against that on a more local basis. For example: calculate average time taken to reach majority of dwelling fire across Service area e.g. 95% of dwelling fires are attended within 15 minutes. Should also consider % of dwelling fires that a station attends in proportion to the total incidents it attends. E.g. if 90% of Station A's calls turn out to be RTCs but only 10% of Station B's calls are RTCs, then more scrutiny should take place for station A - in terms of reducing attendance times but also looking at ways to reduce the risk.	4/26/2016 8:52 AM
2	Faster turn out from what I see some time at Preston park fire station there no real urgency to get on the road for a 999 call	4/22/2016 11:56 AM
3	By risk bit only by urban or rural but by premises and/or site profile.	4/21/2016 1:12 PM
4	Whatever we do the standards we adopt need to be understandable to our community and other stakeholders and realistic. It would be helpful to understand what is appropriate balance between risk and resources, and what approach other authorities have adopted.	4/18/2016 5:18 PM
5	Measure against our historical standard.	4/15/2016 8:40 AM
6	improve attendance time in the rural areas	4/13/2016 5:51 PM
7	Second option is right for bench-marking our response times, then we need to look at improving the worst performance.	4/13/2016 5:10 PM
8	Measure response times of course but invoice or even prosecure individuals that call out the fire service inappropriately of for stupid reasons.	4/12/2016 11:55 AM
9	There should be no distinction between those in Rural and Urban areas if this is the case then you are placing those in a Rural location at a disadvantage just because of their location and economic status!	4/12/2016 11:29 AM
10	Local not national - Brighton has traffic problems and parking issues which would effect the call out response time. If this is highlighted at a local level this may force change concening these localised issues.	4/12/2016 11:11 AM
11	I'm not clear from the above what's being proposed.	4/12/2016 11:09 AM

12	The idea that you change to a local risk assessment on local needs is simply missing the fundamental point raised earlier that simply " public want a fast affective response by fire service.forefighters are more and more waiting for calls ie. roe dean calls at lowest level ever and they may as well be going to calls than waiting !?!? Simply paying for diesel to go to jobs	4/12/2016 6:52 AM
13	See above.	4/11/2016 7:03 PM
14	It is important that what ever you do ESFRS can be bench marked against how other fire services are performing elsewhere in the country.	4/11/2016 4:15 PM
15	Every fire call should be treated as an emergency call,its not a false alarm until a crew is on scene to verify it.	4/10/2016 1:13 PM
16	We must measure against national standards, if the national standards are wrong then this must be highlighted at a national level.	4/10/2016 9:05 AM
17	Distance between station and incident is a huge variable - especially in rural areas, also heavy traffic is a big factor; therefore, perhaps a weighted average can be factored in for each response.	4/4/2016 9:48 AM
18	improve our attendance times across East Sussex and not be content with the national average	4/1/2016 3:55 PM

Your Service - Your Voice

Q12 Do you have suggestions for how we should use this resource in order to maximise efficiency, productivity and effectiveness?

Answered: 66   Skipped: 62

#	Responses	Date
1	I would think that general maintenance of appliances is done anyway. Drill practice & Topography are two ideas.	4/29/2016 9:56 PM
2	Ensure training is sufficient for existing expertise. I think a broadening of operational experience in partnership with other emergency/civil services would be more appropriate rather than an increase in traditional community safety. This is because the training required to perform additional duties will be less (as firefighters are half-way there already with existing training) - and traditional CFS work can be developed by other means using volunteers etc.	4/26/2016 8:59 AM
3	Moved to more retained crewing systems as many other parts of Europe have in place.	4/25/2016 8:25 PM
4	School and fete attendance, community engagement showing how fire extinguishers work, visiting care homes etc	4/25/2016 7:57 PM
5	Better use use of WDS to cover shortages of RDS Appliances	4/25/2016 6:38 PM
6	adjust pay to lower rates when on standby and higher rates when on active duty	4/25/2016 11:54 AM
7	Use the down time for training and looking for risks proactively	4/24/2016 6:21 PM
8	Education Fire and accident preventio. NOT SENDING A FIRE ENGINE TO PUT UP A SMOKE ALARM	4/24/2016 4:40 PM
9	Training, risk familiarisation and prevention work, tailored to local risk profile	4/24/2016 3:14 PM
10	balancing current operational call outs with the various community and business initiatives you undertake.	4/23/2016 3:48 PM
11	continue to promote home safety visits and other engagements within the community to continue to get the message across of the importance of having and regularly checking smoke detectors in the domestic environment.	4/21/2016 1:19 PM
12	No, I think the ff's are resting ready to respond to an emergency situation that may require hours of physical exertion.	4/20/2016 2:30 PM
13	There are many ways we could be engaging with the community more, offering training and education on station would be just one option. There is a culture in our service that firefighters do not see some of this engagement and certainly a lot of the associated paper work as 'what they signed up for' there needs to be a shift in understanding and management expectation so that community safety and prevention is the bulk of the work.	4/19/2016 4:10 PM
14	Working more to educate people about road safety - this seems to be an area where more and more people are being hurt or killed and we could do more.	4/19/2016 3:02 PM
15	The current system, although old, has a proven track record of success. Probably best left alone. Services who have tampered with their Wholetime and retained resources have increased the turnout times and people have died. See press for details.	4/18/2016 9:15 PM
16	Train us to attend wider variety of incidents - for example Respond to Red 1 Ambulance calls, rope rescue for all calls.	4/18/2016 4:30 PM
17	No	4/18/2016 3:42 PM
18	Maintain 24-hour staffing; use the time for training when call numbers are low.	4/17/2016 9:52 PM
19	No, but don't take them away from standing by!!!	4/16/2016 4:14 PM
20	In community work - building up knowledge and awareness of safety among villages and neighbourhoods.	4/16/2016 11:55 AM
21	Existing staff could become greater involved in partnership working and building stronger links within the community, for example attending public events outside of normal hours, e.g.evening events. As long as crews are adequately rested and ready for duty. This may already be commonplace within the Service however it f it is, it is not visible to all.	4/15/2016 5:45 PM
22	I believe that the service should staff stations based on demand rather than risk. I cannot think of many round the clock services that are required to be provided that would justify the need for staffing for risk	4/15/2016 3:24 PM
23	Assisting other agencies, training, training, training.	4/15/2016 10:38 AM
24	The most serious incidents happen during the sleeping hours overnight. This 4 recent fire deaths that occurred in hastings all at night. Please do not cut resources at night. If anything do the opposite.	4/15/2016 8:50 AM

