



EAST SUSSEX FIRE AUTHORITY

Thursday, 14 June 2018 at 10:30 Hours

Members

East Sussex County Council (12)

Councillors Barnes, Dowling, Earl, Elford, Galley, Lambert, Osborne, Scott, Sheppard, Smith, Taylor and Tutt.

Brighton & Hove City Council (6)

Councillors Deane, Morris, O'Quinn, Peltzer Dunn, Penn and Theobald.

You are required to attend this meeting to be held at County Hall, St Annes Crescent, Lewes, BN7 1UE at 10:30 hours.

AGENDA

Item No.	Page No.	
33	1	In relation to matters on the agenda, seek declarations of interest from Members, in accordance with the provisions of the Fire Authority's Code of Conduct for Members
34	3	Election of Chairman – Report of the Monitoring Officer (copy attached)
35	7	Election of Vice-Chairman – Report of the Monitoring Officer (copy attached)
36	1	Apologies for Absence.
37	1	Notification of items which the Chairman considers urgent and proposes to take at the end of the agenda/Chairman's business items. (Any Members wishing to raise urgent items are asked, wherever possible, to notify the Chairman before the start of the meeting. In so doing they must state the special circumstances which they consider justify the matter being considered urgently).
38	1	To consider any public questions

Item No.	Page No.	
39	2	To receive any petitions
40	9	<u>Minutes of the meeting held on 15 February 2018</u> <i>(copy attached)</i>
41	2	Callover.
		The Chairman will call the item numbers of the remaining items on the open agenda. Each item which is called by any Member shall be reserved for debate. The Chairman will then ask the Fire Authority to adopt without debate the recommendations and resolutions contained in the relevant reports for those items which have not been called
42	17	<u>Political Representation on the Panels of the Fire Authority – Report of the Monitoring Officer</u> <i>(copy attached)</i>
43	21	<u>Fire Authority & Panel Meetings 2018/19 – Report of the Senior Democratic Services Officer</u> <i>(copy attached)</i>
44	23	<u>Safer Communities Strategy 2018-2021 – Report of the Chief Fire Officer</u> <i>(copy attached)</i>
45	61	<u>Communications & Consultation Strategy 2018-2021 – Report of the Assistant Director Planning & Improvement</u> <i>(copy attached)</i>
46	99	<u>Treasury Management Stewardship Report 2017-18 – Report of the Assistant Director Resources/Treasurer</u> <i>(copy attached)</i>
47	113	<u>Integrated Risk Management Plan (IRMP) Review of Attendance Standards – Consultation Results – Report of the Deputy Chief Fire Officer</u> <i>(copy attached)</i>

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

EAST SUSSEX FIRE AUTHORITY

Date: 14 June 2018
Title: Election of Chairman
By: Abraham Ghebre-Ghiorghis, Monitoring Officer
Lead Officer: Abigail Blanshard, Senior Democratic Services Officer

Background Papers: Previous Report - 15 June 2017
 East Sussex Fire Services (Combination Scheme) Order 1996
 East Sussex Fire Authority Constitution

Appendices: None

Implications:

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

PURPOSE OF REPORT: To invite the Fire Authority to elect a Chairman and to request the Chairman, once elected, to advise on their preferred title.

EXECUTIVE SUMMARY: The report presented to the Fire Authority on 15 June 2017 set out the background information in relation to the procedures for the election of a Chairman and, if desired, a Vice-Chairman.

The Fire Authority duly elected a Chairman to serve for one year, until 14 June 2018. This report seeks approval to appoint a Chairman to the Fire Authority.

The rules governing the election are contained within the report.

The Fire Authority has previously agreed that it was appropriate to invite the Chairman, once elected, to advise on their preferred choice of title.

RECOMMENDATION: The Fire Authority is asked to:

- i. appoint a Chairman; and
 - ii. invite the Chairman to advise on his/her preferred title.
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1 BACKGROUND INFORMATION

- 1.1 The report presented to the Fire Authority on 15 June 2017 set out the background information in relation to the procedures for the election of a Chairman and, if desired, a Vice-Chairman. The Fire Authority duly elected a Chairman on 15 June 2017 to serve for a period of one year, or until the date of the next AGM, when a new election would need to be considered. This report seeks approval to appoint a Chairman to the Fire Authority.
- 1.2 The Combination Order for the creation of the East Sussex Fire Authority sets down the following procedures:
- 17 (1) The Authority shall elect a Chairman, and may elect a Vice-Chairman, from amongst its members.
- 17 (2) The Chairman, and if a Vice-Chairman is elected, the Vice-Chairman, shall, subject to paragraphs 13–16, hold office for a period of one year from the date of their election.
- 17 (3) Sub-paragraph (2) shall not prevent a person who holds, or has held, office as Chairman, or Vice-Chairman, as the case may be, from being elected or re-elected to either of those offices.
- 17 (4) On a casual vacancy occurring in the office of Chairman or, if a Vice-Chairman has been elected, the Vice-Chairman, the Authority shall elect from its members a person to replace the Chairman, and may so elect a person to replace the Vice-Chairman, as the case may be.
- 17 (5) The election to replace the Chairman under sub paragraph (4) above shall take place not later than the next following ordinary meeting of the Authority.
- 1.3 The Standing Orders of the Fire Authority state:
9. Election of Chairman and Vice-Chairman.
- 9.1 The Authority shall at the annual meeting elect a Chairman and may elect a Vice-Chairman or Vice-Chairmen from among its members as the first item of business.
- 9.2 On a casual vacancy occurring in the office of Chairman and Vice-Chairman, the Authority shall elect from its members a person to replace the Chairman and may so elect a person to replace the Vice-Chairman as the case may be.
- 9.3 The Authority, when deciding to elect a Vice-Chairman, should consider an appropriate representative balance between the two constituent authorities

such that the Vice-Chairman, unless the Fire Authority specifically determine otherwise, should be a Member from the other constituent authority to that of the newly elected Chairman.

- 1.4 Under Standing Order 23.1, if more than one person is nominated, there is a procedure for voting by roll call which applies unless otherwise agreed. Previously, the Authority has agreed to appoint the Chairman and Vice-Chairman by a show of hands. A third alternative would be to hold a ballot.
- 1.5 When the Fire Authority was first constituted, it was agreed that its 'Chairman' would be formally called as such, as opposed to the title 'Chair' or alternatively, 'Chairman or Chairwoman.' The Fire Authority has previously agreed that it was appropriate to invite the Chairman, once elected, to advise on their preferred choice of title.

EAST SUSSEX FIRE AUTHORITY

Date: 14 June 2018
Title: Election of Vice-Chairman
By: Abraham Ghebre-Ghiorghis, Monitoring Officer
Lead Officer: Abigail Blanshard, Senior Democratic Services Officer

Background Papers: Previous Report - 15 June 2017
 East Sussex Fire Services (Combination Scheme) Order 1996
 East Sussex Fire Authority Constitution

Appendices: None

Implications :

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

PURPOSE OF REPORT: To invite the Fire Authority to elect a Vice-Chairman and to request the Vice-Chairman, once elected, to advise on their preferred title.

EXECUTIVE SUMMARY: Agenda Item 34 sets out the adopted procedures for the appointment of a Chairman and Vice-Chairman.

Members' attention is drawn specifically to Standing Order 9.3 (see previous agenda item) and, unless the Fire Authority specifically determines otherwise, the Vice-Chairman should be a Member from the other constituent authority to that of the newly elected Chairman.

The Fire Authority is asked to consider whether to elect a Vice-Chairman to assist the Chairman in their role.

The Fire Authority has agreed previously that it was appropriate to invite the Vice-Chairman, once elected, to advise on their preferred choice of title.

RECOMMENDATION: The Fire Authority is asked to:

- i. consider whether it wishes to elect a Vice-Chairman; and
 - ii. if appointed, to invite the Vice-Chairman to advise on their preferred title.
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EAST SUSSEX FIRE AUTHORITY

Minutes of the meeting of the EAST SUSSEX FIRE AUTHORITY held at County Hall, St Anne's Crescent, Lewes BN7 1UE at 10:30 hours on Thursday, 15 February 2018.

Present: Councillors Barnes (Chairman), Deane, Dowling, Earl, Elford, Field, Galley, Lambert, O'Quinn, Peltzer Dunn, Penn, Scott, Sheppard, Smith, Theobald (Vice-Chairman) and Tutt.

Also present:

D Whittaker (Chief Fire Officer), M Andrews (Assistant Chief Fire Officer), A Ghebre-Ghiorghis (Monitoring Officer), D Savage (Treasurer/Assistant Director Resources), M Matthews (Assistant Director Safer Communities), H Scott-Youldon (Assistant Director Training & Assurance), E Curtis (Communications & Marketing Manager), S Milner (Planning & Intelligence Manager), J Ochser (Democratic Services Officer) and A Blanshard (Senior Democratic Services Officer).

22 INTERESTS

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

23 APOLOGIES FOR ABSENCE

23.1 Apologies were received from Councillors Morris and Osborne.

24 URGENT ITEMS AND CHAIRMAN'S BUSINESS

24.1 There were none.

25 TO CONSIDER PUBLIC QUESTIONS, IF ANY

25.1 There were none.

26 TO CONSIDER PUBLIC PETITIONS, IF ANY

26.1 There were none.

27 MINUTES OF THE MEETING HELD ON 7 DECEMBER 2017

27.1 **RESOLVED** – That the non-confidential minutes of the meeting held on 7 December 2017 be approved and signed by the Chairman. (*Copy in Minute Book*)

28 CALLOVER

28.1 Members reserved the following items for debate:

29 Treasury Management Strategy for 2018/19

30 Future Collaboration Arrangements between the Fire & Rescue Services of East Sussex, Surrey and West Sussex

31 Fire Authority Service Planning processes for 2018/19 and beyond

28.2 **RESOLVED** – That all other reports be approved according to the recommendations set out in the reports.

29 TREASURY MANAGEMENT STRATEGY FOR 2018/19

29.1 The Fire Authority received the report of the Assistant Director Resources/Treasurer (ADR/T) requesting Fire Authority approval of the treasury management strategy, policy statement and the Minimum Revenue Provision (MRP) Statement 2018/19. (*Copy in Minute Book*)

29.2 The report contained recommendations about borrowing limits, prudential indicators and limits, the investment strategy and policy as required by Section 3(1) of the Local Government Act 2003 and the Prudential Code for Capital Finance 2004.

29.3 The ADR/T informed Members that the emphasis continued to be on security (protection of the capital sum invested) and liquidity (keeping money readily available for expenditure when needed). The strategy and limits were consistent with the proposed capital programme and revenue budget. The ADR/T explained that, as was clear from global events, it was impossible in practical terms to eliminate all credit risk and that the Fire Authority sought to be prudent.

29.4 The Authority was recommended to approve borrowing limits to give greater flexibility for any future consideration in undertaking new external long-term/replacement borrowing if the need arose or the market conditions were favourable.

29.5 The Authority had always been prudent in its investment strategy and there had been regular changes to the list of approved organisations used for investment of short term surpluses. The list was regularly reviewed to ensure that the Authority was able to invest at the best available rates consistent with low risk. The organisations were regularly monitored to ensure that their financial strength and low risk had been maintained. The 2018/19 strategy continued this prudent approach and ensured that all investments were only to the highest quality rated banks and financial institutions.

29.6 The ADR/T informed Members that the 2018/19 investment strategy included the addition of Mixed Asset Funds and Pooled Property Funds. These were to be invested in the medium to long term and consideration would be given with regard to the planned reduction in reserves and balances of the Fire Authority in the next five years before investments were made. This update would provide opportunities to diversify the investment portfolio and improve returns by taking a marginal increase in risk.

29.7 A discussion followed during which Members welcomed the proposed changes and agreed that the time had come to be less risk averse. It was felt that it was

important to seek a better return on investments than was currently being achieved. Members thought that whilst investment in property could be a risky strategy, the Pooled Property Funds approach was welcome.

29.8 **RESOLVED** – That the Fire Authority:

- i) approved the treasury management strategy and policy statement for 2018/19 (and adopt for the remainder of 2017/18);
- ii) determined that for 2018/19 the Authorised Limit for borrowing shall be £13.630m;
- iii) adopted the prudential indicators as set out in the attached Appendix 2; and
- iv) approved the Minimum Revenue Provision (MRP) Statement for 2018/19 as set out in the attached Appendix 3.

30 FUTURE COLLABORATION ARRANGEMENTS BETWEEN THE FIRE & RESCUE SERVICES OF EAST SUSSEX, SURREY AND WEST SUSSEX

30.1 The Fire Authority received the Report of the Chief Fire Officer (CFO) which provided information on the proposed new collaboration arrangements between this Authority and those of Surrey and West Sussex. It also sought agreement to delegate authority to the Chief Fire Officer, after consultation with the Chairman, to sign the formal agreement on behalf of the Authority. (*Copy in Minute Book*)

30.2 The CFO explained to Members that collaboration amongst emergency services in Surrey and Sussex was a key strategic priority, supported at a political and officer level. Developing effective collaboration arrangements had long-term strategic significance supported by a number of drivers including a duty to collaborate under the Policing and Crime Act 2017, the HMICFRS inspection regime, financial challenges and public expectation.

30.3 Members were informed that following a review of resourcing options of the existing 'Emergency Service Collaboration Programme' (ESCP) for beyond March 2018, a mixed level of support had been identified across the partners which led to an impact and options assessment of the ESCP moving forward. This analysis resulted in a recommendation to pursue closer and more focused collaboration across the three fire services in Sussex and Surrey with the development of a suitable 'collaborative vehicle' to support this strategic intent.

30.4 The resulting collaboration agreement outlined the organisational commitment to working more closely together to improve the efficiency and effectiveness of our respective Fire and Rescue Services. The framework for this collaboration, including structure and co-ordination of activity, would be called the "3F" (3 Fire Services) approach and would be supported by specific project level agreements defining where we would collaborate, why, how and the benefits expected.

30.4 Members welcomed increased collaboration and fully supported it and the benefits and opportunities that such an arrangement would bring to the Authority. They

asked whether there were any details of the targeted savings that would be made by increased collaboration.

30.5 The CFO explained that the collaboration was at the scoping stage and therefore was not yet able to give any proposed savings figures, but that meetings were underway to discuss efficiency targets. Some areas for immediate collaboration had already been agreed and were well underway including shared training facilities, provision of Occupational Health, alignment of Health and Safety, a shared model for delivering fire investigations and putting in place a single strategic fleet and engineering lead for all three fire services. Members were assured that figures and projected savings would be brought before Members through the Scrutiny and Audit Panel in due course, these reports would also include further updates on the 3F Collaboration Programme.

30.6 **RESOLVED** – That the Fire Authority:

- i) considered the Report in relation to the ongoing and future collaboration with West Sussex Fire & Rescue Service and Surrey Fire & Rescue Service under a new collaboration model; and
- ii) delegated authority to the Chief Fire Officer, after consultation with the Chairman, to sign the formal agreement on behalf of the Authority.

31 **FIRE AUTHORITY SERVICE PLANNING PROCESSES FOR 2018/19 AND BEYOND**

31.1 The Fire Authority considered the Report of the Chief Fire Officer and the Assistant Director Resources/Treasurer which sought Member approval for the Fire Authority's Revenue Budget 2018/19, Capital Strategy 2018/19-2022/23 and Medium Term Finance Plan for 2018/19-2022/23. (*Copy in Minute Book*)

31.2 The ADR/T informed Members that the Authority's budget proposals had been considered by the Policy & Resources Panel on 18 January 2018. Following this and the Local Government Finance Settlement on 6 February 2018, the report presented to the Authority had been updated to reflect final council tax and business rates information, collection fund positions and revised information from central government on business rates funding.

31.3 The ADR/T explained that the Authority had continued to make good progress in identifying and agreeing savings proposals over the last 12 months. The latest version of the medium term financial plan (MTFP) showed that the Authority had already identified £0.686m of savings in 2018/19 and a total of £0.721m savings in total over the life of the MTFP. Members were told that there remained significant uncertainty for fire funding beyond the current multiyear funding offer ending in 2019/20. For 2020/21 and beyond there are potentially significant risks as a result of proposals to change the Business Rates Retention regime, the Fairer Funding Review and a Comprehensive Spending Review. The potential impact of Brexit was also a risk, the effect of which was currently unknown but would likely affect supply chains through Europe of specialist equipment.

- 31.4 The Report presented the Authority with two options for setting a balanced revenue budget for 2018/19, including commitments, growth bids and new savings. The Government's decision to increase the level of increase in Council Tax without the need for a local referendum in 2018/19 and 2019/20 from 2% to 3% provided the Authority with some welcome flexibility. The options were:
- The Authority's existing strategy of increases of 1.94% each year in Council Tax between 2018/19 and 2022/23; or
 - Increases of 2.94% in 2018/19 and 2019/20 and 1.94% thereafter.
- 31.5 Members were informed that if the Authority chose to approve the 2.94% option it would provide flexibility in the short term to invest in existing priorities and to commit additional funding of £200,000 in 2018/19 and if a similar increase was agreed in the following year £300,000 in 2019/20 to support further investment in the Authority's policy of match-funding the retrofitting of sprinklers in high rise/high risk premises. In the medium term the additional funding would assist the Authority in managing the uncertainty and risk it faced in its funding after 2019/20 and reduce the level of savings currently forecast to be required to balance the budget by 2022/23.
- 31.6 The ADR/T told Members that the Authority had acted prudently in establishing reserves and balances to meet its assessed risks and to provide one off funding for specific priorities. The level of reserves held would be reduced significantly over the life of the MTFP as the Authority continued to invest in its transformation programme and its capital assets. This use of reserves was essential in the absence of central government grant funding for either capital investment of fire transformation/reform at a local level.
- 31.7 The Authority were reminded that following discussion at the Policy & Resources panel, on balance, the view of the Panel was that the Fire Authority should agree a Council Tax increase of 2.94% in 2018/19 and plan on the basis of a similar rise in 2019/20. However, the Panel was anxious that this decision did not send out the wrong signals and it stressed that Officers should continue to focus on improving productivity, efficiency and effectiveness across the Service and that the savings targets within the MTFP should be regarded as a minimum threshold over the period. Panel Members saw particular opportunities in closer collaboration and partnership working.
- 31.8 In order to further inform Members prior to their decision, the ADR/T explained that of those Fire Authority's that had set their Council Tax for 2018/19, the vast majority had set their council tax increase at just below 3%.
- 31.9 A lengthy discussion followed. Members reflected that they had an unpleasant choice to make and were very conscious that imposing an increase, even though it was relatively small, was not a decision that any of them took lightly and had taken much thought and consideration. The belief amongst Members was that, having spoken with their residents, people would be willing to pay more to ensure that they had access to a fully funded Fire Service that was making sure people were safe. They were very aware that the Government's own assessment of

spending power for 2018/19 assumed that Authorities would opt to make the increase of 3%.

31.10 Members were keen to reinforce the request of the Policy & Resources Panel that Officers should continue to deliver against the Authority's Efficiency Plan and identify and investigate ways to improve productivity, efficiency and effectiveness.

31.11 Following a discussion relating to the mention of Preston Circus within the Medium Term Capital Strategy, at Appendix D to the Report, Members appreciated the CFOs clarification on the current position and the reiteration that the project was proceeding but that it was unlikely that actual refurbishment would commence until 2019/20.

31.12 Members were clear that any increase in Council Tax in 2019/20 would be taken under scrutiny in a years' time but recognised that the MTFP modelled a further 2.94% increase.

31.13 **RESOLVED** – That the Fire Authority:

1.

(b) approved an increase in council tax of 2.94% and thus approved:

- i) the budget proposals set out in this Report and the net budget requirements of £38.140m for 2018/19;
- ii) the council tax requirement of £26.173m; and
- iii) the council tax and precepts as set out in Appendix F (ii)

2.

(c) approved the capital programme for the next five years and the capital budget of £3.903m for 2018/19 and the plans to use capital grant, capital receipts and revenue contributions to finance capital expenditure;

(d) approved that the policy aim of maintaining the General Reserve at 8% of the net revenue budget be continued;

(e) approved that a further £2.077m is transferred from the Capital Programme Reserve to the IT Strategy Reserve to ensure that the IT Strategy is fully funded;

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

(g) approved that the Chief Fire Officer, after consultation with the Chairman and Treasurer, be authorised to make any adjustments to the presentation of the budget to reflect the final Local Government Finance Settlement.

(h) noted that the Authority had approved an updated Efficiency Plan at its meeting on 7 September 2017 and requested that Officers continue the commitment to develop a more strategic approach to delivering

EAST SUSSEX FIRE AUTHORITY

Date: 14 June 2018
 Title: Political Representation on the Panels of the Fire Authority
 By: Abraham Ghebre-Ghiorghis, Monitoring Officer
 Lead Officer: Abigail Blanshard, Senior Democratic Services Officer

Background Papers: Previous Report - Fire Authority 15 June 2017
 The East Sussex Fire Services (Combination Scheme) Order 1996

Appendices: Appendix 1 – Panel membership 2017-18
 Appendix 2 – Proposed Panel membership 2018-19

Implications :

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

PURPOSE OF REPORT: To secure political balance on Panels in accordance with the Local Government (Committees and Political Groups) Regulations 1990 and agree the resultant membership to the Panels of the Fire Authority.

EXECUTIVE SUMMARY: Under the provisions of the Local Government and Housing Act 1989 and the Local Government (Committees and Political Groups) Regulations 1990, the Fire Authority must keep under review the allocation of seats on Committees and other bodies to ensure, so far as practicable, that they reflect the political groups on the Authority.

The rules governing representation on Panels are set out overleaf giving the pattern of membership agreed at the meeting of the Fire Authority on 15 June 2017.

The Fire Authority is invited to agree the membership of its Panels for the forthcoming year.

- RECOMMENDATION:** The Fire Authority is asked to consider whether it wishes to:
- i) confirm the Panel arrangements and political representation as set out in the Report;
 - ii) agree (with no Member voting against) that the political balance provisions shall not apply to the membership of the Principal Officer Appointments Panel; and
 - iii) appoint the Chairman and Vice-Chairman of the Panels in accordance with Standing Order 41.13 or, as has been the practice in the past, leave it to the Panels to do this under Standing Order 41.14.
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1 BACKGROUND – CURRENT POSITION

- 1.1 Under the provisions of the Local Government and Housing Act 1989 and the Local Government (Committees and Political Groups) Regulations 1990, authorities must keep under review the allocation of seats to political groups on their Committees/Panels to ensure, so far as practicable, that they reflect the numbers in the political groups on their authority. The guiding principles which can be drawn from the 1989 Act and which need to be borne in mind when conducting any review are that:
- (a) The majority party should have a majority on each committee/panel;
 - (b) The overall number of committee/panel places allocated to each group should be proportionate to the numbers of each group on the authority;
 - (c) Subject to (a) and (b), the number of seats on each committee/panel should be proportionate to the numbers of each group on the authority.
- 1.2 Currently, there are three political groups on the Fire Authority: Conservative, Labour and Liberal Democrat. There is also one Green and one Independent Member of the Fire Authority, but single Members do not constitute a political group.
- 1.3 The Panels are the Authority's committees set up in accordance with Standing Order 41 and their terms of reference are shown in the Constitution. The Panels and their related membership which were approved in June 2017 are shown in Appendix 1, and the proposed political proportionality for 2018/19 is shown in Appendix 2.
- 1.4 Political proportionality rules need not apply to Panels of Authorities provided that due notice to adopt alternative arrangements is given to all Members and no Member votes against the proposals when they are considered and approved. Members are therefore asked to agree that the political balance provisions should not apply to the Principal Officer Appointments Panel.
- 1.5 Group Leaders are requested to let the Senior Democratic Services Officer have the names of their Panel Members by Friday, 22 June 2018.

Panel Membership 2017-18

	Conservative	Labour	Liberal Democrats
SCRUTINY & AUDIT (7)	4 Galley Peltzer Dunn Sheppard Taylor	1 Penn	2 Lambert Osborne
POLICY & RESOURCES (7)	4 Barnes Dowling Elford Theobald	2 O'Quinn Scott	1 Tutt
HUMAN RESOURCES (7)	4 Peltzer Dunn Smith Taylor Theobald / Earl	2 Morris Scott *	1 Osborne
URGENCY (7)	4 Barnes Dowling Elford Theobald	2 O'Quinn Scott	1 Lambert
APPOINTMENTS PANEL (4) <i>(Group Leaders + 1 additional Conservative)</i>	2 Barnes Theobald	1 Scott	1 Lambert
PENSIONS BOARD (4)	Earl, Penn , Taylor , Tutt		

Panel Allocations based upon Political Proportions 2018-19

PANEL	TOTAL	
Scrutiny & Audit	7	4 Cons, 1 Lab, 2 Lib Dem*
Policy & Resources	7	4 Cons, 2 Lab, 1 Lib Dem
Human Resources	7	4 Cons, 2 Lab, 1 Lib Dem
Urgency	7	4 Cons, 2 Lab, 1 Lib Dem
Total requiring political proportionality	28	
<p>(The total number of seats = 28, divided 16:7:5 on the basis of the 2018-19 political balance)</p> <p>* To be confirmed. The Liberal Democrat group could have two places on one of the other Panels instead.</p>		
Appointments Panel	3 (4)	Group Leaders + 1 additional Conservative [+ Chairman of the Fire Authority, if not a Group Leader]
Pensions Board	4	4
The Pensions Board is not subject to the political balance rules.		

