

Item No. 959

Appendices A-E

- A Full Survey Analysis report from Opinion Research Services (ORS)**
- B Full notes from staff and stakeholder forums**
- C Copies of letters, emails and phone calls received**
- D Equality Impact Assessment for the IRMP**
- E IRMP 2017-2020 – for approval**

Appendix A

OPINION RESEARCH SERVICES FULL SURVEY RESULTS REPORT



East Sussex
Fire & Rescue Service

Integrated Risk Management Plan

2016 consultation

November 2016

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As with all our studies, findings from this research are subject to Opinion Research Services' Standard Terms and Conditions of Contract
Any press release or publication of the findings of this research requires the advance approval of ORS. Such approval will only be refused on the grounds of inaccuracy or misrepresentation

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1. Project Overview

Introduction

- 1.1 Opinion Research Services was commissioned by East Sussex Fire and Rescue Service (ESFRS) to undertake an online questionnaire as part of ESFRS's emergency cover review consultation.
- 1.2 The online questionnaire was available to complete from the 12th of September until the 7th of November 2016. The questionnaire was available to residents, representatives from business, public and voluntary organisations and ESFRS employees. 528 questionnaires were completed during this period (519 online responses and 9 paper questionnaires).

Respondent Profiles

- 1.3 The gender split was uneven, with 56% male and 44% female respondents. There was a slightly more balanced split with the age groups (16 to 34 (7%), 35 to 44 (17%), 45 to 54 (28%), 55 to 64 (21%) and 65 and over (27%)). The tables below show the profile characteristics of respondents to the questionnaire.

Figure 1: Gender - All Respondents

Gender	Number of respondents (unweighted count)	% of respondents (unweighted valid)
Female	180	44
Male	225	56
Not Known	123	-
Total	528	100

Figure 2: Age - All Respondents

Age	Number of respondents (unweighted count)	% of respondents (unweighted valid)
16 to 34	29	7
35 to 44	67	17
45 to 54	111	28
55 to 64	86	21
65 or over	109	27
Not Known	126	-
Total	528	100

Figure 3: Disability - All Respondents

Disability	Number of respondents (unweighted count)	% of respondents (unweighted valid)
No	362	91
Not Known	130	-
Yes	36	9
Total	528	100

Figure 4: Ethnic group - All Respondents

Ethnic Group	Number of respondents (unweighted count)	% of respondents (unweighted valid)
White	380	98
Non-white	7	2
Not Known	141	-
Total	528	100

Figure 5: Religion/belief - All Respondents

Religion/Belief	Number of respondents (unweighted count)	% of respondents (unweighted valid)
Christian	205	55
Non-Christian	8	2
No religion/belief	158	43
Not Known	157	-
Total	528	100

Figure 6: Completing form as... - All Respondents

Completing form as	Number of respondents (unweighted count)	% of respondents (unweighted valid)
A resident of East Sussex	338	82
An employee of East Sussex FRS	41	10
A member of a partner organisation	4	1
A representative of a business	7	2
A representative of a public sector organisation	5	1
A representative of a community or voluntary organisation	13	3
Other	5	1
Not Known	115	-
Total	528	100

Responses from organisations

- 1.4 Most responses to the consultation questionnaire were from residents of East Sussex or Brighton and Hove (338) and members of East Sussex Fire and Rescue Service (41), but there were also responses from local organisations and businesses.
- 1.5 Of the 528 responses received, a total of 29 responses were representing the views of organisations. Figure 4 details those organisations that submitted responses.

Figure 7: Summary of organisations responding to the questionnaire (who gave their details) – 18 responses

AmicusHorizon
Eastbourne Disability Involvement group (EDIG)
Eastbourne seniors forum
Etchingham Parish Council
Herstmonceux Parish Council
Health and safety consultant for Brighton Pier
Lime house
Local government
Mears home improvements Ltd.
New Steine hotel
NHS
Pathways to health
Rother district council
Rother senior's forum
South east coast ambulance service NHS foundation trust
Sovereign harbour residents association
Ticehurst parish council
Uckfield town council

Interpretation of the Data

- 1.6 Where percentages do not sum to 100, this may be due to computer rounding, the exclusion of "don't know" categories, or multiple answers.
- 1.7 Graphics are used extensively in this report to make it as user friendly as possible. The pie charts and other graphics show the proportions (percentages) of residents making relevant responses. Where possible, the colours of the charts have been standardised with a 'traffic light' system in which:
 - Green shades represent positive responses
 - Beige and purple/blue shades represent neither positive nor negative responses
 - Red shades represent negative responses
 - The bolder shades are used to highlight responses at the 'extremes', for example, very satisfied or very dissatisfied

2. Executive Summary

Summary of Main Findings

2.1 The following paragraphs summarise the main findings. However, readers are referred to the detailed graphics for the full story. The suite of ORS reports also includes full cross tabulations.

Our Work

2.2 Respondents were asked whether they would have any concerns if they called 999 in a medical emergency and a firefighter or fire officer arrived on the scene first. More than 7 in 10 (72%) respondents said that they would not have any concerns, while more than a quarter (28%) said that they would have concerns.

2.3 When asked to explain their answer, positive responses included: being appropriately trained is what is important not the uniform/emergency service; Immediate Emergency Care Responding (IECR) is a positive step as long as firefighters received sufficient training as part of the pilot; it has worked well in France and other countries; the sooner the response, the better.

2.4 However, some respondents were concerned about: the impact that IECR could have on traditional fire service duties and fire cover; diluting both professions; IECR covering a problem of under-funding in the ambulance service and whether firefighters would be able to match paramedics in terms of experience and training.

2.5 Just under three quarters of respondents (73%) thought that East Sussex Fire and Rescue Service should invest funding in Immediate Emergency Care Responding for a two year pilot.

2.6 When asked why they gave the answer they did, responses included: a pilot would be worthwhile; investing funding in Immediate Emergency Care Responding for a two year pilot was a good idea in principle; the pilot should be funded by Central Government and/or the Ambulance Service and the money should instead be invested into the Fire Service.

2.7 Respondents were asked whether they had any additional comments about the proposal. The main themes that came through were: educating the public about what constitutes an emergency and the cost of people abusing the service; making sure it's not just a cost-cutting exercise; training and the setup of the pilot should be carefully planned; the pilot should be properly funded and resourced so that it doesn't impact on service delivery; reassuring the public about the proposals and considering whether FRS staff should be paid extra for the additional responsibility.

2.8 Respondents were asked how they thought East Sussex Fire and Rescue Service could contribute to reducing drownings. Various ideas and considerations were put forward which included: school visits/education; improved awareness/promotion/campaigns/demonstrations; a holistic

approach/multi-agency working; advising organisations and land owners who could have an influence/impact and having the right equipment and well trained staff.

- 2.9 15% of respondents to the consultation reported having responsibilities owning or running a business.
- 2.10 Respondents who currently have responsibilities owning or running a business were asked how ESFRS can best support them to improve fire safety and meet their legal obligations within their premises. Suggestions that respondents put forward included: fire safety advice and updates on legislation; site visits and appraisals; regular inspections and training.
- 2.11 Of the respondents who reported having responsibilities owning or running a business, around two fifths of these (41%; 26 respondents) said that they were aware that East Sussex Fire and Rescue Service offers free Safer Business Training.
- 2.12 All respondents were asked how accessible they thought East Sussex Fire and Rescue Service are for advice and information. The vast majority (84%) thought that ESFRS are either very or fairly accessible, with more than a quarter (27%) saying that they are very accessible. Less than a fifth (16%) said ESFRS were inaccessible.

Our Funding

- 2.13 The majority (79%) of respondents agreed that their local fire & rescue service offers value for money; only 6% disagreed.
- 2.14 Around four fifths (81%) of respondents said they would be willing to pay more, through council tax, for their local fire and rescue service next year, with just under half (49%) saying that they would be willing to pay *a small amount more* through their council tax (up to a 2% increase) and around a third (32%) said that they would be willing to accept *a larger increase* in council tax (more than a 2% increase).
- 2.15 Just under a fifth of respondents (19%) said that they don't want an increase in council tax next year (2017/18).
- 2.16 Respondents were asked whether they had any suggestions about what ESFRS could do to offer better value for money. These suggestions included: ESFRS merging with West Sussex; more collaborative working with other services (such as the Ambulance Service and Police) and reviewing the ESFRS management structure.

The Service We Provide

- 2.17 The majority (80%) of respondents said that they were satisfied with the service they receive from ESFRS. 16% reported being neither satisfied nor dissatisfied with only 3% expressing dissatisfaction.
- 2.18 Just over a quarter (26%) of respondents said they had been in contact with East Sussex Fire and Rescue Service in the last 12 months.
- 2.19 Respondents who have been in contact with East Sussex Fire and Rescue Service in the last 12 months were asked what it was for. Almost a third (31%) of respondents said that they had been

in contact with ESFRS at an open day or station event; almost a fifth (17%) had had a fire; 15% had had a home safety visit and 13% had called ESFRS in an emergency (either for a RTC (7%) or something else (6%).

- 2.20 A large proportion of respondents also gave 'other' reasons for being in contact with ESFRS. Many of these included being employed by the FRS, having contact in some capacity as an employer, or as part of a work related interaction/training course.
- 2.21 The vast majority (86%) of respondents who had been in contact with East Sussex Fire and Rescue Service in the last 12 months said that they were satisfied with the service they received the last time they were in contact with them. 7% reported being neither satisfied nor dissatisfied with only 6% expressing dissatisfaction.
- 2.22 The way that most respondents heard about the consultation was through social media (26%). More than 1 in 10 respondents also said that they heard about the consultation via: a letter from ESFRS (16%), an email (14%) or the ESFRS website (12%).

3. Consultation findings

Our work

- 3.1 Respondents were asked whether they would have any concerns if they called 999 in a medical emergency and a firefighter or fire officer arrived on the scene first. More than 7 in 10 (72%) respondents said that they would not have any concerns, while more than a quarter (28%) said that they would have concerns.

Immediate Emergency Care Responding (IECR)

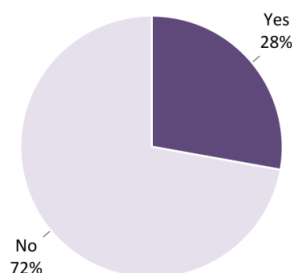
IECR involves fire and rescue staff supporting the local ambulance service by co-responding to certain pre-agreed medical calls where fire and rescue resources are closer than ambulance resources, in order to improve patient outcomes during time-critical medical emergencies. Paramedics will also be dispatched by the ambulance service. These call types will only include Red 1 calls where the patient requires an urgent response, for example where heart function has stopped, breathing has stopped or if there is major bleeding.

Each of the options for delivering IECR has a financial impact on the Service, for example the purchase of equipment and delivery of training. For example the cost to provide IECR through a variety of methods across duty systems would be £61,100 start up and £97,927 for the first year including project management.

We propose to conduct a 2 year pilot of IECR using a combination of full time firefighters, retained duty firefighters and other operational officers, all on a volunteer basis. The one off and ongoing costs of this pilot will be funded from a combination of existing budgets and our Improvement and Efficiency Reserve.

Figure 8: Would you have any concerns if you called 999 in a medical emergency and a firefighter or fire officer arrived on the scene first?

Would you have any concerns if you called 999 in a medical emergency and a firefighter or fire officer arrived on the scene first?



Base: All Respondents (528)

- 3.2 Respondents were asked to explain their answer. A number of respondents noted that being appropriately trained is what is important not the uniform/emergency service:

A trained person is qualified to do the required job whether they are fire, police, ambulance or other agency.

A trained professional response is paramount in an emergency.

Ability to do the job should be the criteria, not the uniform!

Whoever is appropriately trained is important, rather than what uniform they wear. The sooner they arrive, the better.

I trust that they would have the skills to help me. I don't care what uniform they wear.

If the appropriate person is trained it doesn't matter who arrived first. When you need help you will take it regardless of what uniform they are wearing.

- 3.3 Other respondents also saw IECR as a positive step as long as firefighters received sufficient training as part of the pilot:

As long as the pilot provides the necessary training and skills and as long as the staff trained feel that the training has given them the necessary skills and confidence to provide such care I think this is a positive step forward.

As long as staff receive adequate training and maintain that skill, then early intervention is a benefit to the wider community.

As long as they are appropriately trained and can deal with the medical emergency. My only concern would be if the patient needed to be transferred to hospital.

As long as they had adequate training and compassion, care, and the same medical understanding as their ambulance service colleagues. This is perhaps a very big ask for firefighters that are already professionals in their own right and will be required to maintain competence in the fire roles.

- 3.4 Some respondents cited France and other countries as examples of where a similar model has worked well:

I'm aware of firefighters doing medical emergency work in France. Provided they are properly trained to do what they are expected to do and there is appropriate backup I don't have a problem with the concept; in fact the more people trained the better!

I would not be concerned as they will have received the necessary training to have been dispatched. Other countries successfully combine elements of services successfully.

We lived in France and the firefighters there would often be first at scene, they were well equipped and trained in line with paramedics. As long as the staff were given the highest training and equipment then I see no problem.

If the fire officer is medically trained then I see no problem. It works in France!

3.5 Some people also felt the sooner the response, the better:

I have confidence the officers would be suitably trained and would rather have help as soon as needed than wait for someone with the right badge.

Any response, the sooner the better.

As long as they explained why they were there before the ambulance I would have no problem with this. The sooner any form of help arrives in these situations the better!

3.6 However, some respondents expressed concerns with the proposal. Some of these concerns were around the impact that IECR could have on traditional fire service duties and fire cover:

Although I would be comfortable with the abilities of an appropriately trained firefighter I would be concerned about the impact on appliance availability and response for other more traditional FRS duties.

Understand that fire cover in rural areas is largely provided by retained firefighters. I am concerned that if they are attending a medical emergency they will not be able to attend a fire emergency. Given the current state of SECAMB I can reasonably foresee that this will become an unmanageable burden.

In an emergency anyone with the appropriate training would be good to turn up. Ultimately an ambulance with trained and experienced crew would be best. The main concern is how the fire officer dealing with medical emergencies would impact on the time it would take to get a fire engine if there was a fire. Are there going to be extra fire officers just to deal with medical staff?

They are highly skilled professionals. My concerns would be around long term funding. Ensuring this add on service would not impact on the core fire service having additional recruited staff.

Would the attendance of firefighters to Red1 calls impact on fire cover?

Would this effect the availability of a fire engine being available, once the firefighter has arrived would the ambulance still proceed or be diverted to another call?

Would prefer to have a trained medic e.g. a paramedic who worked full time as a medic. We already have emergency responders so why duplicate the role and potentially deplete the fire and rescue team who may be needed for their real work.

3.7 Respondents also mentioned concerns about diluting both professions and expressed that people's expectations are paramedics in medical emergencies and firefighters to put out fires/in rescue situations:

I'd be concerned that people needing the fire service would have to wait longer than ever while their crews did the ambulance job. Would you go to a partly trained butcher for your bread?