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25	use the spare time to promote safety.	4/14/2016 5:15 PM
26	Community safety activities	4/14/2016 11:42 AM
27	much more emphasis on training and delivery of all internal maintenance and refurbishment of buildings, equipment, and vehicles.	4/13/2016 5:54 PM
28	Collaboration with both other emergency services, local government and voluntary sector. Targeted low risk response vehicles.	4/13/2016 5:21 PM
29	Look at varying levels of availability - we may need 4 pumps in the city, but how often are all four needed for an instant response? Longer term - what about retained staff at wholetime stations?	4/13/2016 5:16 PM
30	Fire safety awareness talks, online training, agile working	4/13/2016 5:03 PM
31	Are there other tasks crews could be doing on station or in the local community whilst still being able to respond should a call come in? Sorry, not enough knowledge to have any suggestions!	4/13/2016 4:27 PM
32	Providing responses to certain medical emergencies.	4/13/2016 4:13 PM
33	Business Safety, HSV, community and school engagement	4/13/2016 3:49 PM
34	Perhaps making visits to elderly/disabled residents to check fire safety measures. In particular can all elderly residents hear their fire alarm?	4/13/2016 2:02 PM
35	Be out and visible. Other emergency services are also facing reductions and whilst you may not be able to do their job if there is any emergency vehicle present in an area it is likely to prevent incidents of varying types.	4/12/2016 9:14 PM
36	As I said earlier - looks like fire personnel are about to get a load more jobs/responsibilities other than dealing with emrgencies.	4/12/2016 11:59 AM
37	This has been an issue that has not been effectively resolved as there is a believe that during periods of inactivity it is a waste of resources, you can not train effect my in the silent hours, CFS will not be acceptable to the public due to the hours involved. There must be an acceptance that there will be times when nothing can be achieved due to public no-compliance - RTC reduction engagement with drivers who maybe under the influence	4/12/2016 11:50 AM
38	Look at surplus capacity down times for a revision of working procedures and ideas on how to improve service delivery.	4/12/2016 11:12 AM
39	Continue with the projects carried out to engage with young offenders who are at risk of offending and potentially causing deliberate fires. For the service to work with the Police and Health Service to identify areas where they maybe able to assist.	4/12/2016 9:53 AM
40	As mentioned earlier using the more rural stations more affectively in community events etc if not think about relocating them to cover bigger areas.	4/12/2016 9:50 AM
41	Yes service must modernise further . It has on the peripheral but it needs fundamental change . Up skill officers to respond to grade 2 lower level medical emergencies and ultimately get rid of fire safety dep and up skill officers to do it instead.	4/12/2016 6:56 AM
42	No - see above.	4/11/2016 7:04 PM
43	Educational/ information giving meetings/discussion groups for businesses, home owners and tenants in Local Authority/Housing Association accommodation. Held separately for groups of people from each section. To be held at different times of the day so that people who work may also attend. I think it is important for tenants meetings to also be attended by representatives of the Local Authority or Housing Association.	4/11/2016 4:34 PM
44	Is it worth re-assessing the type of vehicles that are used and the size of the crews. If more incidents are RTCs than fires for example, might it be sensible to have 2 people on duty 24-hours a day and use smaller more responsive vehicles rather than fire engines (with others on call-out from home if needed). Any review like this should be made inconjunction with fire and police who also respond to RTCs.	4/11/2016 4:24 PM
45	Visiting schools to encourage those who might want to join the profession. Continuing to offer advice and help with smoke detectors to the public.	4/11/2016 3:59 PM
46	This is impossible to answer because the sentence is in jargon and confusing. People cannot be consulted unless they know what they are being consulted on.	4/11/2016 3:25 PM
47	The fire service is like an insurance policy. We need you there when needed - not overly worried about getting firecrew doing other things.	4/11/2016 3:22 PM
48	Fire fighters should be multi-skilled and attend non fire emergencies ie medical as in the USA	4/11/2016 12:12 PM
49	More pro active in school/community centre visits,hydrants,smoke alarm fitting etc etc.	4/10/2016 1:20 PM

50	This time should be used for training, educating, debriefing, learning and resting. A tired workforce is an ineffective workforce. Our response must always be based on risk and outcome and never of likelihood.	4/10/2016 9:10 AM
51	as previously stated, show the fire service in the public eye more with the use of roadshows or something similar	4/8/2016 4:30 PM
52	More home safety visits/ educational school visits and visits to commercial premises to check the layout which will help the safety of staff if we every respond to an incident there.	4/8/2016 3:04 PM
53	Take on other services, meals on wheels, emergency repairs, access during bad weather sand bags, medical deliveries, medical response	4/7/2016 9:37 PM
54	More realistic training, fire safety in the community and local knowledge and expertise gained on the station ground.	4/7/2016 7:44 PM
55	No	4/7/2016 3:50 PM
56	I fail to see how we have time to do other duties - the reduction of crewing and subsequent investment in RDS fails to give extra time - crews are already striving to achieve unrealistic targets	4/7/2016 8:30 AM
57	On wholetime stations; remove the beds, introduce a 'wakeful watch', change shift patterns from 1x 9 hr day & 1 x 15 hr night to 2 x 12 hr shifts, undertake staff training on night shifts, undertake community safety and project work on day shifts.	4/6/2016 3:14 PM
58	internal knowlege of your skills is the best knowledge... (not the advice of onlookers)	4/6/2016 11:30 AM
59	Some regular community engagement. Appliances attract crowds. Great PR for Service + people respect - therefore will listen to - firefighters. Base in town centres, outside leisure centres, supermarket car parks, near fast-ffod outlets, etc. for an hour or so at peak times of day/evening to talk to passers-by briefly with advice (+leaflets?) re topical home fire, road and water safety matters.	4/5/2016 6:16 PM
60	Fire prevention education during very local school hours. On line training for service related qualifications, plus a choice of external topics eg. languages	4/4/2016 9:54 AM
61	No. I want and pay for my fire service to be available to respond 24 hours a day irrespective of statistical data based on historical events.	4/3/2016 12:19 PM
62	You should not put lives at risk by reducing staff numbers / if this means that there are times when staff are just on stand by then so be it	4/1/2016 7:39 PM
63	Use Fire Fighters to attend red1 calls for medical emergencies but not get involved with police duties other than specialist support roles such as body recovery etc	4/1/2016 4:01 PM
64	Co - responding with SECAMB	4/1/2016 12:23 PM
65	Introduce a more flexible send home policy when crewing is over. make cover moves for crewing a mandatory requirement when stations are low	4/1/2016 10:05 AM
66	Carry out more training at stations.	3/31/2016 3:16 PM

Q13 Do you have suggestions for how we should use this resource in order to maximise efficiency, productivity and effectiveness?