EAST SUSSEX FIRE AUTHORITY

Date: 14 June 2018
Title: Fire Authority and Panel meetings 2018/19
By: Abigail Blanshard, Senior Democratic Services Officer
Lead Officer: Abigail Blanshard, Senior Democratic Services Officer

Background Papers: None

Appendices: None

Implications:

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

PURPOSE OF REPORT: To inform Members of the dates of meetings of the Fire Authority and Panels for the remainder of 2018 and 2019.

EXECUTIVE SUMMARY:

- 1 Paragraph 3.1 of Part 1(a) of East Sussex Fire Authority’s Standing Orders requires meetings of the Fire Authority to be notified annually in advance. Dates of meetings of the Fire Authority and Panels for the remainder of 2018 and 2019 are, therefore, detailed below.
- 2 Constituent authorities are consulted when arranging meetings of the Fire Authority in order to avoid clashes wherever possible. Details of meetings are also posted on the ESFRS web-site on a continual rolling basis:
<http://www.esfrs.org/news/whats-on/>

RECOMMENDATION: The Fire Authority is asked to note the dates of meetings of the Fire Authority and Panels for the next 12 months.

Date:	Meeting:
26 July 2018	Scrutiny & Audit and Policy & Resources Panels
6 September 2018	Fire Authority and Pension Board
13 September 2018	Scrutiny & Audit Panel
1 November 2018	Scrutiny & Audit and Policy & Resources Panels
6 December 2018	Fire Authority and Pension Board

Dates for 2018, above, have been previously agreed by the Fire Authority at its meeting on 15 June 2017

17 January 2019	Policy & Resources Panel
31 January 2019	Scrutiny & Audit Panel
14 February 2019	Fire Authority and Pension Board
23 May 2019	Scrutiny & Audit and Policy & Resources Panels
13 June 2019	Fire Authority and Pension Board
25 July 2019	Scrutiny & Audit and Policy & Resources Panels
5 September 2019	Fire Authority and Pension Board
12 September 2019	Scrutiny & Audit Panel
31 October 2019	Scrutiny & Audit and Policy & Resources Panels
5 December 2019	Fire Authority and Pension Board

All Fire Authority meetings to commence at 10:30 hours

All Panel meetings to commence at 10:00 hours (or 11:30 hours if on the same day)

Notable dates in 2019:

Good Friday - 19 April 2019

Easter Monday - 22 April 2019

ESCC Annual Meeting Tuesday 14 May 2019

B&H CC Annual Meeting Thursday 23 May 2019

CFA Annual Meeting - Thursday 13 June 2019

EAST SUSSEX FIRE AUTHORITY

Date 14 June 2018

Title of Report Safer Communities Strategy 2018 - 21

By Dawn Whittaker, Chief Fire Officer

Lead Officer Assistant Director Safer Communities: Mark Matthews

Background Papers None

Appendices A - Safer Communities Strategy 2018-21
B - Equality Impact Assessment

Implications

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

PURPOSE OF REPORT To present to Members the Safer Communities Strategy 2018-21 (attached as Appendix A) for approval and adoption.

EXECUTIVE SUMMARY This report supports ESFRS purpose to make our communities safer. Appendix A attached details the **Community Safety Strategy 2018 – 21**, which is a key element of the wider **Safer Communities overarching strategy 2018-21**.

The document outlines the future delivery design of ESFRS Prevention services over the next three years to support the delivery of interventions under the proposed **five themed prevention strands** contained within the strategy.

1 The attached Community Safety Strategy ensures:

1.1 That the **statutory requirement** of the Authority to promote fire safety in its area under the **Fire and Rescue Services Act** is supported.

- 1.2 That the requirements as a category one responder as defined by the **Civil Contingencies act** are supported.
- 1.3 That the **'Duty to collaborate'** is demonstrated through the engagement based approach to identifying risk and deploying prevention resources.
- 1.4 Synergy with the **Service business planning cycle** with the local assessment of risk complementing the overarching integrated risk management planning methodology.
- 1.5 Synergy with the **Communication and Consultation Strategy** and has followed the new **Service strategy template** to ensure consistency of approach.
- 1.6 Senior Leadership Team review the thematic prevention strands on an annual basis for appropriateness and relevance.

2 The attached Community Strategy:

- 2.1 Forms a part of the wider **Safer Communities Strategy** and will be further enhanced with the addition of a **Business Safety and Response and Resilience strategic intentions** once reviewed.
- 2.2 Has been developed through **engagement** with staff and partners.
- 2.3 Has been developed on the principle of an **annual collaborative assessment of local risk** to ensure an effective response through initiatives that are evaluated, reviewed, consulted on and translated into local plans allowing effective performance management.
- 2.4 Is complemented by five thematic action plans (home/Fire, Road, Water, Business and Health action plans) that support the effective monitoring and ensures staff can see how they contribute to the wider Strategy.
- 2.5 Empowers local delivery teams to **respond dynamically to the changing local risk** in their local communities. Encourages creativity and innovation by allowing teams to develop new initiatives
- 2.6 **People centric** focussing on those most vulnerable and at risk
- 2.7 Is complemented by the **Service Delivery Review** proposals that seeks to place resources at the point of contact that are responsive to the needs of local communities.

RECOMMENDATIONS

The Authority is requested to approve and adopt the Safer Communities Strategy 2018-2021 (Appendix A)

Safer Communities Strategy

Community Safety priorities
2018-2021



East Sussex
Fire & Rescue Service



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The Fire Authority is proud to continue its work to make our communities safer by delivering high performing services and making effective use of our resources. The Authority has always worked hard to ensure the communities it serves benefit from collaboration and partnerships with other organisations, with the most recent being a collaboration agreement formally establishing closer working between Surrey, East and West Sussex fire and rescues services. We recognise that in these austere times that collaboration is key and continually look at new ways of working and improving what we do to maximise resources.

The Authority will continue to seek further opportunities to collaborate, where improved effectiveness and efficiency can be achieved. In a complex environment, with changing demands, we recognise that the public rightly expects a continued delivery of professionalism and value for money from emergency services. In order for us to continue to meet these expectations we must relentlessly seek to improve our ways of working.

There will be a continued commitment to providing an effective and efficient prevention, protection and response service to the communities we serve. Further spending will be made on match-funding the installation of sprinkler systems in local high risk / high-rise residential buildings which will help prevent fires, protect our residents and improve the safety of our firefighters.

We will continue to work closely with partners in delivering life-saving services and we are working hard to improve safety within businesses, as well as reducing accidental dwelling fires and false alarms in our area. The Authority is now planning for the additional requirements of growth in the county. We anticipate a significant amount of new housing with more people living in the area and also an increase of vehicles on the roads. Therefore, community safety planning is essential for safeguarding the community.

John Barnes
Chairman





Prevention forms a key part of the work of our Service and as advisor to the Fire Authority on operational matters, statutory obligations, reducing risk, maintaining operational assurance and resilience, as well as providing value for money, it is crucial to continue this positive work.

Our commitment to community safety is shown in the Service's five prevention streams: Home and Fire Safety, Road Safety, Water Safety, Business Safety and Health Safety. Ongoing proactive community safety work has had a significant impact on the safety of our community, which is recognised as important for Service delivery and incident reduction. East Sussex Fire & Rescue Service staff and volunteers will continue to raise awareness by undertaking positive community safety initiatives to reduce incidents.

Community Safety work will go towards achieving our objectives of sustainably improving services to the public, increasing resilience, reducing overlaps and duplication in services, responding to changes in demand for fire and rescue services.

Our organisation operates in a complex environment of changing demand where the public rightly expects delivery of professional and value for money emergency services. Collectively, we acknowledge that increased collaboration between our services is one of the ways we can achieve the continuous improvement we strive for. Where common sense opportunities to work closer together are identified they will be fully explored and implemented when it is in the best interests of our residents to do so.

We are proud of the service we give to the public and work hard to best use our resources to meet the needs of the communities we serve. This is challenging given the significant reductions in funding. We regularly review and update our savings plans as the financial situation around us changes.

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 work with other fire and rescue services, emergency services, local organisations and local communities will give us more capacity to deliver our services.

Dawn Whittaker
Chief Fire Officer

Strategic Context

The Fire and Rescue Services Act (2004) Part 2 Section 6 places a statutory duty on East Sussex Fire Authority to promote fire safety in its area. Fire and Rescue Authorities are encouraged to develop, in collaboration as appropriate, a wide range of local community safety initiatives to reduce risk to people living, working and visiting local areas and improve community safety outcomes in the long term. In particular East Sussex Fire and Rescue Service will profile the community through its own and Partner's systems on an ongoing basis to identify and reach those most vulnerable from/to fire as well as other causes of injury or death and to assess the effectiveness of our wider community safety activities. The fulfilment of our Civil Contingency responsibilities, as defined in Statute, is also supported through this strand of the Safer Communities Strategy.

The overarching Safer Communities strategy along with the additional complimenting Service strategies are critical to the success of our Purpose of 'Making our communities safer'. The Community Safety principles set out in

this document gives direction to our risk based approach to prevention as well as specific fire safety, to be delivered in East Sussex and the City of Brighton & Hove by ESFRS staff and volunteers and in particular, from the local community fire stations in the East Sussex Fire & Rescue Service's area.

The 'Fire Authority Commitments' that underpin the above 'Purpose' and help the Authority to discharge its legal duties and respond to the needs of the diverse community are:

- Delivering high performing services
- Educating our communities
- Developing a multi-skilled, safe and valued workforce
- Making effective use of our resources

These commitments flow through and are intrinsic in steering the strategy and are translated through the resulting action plans that secures tangible delivery and added value to the public the Authority serves.



Scope

– Overarching Community Safety Priorities/Objectives

Our priorities and objectives are to reduce fires and fire related incidents and injury and death associated with fire, water, road and health through collaborative working and an effective support and performance management framework.

The following objectives / priorities will be reviewed and delivered on an annual basis.

Following a series of staff engagement events the following priorities/objectives were identified

- **Identify and annually review the key community safety prevention strands**
Currently the five strands are: Home/Fire safety, Business safety, Road safety, Water safety & Health and Wellbeing.
- **Undertake an Annual assessment of risk** for each locality in keeping with the principles of integrated risk management approach. We will consider and assess vulnerability through a holistic engagement and collaborative approach. The annual assessment will:
 - Include partners such as town and parish councils, East Sussex County Council and B&H Unitary Authority, the wider community and staff through an annual multi-agency workshop with the objective to identify shared risks. This will be held in late autumn in preparation for the annual assessment report to be published for the start of the following performance year.
 - Utilise fire incident data, risk data identified through education links, local intelligence such as Firewise, communication analysis and predictive software
 - Include collision data from the Sussex Safer Roads Partnership, health data from NHS, CCGs and Public Health, drowning data from the Water Incident database (WAID), crime data from Sussex Police
- Include learned outcomes from the Fatal Fire and Serious Fire Related Incident review process and wider operational assurance outcomes including Fire investigation and operational debriefs.
- **We will identify key initiatives** through the annual assessment process for the Safer Communities team to deliver collaborative and outcome focused support to those in most need tailoring initiatives designed to reduce risk and support those most in need linked to the five key identified areas (Fire/Home, Road, Water, Health and Business). Resources will then be deployed in the delivery of the specific initiatives identified against the risk that is present within the six geographical areas of Brighton & Hove, Eastbourne, Hastings, Rother, Lewes and Wealden
- **We will provide a library of resources:** Initiative libraries will be developed and updated on a continuing basis by both the Business Safety and Community Safety teams who will become the gatekeepers for the BS Engagement Event and CS initiatives library for access by all staff and volunteers (i.e. the Open Day resource pack). Each initiative will have a defined scope, evaluation criteria and be reviewed with representatives from the target group to ensure the greatest chance of success and be subjected to an EIA and communications guide to provide appropriate resources to practitioners. The central team's function will be to provide critical expertise and support the delivery of person/community centric prevention/protection services that delivery tangible impacts and added value based on local risk.
- **Deliver Home Safety & Safe & Well visits:** We will continue to widen the scope and impact of the HSV as we introduce Safe & Well visits to support those most vulnerable in a structured way to support independent living and promote health, safety and wellbeing.



We will ensure that sufficient budget arrangements are in place to support the provision of additional equipment necessary to effectively deliver the service.

- **Provide a Support and Delivery Framework:** The framework will define the key areas of work identified through the annual assessment of risk within a performance management framework that will ensure teams receive the necessary training and support to effectively undertake prevention activities. The Safer Communities Management Team will monitor outcomes through exception reporting on a monthly basis to ensure the effective delivery of the prevention initiatives across the six geographical areas.
- **Provide an environment for staff to develop their work streams and themselves:** Through a mutual understanding of others work and how these all interact and build in resilience by effective use of training, IT and appropriate resource packs (tip sheets and role related handbooks).
- **Provide central support to front line staff including volunteers:** The annual assessment of risk will provide a focus for the areas of prevention that local staff will prioritise. Each local hierarchy of risk will be made available to community safety and communications staff to ensure that prevention activities are supported at

the appropriate level and are consistent throughout the organisation.

- **Effectively collaborate with partners:** Continue to develop theme based collaborative work streams to achieve greater outcomes for the public by removing barriers and focusing on enabling staff to deliver locally in collaboration. This will provide the community with a level of prevention activity that provides protection from fires and other emergencies, with a workforce that is appropriately trained and equipped.
- **Provision of an internal meeting structure:** A revised meeting structure that ensures effective reporting against the priorities within the five Prevention work stream action plans. Identically structured performance management meetings will take place in each of the localities which feed into the Safer Communities performance management framework.

Through an annual consultation process we will identify our key prevention strands and will develop a process by which community risk is assessed annually at local level providing local interventions through an Initiatives Library supported by a Support and Delivery framework that ensures that staff and volunteers have the training and resources to deliver the outcomes to reduce risk within the community.

By achieving these aims the following community benefits/objectives will be achieved:

- ✓ A reduction in the number of people killed or injured in fires (Fire/Home Safety prevention strand)
 - ✓ A reduction in accidental dwelling fires and the extent of fire in the home by confining the fire to the room of origin (Fire/Home Safety Prevention Strand)
 - ✓ 12,000 home safety visits each year, of which at least 90% of visits will be to vulnerable people (Fire/Home Safety Prevention Strand)
 - ✓ A reduction in the number of people killed and seriously injured in road traffic collisions (Road Safety prevention strand)
 - ✓ A reduction in the number of people killed and seriously injured in water related incidents (Water Safety Prevention Strand)
 - ✓ Broadening our involvement with the health sector through the 'Fire as a Health Asset' programme to reduce health related harm (Health & Wellbeing)
 - ✓ Engagement with children, young people and vulnerable adults (Cross Cutting all Prevention Strands)
 - ✓ Continued development of the community volunteer programme to support delivery through the five Prevention strands.
- Additionally, the Service will continue to work collaboratively in order to:
- ✓ Contribute to a reduction in the number of road traffic collisions (Road Prevention Strand)
 - ✓ Contribute to a reduction in the number of people killed or seriously injured in water related incidents (Road Prevention Strand)
 - ✓ Contribute to a reduction in the number of drowning related incidents (Water Prevention Strand)
 - ✓ Reduce the number of fires in buildings other than domestic dwellings (Fire/Home Prevention Strand)
 - ✓ Reduce the number of anti-social deliberate fires and arson (Fire/Home Prevention Strand)
 - ✓ Reduce the cost to the community of fires (Fire/Home Prevention Strand)
 - ✓ Reduce the number of malicious calls and false alarms (Cross Cutting all Prevention Strands)
 - ✓ Contribute to the reduction of crime, disorder and anti-social behaviour (Health Prevention Strand)
 - ✓ Contribute towards safeguarding and the welfare of children, young people and vulnerable adults (Health & Wellbeing)
 - ✓ Contribute to a reduction in the number of public admissions to A&E and to hospital (Health & Wellbeing)
 - ✓ Contribute to a reduction in the number of falls in the home requiring ambulance mobilisation, A&E submission and hospitalisation (Health & Wellbeing)
 - ✓ Contribute to a reduction in the need for specialist care and the support of independent living through working in collaboration with partners to develop preventative measures reducing risk to a manageable level (Health & Wellbeing)
 - ✓ Increase risk critical referrals by raising awareness of staff and developing simple systems of referral on to key organisations to further reduce the risk to highly vulnerable members of the public
 - ✓ Increase youth engagement and mentoring activities targeting areas where austerity is leading to removal of schemes and initiatives
 - ✓ Encourage and support to develop and embed community resilience initiatives

Prevention Delivery Process

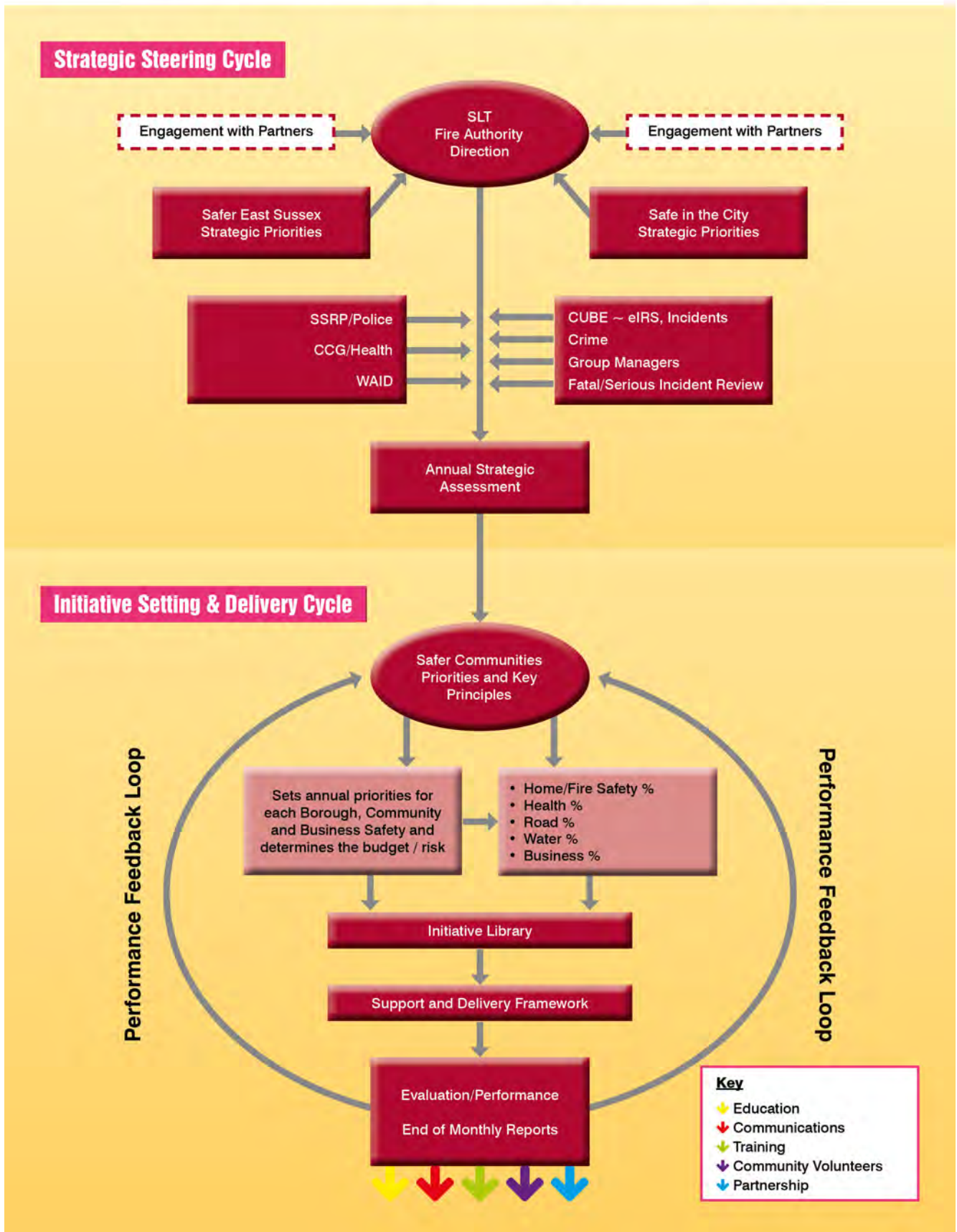


Figure 1: Defines the process through which collaborative intelligence on risk drives the local allocation of resource in the form of intervention and community based initiatives. The process includes an evaluation and quality assurance element to ensure organisational learning through the promotion of a culture of trial and error to secure continual improvement.

Delivery through effective engagement and collaboration

Collaborative working is essential to achieve all that we have set out to do and plan to do in the future. This is a key area of work where we know real improvements to people's lives can be made through working effectively with other organisations.

In addition to existing partnerships, East Sussex Fire & Rescue Service will actively seek out new collaboration to benefit the community and so that we can provide the community with a level of protection from fires and other emergencies that is second to none with a workforce that is appropriately trained and equipped.

The Senior Leadership Team provides **annual corporate validation** of the community, prevention requirements, through an **annual assessment of risk** process, that will deliver **local prevention in collaboration** with our wider partners to maximise the impact of our prevention activities.

The resulting activities will initially focus on the five strands of prevention: **fire/home, road, water, business and health** and will be further shaped by considering community intelligence from:

- the community safety plans from Safe in the City (Brighton & Hove) and the Safer East Sussex Team (SEST)
- the national, regional and local harm reduction priorities for NHS and Public Health; and
- Appropriate casualty reduction action plans for water and road related harm.

An **annual multi-agency Partnership Engagement workshop** will be organised as part of the assessment process to validate the outcome of the internal assessment and be used to approve or modify the prevention strands that will ensure that the resulting activities are targeted at those most at risk in the most effective way. The engagement event will review our strategic collaboration to ensure consistency of approach, and revisit the key collaborative principles with partners.

The current collaborative principles agreed through the engagement workshop are:

- **Making Every Contact Count (MECC)**, a process to ensure that every contact opportunity is maximised regardless of what partner makes the initial contact.





- **People centric**, putting people rather than a process first; identifying the wider risks individuals may be vulnerable to and offering a tailored response through collaborative response.
- **Reviewing collaboration** at least once a year to ensure that it is effective
- Adopting a **three tier approach to collaborative delivery**,
 - **Strategy** (Has support and is legitimised by corporate buy-in by partners)
 - **Place** (Intervention/activity appropriate to location/environment)
 - **Practitioner** (Awareness of outcomes being sought, can influence and provide evidence on impact)

to ensure that there is an **effective relationship** between the **strategic direction & tactical delivery**. It is acknowledged by partners that the fostering of this approach is critical to ensure the effectiveness of a collaborative based approach.

- **Resisting the temptation to start something new** if there is already an existing framework, meeting structure, process or solution that could be utilised or adapted.
- Reviewing our **information sharing protocols** to ensure that they are compliant, fit for purpose and effective, whilst accepting there is good practice examples and that barriers to exchanging critical intelligence can be appropriately overcome.

Community intelligence will feed into the Annual Assessment of Risk; a process that will identify and prioritise prevention activity by area based on risk.