If my house was on fire I wouldn't expect a paramedic to come and put it out.

You are the experts on fire. I would have equal concerns if the ambulance service turned up to put out my fire. We need people who are well trained in their fields, not a jack of all trades.

I'd rather have a properly funded ambulance service and not dilute firefighting capabilities with medical training. Of course, I'd appreciate help from anyone properly trained, and would assume an ambulance would also be dispatched. But this seems like an attempt to dilute both professions.

You are the experts on fire. I would have equal concerns if the ambulance service turned up to put out my fire. We need people who are well trained in their fields, not a jack of all trades.

Firefighters should fight fires and carry out rescues. Paramedics and ambulances are needed for medical calls. I would want a paramedic if I was in need of medical help and a firefighter if I needed rescuing. Would you send an ambulance to put out a fire? If a fire appliance is at a medical call, who is covering fire calls. The cuts to services have already made an impact on fire cover.

- 3.8 Other respondents questioned whether this proposal is covering a problem of under-funding in the ambulance service:

I would want the best trained person to arrive; a paramedic or even a doctor, not someone filling the gap caused by underfunding of another service.

Anyone arriving who manages to save a life would be welcome, however this is masking the real issue which is underfunding in the ambulance service.

Although covering up the fact of a shortage of funding for the ambulance service, it would be better than nothing. The extra training and equipment would help on fire calls.

- 3.9 Some saw the good intentions of the proposal but said that despite the best of intentions, firefighters just cannot match paramedics in terms of experience and training:

With the best will in the world, firefighters can't be given the level and breadth of training and experience that trained EMT's have. I'm also concerned that this is a prelude to further cutting paramedic budgets.

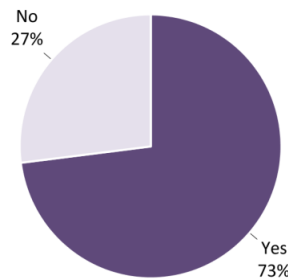
A fire officer cannot have the extent of medical training that a paramedic has, and I would be less confident of being treated appropriately (despite the fire officer's best intentions). I would therefore feel concern about whether I would be being treated in the most medically appropriate way.

Doctors have to go through years and years of training to be qualified to give medical advice and treatment, let alone saving a life, in a 999 emergency, unless the fire fighter has also been through the same rigorous medical exams, training, and experience there is no way that they should be the first ones to arrive in a 999 emergency. Money would be better spent in this respect if you gave money to the NHS to specifically improve their response time to 999 calls, a much more simple option. There is a system in place that is manned by trained professionals already; support this and make it stronger rather than going on some slightly less helpful tangent. However, I have not doubt that fire fighters are very professional in their response and would also have a very good grounding of medical practice, but if you are asking me my preference this would certainly be it.

- 3.11 Just under three quarters of respondents (73%) thought that East Sussex Fire and Rescue Service should invest funding in Immediate Emergency Care Responding for a two year pilot.

Figure 9: Do you think East Sussex Fire and Rescue Service should invest funding in Immediate Emergency Care Responding for a two year pilot?

Do you think East Sussex Fire and Rescue Service should invest funding in Immediate Emergency Care Responding for a two year pilot?



Base: All Respondents (481)

- 3.12 Respondents were again asked to explain their answer. A number of respondents thought that a pilot would be worthwhile:

A pilot will identify if the fire and rescue service can make a difference. It will also identify cost implications, as well as impact on business as usual.

A pilot would show whether or not the scheme would work in practice.

A two year pilot should be time enough to assess the effectiveness of the new measures and the practical/financial viability of the scheme.

Pilot projects are a good way of evaluating potential change, provided the outcome is evaluated properly before the change is rolled out universally.

A proper two year pilot would be a good test, it must be resourced properly though, for clear accurate and truthful results at the end.

- 3.13 Others also commented that investing funding in Immediate Emergency Care Responding for a two year pilot was a good idea in principle:

Anything that can improve first response is good for the patient. If the fire fighter is closer than the ambulance and trained, then that is better for patient.

Appears to be a good use of resources to better use all qualified personnel.

As I previously said if it resulted in faster response times, it must be a good idea always, provided the fire officer was fully trained.

Despite my fears, I think it is worth exploring. Likelihood of positive outcome is very closely linked to immediacy of first aid, so it sounds in principle like a good idea. Just get the back end right.

Good for fire fighters to have more detailed knowledge of supporting medical issues that are related to fire and related emergencies before paramedics are on scene.

I think the firefighters have less to do, as calls have gone down, so multi-skilling and diversifying is a good idea.

I think medical support is a good idea, as long as the right resources are provided and not just money and ticking boxes exercise.

- 3.14 However, a number of respondents thought that the pilot should be funded by Central Government and/or the Ambulance Service:

We are doing this to help the ambulance service. They should be funding it. Our funding should be retained to support our core services, to offer assistance to struggling support staff and to help deliver projects currently underway which are being side-lined and not being given the consideration they should be, particularly given the impending HQ move.

The ambulance service should pick up the costs of running the pilot and subsequent expansion of the scheme. We will be helping them out and, presumably, saving them money, whilst we are trying to deliver core services with an ever decreasing budget.

SECAMB should invest in funding the medical emergency cover provided by ESFRS. After all, ESFRS have just agreed to take on specialist search on behalf of the police, for which they would receive payment on a call by call basis, why should we treat partner agencies differently? It would not be equal or fair.

Why would the fire authority invest their public money in this? If medical emergencies need to be covered then surely this funding should come from central government or the primary care trust?

This should be jointly funded with the ambulance service.

With an already challenging budget, any costs associated to Red1 calls should be funded by central government/ambulance service.

I suspect that the fire and rescue service has insufficient monies for their normal duties. The pilot should be government funded.

I think additional funding should be provided by central government to fund the pilot scheme, therefore safeguarding the existing FRS budget.

Funding for this should come from central government, not out of the already restricted fire service budgets.

Funding should be made available from central government for crews to support medical calls and underpin the ambulance crews.

The funding, if deemed appropriate, should come from central government, this a quick fix objective by government to cover for the poor/patch work cover of medical resilience for our local communities.

The start-up costs and funding should come from SECAMB or at worst the government, not the funds allocated for fire and rescue. This is likely to be the thin end of the wedge, as with corresponding.

Yes this will help to ensure the crossover areas are adequately covered. However, one would expect such long term, cost saving, cross service would be assisted financially by central government.

If ESFRS is to take on work that would otherwise have been done by another emergency service, that other service should finance it. ESFRS has drawn up a budget to provide services within its own remit: firefighting, rescues, education, prevention work and business safety. If ESFRS is to take on work for other agencies, those agencies should pay for it. The government may well have an agenda for greater collaboration between emergency services, but it is not beneficial to approach this in a piecemeal fashion by a gradual blurring of responsibilities or work across emergency services and changes in governance structures.

3.15 Some thought that the money should instead be invested into the Fire Service:

You should invest it on fire training. How can you become diagnosticians? It needs an awful lot of training and how will you get someone to hospital in a fire engine? Stay as experts in your own field, anything more is wasting public money. You do sufficient rescues as well as fires. If your members are really standing idle then don't recruit so many management people. Train your fire fighters to do the clerical work.

Would be better spent investing in new technology to fight and prevent fires.

When budget cuts are being imposed by government year on year, FRS funding should be used for FRS purposes; avoiding job losses and potential fire station closures.

ESFRS should be investing money on fire cover; let the ambulance service deal with medical cover, the way it is now. It works so don't change it, it's a stupid idea.

I would like you to invest in firefighters and not covering paramedics with partly trained staff.

If the fire service has spare money you should invest in employing firefighters. I am concerned about the cuts in frontline jobs, especially in Brighton and Hove where you have got rid of a fire engine.

The fire service should not be using their limited funding to carry out work which is not in their remit. Budgets are already stretched and as this area does not generate a revenue stream it should not be undertaken. I have no doubt that the firefighters would undertake this duty well. However, I believe that distinct lines should be kept between the emergency services and that if the ambulance service are unable to keep up with demand for their services, then the government should be tacking the issue head on and look at investment in that service. Fire service budgets should be used for driving down fire risk and for ensuring firefighters have appropriate training. This seems like a sticking plaster approach and does not tackle the real issues.

- 3.17 Respondents were asked whether they had any additional comments about the proposal:
- 3.18 A number of people again commented on issues that have already been mentioned in the previous questions such as: training; the ambulance service and central government funding; the pilot; and the potential that it could negatively impact on the core function of the fire service. Some comments that hadn't previously been raised were around educating the public about what constitutes an emergency and the cost of people abusing the service:

A high proportion of incidents are due to drink and drugs; should services not charge if called to this type of incident to cover the cost of training, implementation, and ongoing development?

I think it seems like a good idea. If, as I have, heard calls for fire services are lower these days but calls for emergency medical help are up, it seems like sensible use of your professionals' time and the taxpayers contributions. However, there has to be more education for the public as to what constitutes a 999 emergency and also the volume of emergency calls that are arising from drink and drugs. Better promotion is needed at schools, from primary upwards.

It saddens me to think that the ambulance service needs additional first responder support which I feel in the main is due to the public abusing the emergency service. However, I am sure the fire service could offer a good support to the emergency services in selected call outs.

- 3.19 A couple of comments were made about central government in light of whether this proposal would essentially become a cost cutting exercise. It was noted that effective fire cover should be maintained and best patient outcomes should also be achieved. One respondent also questioned whether it would be more appropriate for the Police Service to provide additional support:

Although I would welcome the scheme in principal and a more integrated paramedic and FRS, I am concerned that this becomes more of a cost cutting exercise for central government as opposed to improving two already over stretched and underfunded essential services.

Although, I have answered yes to both questions, I have concerns about how this proposal can be used against both ESFRS and the ambulance service by the current government.

Although, obviously response times are critical it is more important that the staff that do attend are equipped and trained to move the situation on to achieve the best patient outcomes. I am not convinced that by diluting the training that will lead to that. I think more resource into the appropriate body (i.e. the ambulance service) is more appropriate. In fact I think it would be more appropriate if services are to be shared for it to move to the police authority who are already active 24 hours a day in vehicles ready to attend.

As long as fire service participation in patient care is not seen by other services as an excuse to reduce their funding then it is a good idea.

I have no objection in principle to co-responding to medical emergencies. ESFRS should send an attendance to all RTC's, which they are obliged to respond to under the 2004 FRS act. If an agreement is entered in to ESFRS should be responsible for mobilizing our resource this would then ensure fire cover is maintained effectively. ESFRS should also

charge SECAMB on a cost recovery basis. If it is an entirely free and effective service the potential is that the ambulance service may elect to decrease investment in ambulance/paramedic provision.

- 3.20 It was also noted that training and the setup of the pilot should be carefully planned:

Sounds like a worthy idea. Be careful with the administrative beast that is the NHS. Liaise with paramedics in the forming of the pilot, rather than managers. The emergency service runs on the goodwill of the front line staff who go way beyond their remit to plaster over the cracks. That is where the real effectiveness of the service will lie; understanding what the paramedics really do, not what their job descriptions say and what the management theory says.

Taking the union with the FRS, so close engagement is needed. Training needs to be carefully planned.

- 3.21 A number of respondents also commented that the pilot should be properly funded and resourced so that it doesn't impact on service delivery:

Unless we are going to invest and run it properly like America I think we should not trial this at all.

I reiterate my point that this project needs to be funded and resourced properly with correct training and refresher training for responders.

I think the fire service provides a good and professional service. I would not like to see it or its staff stretched any further than it is. I have no problem with the fire service bidding for other work or contracts, but it needs to be properly funded.

Full funding needs to be given for this project.

I am fully supportive of it, subject to it being funded and resourced correctly so that it does not impact on current service delivery.

- 3.22 It was also questioned whether FRS staff should be able to opt in to these extra responsibilities and paid extra:

It strikes me that staff who opt to undertake such serious and high-level responsibilities should opt in and be properly paid for this extra, and vital, additional role.

It must not use volunteers. Fire service staff should all be paid and well-paid to boot.

If firefighters do receive this training I believe that their salary should be increased to reflect their increased skills and responsibilities.

- 3.23 It was also felt by some respondents that the public would need to be reassured about the proposals in question and PR would need to be effective also:

You might need to do some P.R. to ensure people are happy to see a firefighter first, rather than an ambulance. Promote the training they get compared to ambulance crews.

I think the public need to be reassured about it. A lot of people would be worried about the level of medical care they can receive from a firefighter. If they are able to help then we need to know how when this scheme runs out.

It would need careful publicity to ensure full understanding and confidence on the part of the general public.

Drowning Prevention

Each year the Service is involved in a number of rescues and body recoveries from water. Some of these incidents are as a result of flooding but most are as a result of accidents.

Drowning in the UK accounts for more accidental fatalities every year than fires in the home or cycling on the road and many more people suffer life changing injuries in water related incidents.

We will be considering both our prevention activities and support to other agencies to address this risk to the public and are publishing a Water Safety Strategy in the near future.

3.24 Respondents were asked how they thought East Sussex Fire and Rescue Service could contribute to reducing drownings. Various ideas and considerations were put forward which included:

3.25 School visits/education:

A lot of people that drown in the area are people who do not reside near the beach and do not understand the dangers. You will not be able to influence that element, but we should do school visits and teach children about the different dangers that each type of water poses such as flooding, rivers, lakes/ponds, the beach. Offer to do demonstrates at sites of water for schools to attend with groups of children.

Advice in schools. Written notices at known danger spots. Advice to owners of places like open water about safety, fencing etc. But people do have to take some responsibility for their own safety.

Assuming that ESFRS will receive funding for something that isn't a statutory duty, they could introduce an education and awareness element to the variety of school visits/safety campaigns.

By visiting schools and talking to students on the importance of learning to swim and respect the dangers of swimming in the sea. Only swim in the sea when the tide is coming in! Parents should also be made aware at parents meetings. School governors should also be involved and encourage the frequent raising of these issues to children and parents.

Take the education model you have applied to fire safety and apply it to drowning. It is truly impressive how the work around fire safety and smoke alarms have reduced the number of deaths in fires. If you can achieve the same results for drowning risk that would be the best contribution you could make. Change people's perception of the risk and their behaviour around water.

3.26 Improved awareness/promotion/campaigns/demonstrations:

Better awareness of possible accidents. Visiting accident scenes to increase awareness.

Better promotion, not just promoting of the fire rescue.

Firefighters are trained to enter the water and have specialist teams trained to deal with more complex/fast moving incidents. Drownings should be part of the fire service preventative work.

Education at beauty spots involving water. Classroom education team. Stands at seaside resorts, such as Camber.

Education campaigns, better use of operational crews e.g. safety days at water venues.

Crew could provide public demonstrations of water rescues as they do with RTC's and chip pan fires, to show the public how serious entering the water can be.