Answered: 59   Skipped: 69

#	Responses	Date
1	Do they have to be regularly available for a certain number of hours or do they choose as & when?	4/29/2016 9:56 PM
2	I don't think we should call them volunteers. Yes, they are volunteering to work for ESFRS, but they should be re-branded to make them feel part of the ESFRS community. They are 'advocates'. Use them for more CFS type work, engaging with their local communities, with tie-ins to other volunteering groups etc. Allow boroughs the power to manage local resources.	4/26/2016 8:59 AM
3	Fire safety visits Schools liaison Public engagement	4/25/2016 8:25 PM
4	Attend Medical Emergencies in local communities	4/25/2016 6:38 PM
5	Should not be reliant on volunteers but employ them on a paid basis	4/25/2016 11:54 AM
6	Education for the public	4/24/2016 8:10 PM
7	Don't use it - instead use proper paid and trained resources	4/24/2016 6:21 PM
8	I don't know enouigh about the volunteer schemes to judge. But education and administration sound favourite	4/24/2016 4:40 PM
9	Use them in your "making communities more resilient" idea.	4/24/2016 4:10 PM
10	All as above	4/24/2016 3:14 PM
11	don't know enough about set up to comment usefully.	4/23/2016 3:48 PM
12	understanding what roles volunteers can be sufficiently trained in carrying out, and understanding the strict boundaries/ service policies within which volunteers are to carry out any roles assigned to them. Not to just use them to replace roles where paid members of staff should be in employed bearing in mind lack of commitment which is inherent with volunteers generally.	4/21/2016 1:19 PM
13	Ask the volunteers what they are willing to do above and beyond what they already do.	4/20/2016 2:30 PM
14	We should hold volunteers to account as much as we do staff - give them clear targets and make them understand they need to be professional. Use them in new ways such as information gathering e.g. surveys on the streets.	4/19/2016 3:02 PM
15	There either was, or was not, a £400,000 cost to have the volunteers. Is this maximized efficiency? If this cost is to be maintained, then perhaps get rid of the volunteers and employ someone in the role.	4/18/2016 9:15 PM
16	Use the volunteers as.much as is possible, without taking the job of the firefighters.	4/18/2016 5:13 PM
17	None	4/18/2016 4:30 PM
18	No	4/18/2016 3:42 PM
19	Utilise volunteers to do drop in center at town halls, community halls, banks to give advice for basic topics and refer the complicated stuff to staff with the knowledge.	4/18/2016 2:31 PM
20	No	4/16/2016 4:14 PM
21	An overview of the function of volunteers should be provided so that colleagues recognise the support that they volunteers offer without feeling threatened by their existence. One way to raise their profile would be rather than volunteers being available to support events, they take on more of an organising role and initiate the events for station personnel to contribute to. This shift in ownership might strengthen their position in the eyes of others.	4/15/2016 5:45 PM
22	I agree with the management in house of volunteers and they could be used as a resilience on a call out basis to balance the demand vs risk discussed above	4/15/2016 3:24 PM
23	Obvious one is the prevention strategy. The more of this our valued volunteers can do, the more training and emergency response, including assisting other agencies we could do.	4/15/2016 10:38 AM
24	Reduce senior management and restructure again.	4/15/2016 8:50 AM

25	Are the volunteers cost effective and used?	4/14/2016 9:28 AM
26	Good data, better use of volunteers knowledge or their own areas, targeting areas not covered by other services or where services are being cut.	4/13/2016 5:21 PM
27	Is Volunteer the right name for them? It is a description of how they provide their time, but doesn't describe what they do.	4/13/2016 5:16 PM
28	Create a business strategy, agree output spec, align departments appropriately , create effective agile model and offer resource (including technical equipment to effectively do this work	4/13/2016 5:03 PM
29	Look for gaps in provision which volunteers could fill. More community-based activities, covering rural areas where staff can't reach.	4/13/2016 4:27 PM
30	Consider expanding the roles they can currently operate in.	4/13/2016 4:13 PM
31	No	4/12/2016 9:14 PM
32	Expand the scheme.	4/12/2016 5:27 PM
33	More cost cuttiing - get more and more volunteers and less and less full time professionals	4/12/2016 11:59 AM
34	If resources permit undertake targeted campaigns for each Borough on a theme that the Borough Commanders have identified from their local data	4/12/2016 11:50 AM
35	No	4/12/2016 11:12 AM
36	I don't have enough knowledge of this subject to commment	4/12/2016 9:53 AM
37	See my earlier comments	4/12/2016 6:56 AM
38	Keep it in-house.	4/11/2016 7:04 PM
39	I didn't know you have volunteers and therefore what areas they volunteer in.	4/11/2016 4:34 PM
40	We need a fire and rescue service for the whole of Sussex - maybe even for Kent and Sussex.	4/11/2016 4:24 PM
41	Doing more of the 'back office' activities? Also some of the educational activities.	4/11/2016 3:59 PM
42	This is impossible to answer because the sentence is in jargon and confusing. People cannot be consulted unless they know what they are being consulted on.	4/11/2016 3:25 PM
43	I really think you are casting around for things for the volunteers to do. I suggest one or two volunteers per fire station to deal with local issues - under the control of the local commander.	4/11/2016 3:22 PM
44	Waste of money, attracts wrong people.	4/11/2016 12:12 PM
45	We should not use this resource as it is not cost neutral and adds a large expense to the Service. If it was cost neutral then it would be of benefit.....but in times when budgets are being cut.....it should cease.	4/10/2016 9:10 AM
46	make full time and volunteer training intergrated similar to the army/ta	4/8/2016 4:30 PM
47	Let them do home safety visits as well as well being visits. Lots of other services let volunteers do HSV.s,	4/8/2016 3:04 PM
48	Work with other volunteers, multi skilled people able to do all roles, medical, police, other 3sector volunteer groups, parish councils	4/7/2016 9:37 PM
49	Cheap way to deliver a professional service.	4/7/2016 7:44 PM
50	No. I am not aware how volunteers are currently deployed.	4/7/2016 3:50 PM
51	Get them to do the hot fire strikes and HSV calls , leaving crews to do other duties such as 72d's and risk management.. They should also not be wearing the same uniform as operational staff!	4/7/2016 8:30 AM
52	Many Service's have had a Volunteer Scheme in place for much longer than ESFRS. Review how these long standing Service's utilise their Volunteers. You will identify many diverse and innovative ideas that can be implemented here in ESFRS (dependent on Organisational appetite for change).	4/6/2016 3:14 PM
53	training in support roles, education of general public in risks, access to youth training/ experience/ apprenticeship. PR	4/6/2016 11:30 AM
54	ESFRS Community Volunteers are valued. Concerns are 1 - risks of confusing + alienating members of the public (and both Services' staff) through joint Sussex Police + ESFRS work and identification. 2 - will volunteers take over Community Safety Advisor role.	4/5/2016 6:16 PM
55	More public awareness publicity to recruit and also to provide higher volunteer self esteem. Especially relevant to local employers.	4/4/2016 9:54 AM