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Supporting Structure

The Central Community Safety function provides the following support to assist the delivery of community safety initiatives by staff and volunteers:

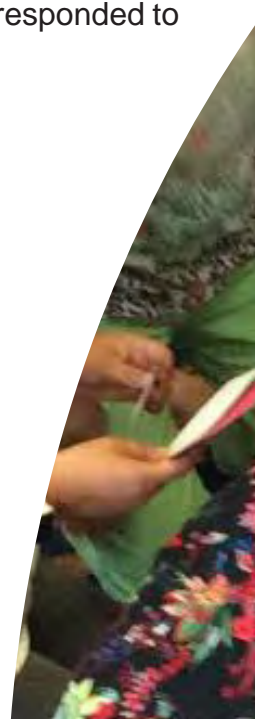
- Management of the **Initiatives Library** – Provide the resources necessary to deliver a particular outcome (i.e. The open day pack, behavioral insights tools)
- Support colleagues by reviewing initiatives specifically in respect to:
 - Effectiveness by the area in which initiative was undertaken
 - Effectiveness of the evaluation criteria
 - Effectiveness of engagement with target group in developing initiative through evaluating EIA and seeking support from I&D.
- Provide **feedback at annual assessment** – The focus being on the effectiveness of the initiatives employed.
- Coordination of **best practice** – Provide advice and guidance to staff and volunteers by pulling together best practice nationally and locally from Government, other FRS', partner organisations and the third sector
- **Evaluation** role – Determine the effectiveness of activities and provide advice and support to secure better outcomes
- **Safeguarding** – Manage the statutory safeguarding obligations
- **Annual assessment of risk** – Co-ordinate the delivery of the identification of risk from fire and other harm through an inter-agency approach at District and Borough level
- **Fatal Fire and Serious Fire Related Incident Coordination** - Coordinate the review process and feedback on collective process at Safer Communities performance management meeting.
- **Continual development of collaborative practice** - Identify further opportunities to reduce risk of harm within, the SLT agreed, prevention work streams prioritised by the

findings of the '**Annual Assessment of Risk**' findings

- **Initiative Support** - Provide critical central support in enhancing performance in high priority areas (i.e. Accidental Dwelling Fire (ADF) Action Plan and associated ADF action learning set)
- **Support development of and delivery of the thematic action plans** – The plans assist in mobilising the strategy.

Delivery of the strategy is defined through the **resulting thematic prevention action plans (Home/Fire, water, road, business and health) and the overarching directorate plans** that are shaped by the **annual assessment of risk process**. The annual assessment actively ensures effective staff and partner influence when setting priorities and also allows the initiatives to be **monitored and evaluated through the support and delivery framework and central community safety function**.

The central community and business safety functions will require specialist role holders, who can provide support in the construction and delivery of the widening prevention initiatives and interventions within the prevention strands. The service has developed an **agile structure** to ensure that emerging trends in the community and collaboration opportunities are responded to instinctively.



Delivering Efficiency

The full implementation of this strategy and the investment in prevention aim to reduce the number of serious injuries and fatalities. It is envisaged that there would be a return in respect to non-cashable savings due to this reduction in incidents and reactive services provided by ESFRS but also partner organisations.

Measuring the benefit of prevention can be challenging but there are examples of good practice and the community safety central function will continue to consider each initiative in turn and provide a suitable evaluation to include both cashable/non cashable savings.

It is intended additional non-cashable savings will also be made through:

- Delivering better targeted initiatives to those most vulnerable and therefore achieve a greater reduction in risk across the five prevention strands.
- Reducing wasted effort by engaging with the community to ensure effective development and evaluation of risk reduction initiatives thus improving the public return on the same resource investment.





A young boy in a maroon t-shirt and grey shorts is sitting on a yellow and red fire motorcycle. The motorcycle has 'FIRE' written in red on a yellow panel. In the background, there is a yellow and blue police motorcycle with 'POLICE' written on it. The scene is outdoors under a blue canopy structure.

Measuring Success

Operating through a **Support and Delivery framework** will enable staff and volunteers to deliver effective and timely prevention interventions with performance measures set locally following the '**Area annual assessment of risk**' to determine the activities necessary to reduce the risk in local communities. Performance will be monitored through '**Exception Reports**' through the Safer Communities Management Team – Performance Management meeting (SC-PM) and support provided by all Safer Communities departments and Service directorates to deliver the interventions and activities that will reduce the risk associated with those identified as being most vulnerable.

The majority of objectives are monitored using the Service Performance Targets for community safety and are agreed and set internally and approved by the Senior Leadership Team.

Intelligence led delivery through 'Annual Assessment of Risk'

Fire & Rescue Services are required to develop an annual Integrated Risk Management Profile (IRMP) for its service area. ESFRS is compliant with this requirement and the plan is refreshed and revised periodically.

The annual assessment of risk mimics the IRMP at a local level and takes into account the risks associated with the wider community therefore examines, in detail, data and intelligence from the following sources:

- Incident data from eIRS (the FRS incident recording database)
- Previous incident and demographic data through the ESFRS CUBE analytical reporting tool
- Crime data from Sussex Police. (Including arson and deliberate fires, fraud – particularly crime involving scams involving vulnerable people, anti-social behaviour)
- Killed and seriously injured in road traffic collisions (KSI) through Sussex Safer Roads Partnership (SSRP) utilising stats 19 collision data collected by the Police
- Fatalities associated with water through the Water Incident Database (WAID) supplied through the National Water Safety Forum
- Fatal Fire and Serious Fire Related Incident reports, an internal ESFRS review process that identifies the causes and drivers for serious and fatal fires.
- Borough Commander input; influenced by staff and local partners
- Health data from Public Health and NHS sources; including falls & frailty, suicides, obesity, smoking prevalence, excess winter deaths and other relevant data.

This data is processed and a league table of risk will be created for each area and presented as a percentage against each prevention activity for

that area which will dictate the expectations in terms of community safety output for the locality.

Local areas will then use relevant resources to manage the risk through the initiatives library, a bank of resources maintained by the central Community Safety team to cater for every risk profile, from water safety to arson reduction. Every library resource contains a communications tool to assist local and central communications staff and an evaluation tool to assist in determining the effectiveness of the engagement. The outcomes are recorded in the End of Month reports and collated through the Performance Team for reporting and provide oversight at the monthly Safer Communities Management Team performance meetings.

Support and Delivery Framework

Engagement events with staff identified a need to provide clarity against each key role, support in delivering objectives and a framework that identified what success looked like.

The Support & Delivery framework addresses this by providing clarity of role and suitable and effective training for each of the levels of delivery.

End of Month Reports

Key deliverables have been identified and agreed by those now responsible for delivery. For a number of roles these are generic and similar in nature but where staff members have specialised roles, their End



of Month return will contain reporting criteria specific to that role.

Continuous analysis of these reports will provide effective monitoring of performance by measuring what really counts so we can identify where interventions can be made, including where an objective has been achieved so that effort is not expended unnecessarily.

Evaluation and Performance framework

The Planning and Intelligence Team are responsible for drawing together the internally and externally collated intelligence for the Annual

Assessment of Risk, collating the End of Month returns and associated exception reports and determining the effectiveness of the interventions set against the ranked risk factors for each local area.

Evidence from the annual assessment of risk and evaluation from previous years will inform the professional judgment of Safer Communities Leads in the application of resources.



Safer Communities

Key Prevention Strands

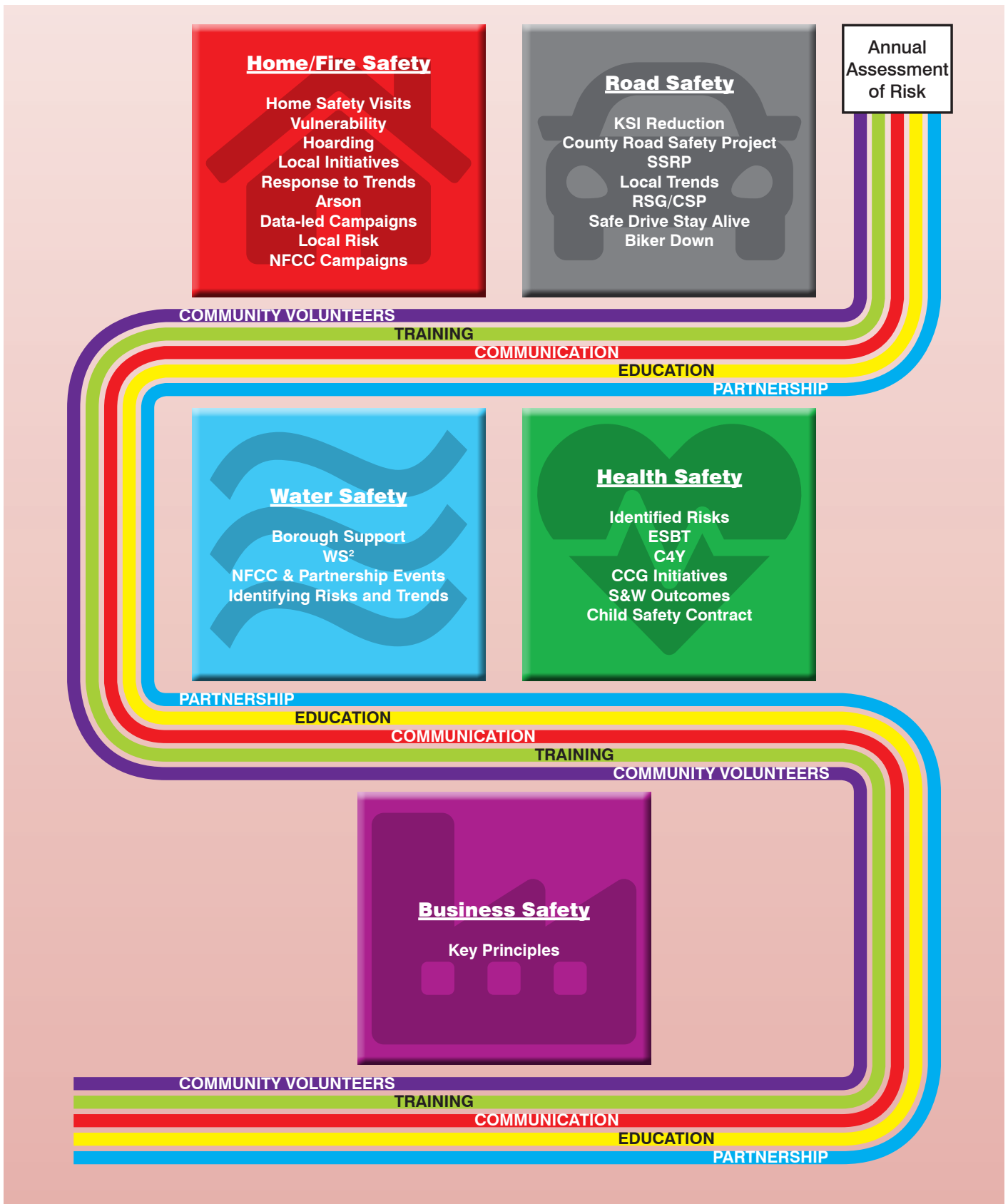


Figure 2 provides an illustration of how risk based initiatives are grouped and delivered through defined prevention strands and the generic approach adopted in supporting all initiatives through ensuring the training, communication, volunteer support and collaborative requirements have been identified and delivered against.

Thematic Action Plans



Home/Fire: Home Safety Visits - The target of 12,000 Home Safety Visits is based on risk profiling and capacity for the service to deliver and is currently divided equally between

the Safe & Well Advisers (SWA) and operational crews across the Boroughs.

Appointments are made with clients through the central team and a screening process identifies clients with more complicated or complex needs and these are passed to SWAs to deliver.

Ops crews will undertake 7,000 visits a year and whilst these are usually more straight forward clients can be referred for a further visit by SWAs should additional assistance be required, such as the provision of sensory equipment. SWA's will continue to undertake a minimum of 5,000 visits.

The scope of the HSV has expanded over time and now includes a wider range of hazard identification within the home.

In addition to its Safe & Well Advisers ESFRS also employs two Safe & Well (S&W) Practitioners who support delivery of our GP referral scheme.

A monitoring framework is necessary for training and Quality Assuring HSVs by operational crews. The Support and Delivery framework will address this and provide the basis for continuous improvement.

The Care Act 2014 identified neglect and self-neglect as areas that Safeguarding procedures should be applied to. This is particularly relevant to the Fire & Rescue Service in respect to hoarding as it presents a significant fire risk. A multi-agency Hoarding framework Memorandum of Understanding has been developed for both the City and East Sussex to ensure a consistent approach and reduce risk.

Research and learning from other Fire & Rescue Services and the NFCC will continue to inform and influence the delivery of our prevention services. For instance; the NFCC Prevention Coordination Committee's report (April 2018) on reducing injuries and deaths by fitting additional smoke alarms in rooms that pose a higher fire risk due to the circumstances of the occupant. Whilst not yet fully supported nationally, the concept has been fully embraced within ESFRS and additional advice provided to staff undertaking home safety visits supports the fitting of additional smoke alarms where appropriate.

The **ESFRS thematic Fire/Home Safety Action Plan** will encompass the work being undertaken by the ADF action learning set and associated behavioral insights focus to ensure a holistic and connected plan designed to achieve the objectives of this strategy.



Road Safety - The Sussex Safer Roads Partnership (SSRP) brings together teams from Sussex Police, East and West Sussex County Councils, East and West Sussex Fire and Rescue Services, Brighton and Hove City Council, Brighton and Sussex University Hospital NHS Trust and Highways England. We believe that, together, we can continue to create a safer environment for all road users, significantly reducing life-changing injuries and fatalities.

Using the knowledge and experience within the partnership, we aim to provide advice and support to all road users across Sussex. We refine and develop strategies to promote road safety and to encourage everyone to consider how they use the roads and how everyone can become safer. Recommendations and guidance are offered to urge everyone to share the roads and to foster an attitude of safety for all on our roads.

ESFRS undertakes a range of preventative activities across the area, based on the road risk, both collaboratively through road safety partnerships (Wealden and Rother) and through single agency activities.

The ESFRS thematic Road Safety Action Plan identifies the road risks through location and road user type and identify the tactics available to staff and volunteers that are available through the ESFRS initiatives library as well as through the SSRP.

Road Safety prevention is overseen by our road safety coordinator based in the central Community Safety Team who is also the subject lead on the SSRP Programme Delivery Groups.



Water Safety - East Sussex Fire and Rescue Service regularly deals with the consequences of water related emergencies which has a significant impact on our local communities.

ESFRS has a statutory duty to identify risk under its obligation to undertake an Integrated Risk Management Plan and has identified a number of areas where the Service can work collaboratively with other agencies to implement our own initiatives to reduce risk as well as keeping the people who reside and visit East Sussex, Brighton and Hove safer.

The **ESFRS 2016 – 19 thematic Drowning Prevention Action Plan** identifies our key water safety principles that will reduce the number of water related injuries and deaths.

The delivery of our Water Safety Principles is overseen by the Water Safety Coordinator whose role is to promote, train and encourage staff and volunteers to deliver preventative activities, represent ESFRS both nationally and regionally within the Fire & Rescue Service and with other water safety partners.



Health Safety - ESFRS has embraced the principles of 'Fire as a Health Asset', a national consensus between the National Fire Chief's Council, Public Health

England and National Health England to utilise the Fire Service in the support of the delivery of health outcomes.

ESFRS has developed consensus statements with Public Health and NHS in East Sussex and Brighton & Hove identifying a number of themes for the service to support. These include smoking cessation, obesity, falls and frailty, dementia, suicide prevention.

Making every contact count will be supported across the service through the enhancement of the Home Safety Visit to be known as the Safe & Well Visit.

In addition to the fire safety elements of Home Safety Visit effective delivery of Safe & Well visits depends on the quality and range of health elements that are incorporated into the client engagement.

It is essential that the quality and range of the health element of the S&W visit is monitored for both accuracy and effectiveness. It is intended that this will initially will be achieved through a coordinated approach provided by the central team. S&W visits will incorporate a number of elements, which will be reviewed annually, or as advice from health partners dictate.

The focus will continue to be on those groups below but the intention will be to further explore the possibilities to reduce risk in related health areas following consultation with partners and trade unions:

- Falls and frailty
- Disability, including dementia
- Obesity
- Smoking cessation

An initial coordinated approach from the central team will ensure that:

- Suitable and sufficient training is provided taking into account the target audience of fire fighters,
- Resources are readily available in a number of formats. These will include up to date information that relates to the appropriate geographical area
- A single point of contact is available for advice, guidance and referrals as teams achieve confidence and competence.

In addition, the central team will ensure that there are consistent links with health partners to ensure that the health element of the S&W visit is matched to the work of wider health partners and that evaluation of outcomes from the visits are recorded and shared with the relevant partners. The **ESFRS thematic Health Action Plan** identifies fire related health risks developed in collaboration with health partners and delivered by Ops crews, staff and volunteers.





Community Volunteers

ESFRS started its community volunteer scheme in 2009 and currently has over 100 volunteers from across the service area. Management of the scheme is undertaken by Coordinators working within the central Community Safety team.

Our key community volunteering priorities are:

- To ensure volunteering is an integral part of ESFRS and that volunteer activities contribute to ESFRS reaching more members of the community and making ES and B&H a safer place
- To ensure volunteering is a worthwhile, rewarding activity for our volunteers and that volunteers are involved in the decision making process.

- To be inclusive and open, enabling as many people as possible to access our volunteering opportunities.
- To work in partnership with other organisations who also have a community safety ethos.
- To be creative and imaginative in our approach to volunteering, to best serve the needs of promoting community safety.
- To ensure we have the necessary systems and resources in place to best support our community volunteers and the communities we serve

An **ESFRS Volunteer Action Plan** provides a focus to teams and illustrates the value volunteers bring to the community and ESFRS.

Youth engagement

ESFRS Youth engagement is undertaken across the service, often by Ops Crews, through locally organised activities such as football coaching and mentoring young people. Our Safety in Action programme is a collaborative approach providing the opportunity for young people aged 10 to 11 years to experience risky scenarios in a safe environment.

Road safety interventions such as Safe Drive, Stay Alive, and Water Savvy, Water Safe WS² are delivered by the IIRT Officer and Water Safety Coordinator alongside Ops Crews and community volunteers.

The three dedicated Education Team staff members within the central Community Safety team undertake the majority of the school and college engagements. A number of further engagements are undertaken by staff members from Ops Crews.

The Education Team undertake the provision of the Juvenile firesetters scheme known as Firewise, work with partner agencies under the Troubled Families agenda and support the delivery of the developing 'Watch' schemes, activities within fire stations targeting challenging young people.

The ESFRS Strategic Aims of the Education Team are:

- Equip Children & Young People (CYP) with the knowledge, understanding and skills to keep themselves, their families and their communities' safe, supporting ESFRS achieve its aim of 'safer communities.'
- Explore new opportunities to engage with all CYP to minimise loss of life, injuries and damage to property in our communities.
- Ensure an innovative and high quality of service by encouraging feedback from partners to allow evaluation and improvement of our resources and practice.
- Widen the scope of our provision, to respond to the changing needs of the Service, and to develop innovative schemes of working to increase the opportunities for engagement with CYP.
- Fully integrate the Education Team within all areas of the Service to encourage and support staff and volunteer interaction with CYP

These strategic aims are delivered through the **Education Team thematic action plan**



Partnership Engagement

Fire Authority has adopted the following definition of partnerships:

“Any joint arrangement, where the partners:

- Are other public and third sector organisations, supply partners, independent organisations or groups
- Agree to co-operate, share, or agree or contract or deliver commissioned services with the Fire Authority or ESFRS to deliver defined outputs that achieve clearly defined outcomes
- Accept the joint managerial arrangements to oversee their effective delivery
- Plan and implement commensurately in relation to scale and to an agreed programme which may or may not involve joint staff or resources
- Create new organisational structures or processes to achieve joint goals, separate from their own organisations
- Identify and mitigate, where possible against risks of achieving successful outcomes and identify and maximise possible benefits
- Ensure effective evaluation takes place to monitor overall and relative resource inputs, and outcomes
- Have agreed in advance effective arrangements and criteria for ending the arrangements including the implications on staff involved, services affected and beneficiaries of the partnerships.”

Partnerships and integrated working require a culture of shared ownership and common working arrangements across organisational and professional boundaries. In so doing, the Fire Authority has endorsed ESFRS to take a full and active role in:

- Strategic, regional, function partnerships provided, in each case, the agreed business case/evaluation process has been followed and the appropriate manager has signed it off as an effective, viable, and appropriately resourced partnership;
- Shared services partnerships provided they have been the subject of appropriately Member approved business cases and contractual arrangements; and supply partnerships that follow the requirements set out in Contract Standing Orders, Financial Regulations, the Procurement Strategy and related ESFRS policy guidance.

Once the annual Assessment of risk is embedded and the resulting targeted initiatives are being undertaken across Brighton & Hove and East Sussex the intention is to **develop a partnership review framework** that will to seek to ensure a consistent community benefit approach in evaluating which partnerships to resource and how.

Definition of Vulnerability

ESFRS recognises that other organisations and services have developed their own definition of vulnerability that is appropriate to their area of business. ESFRS recognises this and has refined its own definition of vulnerability with this in mind:

Vulnerability in this context refers specifically to those most likely to be killed if a fire occurs and those most at risk of having a fire. It is fully acknowledged that very often the characteristics, circumstances or social factors that lead to an individual being more at risk than others are interrelated, which places a wider role on public services as a collective. To tackle and address the source issues around vulnerability the Service will be engaging and supporting partners in other areas of prevention such as public health and community support activities.

Vulnerability can vary significantly from place to place for many reasons and therefore it is accepted that local risk is often better identified through local engagement with the local community and partners and the local structure serves to ensure this local understanding of vulnerability is secured and in doing so allow the prioritised allocation of resource against the local risk. This risk based approach being fully embedded within the integrated risk management and annual assessment of risk process. The Initiatives library resource is available to provide essential support in providing specific detail against this local picture allowing for tailored approaches and targeted initiatives. The central team will set out the community safety principles which will allow effective local interpretation and delivery. In addition, the central resources will be used to address local barriers through exercising strategic influence and allocation of additional resource.

The key Service-wide risk factors that will be used to identify vulnerability will include:

- The absence of an appropriate smoke alarm in a domestic premises
- Individuals with a debilitating condition,
- The substantiated risk of arson
- Poor access to services
- Where a particular lifestyle or behaviour significantly increases risk.

Local campaigns and local discretion provides flexibility to include other factors depending on context; examples would include:

- Recently arrived migrants,
- Single parent households in deprived areas,
- HMOs
- Intelligence from within the service, partners or from the community demonstrates an increased risk

It is acknowledged that although an individual may fall into one of these or an equally locally relevant category they may not necessarily be classified as vulnerable and the local context will need to be considered.

We also recognise that vulnerability may be transient; for example a temporary loss of mobility or the temporary use of prescription medication.

Communications

The **Communications & Engagement Strategy 2018 – 2021** provides detail of the Service's wider direction of the future direction for communications, consultations and engagement.

The Communications Team will continue to undertake crucial public awareness and safety campaigns, which are evaluated in order to be able to learn from successes and from campaigns, which did not have the expected results.

The key communication focus areas to assist in delivering the Community Safety Strategy are:

- Home/Fire Safety - Accidental dwelling fires
- False alarm reduction
- Drowning prevention
- Road Safety
- Business safety audits and awareness
- Health Safety

The Communications Team works alongside Safer Communities to deliver bespoke campaigns and action plans on these topics and provide permanent attendee at the Safer Communities – Arriving at the priorities meeting.



Inclusion, Equality and Diversity

We know that understanding inclusion, equality and diversity are an integral part of keeping our communities safer, stronger and healthier.

We will work to achieve the aims of the East Sussex Fire and Rescue Service Inclusion, Equality and Diversity Strategy 2017-2021.

The Inclusion, Equality and Diversity strategy has five performance areas;

- Knowing your communities
- Leadership, partnership and service commitment
- Community engagement and satisfaction
- Responsive services
- A skilled and committed workforce

Everything within this community safety strategy support the IE and D strategy.



Priorities – Years 1-3

Priorities – Years 1-3

There are a series of priorities which appear in the Corporate plan (TBC) which are linked to Safer Communities Directorate.