Education providing a preventative message to younger people. Specific presence and awareness days at known hot spots throughout peak times of the year perhaps?

Education, collaboration, support funding for information at highlighted risk areas based on history.

Education, warning notices and publication of drowning tragedies to make others take more care.

3.27 A holistic approach/multi-agency working:

Analyse the specific cause of the accidents and work together with all water monitoring bodies: coast guard, RNLI, river authorities, H&S etc. Establish a single unified approach. Not a one off, ESFRS special campaign dreamed up by consultants

By encouraging multi-agency safety events, such as those run for primary school years 5/6, for secondary and the general public. Statistically incidents have decreased by 30% since 1983 (ROSPA) with an increase in the late 90's. This downward trend is encouraging. Collaborative approach with partners, use the 'safe drive stay alive' programme as a model to get into schools and educate.

Greater collaborative working with agencies that deal with monitoring beaches and lifeguard cover. Use information from the statistics to inform schools through the education programme. Work with schools to recognise the dangers of water. Offer advice and training on where and where not to swim. Simple stuff that could save just one or many lives a year.

There needs to be more of a co-ordinated national campaign on flooding and drownings, as there has been with other fire safety issues. School campaigns would be useful, however, should the environment agency or council be more involved?

This requires a partnership strategy, by working closely with: community policing, RNLI, lifeguards, swimming teachers, NHS, schools, further education and the intelligent use of social media, to ensure the public understand the dangers. Active intelligence on known drowning hazards should be shared and acted upon, without delays due to poor communication between all interested parties.

Through a coordinated, targeted partnership approach to raise awareness and provide education in ways to prevent it happening. ESFRS to provide a specialist trained and equipped team to respond to water related incidents, that is available 24/7.

3.28 Advise organisations and land owners who could have an influence/impact:

Advise landowners on reducing the likelihood of people going in the water.

Advise local councils to ensure schools give swimming lessons to all pupils

Beyond the obvious search, rescue and recovery roles, ESFRS should have authority to give notice to local authorities/landowners where risk of drowning exists. For example, if trends identify risk areas to compel landowner to erect safety fencing, or to close beaches, piers etc. At times of high risk i.e.: during storms, night time etc. It must be remembered that the onus on prevention rests solely with individuals to assess the risk to themselves and avoid it wherever possible. The fire service should not be held accountable for the reckless behaviour of individuals.

3.29 Have the right equipment and well trained staff:

By being fully equipped, fully trained, attending incidents and being fully funded.

By having the right equipment and thorough training, being able to educate about dangers whilst undertaking other safety events/open days.

By providing additional equipment and training to all of the fire stations and fire personnel.

Ensuring that all personnel are trained and equipped to a high standard, enabling ESFRS to respond rapidly and efficiently to these incidents. Public awareness/information work should be funded and delivered with separate funding from central government.

Provision and maintenance of lifesaving equipment in hotspots.

3.30 It is worth noting that a small number of respondents thought that drowning prevention is not in ESFRS's remit:

I don't think prevention education should be a part of the fire service remit. It is not your job to teach common sense to those who may not have it.

I feel this is another example of the fire rescue service getting involved in an area that is adequately covered by other agencies. Additional funding will be required from an already financially stretched fire service.

I think that this is not a real issue for the fire service, this is something that should be addressed by the coast guard and the environment agency responsible for waterways. Having the emergency response is fine but that should be the limit. If there was extra funding to add a team to deal with this, then fine.

In Eastbourne, where I live, drowning is more associated with the sea and this is not an area where the fire service can help, other than supporting the RNLI from the shore.

It cannot and should not. This is not the purpose of the fire and rescue service.

It is primarily a fire service and not appropriate for the organisation. They should not interrupt the work of the maritime and coastguard agency, RNLI including their lifeguards, or RLSS lifeguards. Where are they legally asked to do this? Surely they are detracting from long standing work of the above?

3.31 15% of respondents to the consultation reported having responsibilities owning or running a business.

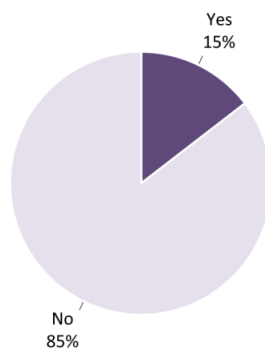
Business Safety

We will continue to reduce risk to the public, businesses and firefighters through improving how we protect buildings and their occupants. We will re-evaluate how we deliver firefighter safety and business fire safety and look to ensure a balance between the numbers of targeted premises we inspect and the advice and support we give to premises owners.

We will consider how we can make better use of operational firefighters to undertake fire safety inspections of buildings where appropriate, where it is cost effective and where it can make a real difference.

Figure 10: Do you currently have responsibilities owning or running a business?

Do you currently have responsibilities owning or running a business?



Base: All Respondents (444)

3.32 Respondents who currently have responsibilities owning or running a business were asked how ESFRS can best support them to improve fire safety and meet their legal obligations within their premises. Suggestions that respondents put forward included:

3.33 Fire safety advice and updates on legislation:

Fire safety advice (including online)

Make fire safety officers more accessible for free advice.

Set up a trading entity which can provide advice/FRA's at a cost to generate income. Conflict of interest would have to be carefully managed.

By regular updates on legislation via e-mail and the press, where appropriate.

Produce an article about safety on farms for the south east farmer around June at haymaking time. Recently a barn of hay overheated and caught fire in Ticehurst.

3.34 Site visits and appraisals:

Free site visits and on-site appraisal

Regular visits and contact is the best way to maintain safety parameters.

The offer of a site visit, a collaboration rather than an inspection, would be helpful. Could there be an offer which also raises funds? Volunteers, retired firefighters, etc. Acting in an unofficial (i.e. no duty of reporting results) consultative capacity: visiting, providing advice, and in return I make a donation to a charity of the fire service's choice.

3.35 One respondent also noted that the maintenance of smoke alarms at business premises is helpful:

Maintenance of smoke alarms. I work from home and we have the fire brigade fit the alarms and then call Mayfield station when they stop working, to secure a replacement we can trust to work. This is a really valuable service.

3.36 Some respondents said that regular inspections would help to support them, with a couple saying that ESFRS should concentrate on enforcement:

Regular, scheduled inspections of premises.

More inspections and use officers that are fully aware of the current regulations and how to apply them.

Concentrate on enforcement rather than guidance, this means those that don't comply suffer the consequence; otherwise you are only dealing with those who want to comply, giving those who don't an unfair advantage.

Set up a whistle blowing hot line for business tenants/licenses with landlords who are slacking over fire safety.

3.37 A number of respondents mentioned training as a response to how ESFRS could best support them to best support them to improve fire safety and meet their legal obligations within their premises :

Training materials (including leaflets)

We are a mobile cookery school business, so our fire safety policy is within our health and safety policy. In the same way that the catering businesses have to undertake food hygiene courses, could there be an added accreditation in fire safety?

I don't own any premises as I'm self-employed in the construction industry, but maybe we should all be first aid trained to help others, as we can be on the road a lot. Also could we have some sort of basic fire and rescue training, to also aid or help before the fire service arrives?

I am a childminder so advice on running a business from home, tailored to my situation, would be useful.

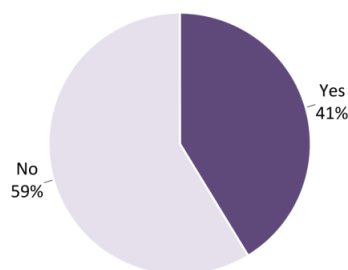
Provide frequent management training courses.

Safety checks and staff training.

3.38 Of the respondents who reported having responsibilities owning or running a business, around two fifths of these (41%; 26 respondents) said that they were aware that East Sussex Fire and Rescue Service offers free Safer Business Training.

Figure 11: Are you aware that East Sussex Fire and Rescue Service offers free Safer Business Training?

Are you aware that East Sussex Fire and Rescue Service offers free Safer Business Training?



Base: Respondents who currently have responsibilities owning or running a business (63)

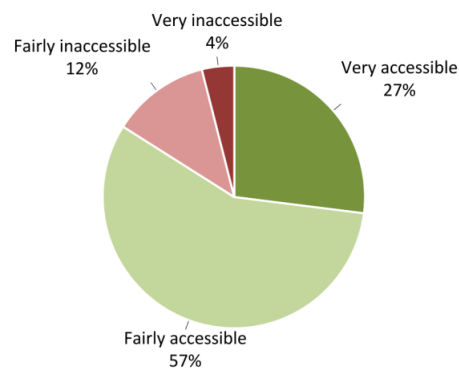
Advice and information

We provide information on our website, in leaflets and flyers, on social media and face-to-face through visits and training.

- 3.39 All respondents were asked how accessible they thought East Sussex Fire and Rescue Service are for advice and information. The vast majority (84%) thought that ESFRS are either very or fairly accessible, with more than a quarter (27%) saying that they are very accessible.
- 3.40 Less than a fifth (16%) said ESFRS were inaccessible.

Figure 12: In your opinion, how accessible is East Sussex Fire and Rescue Service for advice and information?

In your opinion, how accessible is East Sussex Fire and Rescue Service for advice and information?



Base: All Respondents (381)

Our funding

Council tax

The average household in East Sussex and the City of Brighton & Hove currently pays £86.72 per year for their fire service — that is just £1.67 per week for a band D property.

Our revenue budget for 2016/17 is £38.4m and is funded from government grant (16%), business rates (19%) and council tax (65%). Over 70% of our spending is on employees, and the vast majority of this is on our firefighters.

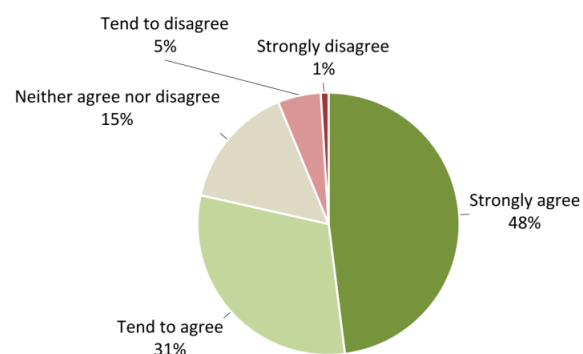
In common with many other public bodies we have had significant reductions in the grant we receive from Central Government in recent years and we expect this to continue in the future. Our latest Medium Term Financial Plan (MTFP) predicts that we will lose a further £3.0m in government grant between 2016/17 and 2019/20. To ensure that we have a balanced budget and are financially sustainable over the medium term we will have delivered £6.7m of savings between 2010/11 and 2016/17 and have identified a further £1.8m to be delivered by 2019/20.

At the same time we have become more dependent on the income we receive from council tax. The Authority froze council tax between 2010/11 and 2013/14 but has had to increase the amount it charges to council taxpayers by 1.94% in each of the last 3 years. We are considering whether to do the same in 2017/18?

- 3.41 The majority (79%) of respondents agreed that their local fire & rescue service offers value for money; only 6% disagreed.

Figure 13: Extent to which respondents agree or disagree that their local fire & rescue service offers value for money

To what extent do you agree or disagree that your local fire & rescue service offers value for money?

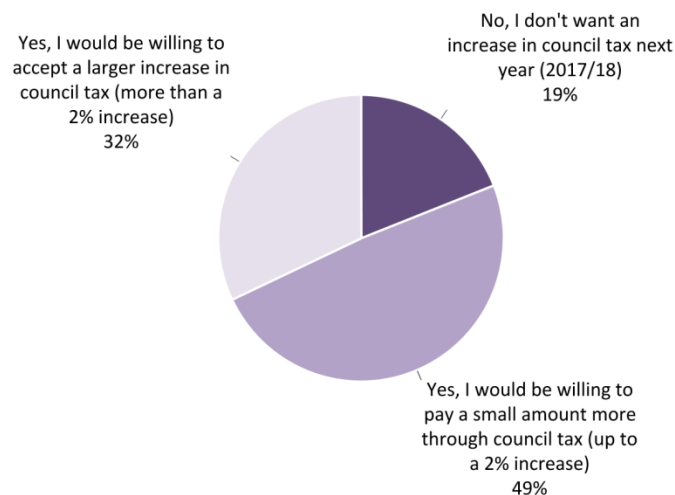


Base: All Respondents (419)

- 3.42 Around four fifths (81%) of respondents said they would be willing to pay more, through council tax, for their local fire and rescue service next year, with just under half (49%) saying that they would be willing to pay *a small amount more* through their council tax (up to a 2% increase) and around a third (32%) said that they would be willing to accept *a larger increase* in council tax (more than a 2% increase).
- 3.43 Just under a fifth of respondents (19%) said that they don't want an increase in council tax next year (2017/18).

Figure 14: Would you be willing to pay more, through council tax, for your local fire and rescue service next year? If yes, what level of increase would you accept?

Would you be willing to pay more, through council tax, for your local fire and rescue service next year? If yes, what level of increase would you accept?



Base: All Respondents (415)

- 3.44 Respondents were asked whether they had any suggestions about what ESFRS could do to offer better value for money. One of the suggestions was for ESFRS to merge with West Sussex:
- Amalgamate with West Sussex and reduce the number of officers who have the highest salaries.*
 - Amalgamation with West Sussex to form a more efficient service.*
 - Consider merger with West Sussex. Review senior officer roles. Outsource IMD. Promote commercial aspects including training centre.*
 - Merge with West Sussex and reduce the amount of principal officers.*
 - Merge with WSFRS, avoiding expensive duplication of top level posts.*

Pursue a merger with West Sussex to amalgamate front line services, management and backroom functions.

- 3.45 Another suggestion was for more collaborative working with other services (such as the Ambulance Service and Police):

Better integration with other services; backroom staff, multi stations shared by police, ambulance and police/other category 1 responders, station manager responsible for all services on that station.

Combine with ambulance service as far as possible to save money. Run one staff 24/7 emergency rota rather than 2.

I note the work being undertaken by the fire service, to work more collaboratively with police, ambulance and health colleagues which I'm sure will result in greater efficiency, improved service and increased value for money for the local people. I would encourage the fire service to continue to focus on this partnership approach, particularly around health, in order to protect the East Sussex pound and deliver arrangements that reduce specifically the pressure on health and social care in our area.

I certainly agree with joined up delivery across the three emergency providers with very clear service boundaries between them. Better value doesn't come with short term operational cuts, better value for money comes with identifying longer term strategic improvement through joint working with partners, however this takes time and may even require greater expenditure in the short term to explore success.

I think ESFRS should look to make more savings by working collaboratively.

I'm a little concerned with the ageing workforce in the fire service and no new recruits being taken on, the high level of skill and knowledge from retiring firefighters is not being passed on. Cutting the number of firefighters and fire stations can't be good, especially with more people coming into the country. Would it not be better to have the fire and ambulance service join forces?

Join forces with other services i.e. brigades to stop too much top level management, this would cut high paid jobs at the top.