56	Efficiency, productivity and effectiveness?? These are 'volunteers'! This question suggests that you intend to use and abuse their goodwill to cover the shortcomings of services provided by the service and other agencies.	4/3/2016 12:19 PM
57	No	4/1/2016 7:39 PM
58	bring the volunteers under the control of the station managers who know their local needs	4/1/2016 4:01 PM
59	Change the nature of the "volunteer" role so that communities who are under represented in the fire service, and who can't be firefighters, are involved with the service in a meaningful way via this route.	3/31/2016 3:16 PM

Q14 If you have any further concerns, ideas or suggestions regarding our Service Provision, please give details below:

Answered: 31   Skipped: 97

#	Responses	Date
1	The public have a soft spot for the fire personnel & appreciate what they do, especially in the rural areas where they cover a large area.	4/29/2016 9:56 PM
2	Still a lot of silo working and, although much change is ahead with IT infrastructure, what lacks (I feel) is the cultural mindset that there are vastly different (more effective and efficient) ways to achieve better outcomes - I am concerned that we will eventually have new IT systems but will still be delivering the same stuff, just on a new system. A unified identification of making communities safer with health service, police, local authority groups, schools etc., needs to take place	4/26/2016 8:59 AM
3	As above	4/24/2016 3:14 PM
4	Be prepared to admit that cuts being imposed by financial constraints will result in poorer responses to emergencies in some circumstances.	4/23/2016 3:48 PM
5	Reinstate the 2nd Appliance at hove and stick 2 finger up to central government	4/22/2016 11:59 AM
6	Removal of the pump and minimum crewing at the same time. Poor HR and senior management of the events leading up to it and the lack of guidance on crewing, leave, courses, overtime. Ok otherwise.	4/18/2016 9:15 PM
7	Amalgamate stations that are either quiet or low staffed into 1 (hub) station that can respond to the same areas. (May field, Broad Oak, Burwash, Heathfield) - (Hailsham, herstmonceux, Pevensey) Incorporate SECAmb/Police with cost/area.	4/18/2016 2:31 PM
8	None	4/16/2016 4:14 PM
9	I think bold strategies are the biggest single thing that ESFRS management could do. It is felt across the workplaces I've visited that we are floundering and in danger of having no rudder or reason for being.	4/15/2016 10:38 AM
10	Have a peer review of our organisational management structure, reduce IT spending which is at an awful level also.	4/15/2016 8:50 AM
11	if you take staff away from stations then it puts lives in danger as not enough to cover major incidents	4/14/2016 5:15 PM
12	A reduction of the number of FF at incidents and an increase in the time it takes to respond	4/14/2016 9:28 AM
13	The organisation must decide on where it wants to go and agree a clear vision with appropriate business policies or is it (reduce head count, offer a flexible services (as needs are changing) or just save budget without looking at what the organisation actually requires	4/13/2016 5:03 PM
14	We need to improve the availability and cover across RDS station grounds, large geographic areas are left without suitable cover due to availability issues at the RDS stations. We need to cover highest risk areas but we can't forget the low & medium risk areas.	4/13/2016 4:13 PM
15	Sorry, I don't have enough knowledge to make any helpful contribution here.	4/12/2016 1:40 PM
16	Give communitoes the fire service that they can depend on and trust. Make the timewasters pay for stupidly ringing 999 for pointless reasons.	4/12/2016 11:59 AM
17	Use of Partnership working etc that has been effect in the Boroughs should continue	4/12/2016 11:50 AM
18	No	4/12/2016 11:12 AM
19	Please seek some advice and improve on the way survey's/general research is conducted in future.	4/12/2016 9:53 AM
20	We must not cut any more of our wholetime professional fire fighters, who are able to carry out varied and diverse activities and are trained to such high standards. Why has numbers at RDS stations not been changed or the way they give cover and get payed for.	4/12/2016 9:50 AM
21	Fundamental modernisation. It simply hasn't happened yet	4/12/2016 6:56 AM
22	This consultation is confusing and badly written so members of the public cannot possibly be in a position to respond properly.	4/11/2016 3:25 PM

23	Please stop trying being all things to all people and concentrate on the core jobs	4/11/2016 3:22 PM
24	This IRMP and historical ones do not look at risk to our communities and do not then determine what level of resources are needed. It is always done wrongly in reverse, it is a cost based review....this needs to stop and a full and proper IRMP conducted that is open and transparent.	4/10/2016 9:10 AM
25	Clearly decide if you are going to reduce RDS crewing and stations and then look carefully at your decisions. Lives are at risk!!!!!	4/7/2016 8:30 AM
26	Introduce a Cadet Scheme. Let's learn from other Service's and finally begin to really shape generation after generation of young people throughout East Sussex, Brighton & Hove.	4/6/2016 3:14 PM
27	Reintroduction of domestic home fire awareness advisers which we can introduce to domestic cleints for (domestic) fire awareness.	4/6/2016 11:30 AM
28	no time to write now	4/5/2016 6:16 PM
29	Be truly open and honest with the public to allow them to make informed comment on service provision.	4/3/2016 12:19 PM
30	No	4/1/2016 7:39 PM
31	Clearly communicate as soon as possible all decisions that affect our staff, only withhold information that would be sensitive in the public domain where appropriate	4/1/2016 4:01 PM

Q15 Are you completing this form as...? (Please cross one box only. If more than one option applies, please cross the one you feel is most appropriate)