YEAR 1

Reference	What will we do	Key milestones including final completed	Performance targets/success measures
1 Design and trial a local assessment of risk that compliments the wider IRMP and Business planning cycle	<p>1.1 Implement the annual review of the key community safety prevention strands</p> <p>1.2 Design and trial an annual assessment of risk dependent on development of supporting IT</p> <p>1.3 Provide a library of resources that are evaluated and reviewed through meaningful engagement with the community and partners</p> <p>1.5 Deliver against increased Home Safety visit target & Safe & Well visits</p>	<p>1.1 Draft version for February – confirmed for March in order to brief stations</p> <p>1.2 Design by March 2019</p> <p>1.3 Phase 1 – high priority initiatives to be available by March 2019</p> <p>1.4 March 2019 completion date – to be supported by monthly performance reports</p>	<p>Effective and efficient allocation of local resources against the agreed community safety prevention themes, Business Safety and response priorities.</p> <p>Measured through evaluation and performance monitoring.</p> <p>Delivered on time</p>
2 Facilitate and encourage a multi-disciplined approach to Service delivery	<p>2.1 Provide a Support and Delivery Framework (local intelligence, effective processes, appropriate training IT/estate solutions to facilitate greater community return and improve staff wellbeing).</p> <p>2.2 Develop Safer Communities involvement in Programme Management Office to support flatter matrix structure approach to delivery.</p>	<p>2.1 Phase 1 by March 2019, dependent on progress of supporting project e.g. Performance Management system.</p> <p>2.2 Identify members of Safer Community to be involved as required.</p>	<p>Removal of directorate barriers, moving further away from silo activity – evidence provided by feedback and evaluation.</p> <p>Identifying collective shared responsibility of key corporate priority projects – evaluation reports</p> <p>Monitor against shared ownership through a revised performance management approach.</p>

	<p>2.3 To provide strategic input as senior user for the Customer Relationship Management system project</p> <p>2.4 Implement the outcomes of the Service Delivery Review</p>	<p>2.3 Milestones to be defined by project board</p> <p>2.4 Milestones to be defined by project board</p>	
<p>3 Development of an empowering culture where authority and associated decision making is devolved to the lowest appropriate level within the organization.</p>	<p>3.1 Provide tailored and focused support from the central teams to front line staff including volunteers.</p> <p>3.2 Provide an environment for staff to develop their work streams and themselves (empowerment culture that significantly improves capacity of Service and attracts, secures and retains motivated creative innovative applicants). Engagement days, Training on fostering an empowering environment etc.</p> <p>3.3 Provision of an internal meeting structure to allow effective exception reporting against the identified initiatives and priorities within the five Prevention work stream action plans and wider Business Safety and response requirements.</p>	<p>3.1 Implementation of the support and delivery framework by March 2019</p> <p>3.2 Annual programme of team development events to be confirmed by March 2019</p> <p>3.3. Confirmation of meeting structure by March 2019</p>	<p>Staff feedback</p>

Due to the nature of the Safer Communities work, years 1-3, will follow the same pattern however each year's plan may differ, depending on the annual assessment of risk. These may need additional resources as they develop. These plans are available on request enquiries@esfrs.org

Reference	What will we do	Key milestones including final completed	Performance targets/success measures
1	End of Month Reports	Delivered on a monthly basis	Improved performance and reporting
2	Annual multi-agency Partnership Engagement workshop	Event takes place each year	Revisions to Partnership Engagement plans
3	Annual Assessment of Risk	Delivered on an annual basis	Improved performance and reporting
4	Fire/Home Safety Action Plan	Delivered on an annual basis	Improved performance and reporting
5	Road Safety Action Plan	Delivered on an annual basis	Improved performance and reporting
6	Drowning Prevention Action Plan	Delivered on an annual basis	Improved performance and reporting
7	Health action plan	Delivered on an annual basis	Improved performance and reporting
8	ESFRS Volunteer action plan	Delivered on an annual basis	Improved performance and reporting

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:	Community Safety Strategy 2018-21		
	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:	The three year strategic direction for community safety	b. Project Manager and Process owner:	Head of Community Safety: AD SC
	c. Project/processes this PPADS is linked to:	Service strategies, action plans and risk assessments		
3	List the information, data or evidence used in this analysis:	Regulatory Reform Order 2005 The Fire and Rescue Services Act 2004 Ops(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 checked="" type="checkbox"/>		<input type="checkbox"/>	Nothing within this process would disadvantage a person on the basis of age. The strategy includes the 5 key prevention strands; home, fire, water, road & health which each incorporate a thematic action plan. The action plans identify their key risk groups, a number of which are based on age. For instance young people are at higher risk of death and injury in relation to road and water related activities whereas vulnerability to fire risk tends to increase with age, therefore a number of specific actions will relate to older people.
A disabled person	<input type="checkbox"/>		<input checked="" type="checkbox"/>	People living with disabilities are at increased risk of death and injury through a variety of community risks including fire. The strategy and associated thematic action plans identify this cohort of people in order to target appropriate risk mitigation.
A person of a particular sex, male or female	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Whilst the strategy itself does not identify people as a result of their gender a number

				of individual actions within the thematic action plans identify certain groups as a higher risk of injury or death; for instance young males are at higher risk in relation to water and road related activities. Otherwise there is no gender bias.
Pregnancy, Maternity, Marriage or Civil Partnership	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Nothing within the strategy or associated thematic action plans would impact any persons identifying with these characteristics.
A person of a gay, lesbian or bisexual sexual orientation	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Nothing within the strategy or associated thematic action plans would impact any persons identifying with these characteristics.
A person of a particular race	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Nothing within the strategy or associated thematic action plans would impact any persons identifying with these characteristics.
A person of a particular religion or belief	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Nothing within the strategy or associated thematic action plans would impact any persons identifying with these characteristics.

Transgender a person whose gender identity/expression does not make their assigned sex	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Nothing within the strategy or associated thematic action plans would impact any persons identifying with these characteristics.
Community considerations Application across communities or associated with socio-economic factors considering the 10 dimensions of Equality	<input type="checkbox"/>		<input checked="" type="checkbox"/>	The strategy and associated thematic action plans identifies a range of opportunities where ESFRS can help build community resilience and reduce the risk associated with the five key prevention strands
Criminal convictions	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Broadly, criminal convictions are not an influencing factor within the community safety strategy. The caveat would be where there was a potential risk to staff safety. In this instance a management decision would be taken on the way to proceed.
Rural living	<input type="checkbox"/>		<input checked="" type="checkbox"/>	Rural communities are often at increased risk as a result of distance from services and isolation. The thematic action plans identify where these apply and include actions that help to mitigate the particular risk.
Human rights	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Nothing within the strategy or associated thematic action plans negatively impacts individual's human rights.

Part 3 – The results			
	Yes	No	
Are there negative scores in Low? (see guidance)	<input type="checkbox"/>	<input checked="" 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"/>	The strategy associated thematic action plans and associated action plans seek to enhance engagement with people within rural communities and with the disabled due to their increased risk associated with any of the five prevention strands including fire, isolation, fuel poverty, access to services.
Are one or more negative scores in Medium or High ? (See guidance)	<input type="checkbox"/>	<input checked="" 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:

The aims contained within the review process will provide benefit to the community as a whole and enhances our reputation and the ability to fairly reduce risk across all sections of the community

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

Action	Responsible person	Completion due date
Annual review of the strategy and periodic review of the thematic action plans to ensure that they reflect the appropriate risks within the community.	Head of Community Safety	May 2019

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

Annual review of the strategy and periodic review of the thematic action plans.

Part 5 – Sign Off

Created by (Print Name): David Kemp Department: Community Safety

Signature**David Kemp Date: 8/5/18

To be completed by Equalities Team

Signature** EIA number:

Assessment date: Review date:

**** 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

EAST SUSSEX FIRE AUTHORITY

Meeting Fire Authority
Date 14 June 2018
Title of Report Communications & Consultation Strategy 2018-2021
By Liz Ridley, Assistant Director Planning & Improvement
Lead Officer Elizabeth Curtis, Communications & Marketing Manager

Background Papers None

Appendices Appendix A – Communications & Consultation Strategy 2018-2021
 Appendix B – Equality Impact Assessment

Implications

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

PURPOSE OF REPORT The Fire Authority currently has a Communications and Engagement Strategy in place. Over the last year the Service has developed its approach to strategies and a number of strategies have been written and agreed. The Communications Strategy has been revised to support delivery of the Service’s delivery strategies and renamed the Communications and Consultation Strategy. This report sets out the background to the Strategy and how it was developed, and seeks Fire Authority approval for the Strategy.

EXECUTIVE SUMMARY The new Communications and Consultation Strategy 2018-21 sets out a series of objectives for a three-year period. The objectives have been developed to support the delivery of the refreshed organisational strategies including the Community Safety Strategy, the People and Organisational Development Strategy and the Inclusion and Diversity Strategy.

The objectives are:

Objective 1 – Improve our public consultation and engagement framework

Objective 2 – Deliver an effective Safer Communities programme which embraces social marketing and continuing improvement principles

Objective 3 – Deliver an effective Inclusion and Diversity Communications Programme

Objective 4 – Continuous improvement

RECOMMENDATION

The Fire Authority is asked to approve the revised Communications and Consultation Strategy 2018-2021 (attached as Appendix A)

1 INTRODUCTION

- 1.1 The Fire Authority has in place a Communications and Engagement Strategy, however, the Service has developed its strategies in other areas since it was written and agreed.
- 1.2 The new Communications and Consultation Strategy 2018-21 sets out a series of objectives for a three year period. These are linked to other strategies including (but not limited to) the Community Safety Strategy, the People and Organisational Development Strategy and the Inclusion and Diversity Strategy.

The new Strategy supports the purpose and commitment of the Fire Authority by:

- ensuring all communications and consultations are clear, accessible and targeted for greatest effect, take into account specific needs linked to the diversity of our staff, the public and stakeholders
- ensuring our staff, the public and stakeholders are aware of and take advantage of opportunities to contribute feedback, ideas or suggestions
- raising awareness of our safety messages and campaigns to help educate and inform the public
- finding new, imaginative and creative ways to enliven communications and increase two-way exchanges
- encouraging behavioural change in our staff, in the public and in our stakeholders.

2 DEVELOPMENT OF THE STRATEGY

- 2.1 The Strategy has been developed alongside the Community Safety Strategy. This included making best use of the public engagement/stakeholder engagement events which were organised by Community Safety in order to gain input from stakeholders. Further work will ensure we continue to understand the audiences when we develop each of the objectives. For example, we will gain a better understanding of the communications needs of businesses when developing the Communications Plan for Business Safety.
- 2.2 Feedback was also sought from Communications Managers/Heads of Communications from outside the organisation as a form of peer review. This has helped further refine the Strategy.
- 2.3 The draft Strategy has been reviewed by members of the Senior Leadership Team and the Inclusion and Diversity Officer. As a result of this work, the title of the Strategy has changed from Communications and Engagement to Communications and Consultation, as this better reflects the contents and the fact that engagement is included in many other strategies.

3 OBJECTIVES

- 3.1 Four core objectives have been identified and are set out in more detail in the Strategy.

Objective 1 – Improve our public consultation and engagement framework

The Service needs to review its consultation and consultation framework - specifically to assess where improvements can be made to ensure we get the right information at the right time from the public, and that there is on-going engagement in our decision-making processes outside of formal consultation.

Objective 2 – Deliver an effective Safer Communities programme which embraces social marketing and continuing improvement principles

We currently run public awareness and safety campaigns, however, these need to be refined and better targeted for more effective results. We also need to increase the effectiveness of our evaluation in order to be able to learn from successes and from campaigns which did not have the expected results.

Objective 3 – Deliver an effective Inclusion and Diversity Communications Programme

The Inclusion and Diversity Strategy has set out a series of objectives which include communications and engagement work. These need to be supported in line with the Inclusion and Diversity Action Plan.

Objective 4 – Continuous improvement

We need to ensure our communications framework delivers the right message at the right time, making the most of the “Make Every Contact Count” principle - that every contact opportunity is maximised regardless of which organisation or team makes the initial contact.

- 3.3 Underneath the objectives is a high level three-year plan which sets out the activities to be taken in order to deliver against the objectives. It should be noted that the Strategy is cross cutting and its success will be dependent on co-operation from other teams within the Service. The Strategy will need the support of the whole of ESFRS in order to be truly successful.
- 3.4 Evaluation is highlighted as a vital part of this Strategy. We will undertake evaluation to ensure that the methods which are being employed are having the desired impact.

4 CORPORATE RISK IMPLICATIONS

- 4.1 Failing to communicate or consult effectively could damage our reputation and links to Corporate Risk number 4. The Communications and Consultation Strategy will support staff communications and is part of a suite of mitigating factors to be considered.

5 ENVIRONMENTAL IMPLICATIONS

- 5.1 A move towards greater digital communications will support a reduction in printing and associated costs.

6 FINANCIAL IMPLICATIONS

- 6.1 There is a potential cost implication associated with reintroducing customer surveys. An options appraisal will be developed and brought back to the Senior Leadership Team if that is the case. As the Strategy aims to deliver a programme of continuous improvement it is likely to lead to additional funding requests in the future. These will be brought forward as separate business cases for approval. The Strategy will aim to deliver value for money by concentrating on activities which make a proven impact and identifying collaboration opportunities.

7 CONCLUSION

- 7.1 The Communications and Consultation Strategy 2018-21 sets out a clear direction and delivery plan for the Service. Its close links with other Service strategies will ensure it remains focused on our priorities while providing flexibility to respond to emerging trends.

Communications & Consultation Strategy 2018-2021



East Sussex
Fire & Rescue Service



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The Fire Authority is committed to involving local people in shaping their area and the services they receive.

Consultation and two-way communication provides them with opportunities to gain greater awareness and understanding of our role and work, how we can help them and how they can influence our decision-making.

Our formal consultation processes have proved successful in the past, however, we need not only to hear voices and views during these specific one-off activities but also to actively seek out new ways to engage with the public, staff and other stakeholders on a regular basis.

Engagement is more wide reaching in many respects – communication and consultation are tools to achieve this. There is an emphasis on building relationships with the local community, so that people can remain involved on an on-going basis. This is carried out by all teams across the Service, whether delivering preventative fire and road safety advice or responding to an emergency. This embodies the “make every contact count” approach.

Getting to know our local communities better means that we can change and adapt our methods. We need to take into account available community profiling information on the differing needs of people living and working in our area. This can assist in improving access to our Services and information so that no-one is disadvantaged.

Our new Communications & Consultation Strategy sets out how East Sussex Fire and Rescue Service will deliver against the Fire Authority’s purpose and commitments.

It supports our other Strategies – most notably the Community Safety Strategy, the People and Organisational Development Strategy and the Inclusion and Diversity Strategy – and aims to put us in a strong position as we strive to make our communities safer.

John Barnes
Chairman





Our previous Strategy set out seven principles which are now embedded in the organisation. These included Social Marketing, Inclusion and Diversity, Internal Communications, Emergency Planning and Evaluation. Work is needed to develop these further and we also need to push ahead with finding more innovative ways to communicate and engage.

One of our commitments is to educate our communities. We are committed not only to delivering this through communication and engagement at all levels of the Service, but also to evaluating our activities so we continuously improve and increase our impact. This will also help us make effective use of our resources – another one of our commitments.

The Strategy needs to support the Service during a period of national fire service transformation under the fire reform agenda, which has followed the move from the Department for Communities and Local Government to the Home Office.

The new Inspectorate of Constabulary and Fire & Rescue Services is a key element of this, as is diversity within the sector. We also have a legal duty to collaborate and funding remains under pressure. There is a growing need to ensure transparency of information, not only meeting our statutory requirements but promoting assurance and confidence in the Authority and its work. All of these present challenges in which effective communication and consultation plays a vital role.

Dawn Whittaker
Chief Fire Officer

Strategic Context

We are living in uncertain times where outside influences could radically change the environment we operate in – for example we do not yet understand the impact of Brexit, funding models could change and fire service reform is being implemented. The Home Office reform agenda is focused on diversity in the sector, efficiency and independent inspection. We are only just beginning to understand the additional communications and consultation work this will bring.

There will be a greater drive to be able to demonstrate the effectiveness of our activities with the introduction of the new inspection regime. This will require us to set in place more effective mechanisms to help the community engage with us – whether formally or informally - and to measure our success. This is not something which can be done in isolation. The Information Technology Strategy (2017-22) will help enable delivery of improvements in communication through its Community and Business Safety

Pillar and Performance Management/Business Intelligence.

Communications will play an important role in changing the status quo when it comes to increasing diversity in the sector. This is led by the People and Organisational Development Strategy 2017-22 and the Inclusion and Diversity Strategy 2017-2021 which set out our commitments.

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. We need to be sure that we are making the most of our available resources. This is a Fire Authority commitment and means cost/benefit analysis of activities should be common place.

Additionally there are opportunities to explore with other public sector organisations. The Policing and Crime Bill has created a legal duty for emergency services to collaborate to ensure improved efficiency and effectiveness in





delivery of public safety. This could be of huge benefit for communications and engagement. Other organisations have links to groups and individuals which we can tap into, increasing our sphere of influence and ability to engage with our communities.

There is already an increasing emphasis on prevention and protection activities, in which communication campaigns play a key role in supporting training and education. The Service's Community Safety Strategy sets out how we will do this.

We know our communities are changing and becoming ever more complex, as a Service we need to target and adapt our communications, consultation and engagement methods to reach groups which may be isolated, excluded or be disadvantaged, or have an increasing need for our help. The Inclusion and Diversity Strategy 2017-2021 will assist with identifying who those groups are and developing vital links with them so that we can provide targeted communication. Members of the public expect to be able to access services and information whenever

and wherever they need them – particularly online. Communications, consultations and engagement must reflect this through increased use of technology and interaction across existing and future social media platforms.

In short, our approach needs to be sufficiently robust to keep us focused on delivering our purpose and commitments but flexible enough to be able to switch our attentions and resources to new challenges as they arise.

Purpose of the Strategy

The purpose of this Strategy is to set out the future direction for communications and consultation.

It supports the purpose and commitment of the Fire Authority by:

- ensuring all communications and consultations are clear, accessible and targeted for greatest effect, take into account specific needs linked to the diversity of our staff, the public and stakeholders
- ensuring our staff, the public and stakeholders are aware of and take advantage of opportunities to contribute feedback, ideas or suggestions
- raising awareness of our safety messages and campaigns to help educate and inform the public
- finding new, imaginative and creative ways to enliven communications and increase two-way exchanges
- encouraging behavioural change in our staff, in the public and in our stakeholders.

Communications plays a role in all areas of ESFRS work, however, there are some specific strategies which need significant support.

- Community Safety Strategy
- Inclusion and Diversity Strategy
- People and Organisational Development Strategy
- Health Safety and Wellbeing Strategy

Additionally this Strategy will help define the business needs for consultations across a range of functions including financial planning and the Integrated Risk Management Plan.

Effective internal communications can help deliver the change needed within the Service. The People and Organisational Development Strategy sets out the future for our Service. A Staff Engagement Framework is planned as part of the Organisational Development work within ESFRS. This will be supported by communications.



LATE NIGHT SNACK ATTACK!
Watch a Firefighter Battle Hunger. Don't.
Late night snacking after drinking is a recipe for disaster!

LATE NIGHT SNACK ATTACK!

Approach to Efficiency

We aim to deliver value for money by concentrating on activities which make a proven impact and identifying collaboration opportunities.

Investment may be needed to adopt new methods of communications and consultation but there must be a clear business case for this.

Similarly evaluation is an important part of knowing whether we have been successful. There may be an initial outlay to improve this aspect of communication, consultation and engagement.

It should be noted that communication, consultation and engagement activities take place across the Service with budgets held by different teams. This makes it difficult to quantify any potential financial savings. That being said there is scope to make efficiencies through increased collaboration with other fire and rescue services and public sector organisations on campaigns and consultation.



Measuring Success

Different communications, consultation and engagement activities will have specific objectives with a clearly defined evaluation process. The measurements for campaigns should include:

Outputs

These are typically some kind of physical product, for example a leaflet or poster, booklet or press coverage. This can also include the number of people who have taken part in a survey or attended an event. Basic evaluation might simply be a case of counting the number of outputs which are the result of some form of communications activity.

Out-takes

An out-take is something the public or our target group will take away as a result of a particular piece of communications activity. For example a key message, perception or understanding of a concept or issue.

Outcomes

Outcomes are quantifiable changes in attitudes, behaviours or opinions. Fundamental to behaviour change is being able to use insight to understand our audience and the behaviours we are seeking to influence.

Out-takes and Outcomes both need to be checked through engagement with the target groups e.g. survey or forum.

With the delivery of each activity and evaluation, improvements should be identified to prevent repeating mistakes and to build on successful activities. This will have an impact on the amount of time and potential funding which is allocated to activities which are not delivering their expected outcome. It will allow us to roll out successful campaigns and activities to new areas with a greater certainty of success.

This approach will allow us to demonstrate our effectiveness.



Performance Measurement & Review

A half- yearly review and report on progress against the overarching Communications and Consultation Strategy will be submitted to the Senior Leadership Team for discussion. An annual report will be presented to the Fire Authority for review and discussion along with any revisions needed to the Strategy itself.

Additionally there are mechanisms already in place to monitor the following Strategies, which will take into account communications and consultation activities:

- Community Safety Strategy
- People and Organisational Development Strategy
- Inclusion and Diversity Strategy – this is to be reviewed annually. The Corporate Management Team and Fire Authority member with portfolio for Inclusion will be briefed on how the Service is meeting the commitments outlined in this Strategy. Indications that the Service is not meeting expectations will be addressed and action taken to fulfil obligations.



Scope - (Objectives)

The Communications and Consultation Strategy is intrinsically linked to other Strategies, in particular the Community Safety Strategy, the People and Organisational Development Strategy and the Inclusion and Diversity Strategy. These have numerous deliverables and the delivery dates are driven by the priorities within these areas.

Alongside this we need to further develop the frameworks in which we operate. We need to encourage public participation in our decision making processes and improve understanding of our work.

This Strategy does not encompass all the communications and consultation work carried out by the Service. For example the Integrated Risk Management Plan and recruitment campaigns are run on a regular basis, defined by business need. This is not specifically mentioned, however, will be driven by the principles within this Strategy.

Communications also has an important role to play in supporting our work and staff-focused strategies and initiatives. Internal communications will always be a priority for the Service and we will ensure that the continuous improvement principles in this Strategy are applied to ensure that we build on current successes.

Of particular note, we will support the aims and objectives of the People and Organisational Development Strategy and the Health, Safety and Wellbeing Strategy through effective internal communications.

The People and Organisational Development Strategy (2017-2022) states that:

- We want to be the best Fire & Rescue Service we can be and that means having a clear vision of what we do, having shared values across the organisation, and staff taking personal responsibility for delivering quality services and striving for excellence to the benefit of our communities
- We want to build a successful relationship

between all our staff with an emphasis on early engagement and communication in our employee interactions. We want to improve our approach and the distinction between communication, consultation and decision making to enable a change in the culture so that we can continually improve the organisation and the service we deliver to our communities.

This Communications and Consultation Strategy does not include formal staff consultation which is carried out by HR and is governed by legislation. Communications support will be provided for the activities when needed.

The Health, Safety & Wellbeing Strategy (2017-2020) states we will:

- Improve communication links that support everything we do
- Increase awareness and understanding through sharing information and campaigns
- Communicate and involve the workforce in a common understanding of risk and control measures, ensuring a sensible approach to risk assessment
- Promote a 'don't walk by / see it – sort it' culture whilst developing the role of the Workplace Safety Representatives to embed this culture
- Provide information creating opportunities for employees to support their engagement in a healthy lifestyle
- Encourage employee participation
- To create a supportive environment that enables employees to be proactive when, and if possible, to protect and enhance their own health and mental wellbeing
- We encourage employees to have a voice and actively seek their contribution in decision-making through staff-engagement forums and by staff surveys.

Objective 1 – Improve our public consultation and engagement framework

The Service needs to review its consultation and engagement framework - specifically to assess where improvements can be made to ensure we get the right information at the right time from the public, and that there is on-going engagement in our decision-making processes outside of formal consultation.

Objective 2 – Deliver an effective Safer Communities programme which embraces social marketing and continuing improvement principles

We currently run public awareness and safety campaigns however, these need to be refined and better targeted for more effective results. We also need to increase the effectiveness of our evaluation in order to be able to learn from successes and from campaigns which did not have the expected results.

Key areas for Safer Communities are:

- Home/Fire Safety - Accidental dwelling fires (fires in the home)
- False alarm reduction
- Drowning prevention
- Road Safety
- Business Safety (audits and awareness)
- Health Safety.

We will work alongside Safer Communities to deliver bespoke campaigns and action plans on these topics. We will also ensure that we continue to use operational incidents, data and case studies to illustrate and highlight our safety messages. This is a highly effective way in which we can reach audiences, bringing to life the impact incidents have on the community.

Objective 3 – Deliver an effective inclusion and diversity communications programme

The Inclusion and Diversity Strategy has set out a series of objectives which include communications and engagement work. These need to be supported in line with the Inclusion and Diversity Action Plan.

Objective 4 – Continuous improvement

We need to ensure our communications framework delivers the right message at the right time, making the most of the “Make Every Contact Count” principle - that every contact opportunity is maximised regardless of which organisation or team makes the initial contact. This includes open days, home safety visits and other activities regularly carried out by the Service. We will also apply this principle to internal communications.

The development of digital communications is also a priority, in order to take advantage of the advances in technology in recent years. This is a distinct piece of work which will bolster our existing communication channels and open up new opportunities.