More joint working with police and ambulance, so you will not duplicate work such as community safety.

- 3.46 Some respondents also suggested that the ESFRS management structure should be reviewed:

Look at the management structure - is it too top heavy? I'm speaking in the dark here, I do not know if this is true. Reducing even by one post would save money.

Minimise managerial structure.

Reduce senior management numbers.

Review management structure, are you top heavy. Monitor use of office buildings, are they affordable and used 24/7.

Streamline the management structure.

- 3.47 It is worth noting that some respondents thought that ESFRS already provide value for money and therefore felt that cuts should not be made.

Already give excellent value for money. Strongly feel you should not have to make drastic cuts.

Already stripped back as far as it can go by removing frontline staff and appliances.

I think your service is excellent and do not support the central funding cut back you have - lobby them, please.

I believe you already give good value for money. Unfortunately ESCC and LAS waste huge amounts of revenue on unnecessary or ill-planned projects and services. If some of that money was used for the fire service I am sure it would help.

I think you do a marvellous job and provide excellent value for money. My concern about paying more in council tax is that we pay more and more for less and less. This is a central government strategy to push the national debt down the line.

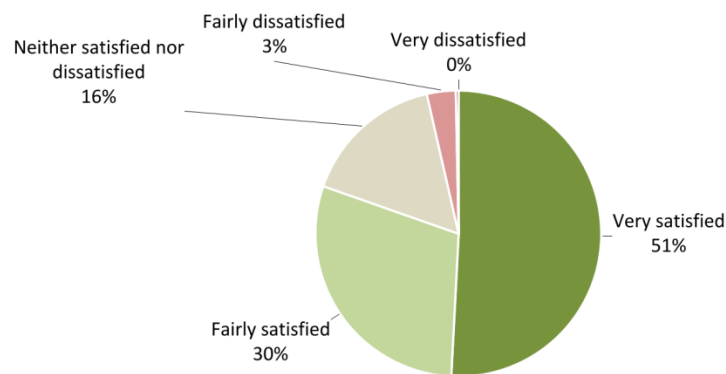
The Service we provide

3.48 The majority (80%) of respondents said that they were satisfied with the service they receive from ESFRS. 16% reported being neither satisfied nor dissatisfied with only 3% expressing dissatisfaction.

3.49 Residents in Lewes (94%) were the most likely to say that they were satisfied.

Figure 15: Extent to which respondents are satisfied or dissatisfied with the service they receive from ESFRS

In general, how satisfied or dissatisfied are you with the service you receive from us?

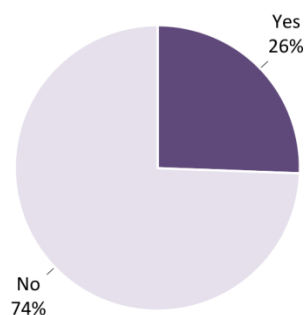


Base: All Respondents (366)

3.50 Just over a quarter (26%) of respondents said they had been in contact with East Sussex Fire and Rescue Service in the last 12 months.

Figure 16: Whether respondents have been in contact with East Sussex Fire and Rescue Service in the last 12 months

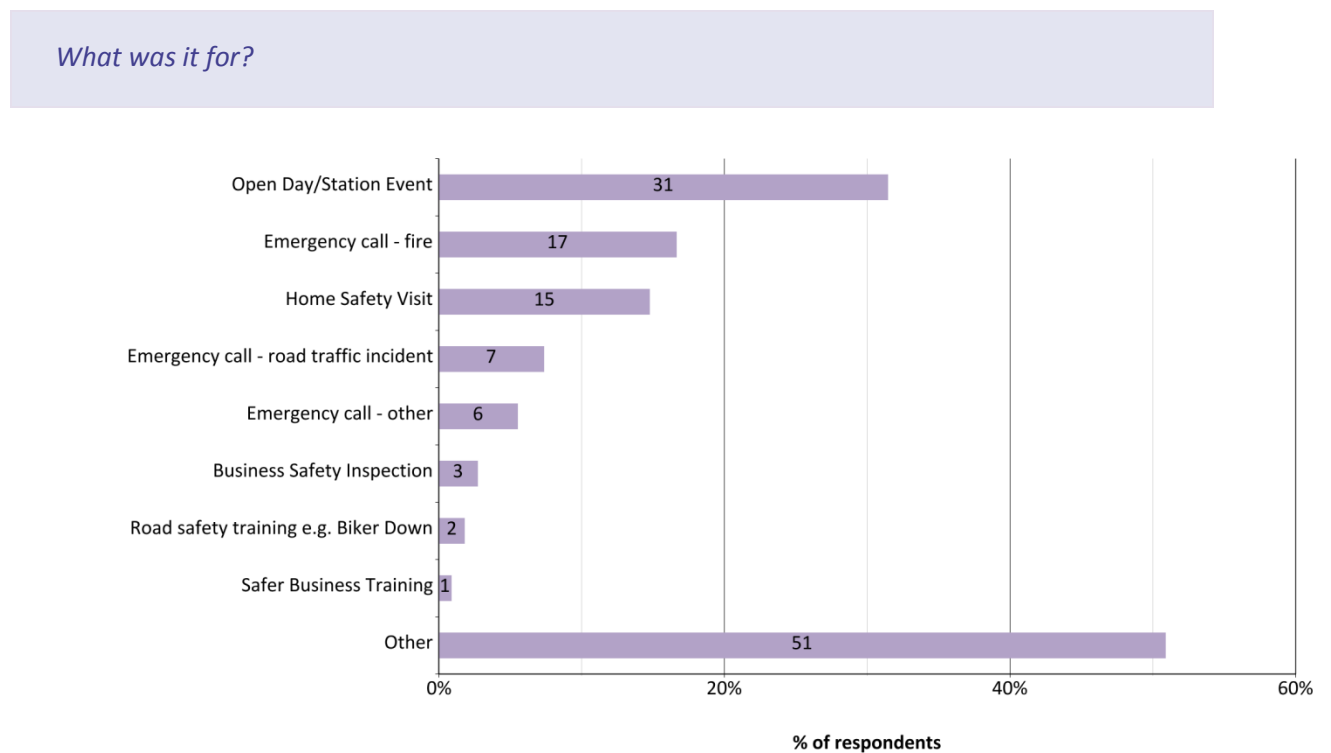
Have you been in contact with East Sussex Fire and Rescue Service in the last 12 months?



Base: All Respondents (422)

- 3.51 Respondents who have been in contact with East Sussex Fire and Rescue Service in the last 12 months were asked what it was for. Almost a third (31%) of respondents said that they had been in contact with ESFRS at an open day or station event; almost a fifth (17%) had had a fire; 15% had had a home safety visit and 13% had called ESFRS in an emergency (either for a RTC (7%) or something else (6%).
- 3.52 A large proportion of respondents also gave 'other' reasons for being in contact with ESFRS. Many of these included being employed by the FRS, having contact in some capacity as an employer, or as part of a work related interaction/training course.

Figure 17: Reasons for contact for respondents who have been in contact with East Sussex Fire and Rescue Service in the last 12 months

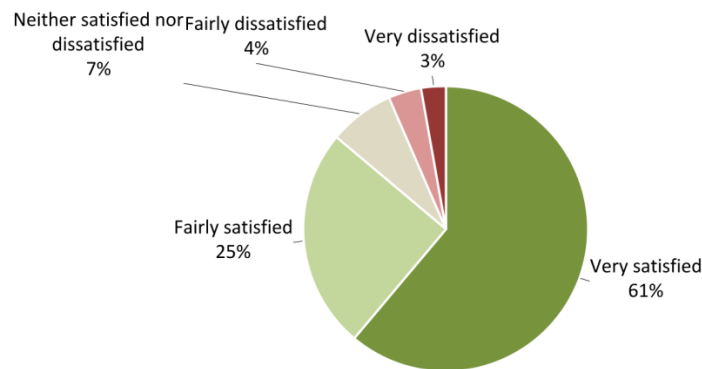


Base: Respondents who have been in contact with East Sussex Fire and Rescue Service in the last 12 months (108)

3.53 The vast majority (86%) of respondents who had been in contact with East Sussex Fire and Rescue Service in the last 12 months said that they were satisfied with the service they received the last time they were in contact with them. 7% reported being neither satisfied nor dissatisfied with only 6% expressing dissatisfaction.

Figure 18: Extent to which respondents are satisfied or dissatisfied with the service they received from ESFRS the last time they were in contact with them

Thinking about the last time you were in contact with East Sussex Fire and Rescue Service, how satisfied or dissatisfied were you with the service you received?



Base: Respondents who have been in contact with East Sussex Fire and Rescue Service in the last 12 months (108)

3.54 When respondents were asked if there was anything that East Sussex Fire and Rescue Service could have done better, the responses varied but included:

3 firefighters came to the house and couldn't fix the alarm which only needed the battery replaced and failed to put up a new working alarm.

Could have had a more caring attitude to the community.

Ensure the public are made aware that covering moves are put in place when fire engines are tied up at calls to maintain cover. Especially if it is a medical call.

Give longer notification for the blanket testing. Since so many fail it would be good to have time to let our group know about it and not just those on email!

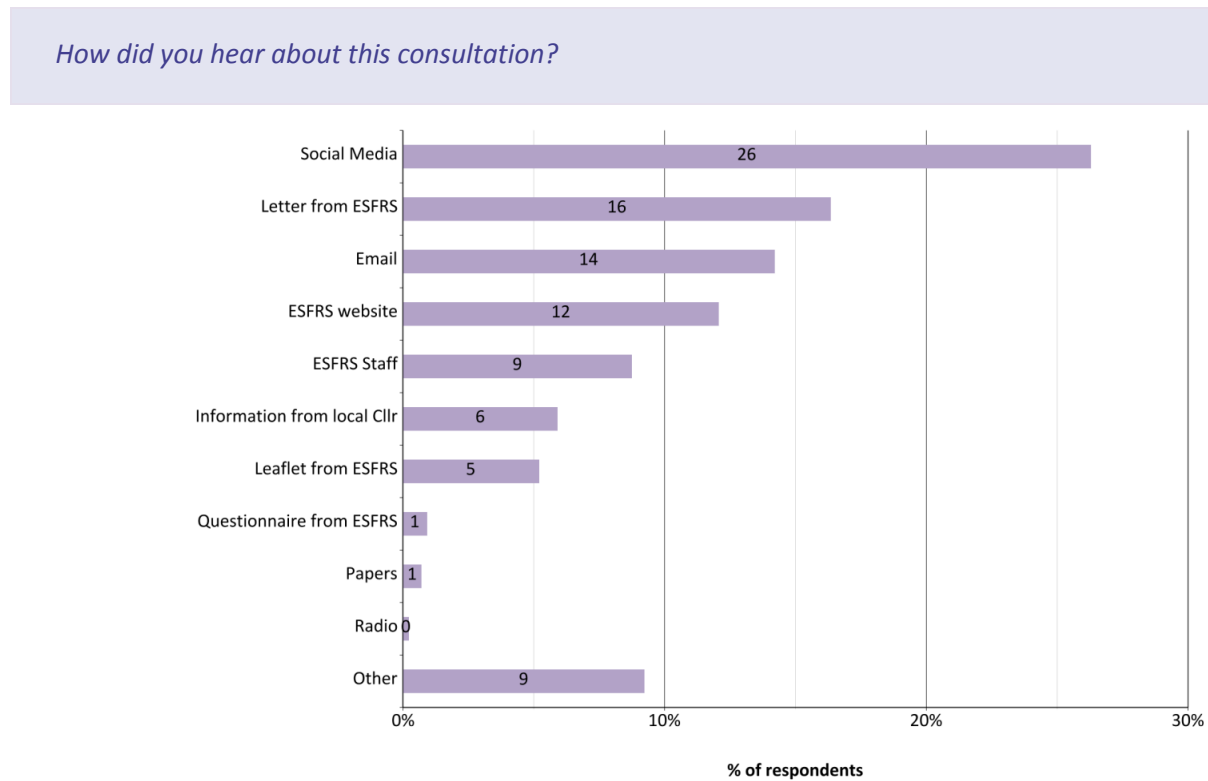
Made me feel as though you wanted to help rather than my issues were just mine to deal with.

Name badges would be a help, and a lot more training on how to talk to the public.

Responding to email or contacting us was slow, smoke alarm took a very long time to arrive at my address.

3.55 The way that most respondents heard about the consultation was through social media (26%). More than 1 in 10 respondents also said that they heard about the consultation via: a letter from ESFRS (16%), an email (14%) or the ESFRS website (12%).

Figure 19: Ways that respondents heard about the consultation



Base: All Respondents (422)

APPENDIX B

Full notes from staff and stakeholder forums

Pages 2-6 are staff comments

Pages 7-9 are stakeholder comments

Would you have any concerns if you called 999 in a medical emergency and an appropriately trained firefighter or fire officer arrived on the scene first?

Concerned not just for us. Will this allow the ambulance service to get worse than it already is? Are we supplanting them to their advantage?

No brainer from medical point of view

potential for creep i.e. starts with cardiac arrest calls and slowly expands to include other types of calls.

It's just the fact that we'll get there (arrive) first but the ambulance will still be mobilised, yes?

What happens now? If someone has a heart attack as a result of a fire – what do we do? Do we wait for the ambulance to arrive or do we do intervention because we are already there?

Regarding looking after our staff (“appropriately trained”), what support is being put in place for staff that will potentially come into contact with challenging situations?

Has this been costed out or do you see more costs emerging as a result of the pilot?

Whose stats are these going to affect? i.e. we are compared with other FRSs (i.e. numbers of fatalities)

Will there be a vetting process for the ‘volunteers’ that are interested in taking on these calls – some fire-fighters may think they are suitable but may not be ideal?

Through the pilot, will there be checkpoints throughout when we “turn off the tap” so we can monitor what's going on and if we decide to change direction there's scope to do so?

Is this support going to be 24/7 service or just part time?

Will we be branded – otherwise there could be confusion to members of public when firefighters turn up?

Are these calls going to pass through our control room – how's it going to work?

We should know where the biggest demand is and where we have fire stations (i.e. a fast response)

What happens if the person dies before ambulance arrives? How will that impact us / our image? Any legal issues?

Will crews be forced to do it, down the line, once the pilot has finished?

Have we done analysis (or has Secamb) with regards to an increase in red 1 calls due to an increasingly ageing population?

Are we looking to use bikes?

Have we set out what ‘success’ looks like?

It's the appropriate training bit for me, in time of need people call the fire service because they know we are trained or what they need, we need to ensure appropriately trained is understood

Like with our calls you don't know what you're going to but I would worry if I'm appropriately trained for whatever I'm going to find

It's a good idea in principle but how will it impact on crewing which is already bad, retained availability, RDS support etc, what would be the covering moves on that?