Answered: 97   Skipped: 31
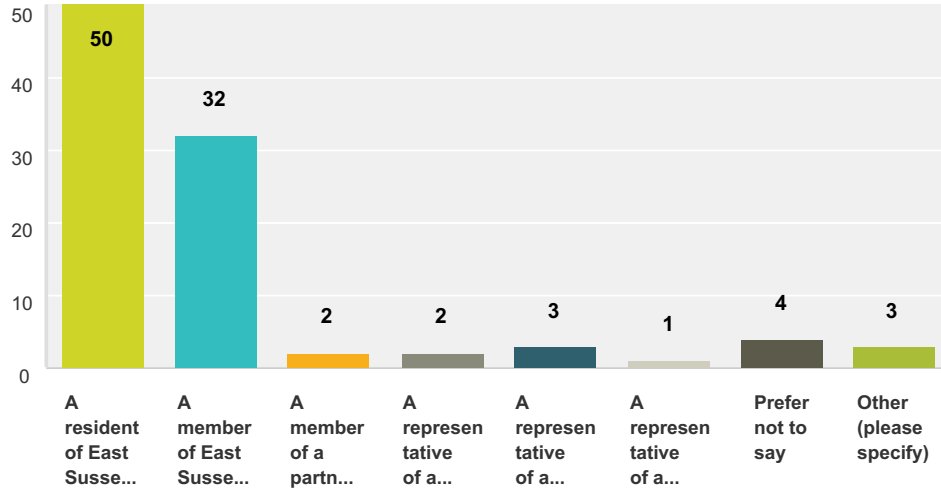
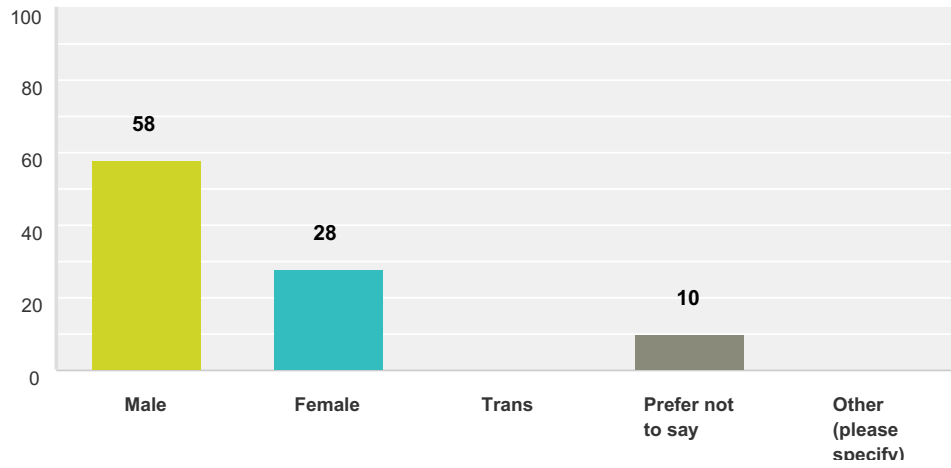| #	Other (please specify)	Date
1	ESFRS Chaplain	4/23/2016 3:50 PM
2	I am resident of ES, B, H. Please publish how you will use this data and that of question 16, 17, 18, 19 and 20.	4/13/2016 5:21 PM
3	Ex Fireman L.F.B	4/10/2016 1:26 PM

Q16 If applicable, what is the name of the organisation that you represent?

Answered: 14   Skipped: 114

#	Responses	Date
1	Parish Council (but the answers are mine)	4/16/2016 4:17 PM
2	East Sussex FRS	4/15/2016 5:47 PM
3	Sussex Police	4/15/2016 3:25 PM
4	Esfrs	4/13/2016 5:06 PM
5	Police	4/12/2016 9:15 PM
6	Brighton & Hove City Council	4/12/2016 12:00 PM
7	Hyde Martlett resident in Hove	4/11/2016 4:36 PM
8	NA	4/11/2016 3:29 PM
9	Brighton Pier	4/8/2016 4:31 PM
10	ESFRS	4/7/2016 8:31 AM
11	Mears home Improvements Ltd (formerly Anchor staying put) technical /construction advice for disabled facilites grants	4/6/2016 11:35 AM
12	TR Fastenings Ltd - Uckfield	4/4/2016 9:56 AM
13	Not applicable	4/1/2016 7:41 PM
14	as above	4/1/2016 4:03 PM

Q17 I identify my gender as...

Answered: 96   Skipped: 32

#	Other (please specify)	Date
	There are no responses.	

Q18 What was your age on your last birthday?

Answered: 83   Skipped: 45

#	Responses	Date
1	51	4/30/2016 7:18 PM
2	81	4/29/2016 9:59 PM
3	one more than the time before that	4/26/2016 9:01 AM
4	40	4/25/2016 8:27 PM
5	29	4/25/2016 7:58 PM
6	50	4/25/2016 6:38 PM
7	39	4/24/2016 8:11 PM
8	60	4/24/2016 6:22 PM
9	1	4/24/2016 4:44 PM
10	42	4/24/2016 4:11 PM
11	49	4/24/2016 3:15 PM
12	44	4/24/2016 12:39 PM
13	71	4/23/2016 3:50 PM
14	57	4/22/2016 12:01 PM
15	58	4/21/2016 11:55 AM
16	50	4/20/2016 2:31 PM
17	32	4/19/2016 4:11 PM
18	32	4/19/2016 3:37 PM
19	29	4/19/2016 11:57 AM
20	47	4/18/2016 9:17 PM
21	29	4/18/2016 5:15 PM
22	41	4/18/2016 4:31 PM
23	44	4/18/2016 3:43 PM
24	45	4/18/2016 2:54 PM
25	44	4/18/2016 2:32 PM
26	51	4/17/2016 9:53 PM
27	51	4/17/2016 7:42 PM
28	51	4/17/2016 7:38 PM
29	66	4/16/2016 4:17 PM
30	49	4/16/2016 11:56 AM
31	43	4/15/2016 5:47 PM
32	34	4/15/2016 3:25 PM
33	37	4/15/2016 12:56 PM
34	64	4/15/2016 12:03 PM

35	48	4/15/2016 10:39 AM
36	38	4/15/2016 8:51 AM
37	44	4/14/2016 5:16 PM
38	48	4/14/2016 11:43 AM
39	56	4/14/2016 10:58 AM
40	54	4/14/2016 9:32 AM
41	58	4/13/2016 5:18 PM
42	N/a	4/13/2016 5:07 PM
43	46	4/13/2016 4:29 PM
44	44	4/13/2016 4:14 PM
45	40	4/13/2016 3:50 PM
46	51	4/13/2016 2:03 PM
47	43	4/12/2016 9:15 PM
48	64	4/12/2016 5:28 PM
49	51	4/12/2016 1:41 PM
50	46	4/12/2016 12:00 PM
51	52	4/12/2016 11:54 AM
52	47	4/12/2016 11:13 AM
53	47	4/12/2016 10:09 AM
54	34	4/12/2016 9:54 AM
55	47	4/12/2016 9:51 AM
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57	37	4/12/2016 9:10 AM
58	42	4/12/2016 6:57 AM
59	45	4/11/2016 8:10 PM
60	58 years	4/11/2016 7:06 PM
61	56	4/11/2016 4:36 PM
62	45	4/11/2016 4:36 PM
63	48	4/11/2016 4:25 PM
64	NA	4/11/2016 3:32 PM
65	64	4/11/2016 3:23 PM
66	59	4/10/2016 1:27 PM
67	45	4/10/2016 11:27 AM
68	42	4/10/2016 9:11 AM
69	64	4/8/2016 4:31 PM
70	45	4/8/2016 3:05 PM
71	47	4/8/2016 8:36 AM
72	48	4/7/2016 9:38 PM
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74	70	4/7/2016 3:52 PM
75	48	4/7/2016 8:31 AM

| 76 | 54 | | 4/6/2016 3:17 PM |
77	55	84	4/6/2016 11:35 AM
78	67		4/4/2016 9:56 AM
79	60		4/3/2016 12:22 PM
80	62		4/1/2016 7:42 PM
81	49		4/1/2016 4:03 PM
82	47		4/1/2016 12:27 PM
83	55		3/31/2016 3:18 PM