Objective 1 – Improve our public consultation and engagement framework

Objective 1 – Improve our public consultation and engagement framework

Deliverable: A public Consultation and engagement programme which includes:

- a revised stakeholder map to help demonstrate we know our communities and how to reach them
- an agreed timetable for activities which is implemented and reviewed on an annual basis
- activities to raise awareness of the Fire Authority's role and the decisions it makes
- feedback mechanisms for the continuous improvement of communication, consultation, engagement and satisfaction with services.

We will also provide communications support for the planned staff engagement framework as it develops.

Why?: To provide and support effective feedback mechanisms for staff, the public and stakeholders and robust reporting and evaluation reports on communications and engagement activities.

As well as it being good practice, we have to meet certain statutory requirements with regards to public consultations.

This is linked to the following commitments: Delivering high performing services and Making effective use of our resources. This will help us better understand our communities, increase engagement, support our evaluation and service planning activities as well as fulfil our legal obligations.

This also links to objectives within the Inclusion and Diversity Strategy:

- Listen to the community: understanding the many and diverse communities will enable the shaping of an appropriate service (Community Engagement and Satisfaction - Inclusion and Diversity Strategy)

- Develop an inclusive approach to policy making through facilitating engagement with community groups, public sector organisations and stakeholders to ensure meaningful consultation on significant proposals for change (Community Engagement and Satisfaction - Inclusion and Diversity Strategy).

Additionally:

“Openness is required so that people can have confidence in our staff and our decision-making and management processes. We need to be as open as possible about the decisions we make and the reasons we have made them. Consulting openly and providing access to full, accurate and clear information helps us stand up to public scrutiny (from the Fire Authority's Local Code of Corporate Governance)”.

What will we do? Or what we will do: Identify legal requirements for consultation and engagement, identify business needs, identify opportunities for collaboration, plan, seek budget approval, implement and evaluate on an annual basis.

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

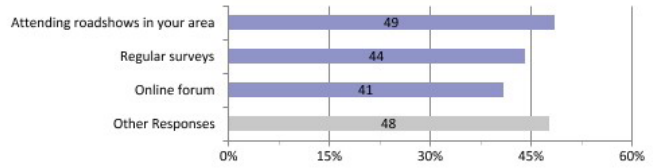
We will always provide feedback to local communities following consultation and formal engagement.

We will assess opportunities to increase the profile of the Fire Authority's role and decisions among? the public, taking into account the responses from the 2018 attendance standards consultation results:

We will take into account the findings of the Governance review.

A3 - Would you be interested in any of the following?

	%
Attending roadshows in your area	49%
Regular surveys	44%
Online forum	41%
Other responses	48%



Base 280, Not answered 194 (Valid response 59%)
 Confidence Interval ±5% at 95% confidence

Where we want to be: Agreed programme of activities are implemented and evaluated, producing valuable information for the Service and measurably increasing our interaction with our local community, including demonstrable increased awareness of the Fire Authority's role and decisions among? the public.



Objective 2 – Deliver effective campaigns which embrace social marketing and continuing improvement principles

Deliverables: An agreed communications and engagement programme for prevention and protection activities including behavioural change campaigns taking into account the key areas of:

- Accidental dwelling fires (fires in the home)
- False alarm reduction
- Drowning prevention
- Road Safety
- Business Safety (audits and awareness)
- Health Safety.

This will support the engagement activities being carried out by Safer Communities.

Why?: To help achieve our commitment of “Educating our communities” in order to make our communities safer, improve business safety, preserve life and reduce the number of incidents we attend.

As part of the development of this and the Safer Communities Strategy, a series of staff and stakeholder engagement events were held in early 2018. The aim was to consider the key opportunities for life-saving collaboration to allow a more informed discussion to take place with other partner organisations.

It was recognised that communications will play a key role in achieving and promoting Safer Communities objectives both within the Service and to a wider audience, including the public and stakeholder organisations. The importance of partnership work was highlighted and agreed that any opportunities and agreements which deliver effective services through partnership work needs to be visible to the public.

Communications must be agile, and reflect risk and changing trends in our community risks. Communications will be used to promote events and public safety messages. Positive internal

communication will help to embed this approach across the whole Service and highlight inter-agency work to the public.

There is an assumption that the public know what the Service does and communications will assist in actively promoting its positive work. The work of partners should be embedded into the Service and these outcomes positively promoted by the communications team.



What will we do? We will deliver targeted communications and engagement plans using our integrated communication channels to achieve the aims of our Service.

We will support partners and other organisations with their campaigns, including the National Fire Chiefs Council, Fire Kills, the Royal Life Saving Society, Royal National Lifeboat Institute and Sussex Safer Roads.



We will work collaboratively on campaigns with other fire and rescue services, including Kent Fire and Rescue Service.

We will build stronger relationships with businesses, including using existing networks such as Chambers of Commerce and trade associations.

We will use behavioural insights to shape our social marketing work to help people recognise how they can change their behaviour to keep themselves and loved ones safe.

We will encourage our workforce to adopt the principle of “make every contact count” by providing toolkits and support and contributing to the library of initiatives being created by Safer Communities.

We will raise public awareness and understanding of the Service and what we do.

Where we want to be: Our evaluation reports will demonstrate the impact our communications and engagement activities have on behaviour change, on levels of knowledge and understanding among the public and the contribution they make to achieving better outcomes for communities.

Objective 3 – Deliver an effective inclusion and diversity communications programme

Deliverables: A programme of specific communication and engagement activities to promote internally and externally.

Why?: This links to our commitments: Delivering high performing services and Developing a multi-skilled, safe and valued workforce. It is also linked to our value of “Respect and dignity for all - by treating members of our community and each other in a way that values their individuality and by challenging discrimination and unsuitable behaviour.”

We want to demonstrate our efforts to meet the needs of and support all members of our community, to better support potential new recruits and existing staff from under-represented groups as defined in the Inclusion and Diversity Strategy:

- Take every opportunity available for our Fire Authority, Principal Officers and SLT, to endorse activity that is inclusive and which promotes the Service as an equal opportunities employer (under Leadership, Partnership and Service Commitment - Inclusion and Diversity Strategy)
- Celebrate our equality, diversity and inclusion activity across our communities (under Community Engagement and Satisfaction - Inclusion and Diversity Strategy)
- Supporting “taster sessions” and “have a go” opportunities and support networks for candidates or promotion applicants from under-represented groups (Skilled and committed workforce - Inclusion and Diversity Strategy)
- Developing powerful internal and external communications promoting diversity by showcasing personal stories, highlighting positive contribution (Skilled and committed workforce - Inclusion and Diversity Strategy).

What will we do? Working alongside the Inclusion and Diversity Officer we will identify a programme of specific activities and awareness days to promote internally and externally, identify the priorities and resources needed to deliver activities, produce an events guide which defines best practice and implement and evaluate.

Where we want to be: A more diverse Service with clear evidence that different groups have been pro-actively engaged with on important issues including consultation.





Objective 4 – Continuous improvement

Deliverables: We will invest time and resources in our communication tools and channels to ensure continuous improvement including:

- An enhanced approach to digital communications which is agreed, implemented and evaluated – including a review of our website and intranet
- Making advice and information more accessible – particularly in times of emergency or major incidents
- Implementing findings from the Consultation and engagement programme relating to communications.

Why?: This is linked to our commitments to Educating our communities and Making effective use of our resources.

In the 2017 IRMP consultation, we asked respondents how accessible they thought East Sussex Fire and Rescue Service is 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 (18%) said ESFRS was inaccessible.

We need to improve this.

We want to ensure we are using technology to our best advantage as well as maximising other opportunities so we “make every contact count”. Our website should be a tool for staff to use to engage with the public to help change behaviours.

What will we do? We will review both content and communication channels (internally and

externally), taking every opportunity to gain feedback through formal and informal processes (to be defined as a result of Objective 1).

We will carry out a branding refresh including the standardisation of leaflets and other publicity materials. This will help define the Service and reflect our priorities, creating a “one voice” guide to language and imagery.

We will identify current strengths and weaknesses of our digital channels, identify new tools and how they can be used, specifically email marketing, YouTube bite-size videos and Linked-in, assess budget implications, implement and evaluate. We will invest in new equipment needed to carry this out.

We will review our website and intranet.

We will adopt a “Plain English” approach to communications – where appropriate gaining accreditation through the Plain English Campaign.

We will ensure that our plans for Major Incidents and other emergencies reflect the most up-to-date approaches to communication.

We will improve links with station staff, offering more development opportunities and training to help them become comfortable in a range of communication methods and encourage them to proactively contact us for support.

We will play an active role in national communication groups including FirePRO (the communications network linked to the National Fire Chiefs Council) and local groups including the Sussex Warning and Informing Group (part of the Sussex Resilience Forum).

We will work with third parties including media and partner organisations to improve the promotion of our messages and our working relationships.

Where we want to be: Providing information, engagement and consultation opportunities in the right formats, using the right content, to support the Service.



Priorities for year 1 - 2018-19

Reference	What will we do?	Key milestones including final completed	Performance targets/success measures
Objective 1 – Consultation and engagement programme	1.1 Identify legal requirements for consultation and engagement, identify business needs, identify opportunities for collaboration, plan, seek budget approval, implement and evaluate on an annual basis.	Programme to be agreed by December 2018 subject to funding approval. Implementation and evaluation dates to be defined by programme.	Publication of Consultation and engagement programme which helps highlight opportunities for involvement. Increase in number and diversity of people taking part in consultations and engagement.
Objective 1 – Consultation and engagement programme	1.2 We will complete a Service-wide mapping exercise of stakeholders including who has ownership of particular relationships and any common ground to enable closer collaboration.	Completed stakeholder map by March 2019.	Map agreed, circulated and used.
Objective 1 – Consultation and engagement programme	1.3 Encourage public attendance at Fire Authority meetings. 1.4 We will increase promotion of decisions through publicity activities.	Fire Authority meetings (rolling programme).	Increased public attendance or public questions at Fire Authority meetings. Increased reporting on Fire Authority in the media.

Objective 1 – Consultation and engagement programme	1.5 Feedback mechanisms for the continuous improvement of communication, consultation, engagement and satisfaction with services.	Work with teams across ESFRS to establish current processes for feedback for home safety visits, handling incidents etc – research end of June 2018. Research into what other public services do including Fire and Rescue Services, East Sussex County Council and Sussex Police including costs – research end of June 2018. Write an evaluation report of options with a recommendation by July/August 2018 to inform implementation phase.	Proposals for customer service evaluation/feedback framework.
Objective 2 - Safer Communities programme – Accidental fires in the home	2.1 Deliver an agreed Communication and engagement programme aimed at reducing accidental fires in the home	A sustained campaign which delivers at least two focused, rounded and in-depth publicity activities each year, taking into account behavioural insights.	Delivery of campaign activities. Evaluation reports.
Objective 2 - Safer Communities programme	2.2 Deliver an agreed Communication and engagement programme aimed at increasing water safety awareness.	To include: NFCC Water Safety Week RLSS Drowning Prevention Week Don't Drink and Drown campaign.	Delivery of campaign activities. Evaluation reports.
Objective 2 - Safer Communities programme	2.3 Deliver an agreed Communication and engagement programme aimed at increasing road	To include: My Red Thumb (against using mobile phones behind the wheel)	Delivery of campaign activities.

	safety, working with the Sussex Safer Roads Partnership.	UN Global Road Safety Week TISPOL SSRP Drink/Drive Campaign TyreSafe BRAKE Road Safety Week. Signed off annual programme by August 2018.	Evaluation reports.
Objective 2 - Safer Communities programme	2.4 Agree a Communication and engagement programme aimed at reducing false alarms.	Signed off annual programme by March 2019 (dependent on Business Safety Strategy).	Delivery of campaign activities. Evaluation reports.
Objective 2 - Safer Communities programme	2.5 Agree a Communication and engagement programme aimed at supporting Business Safety Audits and Business Safety Awareness.	Signed off annual programme by March 2019 (dependent on progress with our Health Safety plans).	Delivery of campaign activities. Evaluation reports.
Objective 2 - Safer Communities programme	2.6 Agree a Communication and engagement programme aimed at supporting the Safer Communities Health strand.	Agreed programme by April each year – to include the following as a minimum: <ul style="list-style-type: none"> • Pride • Dementia Awareness • Older Persons Day • Mental Health Awareness Week • World Mental Health Day • LGBT History Month 	Delivery against programme. Evaluation reports.
Objective 3 – Inclusion and Diversity programme	3.1 Working alongside the Inclusion and Diversity Officer we will identify a programme of specific activities and awareness days to promote internally and externally, identify the priorities and resources needed to deliver activities, produce an events guide which defines best practice, implement and evaluate.		

			<ul style="list-style-type: none"> • International Day of Persons with Disability • HeForShe • White Ribbon. 	
Objective 4 – Continuous improvement	4.1 Investigate costs associated with Plain English training and accreditation to create a Business Case and Implementation plan.	4.2 Review our social media communications channels.	Completion of Business Case by December 2018 – this will roll over into following year if approved.	Adoption of Plain English principles.
Objective 4 – Continuous improvement			Identify current strengths and weaknesses, identify new digital tools and how they can be used specifically email marketing, YouTube bite-size videos and Linked-in, assess budget implications, implement and evaluate. Completed by Feb 2019.	Increased email sign up. Increased open rates. Increased views on YouTube. Increased connections on Linked-in.
Objective 4 – Continuous improvement	4.3 We will improve links with station staff, offering more development opportunities and training to help them become comfortable in a range of communication methods.		Training programme confirmed by December 2018 to be rolled out in following years.	Feedback from staff Training delivered.
Objective 4 – Continuous improvement	4.4 We will carry out a branding refresh including the standardisation of leaflets and other publicity materials, creating a “one voice” guide to language and imagery.		Audit current leaflets/materials, draft new branding including the “one voice” guide. March 2019. Due to the large scale of this work, it will roll into the following year.	Completion of rebrand. Increased use of our information. Raise brand recognition.

Priorities for year 2 - 2019-20

Reference	What will we do	Key milestones including final completed	Performance targets/success measures
Objective 1 – Consultation and engagement programme	1.6 We will explore live streaming Fire Authority meetings. We will need to establish whether the public would take advantage of such a facility and learn from the experiences of other organisations. There will be financial costs and so this will include a cost/benefit analysis as well as technical and legal considerations.	Scoping phase June 2019. Research September 2019. Draft proposal December 2019 for consideration by the Senior Leadership Team. Further dates to be confirmed if implementation is agreed.	If given the go ahead, views and engagement prompted by the live stream.
Objective 1 – Consultation and engagement programme	1.7 Deliver the Consultation and engagement programme.	Implementation and evaluation dates to be defined by programme.	Publication of Consultation and engagement programme which helps highlight opportunities for involvement. Increase in number and diversity of people taking part in consultations and engagement.
Objective 2 - Safer Communities programme – Accidental fires in the home	2.7 Deliver an agreed Communication and engagement programme aimed at reducing accidental fires in the home.	To be defined in Year 1.	Delivery of campaign activities. Evaluation reports.

Objective 2 - Safer Communities programme	2.8 Deliver an agreed Communication and engagement programme aimed at increasing water safety awareness.	To be defined in Year 1.	Delivery of campaign activities. Evaluation reports.
Objective 2 - Safer Communities programme	2.9 Deliver an agreed Communication and engagement programme aimed at increasing road safety, working with the Sussex Safer Roads Partnership.	To be defined in Year 1.	Delivery of campaign activities. Evaluation reports.
Objective 2 - Safer Communities programme	2.10 Deliver an agreed Communication and engagement programme aimed at reducing false alarms.	To be defined in Year 1.	Delivery of campaign activities. Evaluation reports.
Objective 2 - Safer Communities programme	2.11 Deliver an agreed Communication and engagement programme aimed at supporting Business Safety Audits and Business Safety Awareness.	To be defined in Year 1.	Delivery of campaign activities. Evaluation reports.
2.6? Objective 2 - Safer Communities programme	2.12 Agree a Communication and engagement programme aimed at supporting the Safer Communities Health strand.	To be defined in Year 1.	Delivery of campaign activities. Evaluation reports.
Objective 3 – Inclusion and Diversity programme	3.2 Deliver programme of specific communication and engagement activities to promote internally and externally.	To be defined in Year 1.	Delivery against programme. Evaluation reports.

Objective 4 – Continuous improvement	4.5 Complete the branding refresh including the standardisation of leaflets and other publicity materials.	Audit current leaflets/materials, design new and roll out new branding – completed by December 2019.	Completion of rebrand. Increased use of our information. Raise brand recognition.
Objective 4 – Continuous improvement	4.6 We will review our website and intranet content to improve accessibility.	Project scope by August 2019 with fuller timescales. Due to the large scale of this work, it will roll into the following year.	User feedback. Updated content.. Increased web hits.
Objective 4 – Continuous improvement	4.7 We will ensure that the findings of the Consultation and engagement programme and the Inspection programme relating to communications are implemented.	On receipt of information/feedback	Delivery of review. Completion of action. Improvements reported in next survey/inspection etc.

Priorities for year 3 - 2020-21

Reference	What will we do	Key milestones including final completed	Performance targets/success measures
Objective 1 – Consultation and engagement programme	1.8 Deliver the Consultation and engagement programme.	Implementation and evaluation dates to be defined by programme.	Publication of Consultation and engagement programme which helps highlight opportunities for involvement. Increase in number and diversity of people taking part in consultations and engagement.
Objective 2 - Safer Communities programme – Accidental fires in the home	2.13 Deliver an agreed Communication and engagement programme aimed at reducing accidental fires in the home.	To be defined in Year 2.	Delivery of campaign activities. Evaluation reports.
Objective 2 - Safer Communities programme	2.14 Deliver an agreed Communication and engagement programme aimed at increasing water safety awareness.	To be defined in Year 2.	Delivery of campaign activities. Evaluation reports.

Objective 2 - Safer Communities programme	2.15 Deliver an agreed Communication and engagement programme aimed at increasing road safety, working with the Sussex Safer Roads Partnership.	To be defined in Year 2.	Delivery of campaign activities. Evaluation reports.
Objective 2 - Safer Communities programme	2.16 Deliver an agreed Communication and engagement programme aimed at reducing false alarms.	To be defined in Year 2.	Delivery of campaign activities. Evaluation reports.
Objective 2 - Safer Communities programme	2.17 Deliver an agreed Communication and engagement programme aimed at supporting Business Safety Audits and Business Safety Awareness	To be defined in Year 2.	Delivery of campaign activities. Evaluation reports.
Objective 2 - Safer Communities programme	2.18 Agree a Communication and engagement programme aimed at supporting the Safer Communities Health strand.	To be defined in Year 1.	Delivery of campaign activities. Evaluation reports.
Objective 3 – Inclusion and diversity programme	3.3 Deliver programme of specific communication and engagement activities to promote internally and externally.	To be defined in Year 2.	Delivery against programme. Evaluation reports.
Objective 4 – Continuous improvement	4.8 We will ensure that the findings of the Consultation and engagement programme and the Inspection programme relating to communications are implemented.	On receipt of information/feedback.	Completion of action. Improvements reported in next survey/inspection etc.
Objective 4 – Continuous improvement	4.9 We will ensure that our plans for Major Incidents and other emergencies reflect the most up-to-date approaches to communication. (Last revised March 2018).	July 2020.	New guidance issued. Staff training completed and evaluated.

EAST SUSSEX FIRE AUTHORITY

Date 14 June 2018

Title of Report Treasury Management – Stewardship Report for 2017/18

By Duncan Savage, Assistant Director Resources/Treasurer

Lead Officer Richard Carcas, Principal Finance Officer (Treasury Management)

Background Papers Prudential Code for Capital Finance 2004
 Local Government Act 2003
 Local Government Investments – Guidance
 CIPFA Prudential Code
 CIPFA Treasury Management in the Public Services- Code of Practice
 Local Government & Public Involvement in Health Act 2007
 Communities & Local Government-Changes to the Capital Finance System
 East Sussex Fire Authority - 14 February 2017 – Agenda Item 971
 Treasury Management Strategy for 2017/18
 15 June 2017 – Agenda Item 988 - Treasury Management – Stewardship report for 2016/17
 Policy & Resources Panel - 3 November 2017 – Agenda Item No 73: Half yearly report for 2017/18

Appendices None

Implications

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

PURPOSE OF REPORT

The Annual Treasury Management Stewardship Report is a requirement of the Fire Authority’s reporting procedures and informs Members of Treasury Management performance for 2017/18 and compliance with Prudential Indicators.

EXECUTIVE SUMMARY

The Fire Authority has complied with its approved Treasury Management Strategy and Prudential Indicators for the year.

The Bank of England (BoE) Base Rate was raised from 0.25% to 0.50% on the 2 November 2017. In challenging economic conditions the average rate of interest received through Treasury Management activity was 0.50%. This reflected the Fire Authority’s continuing prioritisation of security and liquidity over yield.

No new borrowing was undertaken in 2017/18 with total loan debt outstanding of £10.773m at 31 March 2018, the average interest rate was 4.60%. There were no beneficial opportunities to reschedule debt during the year but there was a £200k loan maturity on the 31 December 2017. The outturn of the Fire Authority's Capital Financing Requirement (CFR), a measure of the underlying need to borrow, is £10.773m.

RECOMMENDATIONS The Fire Authority is asked to note the Treasury Management Performance for 2017/18.

TREASURY MANAGEMENT - STEWARDSHIP REPORT FOR 2017/18

1 INTRODUCTION

1.1 The Fire Authority's treasury management activities are regulated by a variety of professional codes and statutes and guidance:

- a) The Local Government Act 2003 (the Act), which provides the powers to borrow and invest as well as providing controls and limits on this activity;
- b) Statutory Instrument (SI) 3146 2003 develops the controls and powers within the Act;
- c) The SI requires the Fire Authority to undertake any borrowing activity with regard to the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code for Capital Finance in Local Authorities;
- d) Under the Act the Ministry of Housing, Communities & Local Government (MHCLG) has issued Investment Guidance to structure and regulate the Authority's investment activities.

1.2 The Fire Authority has adopted the CIPFA Code of Practice for Treasury Management in the Public Sector and operates its treasury management service in compliance with this Code and the above requirements. These require that the prime objective of the treasury management activity is the effective management of risk, and that its borrowing activities are undertaken on a prudent, affordable and sustainable basis and its treasury management practices demonstrate a low risk approach.

1.3 The Code requires the regular reporting of treasury management activities to:

- a) Forecast the likely activity for the forthcoming year (in the Annual Treasury Strategy Report);
- b) Review actual activity for the preceding year (this report);
- c) A mid-year review; and
- d) A change in the Strategy (if and when required).

1.4 This report sets out:

- a) A summary of the strategy agreed for 2017/18 and the economic factors affecting the strategy in the year;
- b) The Fire Authority's treasury activity during the year on borrowing and short term investments;
- c) The Prudential Indicators which relate to the Treasury function and compliance with limits

2 2017/18

2.1 Strategy for 2017/18

2.1.1 At its meeting on 14 February 2017, the Fire Authority agreed its treasury management strategy for 2017/18, taking into account the economic scene including forecast levels of interest rates. At the same time, the Treasury Management Policy Statement was agreed for 2017/18 as set out below.

2.1.2 East Sussex Fire Authority defines its treasury management activities as:

"The management of the organisation's cash flows, its banking, money market and capital market transactions, the effective management of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

The Fire Authority regards the successful identification, monitoring and management of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation.

This Authority acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving best value in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management.

Borrowing

2.1.3 The Fire Authority at the beginning of 2017/18 did not expect to undertake any additional external borrowing in the next 12 months.

2.1.4 Opportunities to reschedule debt had been monitored but have not arisen as yet. The PWLB increased all of its lending rates in October 2010 by 1% on all rates. However, it did not increase the rate of interest used for repaying debt so that not only had the cost of our future borrowing increased but the opportunity to restructure our debt when market conditions allow has been significantly reduced.

Investment

2.1.5 When the strategy was agreed in February 2017, it emphasised the continued importance of taking account of the current and predicted future state of the financial sector. The Treasury Management advisors (Link Asset Services) commented on short term interest rates, the UK economy, inflation, the outlook for long term interest rates and these factors were taken into account when setting the strategy.

2.1.6 Additionally, the Authority makes use of the creditworthiness service provided by Link Asset Services. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moodys and Standard and Poors. The credit ratings of counterparties are supplemented with the following overlays:

- credit watches and credit outlooks from credit rating agencies;
- credit default swap (CDS) spreads to give early warning of likely changes in credit ratings; and
- sovereign ratings to select counterparties from only the most creditworthy countries.

2.1.7 The strategy going forward was to continue with the policy of ensuring minimum risk but was also intended to deliver secure investment income of at least bank rate on the Fire Authority's cash balances.