You're stripping back something that is already tight

If you're looking after someone you only need a couple of people, how many firefighters would go? will the whole appliance go? Will there be 6 people attending but you only really need 2?

If they all go you'd be sending people who won't have been trained

What's the maintenance of the training for competence and confidence so that people keep their skills up to date? We need to commit to it fully so that people are confident to go out and do it

Will staff get support as this is a very different situation to what we're used to

Do Secamb still send a paramedic at the same time?

Do you think East Sussex Fire and Rescue Service should invest funding in a two year pilot of Immediate Emergency Care Responding?

What are the costs involved? (startup/year one)

How have we found funding for this, where other areas haven't had this funding – are there going to be cost pressures elsewhere which means something else has to give as a result?

We need to invest and move forward as a service but it sits uncomfortably with me as we have been cutting back our resources so much in the last few years

Is there money available already for this sort of thing?

Without a doubt, it would be remiss to not do this for funding reasons because we have got that money we can use from reserves

It's worth doing but we have to be mindful of other things we should be doing e.g. water safety and prevention

It's a small amount of money for a life

Do you have any additional comments about the proposal?

I've seen it happen and it worked really well, it was great to get someone there straightaway

I'm interested that we're going towards response where we have been focusing on prevention in recent years, could we look at prevention on these incidents as well? we should be working hard to stop people having accidents in their homes and reduce the need for response

We have the capacity so we should be doing it

Do our performance indicators reflect what our priorities are now as they are changing?

How do you think East Sussex Fire and Rescue Service can contribute to reducing drownings?

Education!

In previous paragraph it talks about "National" picture – what's local picture?

There are other agencies that should be doing this work – I don't know how we can do this other than supporting the other agencies, but not sure how we do that? Are we asking staff to go and provide additional education?

Would it be the education team that deliver the safety information, or the crews?

There's Safety in Action groups that we are already involved in. I don't know if the Fire Service should be involved in this – if I want to know about water safety my immediate response isn't to think of the fire service, it's to think of the RNLI or coastguard etc...

Where are the 10 deaths in East Sussex – coast/inland etc?

Should you not first identify the type of people drowning to understand who you need to target for prevention purposes?

Personal responsibility comes into play – we could be ‘over-educated’.

It may be a multi-agency approach but need to be careful that we don’t end up as the ‘lead organisation’ again!

We need to make a decision that is meaningful – will we have resources (finances) to resource this going forward?

If it was a choice of 999 calls or drowning, then we’d support the 999 calls.

Without a doubt, we talk about safer communities so this should be a part of that, we do a lot of school education but we’re not reaching the people that are the ones dying, my fear is we end up doing the same and how would we measure the success? how would we know if we’ve made a difference? we need to get to the right people but it’s hard to do the right thing

You almost need to say to people that you’re more likely to die on the road and in water than you are from a fire, we don’t measure anything for that side of it but the focus on an open day should really be about roads and water safety

What are the figures for people that die in water?

Look at Camber, they were all from outside East Sussex, we should be doing this, anything that helps make the community safer, this should come under our umbrella of making the community safer anyway

Who is going to lead on it? there’s a void on government lead, like with smoke alarm ownership, that was a big campaign, this needs the same approach

We don’t tell people what we do, we should publicise it more

How effective is this kind of thing? everyone’s funding is shrinking, things go stagnant if they all shrink. We can’t just take it on ourselves

If you own or run a business, how can we best support you to improve fire safety and meet your legal obligations within your premises?

With a business safety team that used to carry out several hundred audits, we should be turning our attention to the business safety teams before getting firefighters to undertake more audits. They used to do too many a few years ago and these have been decreasing. Our audits take the longest virtually in the whole country.

Is there business insurance?

Is there a conflict because we are the friendly “here to help with your fire safety” vs “we are now going to serve an enforcement notice on you”

How many are high risk? (the ones we currently attend should be high risk) – if we have a niche/specialist team, how many high risk are we missing – 700 high risk? 100,000 business premises?

Are the firefighters that will do the audits also going to be involved in red-1 calls etc?

Are there any proposals for the business hubs to do business safety training?

There needs to be continuity/consistency between audits – i.e. with HSVs, some individuals take 20 minutes, others maybe 1.5hrs. There should be guidance which gives an indication for X type of audit, it should take approx Y hours.

if you’re saying firefighters currently don’t understand the built environment, how can they assess it? They would need full training

It's not just about firefighter safety it's about supporting other departments and the business owners

Do they do anything with e learning that you can send to businesses? if you're trying to reach a lot of businesses that would be a good way to do it

The underlying issue is raising the awareness of the firefighters, it would be good to look at a new way of doing it rather than going back to what we used to do, there's lots of different ways we could do it, think outside the box a bit, could we use RDS or green book staff? either way training is key

Are there any other areas which you feel we should be focusing on in future?

Well-being of staff going forward. Breaking a leg vs. stress very different types of support with well-being.

Meetings are great but they don't really do that much for mental wellbeing. Needs to be properly considered.

Demands for growing population – what's this about?

When new buildings go up, do we get involved with getting means of escape, sprinklers etc?

The FA have agreed to continue to lobby for sprinklered buildings – are we going to be picking this up with the work ongoing with planning for the future?

Regarding collaboration with partners – we are really keen, but other partners often pay lip service only.

Support apprenticeships – bridge skills gaps, benefit staff, widening skills and prep for career progression.

To what extent do you agree or disagree that your local fire & rescue service offers value for money?

Before I worked here, I would say yes. But what I know now, I'd say no.

In some areas we are good. We're not good at recognising and stopping the areas where we are not.

We're biased but I think people think we re good value for money

It's not just us that are putting it up, the police are and others as well, you don't get a choice it just happens

How will this work if we come under the PCC?

If we told people how much they pay a week they would realise it is very good value

Would you be willing to pay more, through council tax, for your local fire and rescue service next year? If yes, what level of increase would you accept?

I don't think we need to raise council tax. I believe further efficiencies could be made.

Have we reviewed our fleet plans? – is that an area we could rationalise with some of the kit we have on the appliances? Not sure if fleet has been scrutinised.

Yes, I'd go with B.

70% on staff – we have many officers behind desks that could be more operationally involved. These roles could be undertaken by support staff. Or send out the officers on inspections – they should be useful for operational purposes.

Are we still thinking of charging for incidents, although realise it's a small amount of money?

Have we looked at governance structure (FA/panels etc), travel pay etc, although realise this may be moot point with PCC?

Do you have any suggestions about what we could do to offer better value for money?

I don't think we need to do anything better, we need to tell people more about what we've done to show the full value we are providing

Stop all the temporary positions, we could get better value from resources

We have our hands tied about procurement, we could get better prices etc but we have to comply with legislation

Would you have any concerns if you called 999 in a medical emergency and an appropriately trained firefighter or fire officer arrived on the scene first?

Not if they are appropriately trained, near paramedic standard not just a technician
You're not going to be taking them to hospital are you? Just waiting for the ambulance to arrive

What vehicle would you be using?

My concern would be if you have a call at the same time, for a fire. Would the fire get priority?

The advantage the fire service has with the general public, you are still highly regarded - The police do not have the same support. In Heathfield there is huge anti-police feeling.

Other fire services have talked about trailing motorbikes to help deal with traffic
There has to be extensive training and PR making sure the public are well informed about how well trained the officers are, to avoid criticism.

How engaged are the union as that has been a barrier in the past?

I think it's a great idea but will need a lot of PR to convince the public that it will work

will people be told that they may get a firefighter instead of a paramedic?

Do you think East Sussex Fire and Rescue Service should invest funding in a two year pilot of Immediate Emergency Care Responding?

Is the government going to pay for this or is it coming out of your budget?

I think you've always got to look to the future and looking to do things differently is something that this service does well

It would need to be flexible to keep up with future changes

Do you have any additional comments about the proposal?

In the rural areas there's been no cross over with simultaneous calls, would 2 people take a fire engine out or would they have to wait for a full crew?

Maybe they should have identification or a badge to indicate that they are medically trained

How do you think East Sussex Fire and Rescue Service can contribute to reducing drownings?

Regular school visits to pass on information in addition to what is passed on already I think it would be welcomed, there was an incident with the police where they refused to go into the water – in terms of the public we should be doing this

Could you encourage children to learn to swim – organise swimming lessons etc.?

It's a problem in the City particularly in winter whether you can swim or not – we need to educate young people who are taking risks on the coast, maybe if they've been drinking – water safety

Thinking about the incident at Camber Sands, could you look at the issue of lack of life guards?

A lot of the public are only starting to realise how much work you do with RTCs

How big a problem are false 999 calls, it used to happen a lot?

If you own or run a business, how can we best support you to improve fire safety and meet your legal obligations within your premises?

Using firefighters for business safety - It comes down to training again, maybe working in tandem with a fire safety officer

They would be quite capable

Your PR people will have a big role in this, we need to get the community on side that if a business doesn't take it's fire precautions seriously it should be looked down on – in the same way that smoking is frowned upon these days

It shows a modern approach to serving the community in a broader way

Would it be by invitation only?

It used to be an annual inspection by the crews

You might find that the law is very subjective now, inspections can have different outcomes, that would need to be incorporated in the training

Are there any other areas which you feel we should be focusing on in future?

What's the latest view on integration with police? Is it integration or working side by side?

There is something in the health and well being visits for vulnerable people, there's definitely joined up work to do there with the police

I think the collaboration in terms of prevention is the way forward

I'd welcome further collaboration in the City

Diminishing resources in the City, means that collaborative work can be done to mutual benefit – we'll supply the tools if you cut the grass type approach

We provide information on our website, in leaflets and flyers, on social media and face-to-face through visits and training.

In your opinion, how accessible is East Sussex Fire and Rescue Service for advice and information?

How could we be better at this?

This is an ideal opportunity to collaborate with other services' PR and communications departments – you could save money

I see a lot more community safety vans and volunteer vehicles than I used to – I notice that more than fire engines now, that's a good thing, keeping your profile high for prevention as well as for the fire engines

To what extent do you agree or disagree that your local fire & rescue service offers value for money?

It's good value for money, county councils will not have sympathy for you

The average man on the street thinks of the whole bill not just your bit

I think the public feel it is good value for money

Do you have apprentices yet?

Would you be willing to pay more, through council tax, for your local fire and rescue service next year? If yes, what level of increase would you accept?

If it goes to you then yes

What will you do with it?

Have you had staffing cuts in recent years?

What is recruitment like these days?

as Brexit implications are still unknown we need to be careful what we do

It might damage your image

As long as you maintain your response and service I think people won't mind

When you see how little goes to the fire service, you get a fantastic service

It would go back to what would you spend it on – if you increase it and spend it on something else like ambulance calls then no

APPENDIX C

Copies of letters, e mails and phone calls
received

11- 10. 2016

DEAR SIR,
I'VE ALWAYS BEEN
THANKFUL FOR OUR FIRE SERVICE
SO PLEASE CARRY ON AS USUAL
I'VE KNOWN OF PEOPLE OVER
THE YEARS WHO HAVE BEEN
SAVED BY THE FIRE SERVICE
AND SUPPORTING THE
AMBULANCE SERVICE CAN ONLY
BE GOOD TOO.

11-10-16

Dear Sirs,

Thank you for your card.
In my opinion your service is
first class and your pilot
scheme re the ambulance service
is a very good idea.

You are certainly value for
money.

Best Wishes

Dear householder,

SEE-BELOW ↓

Your Service Your Voice

East Sussex Fire Authority would like your help in planning for the future so we can make the right decisions.

We'd like to find out what you think about our plans for the future:

Priorities: We've set out our priorities - these include drowning prevention work and improving business safety.

Health emergencies: We are considering a pilot where we support the ambulance service by responding to certain calls.

Council Tax: Most of our funding comes from Council Tax - we'd like to know whether you think we are giving you value for your money.

Further information and an online survey can be found at www.esfrs.org/irmp and paper copies can be requested by writing to:

Your Service, Your Voice
East Sussex Fire and Rescue Service
20 Upperton Road
Eastbourne
BN21 1EU

The survey is open from Monday 12 September until 7 November 2016. The findings of the consultation will be considered at a Fire Authority meeting in December 2016.

Yours sincerely,



The Fire Service Do a Wonderful Job, And are worth every single penny.



Dear householder,

Your Service Your Voice

East Sussex Fire Authority would like your help in planning for the future so we can make the right decisions.

We'd like to find out what you think about our plans for the future:

Priorities: We've set out our priorities - these include drowning prevention work and improving business safety. *Yes*

Health emergencies: We are considering a pilot where we support the ambulance service by responding to certain calls. *most certainly*

Council Tax: Most of our funding comes from Council Tax - we'd like to know whether you think we are giving you value for your money. *Yes Yes Yes!*

Further information and an online survey can be found at www.esfrs.org/irmp and paper copies can be requested by writing to:

Your Service, Your Voice
East Sussex Fire and Rescue Service
20 Upperton Road
Eastbourne
BN21 1EU

*Our Heroes
Thank you for the care
and protection you give
us. We know you are
always there for us.*

The survey is open from Monday 12 September until 7 November 2016. The findings of the consultation will be considered at a Fire Authority meeting in December 2016.

Dear householder,

Your Service Your Voice

East Sussex Fire Authority would like your help in planning for the future so we can make the right decisions.

We'd like to find out what you think about our plans for the future:

Priorities: We've set out our priorities - these include drowning prevention work and improving business safety.

YES

Health emergencies: We are considering a pilot where we support the ambulance service by responding to certain calls.

YES

Council Tax: Most of our funding comes from Council Tax - we'd like to know whether you think we are giving you value for your money.

YES

Further information and an online survey can be found at www.esfrs.org/irmp and paper copies can be requested by writing to:

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The survey is open from Monday 12 September until 7 November 2016. The findings of the consultation will be considered at a Fire Authority meeting in December 2016.

Emails received

Email 1

Dear Sirs

In response to the current consultation, East Dean and Friston parish council generally welcomes the ESFRS proposals, but has one specific query: if the Service is to prioritise prevention of drowning, please could it consider installing additional lifebelts on the beach at Birling Gap?

This is a very popular area in the tourist season, but at present there is only one lifebelt. Perhaps extra provision could be made in your forthcoming Water Safety Strategy.

Email 2

do we have LMs in brighton?

The small appliance trial I've told my crews will only start once the vehicle is designed and produced and we are involved in this process. I didn't think the trial had started although the planning for the trial has.

Phone Calls Received

A very nice lady phoned in regarding the letter she had received regarding the above.

She said she was very positive about all the proposed changes and gives it a 'big thumbs up'.

Unfortunately she can't access a computer at the moment and is therefore unable to fill out the survey but wanted me to pass on her positive feedback.