Q19 Do you have any long-standing illness, disability or infirmity? Long-standing means anything that has troubled you over a period of time or that is likely to affect you over a period of time

Answered: 92   Skipped: 36
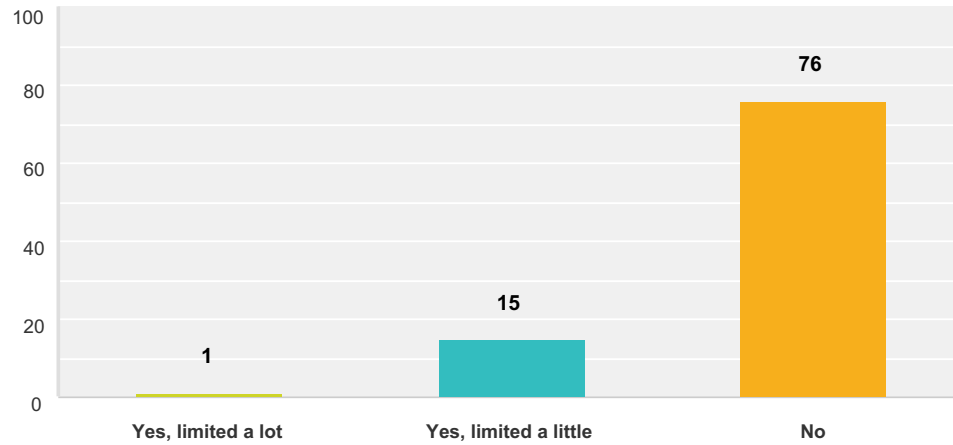
Q20 What is your ethnic group?

Answered: 94   Skipped: 34
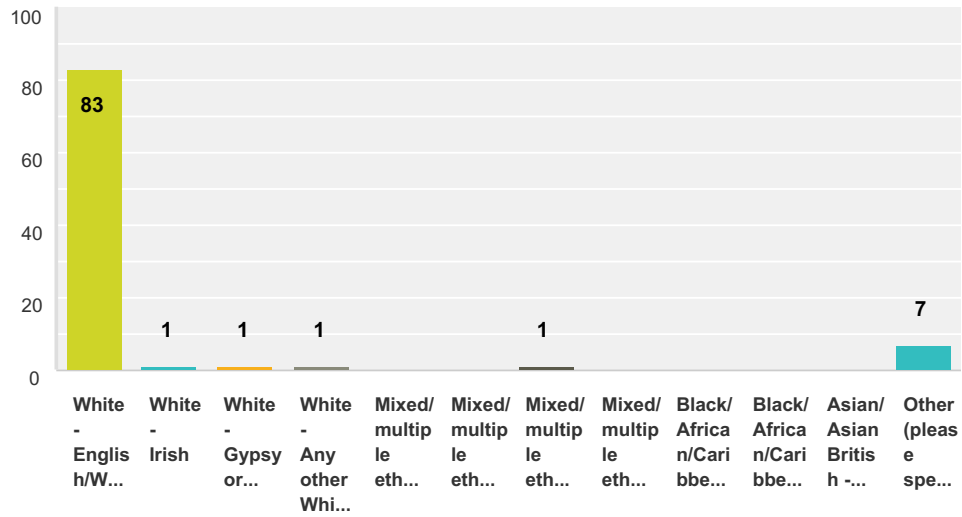
#	Other (please specify)	Date
1	not relevant	4/25/2016 11:55 AM
2	Questions 21 to 25 are are irrelenant to what you should be doing	4/24/2016 4:44 PM
3	I don't fill in this CRAP for the PC lot waste of time and money	4/22/2016 12:01 PM
4	Retired FRS	4/12/2016 11:54 AM
5	This is not applicable	4/11/2016 3:32 PM
6	Viking with a smidge of Saxon........	4/10/2016 1:27 PM
7	I represent all genders, all disabilities and all ethinci groups	4/6/2016 11:35 AM

Q21 Can you please provide us with the first 5 characters of your postcode? This is very helpful as it allows us to analyse responses at an appropriate geographic level to help us deliver better and more cost-effective services for the future. You cannot be identified from this level of postcode which usually covers around 2,500 households or more.

Answered: 89   Skipped: 39

#	Responses	Date
1	TN21	4/30/2016 7:18 PM
2	TN22 2	4/29/2016 9:59 PM
3	TN342	4/25/2016 8:27 PM
4	Tn197	4/25/2016 7:58 PM
5	TN5 6E	4/25/2016 6:38 PM
6	BN22 8	4/25/2016 11:55 AM
7	bn7	4/24/2016 8:11 PM
8	TN39 3	4/24/2016 6:22 PM
9	TN22 5	4/24/2016 4:44 PM
10	TN339	4/24/2016 4:11 PM
11	BN25 2E	4/24/2016 3:15 PM
12	BN228	4/24/2016 12:39 PM
13	BN85J	4/23/2016 3:50 PM
14	BN3 3	4/22/2016 12:01 PM
15	BN22	4/21/2016 1:20 PM
16	BN220	4/21/2016 11:55 AM
17	bn27 3	4/20/2016 2:31 PM
18	TN355	4/19/2016 4:11 PM
19	BN21 4HN	4/19/2016 3:37 PM
20	BN21 1	4/19/2016 3:03 PM
21	BN41 2	4/19/2016 11:57 AM
22	bn140	4/18/2016 9:17 PM
23	TN38	4/18/2016 5:15 PM
24	BN1 7BG	4/18/2016 4:31 PM
25	TN223	4/18/2016 3:43 PM
26	tn38 9	4/18/2016 2:54 PM
27	TN393	4/18/2016 2:32 PM
28	BN8 5	4/17/2016 9:53 PM

29	BN229	4/17/2016 7:42 PM
30	Bn9 9nt	4/17/2016 7:38 PM
31	TN21 8	4/16/2016 4:17 PM
32	rh17 7	4/16/2016 11:56 AM
33	BN2 3S	4/15/2016 5:47 PM
34	BN7 2D	4/15/2016 3:25 PM
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40	BN99E	4/14/2016 11:43 AM
41	BN41 2	4/14/2016 10:58 AM
42	bn7	4/14/2016 9:32 AM
43	tn20	4/13/2016 5:56 PM
44	BN21	4/13/2016 5:21 PM
45	BN41 2	4/13/2016 5:18 PM
46	Rh6 9h	4/13/2016 5:07 PM
47	TN34 3	4/13/2016 4:29 PM
48	TN330	4/13/2016 4:14 PM
49	BN21	4/13/2016 3:50 PM
50	BN36L	4/13/2016 2:03 PM
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52	tn35 4	4/12/2016 5:28 PM
53	BN3 7B	4/12/2016 1:41 PM
54	BN8 4N	4/12/2016 12:00 PM
55	TN6 2S	4/12/2016 11:54 AM
56	bn1 8r	4/12/2016 11:13 AM
57	bn1 1j	4/12/2016 10:09 AM
58	BN1 8J	4/12/2016 9:54 AM
59	TN35 4	4/12/2016 9:51 AM
60	bn1 5d	4/12/2016 9:11 AM
61	bn13r	4/12/2016 9:10 AM
62	Bn28l	4/12/2016 6:57 AM
63	bn41 1	4/11/2016 8:10 PM
64	BN1 7G	4/11/2016 7:06 PM
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66	bn28s	4/11/2016 4:36 PM
67	TN6 1	4/11/2016 4:25 PM
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69	BN	4/11/2016 3:32 PM