2.1.8 As was clear from the events globally and nationally since 2008, it is impossible in practical terms to eliminate all credit risk. The Fire Authority seeks to be as prudent as possible.

2.1.9 The strategy aimed to ensure that in the economic climate that a prudent approach was maintained. This would be achieved through investing with selected banks and funds which met the Authority's rating criteria. The emphasis would continue on security (protection of the capital sum invested) and liquidity (keeping money readily available for expenditure when needed) rather than yield. The strategy continued with this prudent approach.

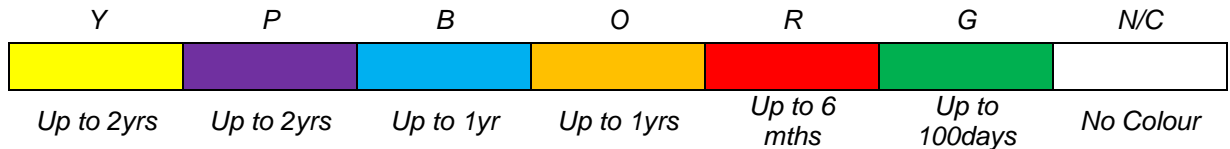
2.1.10 It was also recognised that movements within the money markets happen with no notice and the Treasurer may have to amend this strategy in order to safeguard Fire Authority funds. As in the past any such actions would be reported to the next Fire Authority meeting.

2.1.11 The Fire Authority balances were to be invested in line with the following specific methodology:-

The modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative credit worthiness of counterparties. These colour codes are used by the Authority to determine the duration for investments. The strategy provides scope to invest in AAA rated foreign banks. However the Authority proposes to only use counterparties noted in the table below and within the following durational bands that are domiciled in the UK.

- Yellow 2 years
- Purple 2 years
- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 year
- Red 6 months

- Green 3 months
- No Colour, not to be used



The Link Asset Services credit worthiness service uses a wider array of information than just primary ratings and by using a risk weighted scoring system, does not give undue influence to just one agency's ratings.

Typically the minimum credit ratings criteria the Authority use, will be a short term rating (Fitch or equivalents) of short term rating F1, long term rating A-, viability rating of A-, and a support rating of 1. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored daily. The Authority is alerted to changes to ratings of all three agencies through its use of the Link Asset Services credit worthiness service.

- if a downgrade results in the counterparty or investment scheme no longer meeting the Authority's minimum criteria, its further use as a new investment will be withdrawn immediately.
- in addition to the use of credit ratings the Authority will be advised of information in movements in Credit Default Swap against the iTraxx benchmark and other market data on a weekly basis. Extreme market movements may result in downgrade of an institution or removal from the Authority's lending list.

The Link Asset Services methodology was revised in October 2013 and determines the maximum investment duration under the credit rating criteria. Key features of Link Asset Services credit rating policy are:

- a mathematical based scoring system is used taking ratings from all three credit rating agencies;
- negative and positive watches and outlooks used by the credit rating agencies form part of the input to determine a counterparty's time band (i.e. 3, 6, 9, 12 months etc.).
- CDS spreads are used in Link Asset Services creditworthiness service as it is accepted that credit rating agencies lag market events and thus do not provide investors with the most instantaneous and "up to date" picture of the credit quality of a particular institution. CDS spreads provide perceived market sentiment regarding the credit quality of an institution.
- After a score is generated from the inputs a maximum time limit (duration) is assigned and this is known as the Link Asset Services colour which is associated with a maximum suggested time boundary.

Counterparty List:

Counterparty	Country/ Domicile	Instrument	Maximum investments	Max. maturity period
Counterparties in UK				
Debt Management and Deposit Facilities (DMADF)	UK	Term Deposits	unlimited	1 yr
Government Treasury bills	UK	Term Deposits	unlimited	1 yr
Local Authorities	UK	Term Deposits	unlimited	1 yr
<i>RBS/NatWest Group</i> • <i>Royal Bank of Scotland</i> • <i>NatWest</i>	UK	Term Deposits (including callable deposits), Certificate of Deposits	£4m	1 yr
<i>Lloyds Banking Group</i> • <i>Lloyds Bank</i> • <i>Bank of Scotland</i>	UK		£4m	1 yr
<i>Barclays</i>	UK		£4m	1 yr
<i>Santander UK</i>	UK		£4m	1 yr
<i>HSBC</i>	UK		£4m	1 yr
Goldman Sachs IB	UK		Term Deposits	£4m
Standard Chartered	UK	Term Deposits	£4m	1 yr
Individual Money Market Funds	UK/Ireland/ EU domiciled	AAA rated Money Market Funds	£4m	Liquidity /Instant access
Enhanced Money Market / Cash Funds (EMMFs)	UK/Ireland/ EU domiciled	AAA Bond Fund Rating	£4m	Liquidity

2.1.12 All Money Market Funds used will be monitored and chosen by the size of the fund, rating agency recommendation, exposure to other Countries (Sovereign debt), weighted average maturity and weighted average life of fund investment and counterparty quality.

2.1.13 All of the investments held with the above counterparties will be classified as Specified Investments. These investments are sterling investments of not more than one-year maturity with institutions we deem to be high credit quality or with the UK Government (Debt Management Account Deposit Facility). These are considered low risk assets where the possibility of loss of principal or investment income is small. The Fire Authority does not have any Non Specified Investments which are ones of more than one-year maturity or with institutions which have a lesser credit quality.

2.2 The economy in 2017/18 – Commentary from Link Asset Services (Treasury Management Advisors) in April 2018

2.2.1 During the calendar year of 2017, there was a major shift in expectations in financial markets in terms of how soon Bank Rate would start on a rising trend. After the UK economy surprised on the upside with strong growth in the second half of 2016, growth in 2017 was disappointingly weak in the first half of the year which meant that growth was the slowest for the first half of any year since 2012.

- 2.2.2 The main reason for this was the sharp increase in inflation caused by the devaluation of sterling after the EU referendum, feeding increases into the cost of imports into the economy. This caused a reduction in consumer disposable income and spending power as inflation exceeded average wage increases. Consequently, the services sector of the economy, accounting for around 75% of GDP, saw weak growth as consumers responded by cutting back on their expenditure. However, growth did pick up modestly in the second half of 2017. Consequently, market expectations during the autumn, rose significantly that the MPC would be heading in the direction of imminently raising Bank Rate.
- 2.2.3 The minutes of the MPC meeting of 14 September indicated that the MPC was likely to raise Bank Rate very soon. The 2 November MPC quarterly Inflation Report meeting duly delivered by raising Bank Rate from 0.25% to 0.50%. The 8 February MPC meeting minutes then revealed another sharp hardening in MPC warnings on a more imminent and faster pace of increases in Bank Rate than had previously been expected. Market expectations for increases in Bank Rate, therefore, shifted considerably during the second half of 2017-18 and resulted in investment rates from 3 – 12 months increasing sharply during the spring quarter.
- 2.2.4 PWLB borrowing rates increased correspondingly to the above developments with the shorter term rates increasing more sharply than longer term rates. In addition, UK gilts have moved in a relatively narrow band this year, (within 25 bps for much of the year), compared to US treasuries. During the second half of the year, there was a noticeable trend in treasury yields being on a rising trend with the Fed raising rates by 0.25% in June, December and March, making six increases in all from the floor. The effect of these three increases was greater in shorter terms around 5 years, rather than longer term yields.
- 2.2.5 The major UK landmark event of the year was the inconclusive result of the general election on 8 June. However, this had relatively little impact on financial markets.

2.3 Interest on short term balances

- 2.3.1 The total amount received in short term interest for the 2017/18 was £124,034 at an average rate of 0.50%, the average base rate for the year was 0.35%.
- 2.3.2 Full detail of the interest received has been set out in paragraph 3.7.4.

2.4 Long term borrowing

- 2.4.1 No borrowing was undertaken in 2017/18. The total outstanding loan debt at 31 March 2018 was £10,773,000. There was a Loan Maturity of £200,000 during the year. The average interest rate on external debt for the year was 4.60%.
- 2.4.2 No rescheduling was done during the year as the average 1% differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.

2.5 Short term borrowing

- 2.5.1 No borrowing was undertaken on a short-term basis during 2017/18 to date to cover temporary overdraft situations.

3 Prudential Indicators and limits relating to Treasury Management activities

3.1 The limits set for 2017/18

The Strategy Report for 2017/18 set self-imposed prudential indicators and limits.

There are on an annual basis and monitored. They comprise:

- Authorised limit for borrowing (see 3.2 below)
- Interest rate exposure (see 3.3 below)
- Maturity structure of debt (see 3.4 below)
- Maturity structure of investments (see 3.5 below)
- Compliance with the treasury management code of practice (see 3.6 below)
- Interest on our investments (see 3.7 below)
- Capital Financing Requirement and Minimum Revenue Provision Statement (see 3.8 below)

None of the limits were exceeded in 2017/18.

3.2 Authorised limit for borrowing

3.2.1 The table below sets out the actual 2016/17, original estimate and actual in 2017/18 for borrowing.

	2016/17 Actual	2017/18 Original Estimate	2017/18 Actual
	£000	£000	£000
Opening CFR	10,973	10,973	10,973
Capital Investment	1,950	4,676	2,016
Sources of Finance	(1,511)	(4,437)	(1,777)
MRP	(439)	(439)	(439)
Movement in year	-	(200)	(200)
Closing CFR	10,973	10,773	10,773
less Finance Lease Liability	-	-	-
Underlying Borrowing Requirement	10,973	10,773	10,773
Actual Long Term Borrowing	10,973	10,773	10,773
Over / (Under) Borrowing	-	-	-
Operational Boundary	11,441	11,441	11,441
Authorised Limit	13,831	13,831	13,831

3.2.2 The outturn for 2017/18 shows no under or over borrowing.

3.2.3 The borrowing limits set in each year include capacity to borrow in advance of need.

3.2.4 The Operational boundary for borrowing was based on the same estimates as the Authorised limit. It reflected directly the authorised borrowing limit estimate without the additional amount for short term borrowing included to allow, for example, for

unusual cash movements. The Operational boundary represents a key management tool for in year monitoring and long term borrowing control.

3.2.5 The Authorised limit was consistent with the Fire Authority's current commitments, existing plans and the proposals for capital expenditure and financing, and with its approved treasury management policy statement and practices. It was based on the estimate of most likely, prudent but not worst case scenario, with in addition sufficient headroom (short term borrowing) over and above this to allow for day to day operational management, for example unusual cash movements or late receipt of income. Risk analysis and risk management strategies were taken into account as were plans for capital expenditure, estimates of the capital financing requirement and estimates of cash flow requirements for all purposes.

3.2.6 The Authorised limit is the "Affordable Borrowing Limit" required by S3 of the Local Government Act 2003 and must not be breached. The estimated long term borrowing at 31 March 2018 of £10,773,000 is under the Authorised limit set for 2017/18 of £13,831,000.

3.3 Interest rate exposure

3.3.1 The Fire Authority's Prudential Indicator continued the practice of seeking competitive fixed interest rate exposure for borrowing and lending.

	2017/18	2018/19	2019/20
Interest rate exposures	Upper	Upper	Upper
Limits on fixed interest rates based on net debt*	100%	100%	100%
Limits on variable interest rates based on net debt*	0%	0%	0%

*Net debt is borrowings less investments

3.4 Maturity structure of debt

3.4.1 The Fire Authority set upper and lower limits for the maturity structure of its borrowings as follows.

	<u>Lower Limit</u>	<u>Upper Limit</u>	<u>At 31 March 2018</u>
Under 12 months	0%	25%	0%
12 months and within 24 months	0%	40%	0%
24 months and within 5 years	0%	60%	9%
5 years and within 10 years	0%	80%	23%
10 years and within 20 years	0%	80%	32%
20 years and within 30 years	0%	80%	3%
30 years and within 40 years	0%	80%	33%
Over 40 years	0%	80%	0%

3.4.2 Any new borrowing undertaken would give due consideration to the debt maturity profile, ensuring that an acceptable amount of debt is due to mature in any one financial year. This helps to minimise the authority's exposure to the risk of having to replace a large amount of debt in any future years when interest rates may be unfavourable.

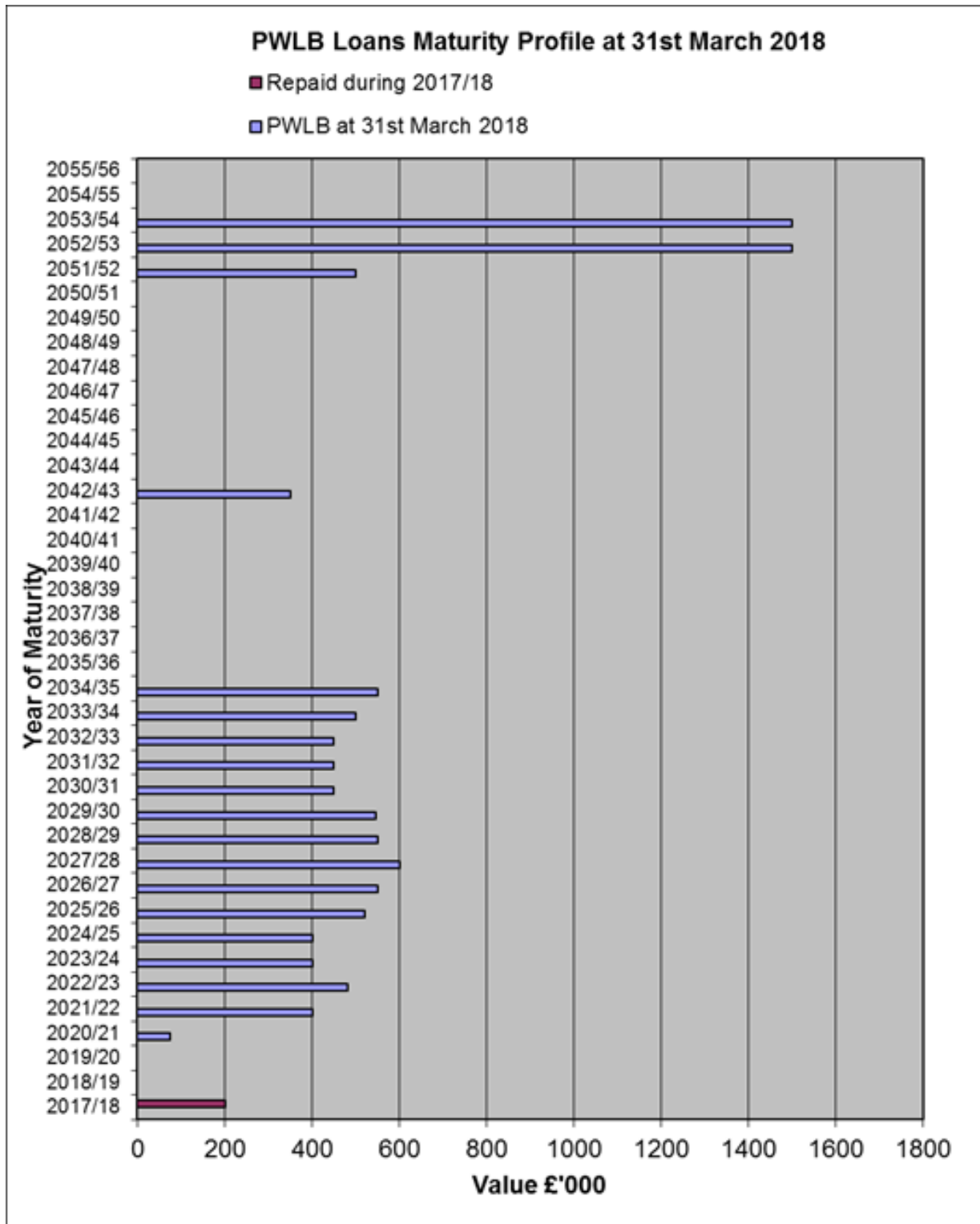
3.4.3 No new borrowing was undertaken in 2017/18. The following graph shows the

majority of debt matures in the next 10 to 20 years with some longer dated maturities out to 2053/54. The next loan to be repaid will be on the 31 March 2021 (£75,000).

3.5 Maturity Structure of Investments

3.5.1 The limits below are deemed prudent and will be reviewed in future years.

Principle sums invested for periods longer than 365 days			
	2018/19 £m	2019/20 £m	2020/21 £m
Limit	2.50	2.50	2.50



3.6 Compliance with the Treasury Management Code of Practice

East Sussex Fire Authority has adopted the CIPFA Code of Practice for Treasury Management in the Public Services.

3.7 Interest on Investments

3.7.1 Base interest rates were increased on the 2nd November 2018 to 0.50%.

3.7.2 There have been continued uncertainties in the markets during the year to date as set out in the previous paragraphs of this report.

3.7.3 The strategy for 2017/18 continued the prudent approach and ensured that all investments were only to the highest quality rated banks and only up to a period of one year.

3.7.4 The table below sets out the average monthly rate received on our investments and compares it to the Bank of England Base rate to reflect the interest rates available in the market.

Month	Amount £	Monthly rate	Margin against Average Base rate %	Average balance in month £m
April	8,932	0.45%	+0.20%	24.3
May	9,868	0.51%	+0.26%	22.7
June	8,485	0.47%	+0.22%	21.8
July	8,802	0.47%	+0.22%	22.2
August	10,149	0.42%	+0.17%	28.5
September	10,089	0.43%	+0.18%	28.7
October	9,861	0.43%	+0.18%	26.8
November	11,385	0.53%	+0.03%	25.9
December	11,635	0.54%	+0.04%	25.4
January	12,134	0.57%	+0.07%	25.0
February	10,820	0.58%	+0.08%	24.2
March	11,874	0.59%	+0.09%	23.6
Total in 2017/18	124,034	0.50%	+0.15%	24.9

3.7.5 The total amount received in short term interest for the year was £124,034 at an average rate of 0.50%. This was above the average base rates in the same period (0.35%) and reflects the Fire Authority's risk appetite ensuring, so far as possible in the financial climate, the security of principal and the minimisation of risk.

3.7.6 Instant access (call) bank account deposit rates remained low during the whole year, due to banking regulations on short dated investments held on bank balance sheets. Instant access cash money market funds returned around the level of the respective base rate. The Fire Authority had a £4m deposit invested throughout the year with Goldman Sachs earning 0.65%. During 2017/18 notice accounts earned additional yield with Barclays, Santander and Lloyds/HBOS. The notice period for return on deposits with these banks ranged from 95 to 175 days.

3.8 Capital Financing Requirement and Minimum Revenue Provision Statement

The Fire Authority's Borrowing Need (the Capital Financing Requirement)

- 3.8.1 The prudential indicator is the Authority's Capital Financing Requirement (CFR). The CFR is simply the total outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the underlying borrowing need.
- 3.8.2 The Fire Authority approved the CFR projections for 2017/18 in its Strategy approved in February 2017. These are in the original estimate below.

	2016/17 Actual £000	2017/18 Original Estimate £000	2017/18 Actual £000
Opening CFR	10,973	10,973	10,973
Closing CFR	10,973	10,773	10,773
Movement in CFR	-	(200)	(200)
Movement in CFR represented by:			
Net financing	439	239	239
MRP	(439)	(439)	(439)
Movement in year	-	(200)	(200)

- 3.8.3 The Fire Authority is required to pay off an element of the accumulated General Fund capital spend each year through a revenue charge called the Minimum Revenue Provision (MRP), although it is also allowed to undertake additional voluntary payments.
- 3.8.4 The Authority sets aside a Minimum Repayment Provision based on basic MRP of 4% each year to pay for past capital expenditure and to reduce its CFR. For any new borrowing the Asset Life Method will be used to calculate MRP.

4 Treasury Management Advisors

- 4.1 The Strategy for 2017/18 explained that the Fire Authority uses Link Asset Services as its treasury management consultant through the contract that exists with East Sussex County Council. A range of services have been provided including:
- a) Technical support on treasury matters, capital finance issues and advice on reporting;
 - b) Economic and interest rate analysis;
 - c) Debt services which includes advice on the timing of borrowing;
 - d) Debt rescheduling advice surrounding the existing portfolio;
 - e) Generic investment advice on interest rates, timing and investment instruments
 - f) Credit ratings from the three main credit rating agencies and other market information;
 - g) Assistance with training on treasury matters.
- 4.2 Whilst the advisers provide support to the internal treasury function, under current market rules and the CIPFA Code of Practice the final decision on treasury matters remained with the Authority. This service remains subject to regular review.

4.3 Link Asset Services is the largest provider of Treasury Management advice services to local authorities in the UK and they claim to be the market-leading treasury management service to their clients and better those offered by competitors. The advice will continue to be monitored regularly to ensure an excellent level of service provided to our authority.

5 Conclusion

5.1 The prime objective of Treasury Management is the effective management of risk and that its activities are undertaken in a prudent affordable and sustainable basis. This report confirms the Authority has continued to follow an extremely prudent approach with the main criteria of security and liquidity before yield. The current emphasis must be to continue to be able to react quickly if market conditions worsen.

EAST SUSSEX FIRE AUTHORITY

Date 14 June 2018

Title of Report Integrated Risk Management Plan (IRMP) Review of Attendance Standards - Consultation Results

By Mark O'Brien, Deputy Chief Fire Officer

Lead Officer Liz Ridley, Assistant Director, Planning & Improvement

Background Papers None

Appendices

- A. Full Survey Analysis report from Opinion Research Services (ORS)
- B. Copies of letters, emails and phone calls received
- C. FBU consultation response

Implications

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

PURPOSE OF REPORT This report presents the outcomes of the consultation exercise undertaken in relation to the review of attendance standards as detailed in the Fire Authority's Integrated Risk Management Plan 2017/20. The report details the views of staff, partners and our communities to enable the Fire Authority to consider their views before it makes its final decision.

EXECUTIVE SUMMARY On 7 December 2017, Members of the Fire Authority agreed to commence an 8 week public consultation on the Integrated Risk Management Plan (IRMP) Review of Attendance Standards. The consultation programme has now ended and the following report is a full representation of responses received.

The consultation had a broader reach than in previous years as a result of running a number of roadshow events across the 6 local authority areas, in addition to the extensive communication strategy employed and the concentrated engagement from Fire Authority Members.

The quantitative open consultation questionnaire (with an accompanying consultation document) was available online and as a hard copy between 8th January 2018 and 5th March 2018. A total of 675 responses were received (499 online, 176 by post), of which 474 were usable for analytical purposes. This is the highest number of responses received in any IRMP consultation exercise undertaken to date.

Qualitative feedback was also sought and gathered at 4 forums from 32 attendees.

The results show that the majority of respondents agreed that the 'call-handling time' be included as part of ESFRS's attendance standard; that the standards should be variable and reported separately for on station response and on call response. Finally, that the second fire engine should not be measured as an outward facing public standard but measured internally.

RECOMMENDATION

The Fire Authority is asked to:

1. Consider the results of the staff, public and stakeholder exercise and decide whether or not it agrees to adopt the outcomes of the consultation which proposes to:
 - i) Include the call handling time as part of the new attendance standards
 - ii) Set an attendance standard for the 1st fire appliance with an 'on-station' response of 10 minutes 70% of the time
 - iii) Set an attendance standard for the 1st fire appliance with an 'on-call' response of 15 minutes 70% of the time.
 - iv) Not to set a standard for attendance of the second appliance but to monitor it as part of its internal reporting.
-

1 INTRODUCTION

- 1.1 Following the completion of the review of attendance standards commissioned in the Integrated Risk Management Plan (IRMP) 2017-2020, the Fire Authority agreed at its meeting in December 2017 to consult with staff, public and stakeholders on proposed new standards.
- 1.2 The following report details the results of that consultation process for the Fire Authority to consider its agreed course of action.

2 CONSULTATION OVERVIEW

- 2.1 The consultation and engagement process included the collection of opinions from staff, partners, stakeholders and the public using the following methods:
- Publication of the review and all supporting documents on the Service web site
 - An online questionnaire hosted by an external company, Opinion Research Services (ORS)
 - Various Service Brief publications inviting staff to consult on the review
 - Emails/letters to over 600 local councillors, businesses, stakeholders and community groups inviting them to view and consult on the review online and/or to attend the stakeholder forums.
 - Fire Authority Member engagement
 - 3 public focus groups facilitated by ORS
 - 1 stakeholder forum facilitated by ORS
 - 7 'roadshow' events across Service area, run by staff predominately from the Planning & Intelligence and Communications & Marketing Teams, with assistance from other ESFRS staff, Fire Authority members and community volunteers.