Appendix D

EQUALITY IMPACT ASSESSMENT

Equality Impact Analysis Record (Inclusion Risk and Benefits)

This form should be completed in conjunction with EIA Tip Sheet and Key EIA Considerations

Part 1 – The Document

1.	Name of Policy, Procedure, Activity, Decision or Service:	IRMP ACTION PLAN 2017-2020		
	Status of PPADS (please tick)	<input checked="" type="checkbox"/> NEW	<input type="checkbox"/> UNDER REVIEW	<input type="checkbox"/> CHANGING <input type="checkbox"/> EXISTING
2.	a. Main purpose of PPADS:	<p>The current economic challenges place huge pressure on us to deliver a safe and effective service, while facing a reduction in funding. Integrated Risk Management Planning (IRMP) plays a key role in this process through identifying, assessing and mitigating fire and rescue related risks. Firstly we need to understand the risks faced by our communities and then take appropriate action to reduce those risks. IRMP is an on-going and iterative process which forms a key component of our strategic and financial planning and significantly contributes towards the achievement of our purpose and commitments.</p>	b. Project Manager and Process owner:	AD PLANNING & IMPROVEMENT
	c. Project/processes this PPADS is linked to:	<ul style="list-style-type: none"> • National Framework <ul style="list-style-type: none"> ○ Plan, identify & assess 'all foreseeable risks' in the community ○ Risk assessment extending into neighbouring FRS areas ○ Consideration of regional & national risks. ○ Regard to community risk registers produced by LRFs ○ Local Risks • Regulatory Reform (Fire Safety) Order 2005, Statutory Code of Compliance for Regulators & Enforcement Concordat • Community Safety Strategy <ul style="list-style-type: none"> ○ Identification of community risk 		
	List the information, data or evidence used in this analysis:	<p>Historical incident data Neighbouring fire services & other blue light services Data from partners e.g. health Weather predictions Socio-demographics Local Resilience Forum Community Risk Register National Guidance (Home Office / PCC etc.) Community Resilience Plans Housing Strategies</p>		
Part 2 - Analysis				

Characteristics	Neutral Impact (x)	Negative Impact* (Risk Assess & score)	Positive Impact (x)	Narrative Section, detail below why and how you scored impact, you should consider: What are the risks &/or negatives, benefits and or opportunities to that Protected Characteristic? You <u>will</u> need evidence to support your Analysis.
A person of a particular age	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<p>The proposal to begin Immediate Emergency Care Responding (IECR), should positively benefit all those that require this form of intervention. It is probable that this will particularly impact the more elderly population as they have a higher propensity with suffering from health conditions associated with 'Red 1' calls.</p> <p>The work to understand how apprenticeships are to be embedded within the Service will potentially benefit the younger generation coming in to the Service.</p> <p>Water safety focus will impact on all age groups, but potentially more focus on the younger (children) and more elderly populations (slips, trips, falls).</p> <p>After proposals are agreed by the Fire Authority and an annual IRMP is formulated, individual actions will be subject to a more detailed EIA once proposals are analysed in more detail.</p>
A disabled person	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<p>IEC Responding will positively benefit this characteristic due to a higher propensity of suffering from health conditions associated with 'Red 1' calls. There may also be a positive impact in terms of water safety - particularly of the more elderly disabled communities where drowning at home in the bath presents an issue.</p> <p>After proposals are agreed by the Fire Authority and an annual IRMP is formulated, individual actions will be subject to a more detailed EIA once proposals are analysed in more detail.</p>
A person of a particular sex, male or female	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<p>The targeting of talented people into the Service, particularly from under-represented groups.</p> <p>After proposals are agreed by the Fire Authority and an annual IRMP is formulated, individual actions will be subject to a more detailed EIA once proposals are analysed in more detail.</p>

Pregnancy, Maternity, Marriage or Civil Partnership	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<p>The targeting of talented people into the Service, particularly from under-represented groups.</p> <p>After proposals are agreed by the Fire Authority and an annual IRMP is formulated, individual actions will be subject to a more detailed EIA once proposals are analysed in more detail.</p>
A person of a gay, lesbian or bisexual sexual orientation	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<p>The targeting of talented people into the Service, particularly from under-represented groups.</p> <p>After proposals are agreed by the Fire Authority and an annual IRMP is formulated, individual actions will be subject to a more detailed EIA once proposals are analysed in more detail.</p>
A person of a particular race	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<p>The targeting of talented people into the Service, particularly from under-represented groups.</p> <p>After proposals are agreed by the Fire Authority and an annual IRMP is formulated, individual actions will be subject to a more detailed EIA once proposals are analysed in more detail.</p>
A person of a particular religion or belief	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<p>The targeting of talented people into the Service, particularly from under-represented groups.</p> <p>After proposals are agreed by the Fire Authority and an annual IRMP is formulated, individual actions will be subject to a more detailed EIA once proposals are analysed in more detail.</p>

Transgender a person whose gender identity/expression does not make their assigned sex	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<p>The targeting of talented people into the Service, particularly from under-represented groups.</p> <p>After proposals are agreed by the Fire Authority and an annual IRMP is formulated, individual actions will be subject to a more detailed EIA once proposals are analysed in more detail.</p>
Community considerations Application across communities or associated with socio-economic factors considering the 10 dimensions of Equality	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<p>Social deprivation, poverty and those with high dependence upon state support will continue to be a focal through the IRMP planning process due to the close link with community risk that these factors represent.</p>
Criminal convictions	<input checked="" type="checkbox"/>		<input type="checkbox"/>	<p>IRMP is about ensuring community safety is enhanced; thus, human rights concerning the right to be safe and secure is an area that will continue to be targeted.</p>
Rural living	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<p>Communities in rural areas should be positively benefited under the review of service-wide attendance standards, as there is an opportunity for enhanced transparency in the way our activity (speed of attack) is monitored in the rural areas.</p>
Human rights	<input type="checkbox"/>		<input checked="" type="checkbox"/>	<p>Communities in rural areas should be positively benefited under the review of service-wide attendance standards, as there is an opportunity for enhanced transparency in the way our activity (speed of attack) is monitored in the rural areas.</p>

Part 3 – The results

	Yes	No	
Are there negative scores in Low ? (see guidance)	<input type="checkbox"/>	<input type="checkbox"/>	<i>If Yes, list any actions required to adjust the activity and any mitigation you will implement in the action plan below in section 6</i>

Were positive impacts identified?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>If No, I & D will contact you about this</i>
Are some people benefiting more than others? If so explain who and why.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Are one or more negative scores in Medium or High ? (See guidance)	<input type="checkbox"/>	<input type="checkbox"/>	<i>If Yes, Contact I & D for further consultation</i>

Part 4 - Consultation, decisions and actions

If medium or high range results were identified who was consulted and what recommendations were given?

Describe the overall decision on this Policy, Procedure, Activity, Service or Decision:

List all actions identified to address/mitigate negative risk or promote positively

Action	Responsible person	Completion due date
<p>Ensure that strategic IRMP is delivered/communicated in a way that ensures accessibility across all groups, in line with any EIA within the over-arching communications strategy. (http://www.esfrs.org/EasySiteWeb/GatewayLink.aspx?allid=3869)</p> <p>Ensure that IRMP consultation is understood to have been fair and equal and in line with any EIA for the consultation process and government principles - (https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/492132/20160111_Consultation_principles_final.pdf)</p> <p>Ensure that all proposals in Strategic IRMP 2017-20 go through a separate EIA once agreed and detailed in an annual action plan.</p>	AD Planning & Improvement	

When, how and by whom will these actions be monitored?

Part 5 – Sign Off

Created by (Print Name): LIZ RIDLEY	Department: AD PLANNING & IMPROVEMENT
Signature**LIZ RIDLEY	Date: 23/11/1016
To be completed by Equalities Team	
Signature** Nicky Thurston	EIA number: IRMP2017-20/231116
Assessment date: 23 November 2016	Review date: 1st November 2020

** Please type your signature to allow forms to be sent electronically**

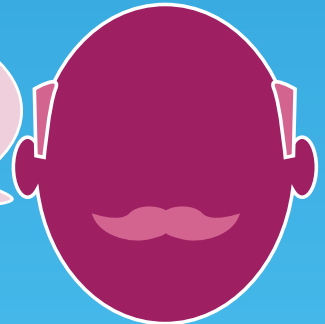
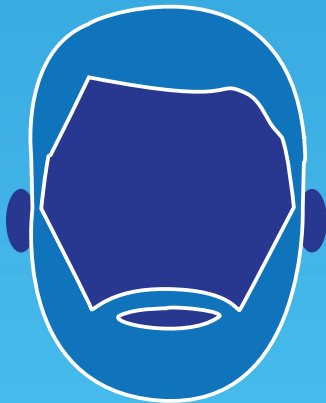
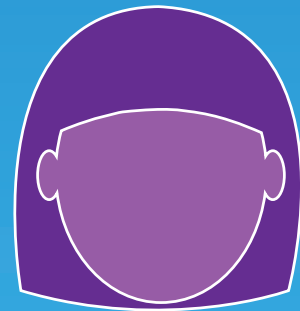
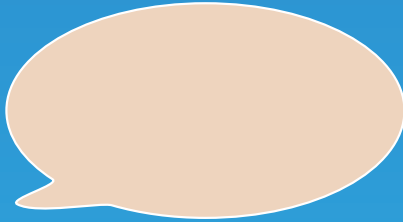
Part 6 - Equality Improvement Plan

Issues Area of adverse impact and Reasons	Solution Action What can be done to mitigate impact, what can be done to obtain further information	Responsibility/Lead Manager Who will be responsible for this action	Target Timescales When will this be completed Financial factors	Comments Corporate Risk Factors
AS IRMP is set at strategic level, annual action plans to be underpinned by separate EIA(s)	Ensure Equality Impact Assessment is completed for the Annual Action Plan(s)	AD Planning & Improvement	Prior to presentation to the Fire Authority	
Consultation	Ensure Consultation is in line with ESFRS Communications & Engagement Strategy and subject to Government Consultation Principles	AD Planning & Improvement	Completed	Non-compliance with consultation principles

Appendix E

IRMP Action Plan 2017-20 for approval

Your Service



Your Voice

East Sussex Fire Authority



**INTEGRATED RISK MANAGEMENT
ACTION PLAN 2017–2020**
Consultation

www.esfrs.org/irmp

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CHAIRMAN OF THE FIRE AUTHORITY

We are pleased to introduce our latest Integrated Risk Management Plan which covers the three year period 2017/18 to 2019/20.

There is no doubt that all of the UK's public services have been under pressure as a result of austerity measures and we have been working hard to make East Sussex Fire & Rescue Service as efficient and effective as possible. To be financially sustainable in the future, we must better match our resources to deal with the risks from fire and other emergencies.

We must also take into account the changes in the needs of the communities we serve and the Fire Authority has to balance its determination to provide a high quality, effective service with the reality of a reduction in our budget.

The Government has made it clear that it wants to see much greater police and fire collaboration and improved interoperability and governance of the emergency services. This includes a new legal duty to collaborate, which will be set out in the Policing and Crime Bill, enabling Police and Crime Commissioners to take accountability for Fire Authorities where a local case is made. East Sussex Fire Authority has been actively exploring options to collaborate with Sussex Police, to generate efficiencies and work better for improved public outcomes, without compromising key responsibilities or changing governance arrangements. As part of this approach we will be relocating into a shared headquarters facility in Lewes commencing in 2017.

The next few years will see a wider interest in how all public services are delivered, including those provided jointly by local and national agencies in the areas of health, well-being and social care.

On behalf of the Fire Authority, I would like to assure you that public safety is uppermost in our minds and we are committed to providing a secure future for your Fire and Rescue Service and for the community it protects.



A handwritten signature in black ink, appearing to read 'P. Howson'. The signature is written in a cursive style and is positioned above a horizontal line.

Phil Howson
Chairman of the Fire Authority

WHAT IS INTEGRATED RISK MANAGEMENT (IRMP)?

The current economic challenges place huge pressure on us to deliver a safe and effective service, while facing a reduction in funding.

Integrated Risk Management Planning (IRMP) plays a key role in this process through identifying, assessing and mitigating fire and rescue related risks.

Firstly we need to understand the risks faced by our communities and then take appropriate action to reduce those risks.

IRMP is an on-going and iterative process which forms a key component of our strategic and financial planning and significantly contributes towards the achievement of our purpose and commitments.

How we approach Integrated Risk Management Planning

The Fire and Rescue National Framework for England sets out the Government's expectations of the Fire and Rescue Service with particular attention on Integrated Risk Management Planning and the identification and assessment of all foreseeable risks in our community. In addition this assessment of risk extends into our neighbouring Fire and Rescue Service areas and should consider Regional and National risks.

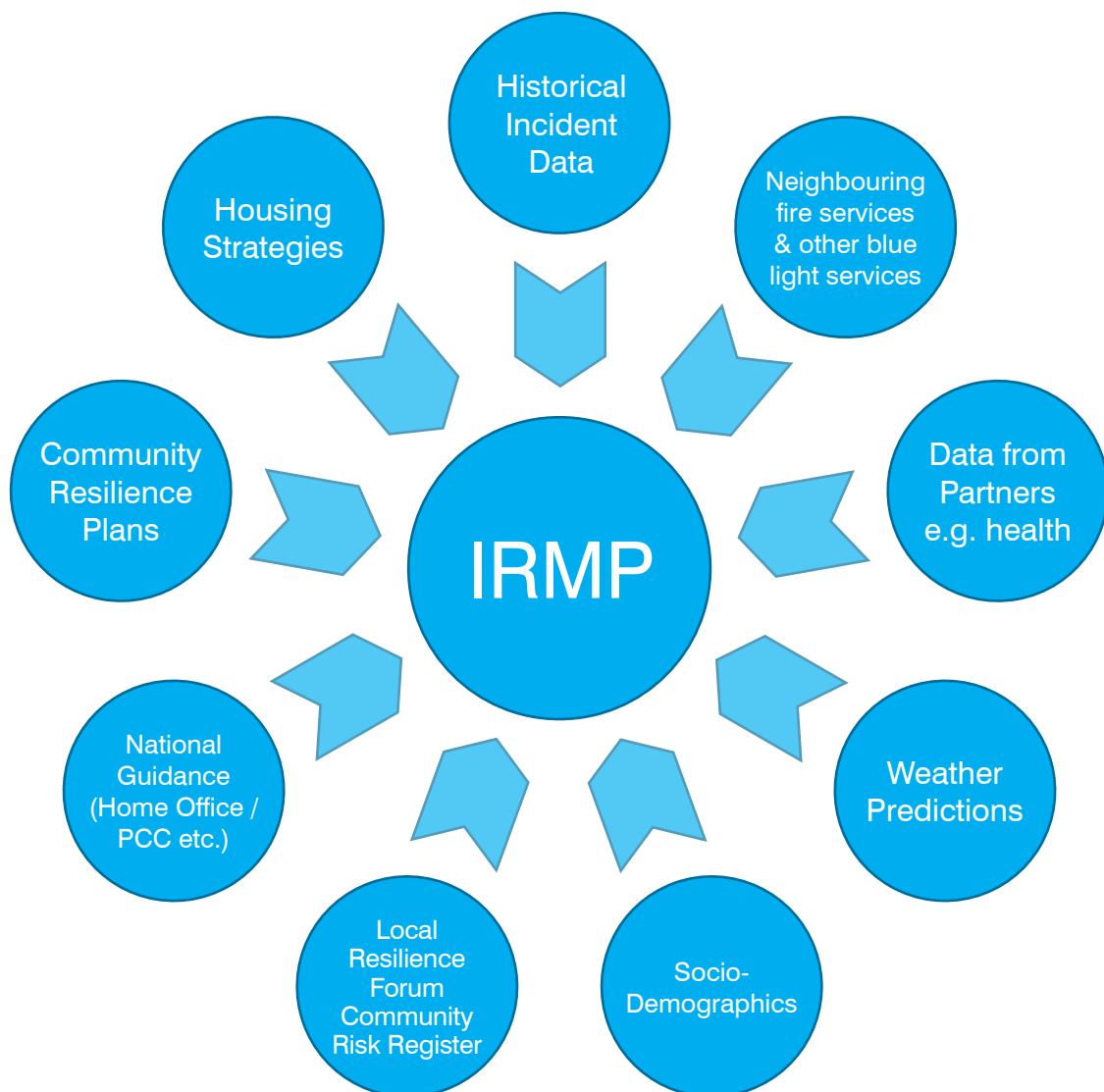
The latest version of the National Fire & Rescue Framework states:

- Fire and rescue authorities must make provision to respond to incidents such as fires, road traffic accidents and emergencies within their area and in other areas in line with their mutual aid agreements and reflect this in their integrated risk management plans.
- Fire and Rescue Services ... must produce an Integrated Risk Management Plan that identifies and assesses all foreseeable fire and rescue related risks that could affect its community, including those of a cross-border, multi-authority and/or national nature.
- The plan must have regard to the Community Risk Registers produced by Local Resilience Forums and any other local risk analyses as appropriate.