70	tn22 1	4/11/2016 3:23 PM
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73	bn41 2	4/10/2016 9:11 AM
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77	TN219EN	4/7/2016 9:38 PM
78	BN25 2	4/7/2016 7:46 PM
79	TN223	4/7/2016 3:52 PM
80	TN211	4/7/2016 8:31 AM
81	BN21 2	4/6/2016 3:17 PM
82	whole of Brighton and Hove Council area	4/6/2016 11:35 AM
83	TN22 1	4/4/2016 9:56 AM
84	TN22 5	4/3/2016 12:22 PM
85	TN36 4	4/1/2016 7:42 PM
86	TN210	4/1/2016 4:03 PM
87	tn22 2	4/1/2016 12:27 PM
88	TN37 6	4/1/2016 10:06 AM
89	bn1 3	3/31/2016 3:18 PM

EAST SUSSEX FIRE AUTHORITY

Panel	Policy and Resources
Date	26 May 2016
Title of Report	3SC and Greater Brighton Devolution
By	Chief Fire Officer
Lead Officer	Cheryl Rolph, Assistant Chief Officer (report purposes) Steve Apter, Deputy Chief Fire Officer

Background Papers	None

Appendices	None

Implications (please tick ✓ and attach to report)
Any implications affecting this report should be noted within the final paragraphs of the report

CORPORATE RISK	✓	LEGAL Unknown at this stage	✓
ENVIRONMENTAL		POLICY	✓
FINANCIAL	✓ Unknown at this stage	POLITICAL Unknown at this stage	✓
HEALTH & SAFETY		OTHER (please specify)	
HUMAN RESOURCES		CORE BRIEF	
EQUALITY IMPACT ASSESSMENT Not at present time.			

PURPOSE OF REPORT	**To advise Members of potential impacts for the Fire Authority and East Sussex Fire & Rescue Service.**

EXECUTIVE SUMMARY	Governance models for the Fire Authority may start to change during the municipal/financial year of 2016/2017 as a result of the Police and Crime Bill. Additionally to this potential change the 3SC and Greater Brighton devolution proposals are developing. The Fire Authority is a stakeholder in the 3SC devolution proposals for the wider Sussex/Surrey area and the Chairman and Chief Fire Officer have attended meetings on behalf of the Fire Authority.

RECOMMENDATION	For the Panel to note the report and advise of any direction to be taken at formal devolution meetings.

1. INTRODUCTION

1.1 Devolution, simply defined, is the redistribution of power and funding from national to local government and which, from a legal perspective, the Cities and Local Government Devolution Act 2016 facilitate. Although the 2016 Act is the primary legislation enabling devolution, there are alternatives. Section 102 of the Local Government Act 1972 allows authorities to discharge their functions (whether decision-making or advisory) jointly. Economic Prosperity Boards are bodies corporate created by Order under the section 98 of the Local Democracy, Economic Development and Construction Act 2009 if, "having had regard to a scheme prepared and published under section 98, the Secretary of State considers that the establishment of an Economic Prosperity Board for an area is likely to improve both the exercise of statutory functions relating to economic development and regeneration in the area and the economic conditions in the area." Economic Prosperity Boards cannot impose levies on constituent authorities and do not have borrowing powers.

1.2 In total, 37 devolution proposals from across the Country were submitted to Government on 04 September 2015. Government expects all devolution deals to deliver "collective and binding" decision making amongst partners. It has a preference for Combined Authorities and directly elected Mayors, but this has not been the only model adopted in the signed Devolution Deals thus far and the proposed deals currently being negotiated contain a wide range of models. The Greater Brighton devolution partners are working closely with the 3SC on this issue and both are committed to undertaking a governance review, within which nothing will be ruled in or out. The principles between the two proposals are similar and will be: that form must follow function; that compatibility and collaboration must be ensured and; that the mechanisms and arrangements put in place are at a scale large enough to give weight to the issues and small enough to allow grip and delivery.

1.3 The LGA assert that it is now common ground of all nations in the U.K are due a stronger say in the decisions that affect the life of their people. Reports set out the range of benefits to the nation of greater responsibilities and powers, not just for major cities but also for non-metropolitan areas. The voices of academics, businesses and communities are strong in their view that devolution can deliver more sustainable public finances; stronger economy, long-term prosperity and a fair settlement for all parts of the U.K.

2. BACKGROUND

2.1 The plans for devolution within East Sussex County Council as part of the 3SC (Three Southern Counties) emerged during the early part of 2015 from discussions for those Authorities which make up SE7 (South East 7). In order to gain funding and powers which could provide momentum to deliver economic ambitions of growth it was decided that proposals could be developed for Government for devolution of additional powers which would then be exercised collectively by the authorities concerned.

2.2   As such, an executive level agreement was reached between the County Councils of East & West Sussex and Surrey, and a little later, the District & Borough Councils within these areas, to develop proposals around a number of defined ambitions of growth.

2.3   The proposals received a positive response from Government with a request for them to be worked into greater detail and this is now being managed through a workstream approach. The work streams are: housing & planning, infrastructure & transport and skills & employment, double devolution and fiscal devolution and governance. A workstream is underway to consider public sector transformation, but is working to a slower timeframe. Workstreams are overseen by Leaders and chief executives from across the 3SC area which includes representatives of authorities across the area, including the ESFRS and the LEPs.

3.   **BRIGHTON AND HOVE**

3.1   The plans for devolution within Brighton and Hove are as part of the Greater Brighton Partnership and the proposals are a natural progression from the Greater Brighton City Deal (2014) and the Coast to Capital Local Enterprise Partnership (C2C LEP) Growth Deal (2014). They are aimed at accelerating growth and seek the devolution of powers and funding and local flexibilities necessary for the City Region to create and sustain three platforms for productivity: Economic productivity, through the provision of infrastructure, housing and employment land and enterprise support; Social productivity, through the creation of skills, living wage housing and the acceleration of the information/"sharing" economy to drive a vibrant social economy, and; Public service productivity, through the radical redesign of public services and the introduction of new models of governance.