3 CONSULTATION PROPOSALS

- 3.1 The proposals for the consultation included the following changes to our existing standards.
1. That our new attendance standards will apply to all incident types to which we are called to. Previously, we applied standards to 'life-threatening' incidents which represent only a small (but significant) fraction of the total number of incidents that we go to.
 2. Our new attendance standards will reflect the differences in the way that we crew our fire stations. The new standards will show a varied response time relating to whether the response is coming from an 'on station' fire engine and crew or from an 'on call' fire engine and crew.
 3. Our previous measures have not included 'call handling time'. Previously, our attendance times have been measured from the time a 999 Call Operator at our Control Centre alerts the crews at a fire station to the arrival of a fire engine at the incident.
 4. Since we began locally setting attendance standards, we have varied between measuring only the first fire engine to respond to an incident and extending that measurement to also include the 2nd fire engine. The measurement of the second fire engine is a service-wide standard which cannot be broken down to

a more locally realistic measurement based on the response type of the fire engine (on-station vs. on-call response).

3.2 The attendance standards consulted on are summarised below.

Call-handling time included		Call-handling time not included	
1 st fire engine		1 st fire engine	
On-station response	10 minutes 70% of the time	On-station response	10 minutes 80% of the time
On-call response	15 minutes 70% of the time	On call response	15 minutes 80% of the time
2 nd fire engine		2 nd fire engine	
15 minutes 70% of the time		15 minutes 70% of the time	

3.3 The questions asked during the consultation were as follows:

- Our question to you is – Should we include the time spent dealing with the emergency call?
- Our question to you is – Should the second fire engine be measured in the attendance standard?
- Enhancing public engagement with East Sussex Fire Authority, we want to improve the way we involved the public and local groups in our work.

4 SUMMARY OF THE CONSULTATION FINDINGS

4.1 Taking the first of the two main consultation questions - should the 'call-handling time' be included as part of ESFRS's attendance standard? - the results show that majority of online questionnaire respondents (77%) and focus group participants agreed that it should be. Views on the second question – 'should the second fire engine be measured in the attendance standard?' - were more mixed. Whilst the majority of online questionnaire respondents (67%) and focus group participants responded that they did not think this needed to be measured, employees and the Fire Brigade Union would like to see a standard. Results from the questionnaire of 24 responses from Staff (including the FBU response) resulted in 75% of employees agreeing with measuring the second appliance. However only 30% of other responders (142) agreed.

4.2 For the majority of those responding to the consultation then, ESFRS's new attendance standard should include the 'call-handling time' but should not measure the second fire engine response.

4.3 The result of the consultation therefore recommends to the Fire Authority adopting the proposed public-facing attendance standard as highlighted below. In accordance with the results of the public consultation we will continue to monitor each stage of the mobilisation process, including the attendance times of the 2nd fire appliance in our local performance monitoring. The attendance standards proposed for adoption are therefore:

- 1st fire appliance with an 'on-station' response of 10 minutes 70% of the time
- 1st fire appliance with an 'on-call' response of 15 minutes 70% of the time.

- Not to set a standard for attendance of the second appliance but continue to monitor it as part of its internal reporting.

- 4.4 With regards to increasing public engagement with the Fire Authority, the most common suggestions were: social media and other online mechanisms; and face-to-face interaction. With regard to the latter, participants recommended that the Fire Authority follow ESFRS's lead in attending local and regional events such as the South of England Show and the Sea Festival - as well as hosting its own roadshows and workshops for local communities. Fire Authority member attendance at local parish councils would also be welcomed.
- 4.5 The following sections detail how the overall conclusions were made and Appendix A contains the full survey analysis report from Opinion Research Services (ORS).

5 The principle of a varied response time

5.1 Focus groups with members of the public and stakeholders

- 5.1.1 At Hove and Battle, participants were unanimous in agreeing that any new attendance standard should be a varied according to whether the responding fire engine is coming from an on-station or on-call fire station. This was not only considered more representative and transparent, but also to be important in managing expectations and raising awareness of potential wait times in rural areas – as well as the corresponding need to implement protective measures.
- 5.1.2 The Maresfield group, though, was more split on the principle of varying the response time: while half felt it should differentiate between urban and rural areas on the grounds of transparency, the other half agreed with the suggestion that doing so implies to those living in the latter that they are receiving a 'second class' service.
- 5.1.3 The stakeholders agreed that it is sensible to have a differentiated response time insofar as it would reflect reality to a greater degree; and because greater knowledge of attendance times may encourage those in rural areas to better protect themselves against a fire-related incident.
- 5.1.4 There was some debate in all groups as to whether ESFRS needs a public-facing standard at all, with some arguing that providing everything is measured internally, it is sufficient for members of the public to know that they will receive a response as soon as is possible and to be given information by the call handler at the time of the incident as to how long they can expect to wait. This view was given some weight by the fact that very few participants were aware of ESFRS's current attendance time standard prior to attending the sessions.
- 5.1.5 The general sense, though, was that as ESFRS will have its own internal standards, they may as well be made public - albeit as simplified versions. Furthermore, it was suggested that increasing knowledge of their existence may encourage people - particularly those in remote areas some distance from a fire station - to be more proactive in ensuring their safety through preventative measures.

5.2 **Including the call-handling time**

5.2.1 **Open questionnaire**

5.2.2 More than three-quarters (77%) of questionnaire respondents agreed that the 'call-handling time' should be included.

5.2.3 Of those who provided a comment and agreed that the 'call-handling time' should be included as part of the attendance standard, two-fifths (40%) said that the public perception is that the clock starts when an emergency call is answered. Around a third (32%) said that including the 'call-handling time' would be more reflective, transparent and accurate in terms of the time taken to respond - and around a quarter (26%) generally agreed that the 'call-handling time' should be included.

5.2.4 Of those who commented and said that they disagreed that that the 'call-handling time' should be included as part of the attendance standard, around 3 in 10 (29%) said that it should be timed from once the fire crews are notified. Around a quarter made some general comments disagreeing that the time should be included (25%) and about the length of some calls due to difficulties getting accurate information from the caller (24%).

5.3 **Focus groups with members of the public and stakeholders**

5.3.1 After discussion, majorities in all groups agreed that the 'call-handling time' should be included within the standard - not least because people would typically expect the clock to start as soon as the call handler answers their call.

5.3.2 The minority that opposed the inclusion of the 'call-handling time' did so because, to their minds, an attendance standard should start on alerting the relevant station crew/s to allow the call handler sufficient time to gather and digest the information they are receiving from by the caller, which can sometimes take time.

5.3.3 There were also some concerns around the possibility of placing undue pressure and responsibility on call handlers, and that by including the 'call-handling time' within its standard, ESFRS may compare unfavourably to other services that do not

5.4 **Including a second fire engine attendance standard**

5.4.1 **Open questionnaire**

5.4.2 Around two-thirds (67%) of questionnaire respondents disagreed that the second fire engine should be measured in the attendance standard, with only a third (33%) agreeing that it should be. It is important to note that employees of ESFRS were more likely to agree that the second engine should be measured; 75% of employees agreed with this compared to 30% of non-employees.

5.4.3 **Open questionnaire: open text comments**

5.4.4 Of those who provided a comment and agreed that the second fire engine should be measured in the attendance standard, 3 in 10 (30%) simply stated that if a second fire engine is necessary then it should be measured. Just over a fifth (22%) said that one fire engine is often insufficient and 16% said that the clock should stop when all necessary resources have arrived.

5.4.5 Of those who commented and disagreed that the second fire engine should be measured in the attendance standard, more than half (54%) said that the arrival of the first engine indicates a response regardless of whether other engines are required. Around a fifth (18%) said that the request for more resources may not occur until the first engine is on scene (and that response times should only be measured from when such requests are made) and 13% said that the second fire engine is not always necessary and so including a second engine response time might be confusing for members of the public

5.4.6 **Focus groups with members of the public and stakeholders**

5.4.7 Participants across all three public groups found it very difficult to make a judgement on this issue, but after discussion: most at Battle supported a first appliance standard only; the split at Hove was 60/40 in favour of the same; but the Maresfield group was almost equally split on whether a second appliance standard should be included or not. The three stakeholders were unanimous in agreeing that the proposed new response time should relate to the first attending appliance only.

5.4.8 Those in favour of including a second appliance standard mainly reasoned that while a first attending appliance can be considered a response, a 'full' response is only achieved on arrival of the second appliance in incidents that require two. It was also suggested that knowing they may need to wait for a second fire engine may encourage members of the public to take preventative measures.

5.4.9 On the other hand, those who considered a second appliance standard to be unnecessary did so for several reasons, including that: the presence of the first fire engine is most often sufficient to provide reassurance that an incident is under control; it would unnecessarily complicate a standard that should be as simple as possible for members of the public to understand; and it might be difficult to 'draw the line' at the second appliance as some incidents require more than two. The stakeholders also added that a second appliance standard would be too much of a 'fudge' to be meaningful.

5.5 **Enhancing public engagement with East Sussex Fire Authority**

5.6 **Open questionnaire**

5.6.1 Respondents were asked if they would be interested in a range of engagement activities. Almost half (49%) would be interested in attending roadshows in their area, while more than two-fifths would be interested in regular surveys (44%) and online forums (41%). Only 5% of respondents said that they would not be interested in any of these activities.

5.6.2 **Focus groups with members of the public and stakeholders**

5.6.3 In the public focus groups, the most common suggestions for increasing engagement between the public and ESFA were: social media and other online mechanisms; and face-to-face interaction. With regard to the latter, participants recommended that the Fire Authority follow ESFRS's lead in attending local and regional events such as the South of England Show and the Sea Festival - as well as hosting its own roadshows and workshops for local communities.

- 5.6.4 It was generally agreed though that a mixed method approach is necessary in order to engage different demographics and, if necessary, to gather both qualitative and quantitative information. As one Hove participant stated: Online you're going to sit down and give your answers quite quickly on your own. In a group like this we're thinking about what each other are saying. Different types of things will serve different purposes.
- 5.6.5 The small stakeholder group suggested using local and regional parish and town council meetings to enhance engagement between the Fire Authority and East Sussex's communities, with Members attending as guest speakers to discuss FRS issues.
- 5.6.6 Full details including quotes from respondents can be found in the full ORS consultation report in Appendix A.

6 Summary of Separate Letters & Emails Received

- 6.1 A total of 18 responses to the consultation were received via letter, email or telephone. Many of these were simply requests for a paper version, or for technological help in accessing the online survey.
- 6.2 A further 29 responses were captured during the 'roadshow' events. The majority of these were members of the public wishing to convey their thanks to the fire service or asking for more details about our preventative work.
- 6.3 Full responses can be found in Appendix B

7 Responses from Representative Bodies

- 7.1 The Fire Brigades Union (FBU) submitted their response to the public consultation on proposed changes to attendance standards.
- 7.2 The FBU are of the opinion that East Sussex Fire Authority are continuing to produce attendance standards that do not reflect 'actual figures' or what they are able to achieve and that the Fire Authority are continuing to produce attendance standards that fail to take into account geographical location and risk.
- 7.3 With respect to the specific questions proposed in the consultation, the FBU are of the opinion that any measured standard must include 'call handling' time and must also include the standard for the 2nd appliance.
- 7.4 The FBU recommends that East Sussex Fire Authority produces easily understandable and honest attendance standards taking into account both risk and geographical location to enable the public and businesses to plan for life threatening incidents.
- 7.5 The full FBU response can be found in Appendix C

8 COMMUNICATIONS

- 8.1 An integrated multi-channel communications plan was launched when the consultation opened. It had the following objectives:

- To contextualise and explain the attendance standards
- To encourage participation in the consultation and any stakeholder events
- To ask how stakeholders would like to engage with the Fire Authority in the future
- To set out the next steps

8.2 It was recognised that the consultation presented different challenges to previous exercises and that a careful explanation was required to ensure that the public understand we are not changing the response itself but the way we measure the response.

8.3 It was also recognised that proposals to change the way in which response times are measured is less contentious than previous exercises and contained proposals which the public may not be immediately interested in. We therefore made the decision to invest more heavily in face-to-face activities than previously to ensure that we could feel confident the public were aware of our plans. Three key audiences and relevant communication tools were identified, as set out below.

Communication tools		
Stakeholders Emails Letters Forum	Public Media Website Twitter Facebook Mail outs Libraries Focus Groups Roadshows	Staff Emails Working Group Service Brief

8.4 Stakeholders

8.4.1 Stakeholder engagement was a key strand of this communication plan. In order to support stakeholder engagement we produced the following supporting materials:

- Posters
- Flyers
- Information for newsletters and websites

When the consultation commenced in January we contacted over 600 stakeholders and groups inviting them to take part in the survey and to attend a stakeholder event. The majority were contacted by email. We contacted a small number by post where we did not have an email address available.

8.4.2 The stakeholders included Parish and local Councils, MPs, charities and support groups and partners.

- 8.4.3 Printed copies of the consultation were sent to libraries, along with posters and flyers for display purposes.
- 8.4.4 We provided all Fire Authority members and senior members of staff with information packs containing posters, leaflets and copies of the consultation. We asked that they help promote the consultation where they could.
- 8.4.5 Despite a very conscientious invitations programme by ESFRS, the response to the specific stakeholder event was low. A further email to county and borough/district councils was sent with the hope of getting a broad representation across the ESFRS service area. Fire Authority Members were also sent a further email asking them to particularly promote this event by sharing with their local contacts. A number of apologies were received and an invitation to consult using the online survey was given.
- 8.4.6 The stakeholder forum was held on 13 February which was attended by 3 stakeholders.
- 8.5 **Public**
- 8.5.1 Media - Interviews and press releases were made available however coverage was not as wide spread as hoped, despite efforts to “sell in” the story. When asked for feedback on why the media was not running the consultation, there were two common themes 1) the topic was not easy to explain and 2) the service ESFRS was providing wasn’t changing and therefore the public was less likely to be interested.
- 8.5.2 Overall, the consultation resulted in coverage in the following outlets:
- Bexhill-on-Sea Observer
 - Rye Observer
 - Eastbourne Herald
- 8.5.3 Our first press release received 103 views on the website and the second press release 75 views
- 8.6 **Social media**
- 8.6.1 Social media was used to drive traffic towards the website.
- 8.6.2 During the consultation period we achieved only a small number of link clicks from Twitter (23) however a much greater number of “impressions” – 11,471. An impression means a tweet has been delivered to a Twitter account's timeline. Not everyone who receives a tweet will read it, but it's possible they could.
- 8.6.3 Facebook advertising was used however changes in our access to Facebook means we are unable to access the information about reach and click-throughs. We are pursuing this with Facebook and hope to resolve it soon in order to report back.
- 8.7 **ESFRS Website**
- 8.7.1 The website acted as a central hub for information about the consultation and attendance standards.

- 8.7.2 A new section was created on the ESFRS website to host the information www.esfrs.org/irmp. It included a link to the online survey as well as posters and leaflets.
- 8.7.3 There were approximately 22,000 views of the survey link. This includes where the link gets copied/pasted and emailed but does not mean that all these clicked the link to access the survey. However, this does show that we reached a wide audience
- 8.7.4 There were 1,009 hits to our page on www.esfrs.org

8.8 Partner Websites

- 8.8.1 The IRMP Team contacted colleagues within the City/County and the local borough/district councils to ask for support with promoting our consultation and the majority agreed to add a link onto their own consultation web pages to increase awareness and/or share/retweet our posts on social media. This includes Brighton & Hove's Consultation Portal where around 600 people are registered who received notification of the review and survey.

8.9 Focus Groups

- 8.9.1 ESFRS and ESFA commissioned three focus groups with randomly selected members of the public - one in Hove, one in Battle and one in Maresfield - to allow local residents an opportunity to shape the proposed new attendance standard. 29 participants attended in total (10 at Hove, 10 at Battle and nine at Maresfield), all of whom had been recruited by ORS through random digit telephone dialling, with quota controls to ensure the relatively proportional representation of different demographic and socio-economic groups. Care was taken to ensure that no groups were disadvantaged in the recruitment process and participants were recompensed for their time and expenses in attending.
- 8.9.2 Despite a very conscientious invitations programme by ESFRS, only three people attended the stakeholder forum at Maresfield. Nonetheless, the three participants fully engaged with the issues and a full and frank discussion was had.
- 8.9.3 ESFRS and ESFA commissioned the public and stakeholder focus groups to fairly 'test' the acceptability or otherwise of their proposed new attendance standard in thoughtful, considered and deliberative or 'jury-style' meetings. The meetings began with detailed presentations by ORS outlining the reasoning behind the changes. There were lengthy question and answer periods, followed by the detailed and deliberative discussions of the issues.

8.10 Roadshows

- 8.10.1 ORS printed 1,500 paper copies of the questionnaire and ESFRS distributed these in the form of consultation packs to members of the general public.
- 8.10.2 Each consultation pack included a copy of the questionnaire, a leaflet giving a summary of the proposals, a leaflet on general fire safety in the home and a 'freebie'. These were distributed across all six local authority areas (Brighton & Hove, Eastbourne, Hastings, Lewes, Rother, Wealden) at places of high footfall - typically shopping centres.

- 8.10.3 The Planning & Intelligence Team conducted 7 ‘roadshows’ across the Service area at places of high footfall. These events were supported by other FRS staff (both station-based operational personnel and support staff), FA members and community volunteers. The aim of these events was to engage with members of the public in the main centres of population across the 6 local authority areas, raising awareness of our plans, informing them of the consultation process and encouraging them to respond by completing the questionnaire which they took home with them.
- 8.10.4 An online version of the questionnaire was set up by ORS and was available on the ESFRS website
- 8.10.5 A significant number of members of the public were spoken to over the course of these events, it is estimated to be in the thousands. Many conversations took place and people often voiced their praise for the Fire & Rescue Service and said they trusted us with our plans, even if they didn’t wish to complete a survey. It was also pleasing to note that a considerable number had received a home safety visits from the fire service and that a number of home safety visits were made. The following is an estimate of how many surveys were issued at each location:

Eastbourne Arndale Centre

204 surveys issued, 9 HSV referrals, 2 completed surveys on the day

Brighton Jubilee Library

102 surveys issued, 2 HSV referrals, 4 completed surveys on the day

Crowborough Morrisons

210 surveys issued, 1 HSV referral

Lewes Tesco

230 surveys issued, 11 HSV referrals, 1 completed survey on the day

Rye Jempsons

85 surveys issued, 2 completed surveys on the day

Uckfield Tesco

233 surveys issued, 61 HSV referrals

Hastings Sainsburys

295 surveys issued, 23 HSV referrals

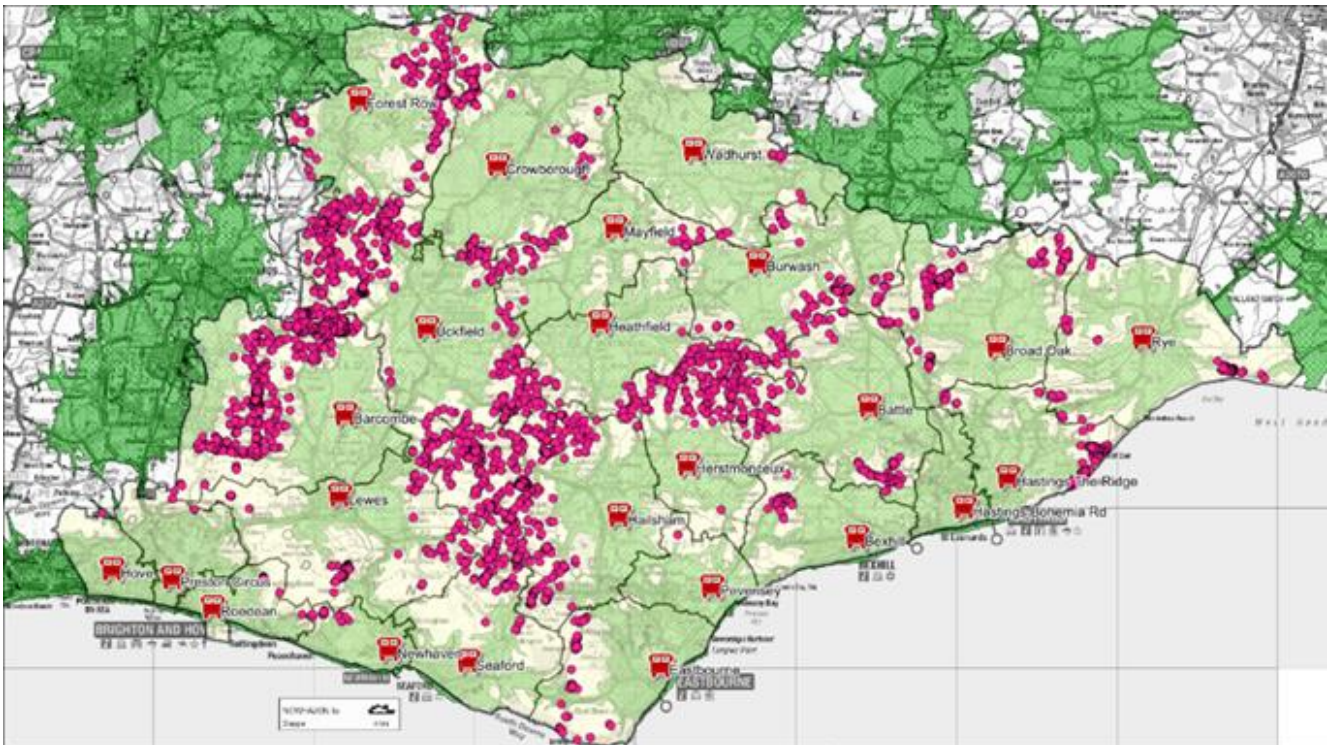
8.11 Member Engagement

- 8.11.1 Members were provided with information packs, leaflets and posters to enable them to raise awareness of and encourage participation in our consultation. A variety of methods of engagement were used by Members, with specific feedback by Members including:
- Promoting in 23 resident and community groups, 2 surgeries a month, plus Twitter.
 - Publicising in monthly email newsletter encouraging Seaford residents to attend a Roadshow event

8.11.2 A number of Members supported the 'roadshow' events by their attendance and help in handing out consultation material and speaking with members of the public.

8.12 Mail out

8.12.1 We targeted approximately 8,200 households across the Service area in a mail out. The addresses selected represented the households falling outside the proposed attendance standards as shown in the map below. It was our intention to attract responses from people who lived further away from a fire station to understand their views in particular, on setting standards that were more representative than a single, service-wide standard.



8.12.2 The cost for this was approximately £3k.

8.13 Staff

8.13.1 Copies of the consultation were sent to all workplaces including stations and Sussex Control Centre. Staff were encouraged to take part in the consultation through regular messages in our weekly staff newsletter Service Brief.

8.14 Audiences Reached

8.14.1 The following is an estimate of how many people the communication methods used will have reached. It is possible that we may have reached some people twice via the methods employed.

8.14.2 Newspapers online/print

Bexhill-on-Sea Observer – weekly circulation of 6,000

Rye Observer – weekly circulation of 6,000

Eastbourne Herald – weekly circulation on 21,400

Our first press release received 103 views on the website and the second press release 75 views

Social media

Twitter – 23 link clicks, 11,471 “impressions”

Facebook advertising – changes in our access means we are currently unable to access the information about reach and click-throughs. The last consultation we ran on the 2017/20 IRMP reached over 113,000 people through Facebook advertising. We are pursuing this with Facebook and hope to resolve it soon in order to report back.

Mailout

Total households reached: **8,200**

Total overall reach of communications activities >75,000 (excl. Facebook)¹

9 COSTS

9.1 The response rate to this consultation has been very satisfactory given the ‘neutral’ nature of the proposals. To show this in context, the following is a comparison of previous consultations and the relevant costs and return rates achieved.