Each Fire and Rescue Authority Integrated Risk Management Plan must:

- Demonstrate how prevention, protection and response activities will best be used to mitigate the impact of risk on communities, through authorities working either individually or collectively, in a cost effective way.
- Set out its management strategy and risk based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat.
- Be easily accessible and publicly available.
- Reflect effective consultation, throughout its development and at all review stages, with the community, its workforce and representative bodies and partners.
- Cover at least a three year time span and be reviewed and revised as often as is necessary to ensure that Fire and Rescue Authorities are able to deliver the requirements set out in this framework.
- Reflect up to date risk analyses and the evaluation of service delivery outcomes.

WHAT INFLUENCES OUR IRMP?



HOW WE ASSESS RISK

IRMP is about improving public safety, reducing the number of incidents and saving lives through a dynamic and holistic approach to risk assessment, focused on the changing needs of our communities.

We use a wide range of assessments including but not limited to:

- Historical incident data.
- Predictive modelling using the base case to demonstrate the effects of altering resource allocation (removing appliances, changing to new duty systems, etc.).
- Recognising that any changes do not just have a local impact but also have a service-wide impact on response and resilience.

Much work is undertaken by ESFRS to accurately understand and profile the community risks including the consideration of:

- Socio-demographic factors and lifestyles in the population that give rise to vulnerability.
- Distribution of our vulnerable communities across the Service area, including other geographical risk factors such as rurality.
- Frequency, severity and type of incidents across our Service area.
- Location of our fire stations, the number of fire engines on each station, the cost of the station and the number of personnel on each station and which crewing system they are conditioned to.
- Service response times.
- Number of mobilisations, attendances to incidents, availability and resilience of the appliances across our Service.

This enables us to continually assess how we are delivering our services.

A profile of our Service area can be found in Appendix A.

HOW WE PLAN

Our planning documents are interlinked and contain specific actions as to how we will achieve our purpose and commitments. We have a Medium Term Financial Plan and Capital Asset Strategy that identify the ongoing and one-off financial requirements needed to resource the strategic direction of the organisation. We publish two main plans:

- Integrated Risk Management Plan (IRMP) which sets out our strategic direction, financial position and proposals for change over the medium term;

and our

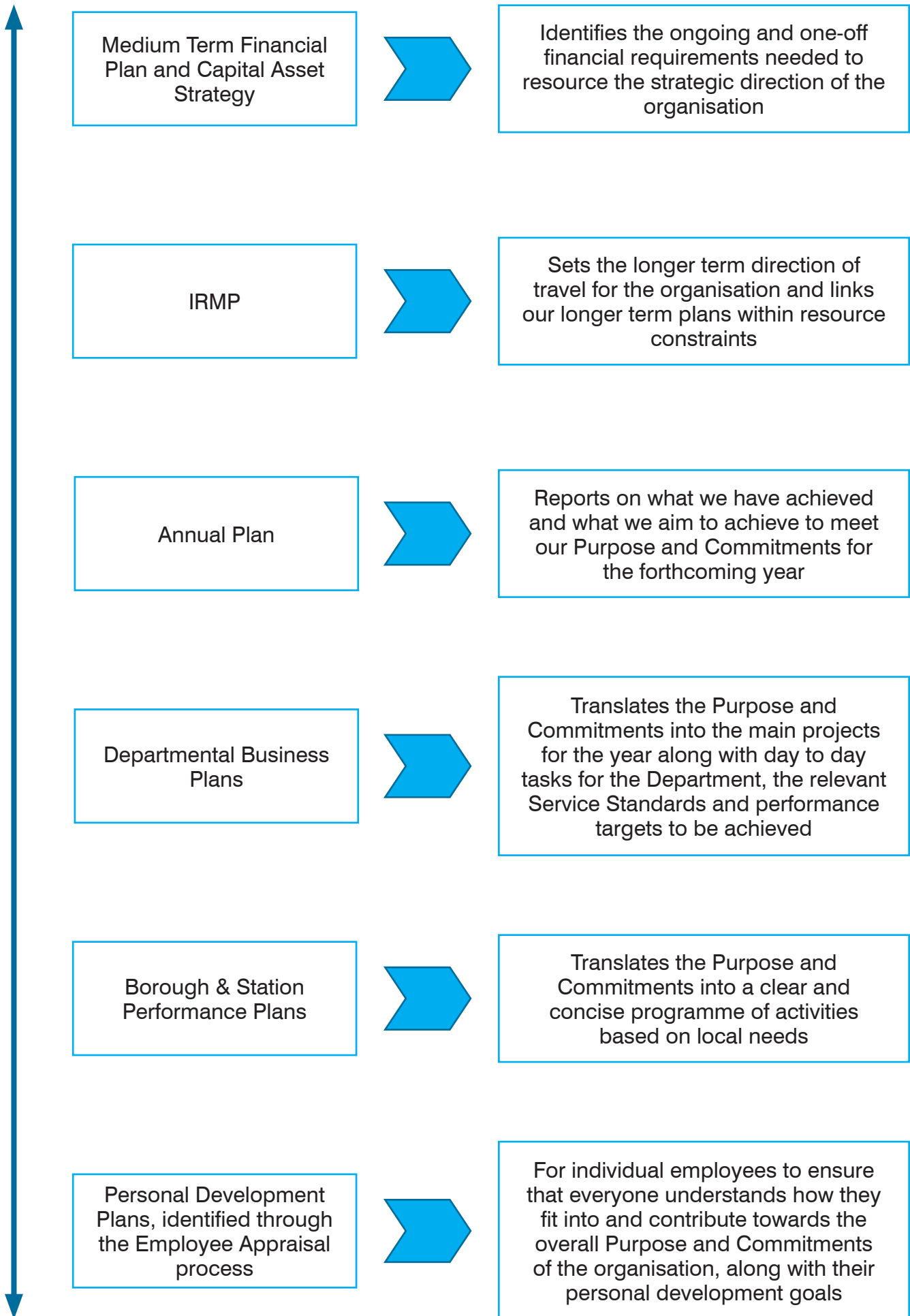
- Annual Plan which sets out our priorities each year to deliver our purpose and commitments as stated in the IRMP.

Each Department, Borough and Station has a more detailed Business Plan that sets out their activities against our purpose and commitments. All operational staff have their own Personal Development Plans, which aid individual career development, whilst at the same time providing a focus as to how their particular role helps deliver the overall purpose of the Service.

Over the coming year we will be reviewing and streamlining our strategic planning framework to continue to ensure that our decision making and actions taken come from a secure evidence based approach. We will better align our financial and planning processes to ensure that the Service is resourced effectively and managed appropriately and that value for money is achieved.

With the move of the responsibility for fire and rescue services from the Department of Communities and Local Government to the Home Office, we are anticipating the introduction of a new inspection regime for fire and rescue services as part of the Fire Reform programme. This will allow the Government to ensure that there is greater transparency of performance information allowing comparisons to be made across all services. The Home Secretary has already clearly expressed the need for improved assurance and part of this will be the re-introduction of an independent inspectorate.

Figure 1 Corporate Plan Hierarchy



FINANCIAL CONTEXT

East Sussex Fire and Rescue Service provides the communities of East Sussex and the City of Brighton and Hove with a round the clock service for £1.67 a week (for the average household). Our revenue budget for 2016/17 is £38.4m and is funded from government grants (16%), business rates (19%) and Council Tax (65%). Over 70% of our spending is on employees, and the vast majority of this is on our firefighters.

In common with many other public bodies we have had significant reductions in the grant we receive from Central Government in recent years and we expect this to continue in the future. Our latest Medium Term Financial Plan (MTFP) predicts that we will lose a further £3.0m in Government grants between 2016/17 and 2019/20. To ensure that we have a balanced budget and are financially sustainable over the medium term we will have delivered £6.7m of savings between 2010/11 and 2016/17 and have identified a further £1.8m to be delivered by 2019/20.

At the same time we have become more dependent on the income we receive from Council Tax. The Authority froze Council Tax between 2010/11 and 2013/14 but has had to increase the amount it charges to Council Tax payers by 1.94% in each of the last 3 years.

Based on our current plans we expect that we will need to raise Council Tax by a further 1.94% each year to 2019/20. If we do not increase Council Tax then we will need to make further savings. Every 1% increase in Council Tax is worth almost £0.25m to the Fire Authority or the equivalent of about 7 firefighters.

Based on our current plans and taking together changes in grant and other funding (including expected increases in Council Tax), planned savings and increases in our costs (including pay and pensions) we expect to be able to balance our budget between 2017/18 and 2019/20 and have some funding available to support the delivery of the proposals set out in the IRMP. Through good financial management we also have money set aside in our reserves that can be used to fund investment in new initiatives that will make our communities safer and also our capital programme to purchase new fire appliances, maintain our fire stations and improve our IT.

Further information on our MTFP can be found at:

www.esfrs.org/about-us/financial-information/



OUR PURPOSE AND COMMITMENTS

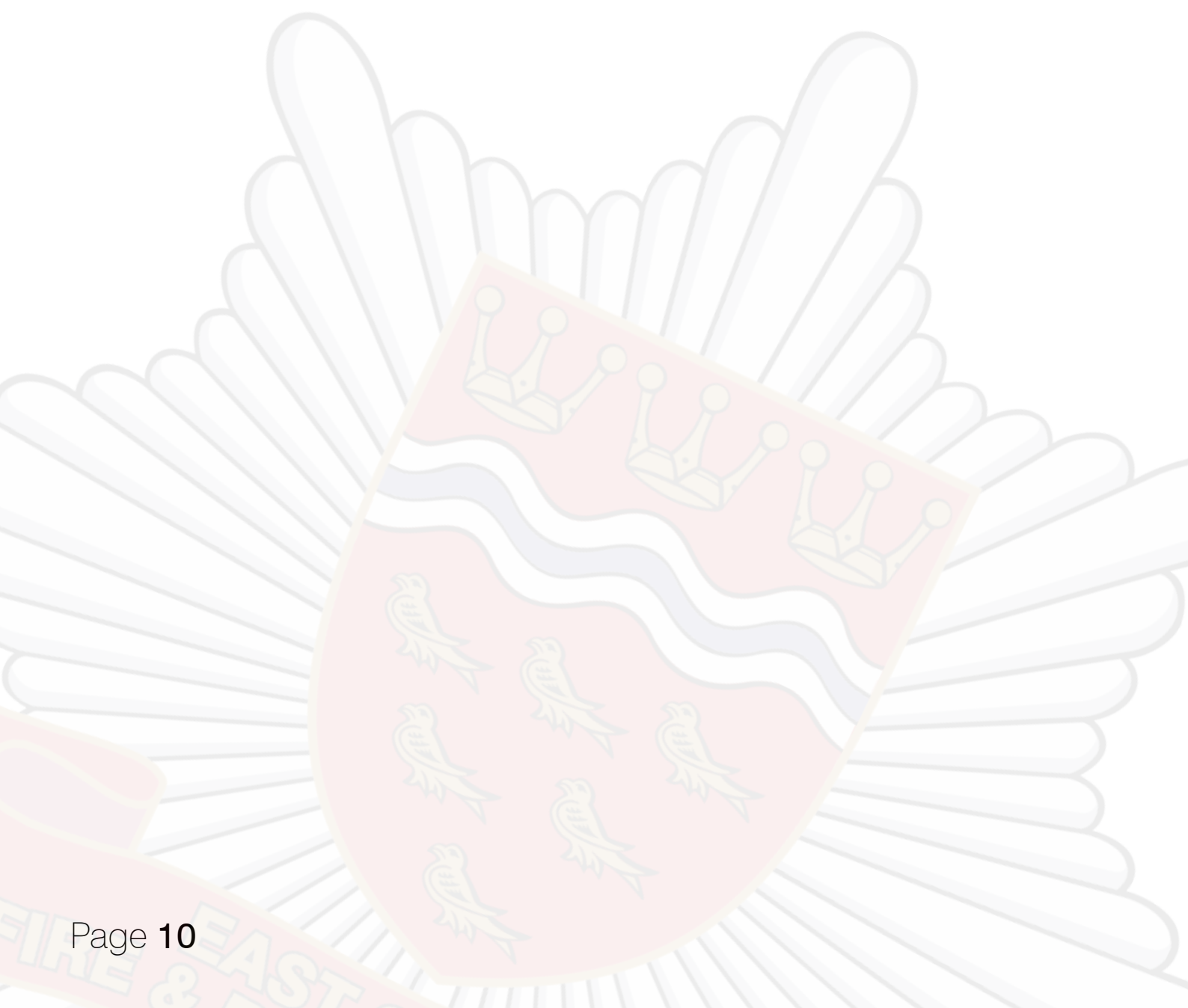
During April 2016 a series of pre-consultation engagement forums were held with staff and stakeholders. There were five sessions in all, one with stakeholders and four with staff. Running alongside the forums was an online survey which was open to staff, stakeholders and the public to offer an alternative method of providing feedback.