3.2   In acknowledging that key areas of the Greater Brighton and 3SC submissions raise issues of common interest and/or shared concern, a Memorandum of Understanding was agreed in September 2015 between Brighton & Hove City Council and members of the 3SC. This recognises and reinforces the commitment – at Leader, Chief Executive and Officer level – to working closely together on areas of alignment, namely; strategic transport, digital and skills.

4.   **EAST SUSSEX FIRE AUTHORITY**

4.1   Following local government review in the late nineties, provision was made for the creation of fire authorities to exist as a body corporate where constituent authorities had made the break from the County Councils. Following the creation of Brighton and Hove as an independent unitary authority, there was no longer the statutory facility for the Fire Service to remain under the control of the County Council.

4.2   East Sussex Fire Authority was established on 1 April 1997 by the East Sussex Fire Services (Combination Scheme) Order 1996. It is a statutory local authority with corporate status and comprises 18 councillors (Members), 12 being appointed by East Sussex County Council and 6 appointed by Brighton & Hove City Council, proportionate to the number of electors in both of the constituent authorities.

4.3   As such, any proposals to change the governance arrangements of the two constituent authorities may have a knock on effect to the Fire Authority. At this point without knowing what form the devolution in either area will take, or what powers will be given, it is difficult to be definitive and, for example, a joint committee or combined authority route may not change existing relationships.

4.4   Running alongside this is the current debate about the potential for the Police & Crime Commissioner to take control of the Fire & Rescue Service should there be a business case for this. The Policing and Crime Bill which has been carried over into the 2016 – 2017 Parliamentary session has been amended to allow for this, and as Members will recall, Fire & Rescue was moved from the DCLG in January 2016 to the Home Office. The Police Minister (Mike Penning M.P.) then became the Police & Fire Minster.

4.5   Either of these strategic government intentions may impact onto the Fire Authority and the Fire Service. This is self-evident, however what is less clear is which of the two and the how.

4.6   A further report will be submitted in due course. No impact assessments have been considered at this time due to the level of finite detail available to Officers.

EAST SUSSEX FIRE AND RESCUE SERVICE

Panel	Policy & Resources
Date	26 May 2016
Title of Report	Breathing Apparatus Training Chambers
By	Chief Fire Officer
Lead Officer	Steve Apter, Deputy Chief Fire Officer Hannah Scott-Youldon, Assistant Director - Training & Assurance
Background Papers	DCOL 1/2001 – Research used in Fire Service Manual 4 Fire Service training – Guidance on the management of the risk of heat stress during training; DCOL 3/2003 – Heat exposure training; Fire Service Manual Volume 4 Fire Service training – Guidance on the management of the risk of heat stress during training; Operational Training Guidance – Breathing Apparatus; and Operational Guidance Breathing apparatus.
Appendices	N/A

Implications (please tick ✓ and attach to report)
Any implications affecting this report should be noted within the final paragraphs of the report

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

PURPOSE OF REPORT	To advise the Fire Authority on the requirement to upgrade the existing breathing apparatus facilities in order to fulfil the recommendations of the Service Training Centre (STC) accident investigation. This report sets out the risks and costs to ensure ESFRS is able to deliver a competent and safe workforce.
RECOMMENDATION	The Panel is asked to approve a variation to the Capital Programme of £300,000 to support the required works to the Service's four Breathing Apparatus chambers in 2016/17.

1. **INTRODUCTION**

1.1 The Authority has a duty to provide a safe environment, processes and equipment for its employees and to minimise risks to their health, safety and welfare.

1.2 Health and safety legislation requires employers to reduce risks to health for their employees, so far is as reasonably practicable. The Fire and Rescue Service is no exception to this. Fire and Rescue employees operate in dynamic and at times extremely hazardous environments. The wearing of breathing apparatus (BA) by operational personnel is one of the risk control measures likely to be employed within the overall operational plan for such incidents. BA enables the wearer to breathe safely in otherwise irrespirable and/or toxic atmosphere.

1.3 It is accepted that over a period of non-use of operational equipment, particularly breathing apparatus, that knowledge and skills will decay affecting competence; this process is known as 'skills decay'. ESFRS has an established "maintenance of competence" system that clearly identifies how a Firefighter should maintain competence in BA. This includes a quarterly heat and smoke wear (exercise) at one of the Service's 4 BA chambers; and a Bi-annual assessable Operational Skills Requalification course which includes 2 days of Structural Firefighting and the use of BA where individuals are required to meet a pre-determined standard.

2. **BACKGROUND**

2.1 The frequency of training, type of training and quality of training will directly impact upon the maintenance of BA competence and firefighter safety. Furthermore, Fire & Rescue services are required to monitor, manage and reduce the risk to employees engaged in BA training in realistic conditions, as per the 'Guidance on the Management of Heat Stress during Training'.

2.2 Following the investigation into the accident at STC on the 25th June 2015 where a Firefighter was seriously injured during a BA training exercise and as part of the continuing commitment to comply with health and safety legislation, BLR Associates (Consulting engineers & building services engineers) was commissioned to carry out a survey to assess the condition of the BA chamber at STC.

2.3 The inspection was carried out on the 21st August 2015 and included a service inspection of the heating plant. From this, a number of significant recommendations were made to ensure the training within the chamber would comply with national guidance as well as health and safety legislation.

2.4 The recommendations include the installation of temperature probes, to enable accurate temperatures to be recorded and exposure to heat to be managed in accordance with the 'Guidance on the Management of Heat Stress during Training', as well as ensuring the boiler works efficiently and effectively and the installation of equipment to support an emergency evacuation situation.

2.5 A conditions report has been undertaken across the remaining 3 BA chambers and similar remedial works have been identified as being required, particularly with the lack of the build-up of heat, or a way in which to monitor the temperature within the chamber itself and the general internal layout.

3. **WAY FORWARD**

3.1 To ensure ESFRS continues to support the ongoing maintenance of competence training specific to BA, and thus further ensuring Firefighter safety, it is recommended that work is commissioned on all 4 BA chambers to ensure they meet the minimum standards as set out in the above sets of guidance and the conditions report as written by BLR Associates, within this financial year.

3.2 This will also assure the Authority that the Service is discharging its legal health and safety obligation in relation to providing a safe environment for its employees as well as meeting Recommendation 10 and Organisation Learning 29 of the Accident Investigation that followed a serious accident at the Service Training Centre in June 2015.

3.3 It is anticipated, at this stage, that to bring all 4 of the Services chambers up to the required minimum standard, will cost approximately £300,000 (full costings will be gathered as part of the tender process). Future replacements will be factored into the Capital Asset Strategy refresh.

3.4 Due to the implications on Firefighter safety it is recommended that this work is carried out this financial year and that the Fire Authority approve a variation of £300,000 to the capital programme to support these works. This can be funded from the Authority's existing reserves established to support the capital programme.