The two main purposes of these sessions were to discuss the future strategic direction of our IRMP and obtain feedback on a new 'Purpose' and set of 'Commitments' which are intended to replace our 'Vision' and 'Aims and Objectives'.

Full details of feedback received during this process can be found on our website on the following link;

www.esfrs.org/about-us/east-sussex-fire-authority/policy-resources-panel/

As a result of feedback received, the Corporate Management Team and Fire Authority members have set a new Purpose and Commitments as follows:



Our purpose

**We make our
communities safer**

We do this by:

**Delivering high performing
services**

Educating our communities

**Developing a multi-skilled,
safe & valued workforce**

**Making effective use of our
resources**



OUR PROPOSALS FOR THE NEXT THREE YEARS

In our last Integrated Risk Management Plan we stated that, by 2020, we aim to be able to show that:

- We have a transformed service providing effective and efficient prevention, protection and response services which are sustainable.
- Our fire stations are equipped and staffed in the most appropriate ways to tackle risks in their local areas.
- Our Service is taking advantage of the significant advances in safety and firefighting technology.
- Our work with other fire and rescue services, other emergency services, local organisations and local communities is giving us more capacity to deliver our services.
- There is stronger community engagement and local involvement, with elected members of the Fire and Rescue Authority leading and setting priorities and decision making, ensuring that there is more public scrutiny of our services and how we deliver them.
- Greater use is being made of the rapid changes in communications technology, particularly the rise in the use of social media websites, which can provide important safety information quickly and effectively.

Our goals have not changed and this plan shows how we aim to reach them.

Our IRMP must ensure that our strategies, projects and day-to-day business will underpin our Commitments and ensure that we fulfil our Purpose. Our areas of interest for the next 3 years have been identified accordingly.

Review Service-Wide Attendance Standards

Since late 2015, we have been reporting against the Department for Communities and Local Government's average response times, which allows the public to benchmark performance against national data.

The next step will be to undertake a comprehensive review of our attendance to life threatening incidents taking into account the success of the Service's reduction of false alarms.

Feedback received during pre-consultation engagement with our staff and stakeholders showed support for developing new variable standards based on either risk by area or by local fire station duty type.

We will now carry out some sample analysis to determine how each of those approaches will look and any proposals for the way forward will be brought to the Fire Authority for approval. Consultation will be undertaken when new attendance standards and associated targets have been identified.

Demand Management Strategy

Whilst overall demand on fire and rescue service resources has reduced over recent years, we will undertake more targeted work to ensure that we continually review and improve efficiencies across the Service.

We will be reviewing our attendance to all incident types but specifically targeting all non life-threatening incidents. By reducing the demand on our Service for calls that are not deemed appropriate to attend, we will free up our resources to undertake meaningful community safety work that will make people safer in our communities.

Using a blend of incident and enforcement data, we propose to deliver locally devised plans which focus on protection and prevention initiatives to reduce risk, which in turn will further reduce demand on our services.

When assessing demand, we must also take into account the impact placed on our partners and other blue light services, and consider where joint initiatives may help alleviate the pressures of providing emergency response across blue light services. Areas for investigation will include for example water safety, false alarms and immediate emergency care responding, and will be key focal points for future shared working practises between services.



Immediate Emergency Care Responding (IECR)

IECR involves fire and rescue staff supporting the local ambulance service by co-responding to certain pre-agreed medical calls where fire and rescue resources are closer than ambulance resources, in order to improve patient outcomes during time-critical medical emergencies. Paramedics will also be dispatched by the ambulance service. These call types will only include Red 1 calls where the patient requires an urgent response, for example where heart function has stopped, breathing has stopped or if there is major bleeding.



Our firefighters are already trained in first aid and frequently respond to emergencies where people are suffering life threatening injuries. IECR will provide our firefighters with enhanced immediate emergency care skills and additional lifesaving equipment in order to fulfil this role and support the ambulance service where it needs it most. There are a number of options available to deliver IECR which range from sending front line appliances, dedicated response vehicles or mobilising the nearest senior officer.

Each of the options for delivering IECR has a financial impact on the Service, for example the purchase of equipment and delivery of training. The cost to provide IECR through a variety of methods across duty systems would be £61,100 start up and £97,927 for the first year including project management. There are many benefits to the various options, all of which are being considered by officers who are reviewing the impact of national IECR trials being undertaken under the auspices of the NJC National Employers.

We propose to conduct a 2 year pilot of IECR using a combination of full time firefighters, retained duty firefighters and other operational officers, all on a volunteer basis. The one off and ongoing costs of this pilot will be funded from a combination of existing budgets and our Improvement and Efficiency Reserve.

Planning for Growth

Over the next few years, East Sussex is required by Government to deliver around 20,000 more homes as part of the national housing strategy and to meet the demands of a growing population in the UK.

Initial plans are being drawn up by the individual planning authorities across the County detailing the type, number and location of dwellings to be built. Additional homes and residents will place demand on existing infrastructure and public services and therefore all local authorities will need to consider these impacts as part of future plans.

We will be submitting considerations to the planning authorities during 2016/2017 to ensure the sustainability of our services in the future. As the planning authorities' plans become further developed we will provide an operational assessment of the impact on the Service across its prevention, protection and response services to ensure that the Fire Authority can continue to deliver its statutory duties.



Water Safety

Each year the Service is involved in a number of rescues and body recoveries from water. Some of these incidents are as a result of flooding but most are as a result of accidents. Not only do we have a significant length of coast but also numerous inland rivers, lakes and reservoirs such as Arlington; as well as these bodies of water, domestic pools and even baths can present a risk for the very young and elderly.

Drowning in the UK accounts for more accidental fatalities every year than fires in the home or cycling on the road and many more people suffer life changing injuries in water related incidents. In recognition of this, in February the UK published its first national Drowning Prevention Strategy. During 2015 at least 10 people lost their lives in East Sussex as a result of drowning and this number may increase as some inquests have yet to determine cause of death.

The Service has a proven record of raising safety awareness, demonstrated by the outcomes from both fire prevention and road safety work and we are committed to working with other agencies to ensure the risks associated with water are better understood and that the number of drownings are reduced.

We will therefore be considering both our prevention activities and support to other agencies to address this risk to the public and publishing a Water Safety Strategy in the near future.

Protection

We will continue to reduce risk to the public, businesses and firefighters through improving how we protect buildings and their occupants. We will re-evaluate how we deliver firefighter safety and business fire safety and look to ensure a balance between the numbers of targeted premises we inspect and the advice and support we give to premises owners.

We will consider how we can make better use of operational firefighters to undertake fire safety inspections of buildings where appropriate, and where it can make a real difference.

Duty to collaborate

We regularly work with other agencies; during incidents, to deliver prevention programmes and community safety work and also during protection of business and we will continue to do so where there are clear benefits for public safety and efficiency. There are also a number of other specific collaborative initiatives that the Authority has committed to support:

ESCP - this is the Emergency Service Collaboration Programme and the three main emergency services across Sussex and Surrey (fire, police and ambulance) are involved in identifying opportunities to work together to deliver more effective and efficient solutions for delivery of the services. This programme secured Government funding as part of the innovation programme. During 2016/17 a specific project for a shared Integrated Transport and Fleet is being progressed which will see more efficiency in bulk fuel purchasing and a new solution for maintaining our fleet of vehicles.

3SC - Local authorities and public agencies in East and West Sussex and Surrey are involved in developing a bid to Government for infrastructure funding to support the devolution of a range of powers which, if successful, would see more funding provided from Central Government to the local authorities for improvements in our infrastructure and an increase in the building of homes across the 3SC area. We are supporting this bid.

Duty to Collaborate - the Policing and Crime Bill that is currently going through the Parliamentary process prior to becoming law, proposes the creation of a legal duty for emergency services to collaborate to ensure improved efficiency and effectiveness in delivery of public safety. This Bill also places a duty on the Police and Crime Commissioner (PCC) to consider if the best way of delivering this duty is for the governance of the two fire and rescue services in Sussex to come under the PCC.

The PCC for Sussex has asked East Sussex Fire Authority and West Sussex County Council to support an independent examination of the proposal. If the outcome of this initial study shows that there is a case, then a new proposal will be made for the way the fire and rescue services are governed and their decision making processes; this will be followed by a public consultation. East Sussex Fire Authority has agreed to support the development of the business case about how the fire and rescue services are governed and their decision making processes; this will be followed by a public consultation.

Human Resource Planning

We will continue to resource the Service to its operational staffing establishment providing prevention, protection and response services to the people within the communities of East Sussex and the City of Brighton and Hove.

We will continue to expand our volunteer service, supporting areas such as Safe and Well visits, joint Fire and Rescue/Police community volunteering, public health and road safety.

We will target and attract talented people into the Service, promoting a positive image of the Service amongst potential applicants, particularly from under-represented groups.

This will focus on ensuring we adopt effective clear, consistent and transparent policies, practices and processes for recruiting, selecting and developing staff.

We will continue to develop workforce and succession planning models making the best use of talent across the Service, together with the delivery of schemes such as apprenticeships and improved firefighter recruitment.

Further to this we will continue to ensure our firefighters are equipped with the necessary skills and training enabling them to respond to emergency situations both safely and effectively.

Health, Safety and Well Being

We take the health, safety and well-being of all our staff seriously. We will continue to ensure that it is considered as a priority and as part of the way we do things, rather than being viewed merely as an add-on, legal obligation.

We have a new provision for Occupational Health in the Service and will be developing further mechanisms to support the well-being of our staff.

The scrutiny and audit role of the corporate Health, Safety and Welfare Committee (HSWC) chaired by the Deputy Chief Fire Officer has been reviewed with revised terms of reference, aims, objectives and priorities, as well as redesigning the structure that sits underneath the HSWC to ensure delivery.

We will keep these new arrangements under review to ensure they are effective.

Inclusion and Diversity

We will continue to promote Inclusion and Diversity in all that we do, whilst having due regard for our statutory obligations in line with the Public Sector Equality Duty. We will refresh our Inclusion and Diversity Strategy, which will focus on the need to eliminate discrimination and advance equality of opportunity through both policy and practice. We will also publish information in relation to Inclusion and Diversity, our employees and people affected by our policies and practices.

PROJECT AND IRMP TIMELINES FOR THE NEXT YEAR

	Falls Under Commitment No.	Current Year												Year 1											
		Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18			
<u>PROJECTS ALREADY UNDERWAY</u>																									
Sussex Control Centre Project	1																								
Service Headquarters Relocation	4																								
Information Management Department (IMD) Transformation	1																								
Contract Milestone Transition	1																								
Transformation	1																								
Bridging The Gap - Savings review	4																								
Respiratory Protective Equipment (RPE) and Radios	3																								
Planning	3																								
Procurement	3																								
Implementation	3																								
Fire Watch Phases 1 and 2 - needs clarification following IMD Transformation	3	TBC																							
Customer Relations Management System (CRM) for Community Safety	4																								
Procurement Cards	4																								
Emergency Services Network	1																								
Support Services Review	4																								
Integrated Transport and Fleet	4																								
Preston Circus Fire Station premises feasibility study	4																								
Lewes Fire Station - relocation	1																								
Refurbishment of Breathing Apparatus Chamber at Service Training Centre	3																								
Phase 1	3																								

Details of further years actions will be given in our annual plans.

	Falls Under Commitment No.	Current Year												Year 1											
		Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18			
IRMP PRIORITIES																									
Review service-wide attendance standards	1																								
Preparation & Sample analysis Full review	1																								
Using firefighters to deliver business fire safety	2																								
Workforce Development	3																								
Succession planning	3																								
Apprenticeships	3																								
Talent Management	3																								
Appraisals Review	3																								
Firefighter Recruitment Review	3																								
Demand Management Strategy including Immediate Emergency Care Responding	4																								
Agree policy Implementation	4																								
Planning for Growth (New Housing Developments)	1																								
Apply for funding Consultation - Wealden	1																								
Health & Safety Strategy Review	3																								

Please see Appendix B for details of progress on our previous IRMP workstreams.

CONSULTATION

This plan will be subject to public consultation during Sept-Nov 2016, the results of which will be provided to the Fire Authority for consideration in December 2016.

We would like to consult with as many people in our local communities as possible to ensure we continue to meet the increasing demands and expectations of everyone we serve in East Sussex and the City of Brighton and Hove. It is vitally important to us that we gather and acknowledge your views in order for us to further develop our services and seek to satisfy your service needs and resource priorities. It is also important that we provide you with information on the financial context in which we must operate. Your thoughts and views are important to us and they shape the services we will provide to you now and in the future.

HOW YOU CAN GIVE US YOUR VIEWS

There are many ways in which you can consult with us whether you are a member of staff, a member of the public, a local business owner, a partner organisation or an interested stakeholder.

You can complete our online questionnaire via our website www.esfrs.org, you can e mail us at consult@esfrs.org or you can write to us at the following address:

CRM Team
East Sussex Fire and Rescue Service
20 Upperton Road
Eastbourne
East Sussex
BN21 1EU

Tel: 01323 462079

You can also use our e mail, postal address or phone number above to request printed copies of the documentation and questionnaire.

In addition to the above, there will also be staff meetings, stakeholder groups and social media promotion to encourage engagement from all interested parties.

Alternative formats and translation

- Albanian** Me kërkesë, një përmbledhje e këtij dokumenti gjendet edhe në gjuhën shqipe.
- Arabic** ملخص لهذه الوثيقة متاحاً أيضاً باللغة العربية عند الطلب.
- Bengali** এই ডকুমেন্টের সারাংশও অনুরোধে বাংলায় পাওয়া যায়।
- Cantonese** 本文件的摘要也可應要求製作成中文 (繁體字) 版本。
- Farsi** خلاصه شده این مدرک هم در صورت درخواست به فارسی موجود است.
- Russian** Краткое содержание настоящего документа по отдельному запросу предоставляется также на русском языке.
- Gujarati** આ દસ્તાવેજનો ટૂંકસાર વિનંતી કરવાથી ગુજરાતીમાં પણ મળી રહેશે.
- Kurdish** کورتیههکی ئەم بەلگهیه ههروهها به پێی داواکاری به زمانی کوردی دەس دهکەوێت
- Portuguese** Encontra-se também disponível um sumário deste documento em Português, a pedido.
- Polish** Dokument ten jest na życzenie udostępniany w języku polskim.



0303 999 1000

The following formats are available on request:

Large print (reformatted and increased to 18 point sans serif font)

CD ROM in plain text format to enable computer 'reader' systems to access and translate the information. Audio tape, audio CD and braille. Pictorial format suitable for people with learning difficulties ('easy read').

For translations of this document,
please contact the Publicity and Media Officer.

Tel: 0303 999 1000

Fax: 01323 725574

Minicom: 01323 462003



East Sussex Fire Authority



**INTEGRATED RISK MANAGEMENT
ACTION PLAN 2017-2020**
Consultation

www.esfrs.org/irmp