Consultation	Costs	Responses
Attendance Standards Review	£22K (18K ORS, 4K in house [^])	675
2017/18 - 2019/20 IRMP	£10K (6K ORS, 4K in house)*	588
‘Changing the Service – Shaping our Future’	£22K	655
Hastings Review	£19K	504
Rural Review	£30K	347

[^] Excludes facebook advertising costs due to current inaccessibility & staff time
^{*} All other reviews included externally facilitated focus groups, this one did not

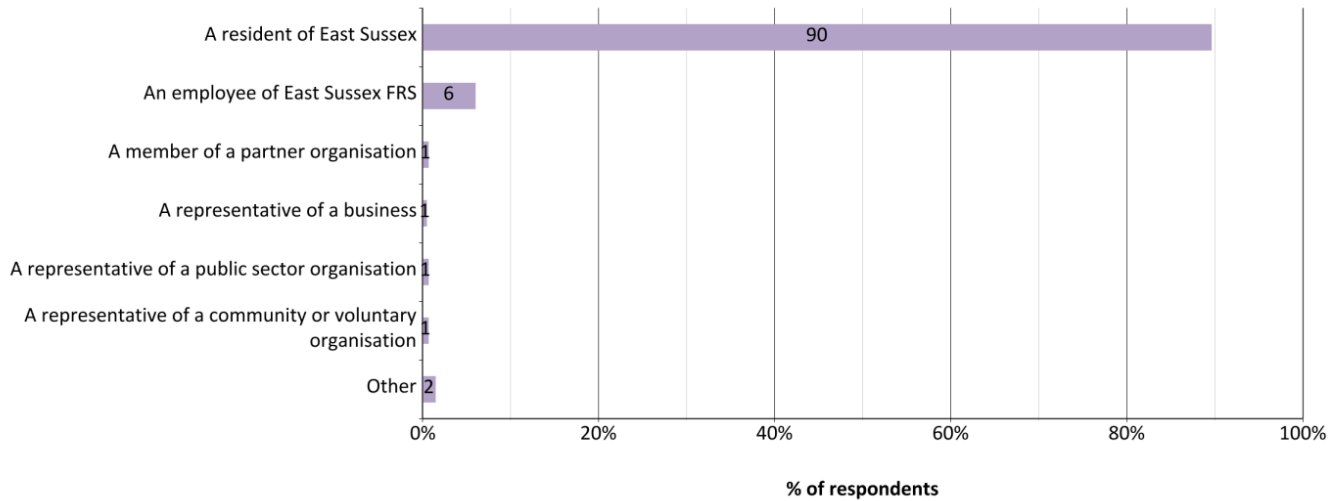
9.2 In addition, significantly greater awareness of the proposals was achieved than previously, due to investing more heavily in face-to-face activities such as the roadshow events where several thousand conversations took place or targeted mailshots to members of the rural community that would feel most impacted by the proposals. This has ensured our confidence that the public were aware of our plans.

¹ This excludes Facebook advertising which has a large reach – for example, we reached over 113,000 people when we consulted on the 2017/20 IRMP. Also excludes roadshow ‘meets & greets’

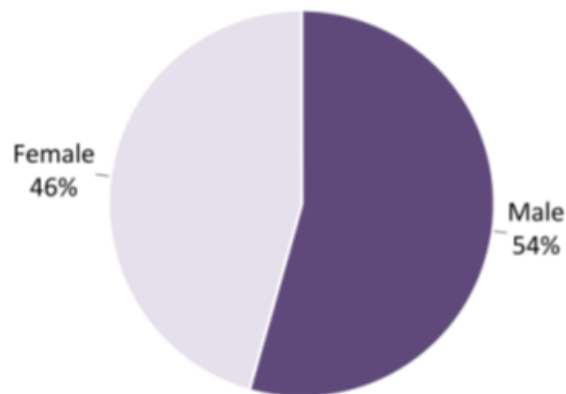
10 Respondent Profiles

10.1 The charts below outline the profile characteristics of respondents to the survey. They show that the majority of respondents were residents of East Sussex (90%), there were slightly more males (54%) than females (46%), the highest proportion were aged 65 to 74 (29%) and all were white. The highest proportion of respondents had heard about the consultation through a letter from ESFRS (20%).

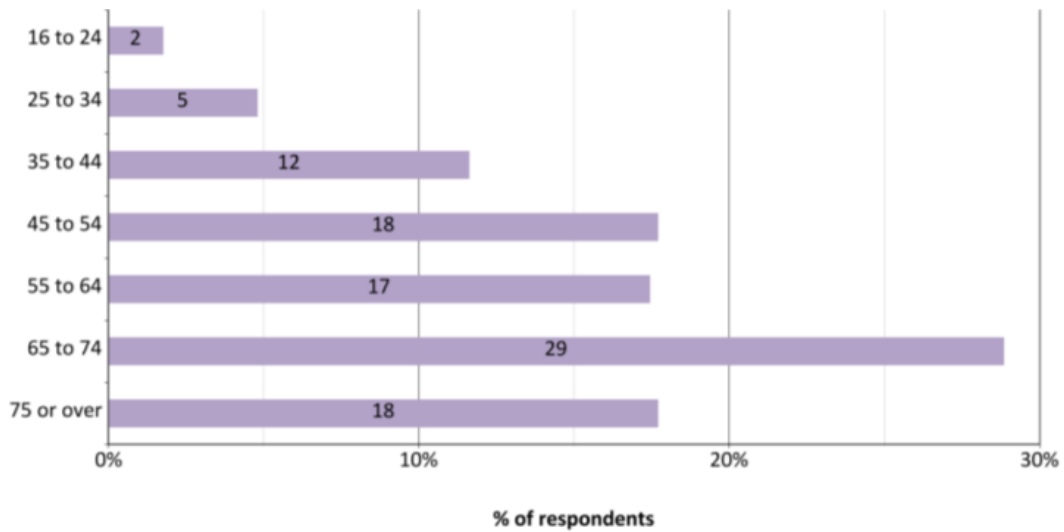
10.2 **Figure 1:** Are you completing this survey as...? Base: All Respondents (396)



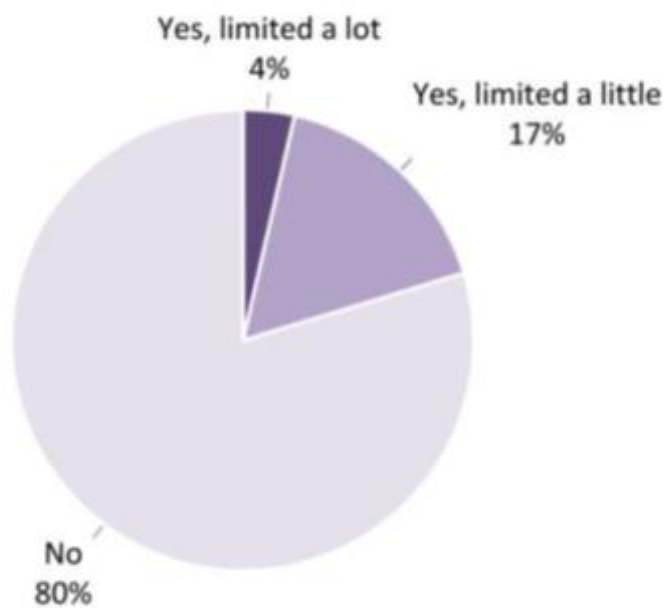
10.3 **Figure 2:** Are you...? Base: All Respondents (390)



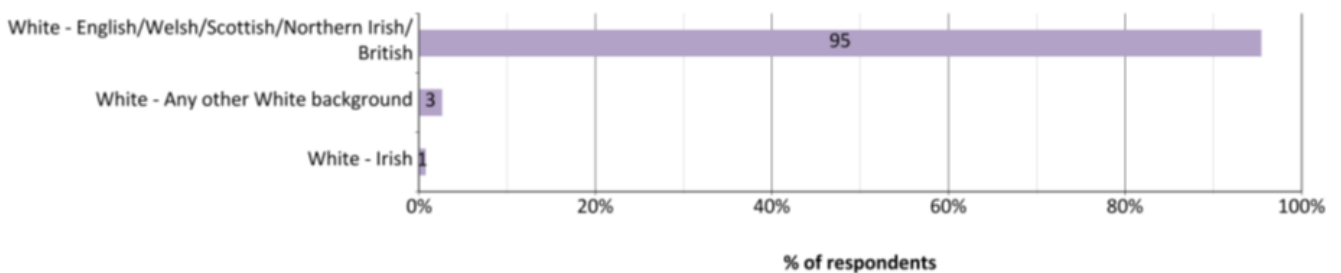
10.4 **Figure 3:** What was your age on your last birthday? Base: All Respondents (395)



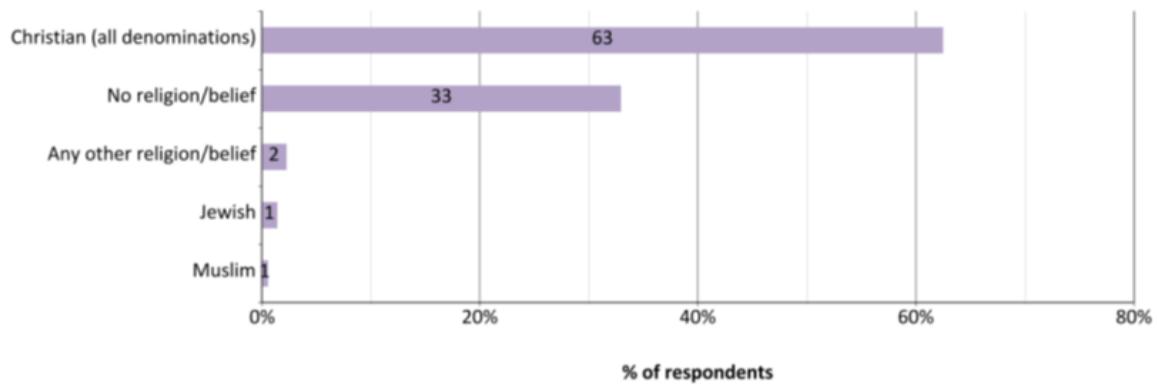
10.5 **Figure 4:** Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months? Base: All Respondents (389)



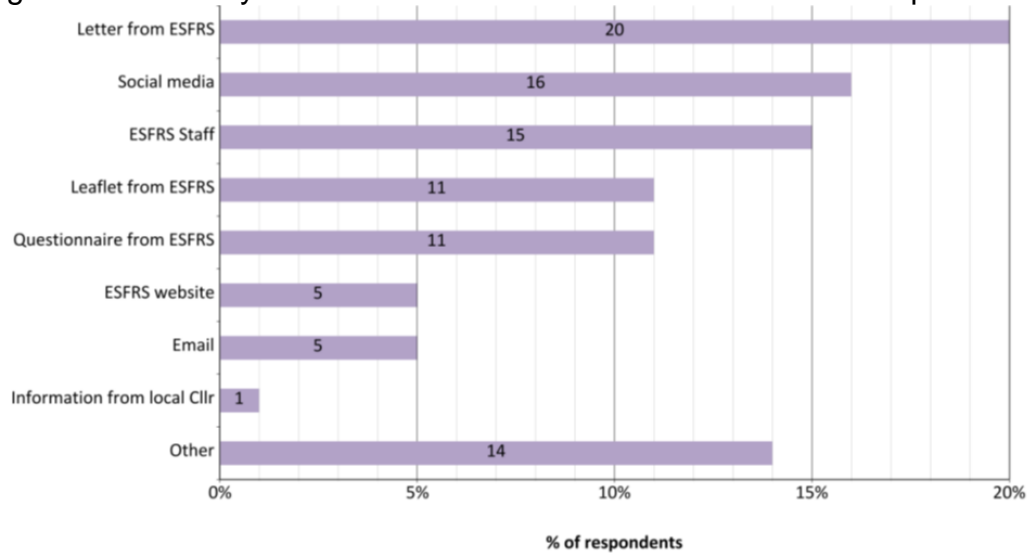
10.6 **Figure 5:** What is your ethnic group? Base: All Respondents (377)



10.7 **Figure 6:** What is your religion/belief? Base: All Respondents (352)



10.8 Figure 7: How did you hear about this consultation? Base: All Respondents (401)



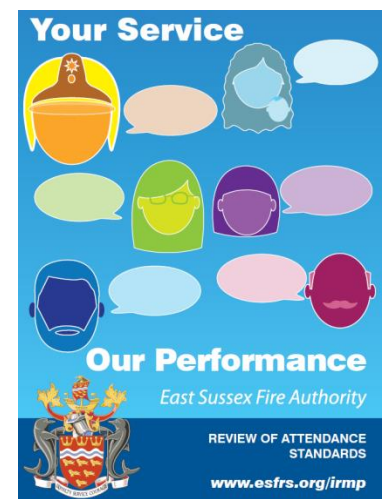
10.8 Overall, the public participants were a broad cross-section of residents from the local areas and, as standard good practice, were recompensed for their time and efforts in travelling and taking part. In recruitment, care was taken to ensure that no potential participants were disqualified or disadvantaged by disabilities or any other factors, and the venues at which the forums met were readily accessible. People’s special needs were taken into account in the recruitment and at the venues. The random telephone recruitment process was monitored to ensure social diversity in terms of a wide range of criteria – including, for example: gender; age; social grade; and limiting illness or disability.

GENDER	Male: 13 Female: 16
AGE	16-34: 7 35-54: 9 55+: 13
SOCIAL GRADE	AB: 9 C1: 10 C2: 2 DE: 7
LIMITING ILLNESS OR DISABILITY	3



East Sussex
Fire & Rescue Service

East Sussex Fire & Rescue Service



Your Service, Our Performance

Review of Attendance Standards: Consultation Findings

Opinion Research Services

April 2018

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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Acknowledgements

Opinion Research Services (ORS) is pleased to have worked with East Sussex Fire and Rescue Service (ESFRS) on the consultation programme reported here. We hope our report will inform the future planning of the service.

We are grateful to all of those who completed the questionnaire or took part in the focus groups. The latter in particular were patient in listening to background information before entering positively into open discussions about challenging topics. They engaged with the Service, with the issues under consideration and with each other in discussing their ideas readily.

We thank ESFRS and the East Sussex Fire Authority (ESFA) for commissioning the project and we particularly thank the staff with whom we have worked with for their collaboration and for attending the focus groups to answer people's many questions. Such meetings benefit considerably from such readiness to answer participants' questions fully and frankly, as in this case.

At all stages of the project, ORS's status as an independent organisation facilitating aspects of the consultation as fairly as possible was recognised and respected; this is an independent report and has not been influenced or shaped by ESFRS or any other party. We are grateful for the trust, and we hope this report will contribute usefully to thinking about ESFRS's development.

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Executive Summary and Conclusions

Background and commission

1. East Sussex Fire and Rescue Service (ESFRS) currently measures its attendance standards using the Home Office's definition of average response times to certain types of emergencies. As part of its Integrated Risk Management Plan 2017-2020, the Service asked the public, its staff and stakeholders for their views on its attendance standards: they showed support for developing a new variable standard that measures responses to all incidents, and that would more clearly demonstrate the varying travel times to urban and rural areas across the Service area.
2. In light of this, ESFRS has developed a new standard that it considers to be simple, meaningful, easy to understand, and representative of a typical attendance time wherever that may be within the East Sussex or Brighton and Hove areas. The consultation reported here was designed to understand people's views on:
 - The principle of having an attendance standard that shows a varied response time relating to whether the response is coming from an 'on station' fire engine and crew or an 'on call' fire engine and crew;
 - Whether ESFRS should include the 'call-handling time' as part of its attendance standard¹; and
 - Whether the second fire engine should be measured in addition to the first.
3. Furthermore, ESFRS and ESFA want to improve the way they involve the public and local groups in their work and asked consultation respondents for their ideas on how to do this.
4. On the basis of our experience of the fire and rescue service and many statutory consultations, ORS was commissioned by East Sussex Fire and Rescue Service (ESFRS) and East Sussex Fire Authority (ESFA) to undertake a programme of key consultation activities, and provide this interpretative report of findings.

¹ When a 999 call is made, it is answered by a control room operator who will ask about the nature of the emergency and the location of the incident, before alerting the appropriate fire engines and crews to respond to the incident. The time taken between a 999 call being answered by the control room operator and the fire engine and crews being alerted is known as the 'call-handling time'.

Consultation process

5. ESFRS's consultation ran for 8 weeks from 8th January to 5th March 2018, during which ORS:
 - Implemented and analysed responses to an online and paper version of an open consultation questionnaire;
 - Recruited, facilitated and reported three deliberative focus groups with members of the public in Hove, Battle and Maresfield; and
 - Facilitated and reported one stakeholder focus group at Maresfield.

Summary of consultation strands

Open questionnaire

6. The open consultation questionnaire (with an accompanying consultation document) was available online and as a hard copy between 8th January 2018 and 5th March 2018. 474 questionnaires were completed; 301 were submitted online and 173 by post.

Focus groups with members of the public and stakeholders

7. ESFRS and ESFRA commissioned three focus groups with randomly selected members of the public - one in Hove, one in Battle and one in Maresfield - to allow local residents an opportunity to shape the proposed new attendance standard. 29 participants attended in total (10 at Hove, 10 at Battle and nine at Maresfield), all of whom had been recruited by ORS through random digit telephone dialling, with quota controls to ensure the relatively proportional representation of different demographic and socio-economic groups. Care was taken to ensure that no groups were disadvantaged in the recruitment process and participants were recompensed for their time and expenses in attending.
8. Despite a very conscientious invitations programme by ESFRS, only three people attended the stakeholder forum at Maresfield. Nonetheless, the three participants fully engaged with the issues and a full and frank discussion was had.
9. ESFRS and ESFA commissioned the public and stakeholder focus groups to fairly 'test' the acceptability or otherwise of their proposed new attendance standard in thoughtful, considered and deliberative or 'jury-style' meetings. The meetings began with detailed presentations by ORS outlining the reasoning behind the changes. There were lengthy question and answer periods, followed by the detailed and deliberative discussions of the issues.

Consultation proportionate and fair

10. The key legal and good practice requirements for proper consultation are based on the so-called Gunning Principles, which state that consultation should: be conducted at a formative

stage, before decisions are taken; allow sufficient time for people to participate and respond; provide the public and stakeholders with sufficient background information to allow them to consider the issues and any proposals intelligently and critically; and be properly taken into consideration before decisions are finally taken.

11. Throughout the process, stakeholders were reassured that **no decisions** have yet been taken. Furthermore, the 8-week formal consultation period gave people **sufficient time** to participate - and through its consultation document, ESFRS and ESFA sought to provide **sufficient information** for people to understand the proposals and to make informed judgements about them.
12. The final Gunning principle listed above is that consultation outcomes should be **properly taken into consideration** before authorities take their decisions. In this case, the draft ORS report was available well in advance of the June Fire Authority meeting, allowing sufficient time for consideration of the findings.

Consultation findings

The principle of a varied response time

Focus groups with members of the public and stakeholders

13. At Hove and Battle, participants unanimously agreed that any new attendance standard should be a varied according to whether the responding fire engine is coming from an on-station or on-call fire station. This was not only considered more representative and transparent, but also important in managing expectations and raising awareness of potential wait times in rural areas - as well as the corresponding need to implement protective measures.
14. The Maresfield group, though, was more split on the principle of varying the response time: while half felt it should differentiate between urban and rural areas on the grounds of transparency, the other half agreed with the suggestion that doing so implies to those living in the latter that they are receiving a 'second class' service.
15. The stakeholders agreed that it is sensible to have a differentiated response time insofar as it would reflect reality to a greater degree; and because greater knowledge of attendance times may encourage those in rural areas to better protect themselves against a fire-related incident.
16. There was some debate in all groups as to whether ESFRS needs a public-facing standard at all, with some arguing that providing everything is measured internally, it is sufficient for members of the public to know that they will receive a response as soon as is possible and to be given information by the call handler at the time of the incident as to how long they can expect to wait. This view was given some weight by the fact that very few participants

were aware of ESFRS's current attendance time standard prior to attending the sessions. The general sense, though, was that as ESFRS will have its own internal standards, they may as well be made public - albeit as simplified versions. Furthermore, it was suggested that increasing knowledge of their existence may encourage people (particularly those in remote areas some distance from a fire station) to be more proactive in ensuring their safety through preventative measures.

Including the call-handling time?

Open questionnaire

17. More than three-quarters (77%) of questionnaire respondents agreed that the 'call-handling time' should be included.
18. Of those who provided a comment and agreed that the 'call-handling time' should be included as part of the attendance standard, two-fifths (40%) said that the public perception is that the clock starts when an emergency call is answered. Around a third (32%) said that including the 'call-handling time' would be more reflective, transparent and accurate in terms of the time taken to respond - and around a quarter (26%) generally agreed that the 'call-handling time' should be included.
19. Of those who commented and said that they disagreed that that the 'call-handling time' should be included as part of the attendance standard, around 3 in 10 (29%) said that it should be timed from once the fire crews are notified. Around a quarter made some general comments disagreeing that the time should be included (25%) and about the length of some calls due to difficulties getting accurate information from the caller (24%).

Focus groups with members of the public and stakeholders

20. After discussion, majorities in all groups agreed that the 'call-handling time' should be included within the standard - not least because people would typically expect the clock to start as soon as the call handler answers their call.
21. The minority that opposed the inclusion of the 'call-handling time' did so because, to their minds, an attendance standard should start on alerting the relevant station crew/s to allow the call handler sufficient time to gather and digest the information they are receiving from by the caller, which can sometimes take time.
22. There were also some concerns around the possibility of placing undue pressure and responsibility on call handlers, and that by including the 'call-handling time' within its standard, ESFRS may compare unfavourably to other services that do not.

Including a second fire engine attendance standard?

Open questionnaire

23. Around two-thirds (67%) of questionnaire respondents disagreed that the second fire engine should be measured in the attendance standard, with only a third (33%) agreeing that it should be. It is important to note that employees of ESFRS were more likely to agree that the second engine should be measured; 75% of employees agreed with this compared to 30% of non-employees.

Open questionnaire: open text comments

24. Of those who provided a comment and agreed that the second fire engine should be measured in the attendance standard, 3 in 10 (30%) simply stated that if a second fire engine is necessary then it should be measured. Just over a fifth (22%) said that one fire engine is often insufficient and 16% said that the clock should stop when all necessary resources have arrived.
25. Of those who commented and disagreed that the second fire engine should be measured in the attendance standard, more than half (54%) said that the arrival of the first engine indicates a response regardless of whether other engines are required. Around a fifth (18%) said that the request for more resources may not occur until the first engine is on scene (and that response times should only be measured from when such requests are made) and 13% said that the second fire engine is not always necessary and so including a second engine response time might be confusing for members of the public.

Focus groups with members of the public and stakeholders

26. Participants across all three public groups found it very difficult to make a judgement on this issue, but after discussion: most at Battle supported a first appliance standard only; the split at Hove was 60/40 in favour of the same; but the Maresfield group was almost equally split on whether a second appliance standard should be included or not. The three stakeholders were unanimous in agreeing that the proposed new response time should relate to the first attending appliance only.
27. Those in favour of including a second appliance standard mainly reasoned that while a first attending appliance can be considered a response, a 'full' response is only achieved on arrival of the second appliance in incidents that require two. It was also suggested that knowing they may need to wait for a second fire engine may encourage members of the public to take preventative measures.
28. On the other hand, those who considered a second appliance standard to be unnecessary did so for several reasons, including that: the presence of the first fire engine is most often sufficient to provide reassurance that an incident is under control; it would unnecessarily complicate a standard that should be as simple as possible for members of the public to

understand; and it might be difficult to 'draw the line' at the second appliance as some incidents require more than two. The stakeholders also added that a second appliance standard would be too much of a 'fudge' to be meaningful.

Enhancing public engagement with East Sussex Fire Authority

Open questionnaire

29. Respondents were asked if they would be interested in a range of engagement activities. Almost half (49%) would be interested in attending roadshows in their area, while more than two-fifths would be interested in regular surveys (44%) and online forums (41%). Only 5% of respondents said that they would not be interested in any of these activities.

Focus groups with members of the public and stakeholders

30. In the public focus groups, the most common suggestions for increasing engagement between the public and ESFA were: social media and other online mechanisms; and face-to-face interaction. With regard to the latter, participants recommended that the Fire Authority follow ESFRS's lead in attending local and regional events such as the South of England Show and the Sea Festival - as well as hosting its own roadshows and workshops for local communities.
31. It was generally agreed though that a mixed method approach is necessary in order to engage different demographics and, if necessary, to gather both qualitative and quantitative information. As one Hove participant stated: *Online you're going to sit down and give your answers quite quickly on your own. In a group like this we're thinking about what each other are saying. Different types of things will serve different purposes.*
32. The small stakeholder group suggested using local and regional parish and town council meetings to enhance engagement between the Fire Authority and East Sussex's communities, with Members attending as guest speakers to discuss FRS issues.

Conclusions

33. Taking the first of the two main consultation questions - *should the 'call-handling time' be included as part of ESFRS's attendance standard?* - the results show that majorities of online questionnaire respondents and focus group participants agreed that it should be. Views on the second question - *should the second fire engine be measured in the attendance standard?* - were more mixed, though there was again majority agreement among online questionnaire respondents and focus group participants - this time that it should not be.
34. For the majority of those responding to the consultation then, ESFRS's new attendance standard should include the 'call-handling time' but should not measure the second fire engine response.

Project Overview

Opinion Research Services

35. Opinion Research Services (ORS) is a social research company that works mainly for the public sector to conduct important applied research in health, housing, local government, police and fire and rescue services across the UK. We have worked extensively with fire and rescue services (FRSs) across the UK since 1998. In 2004 we were appointed by the Fire Services Consultation Association (FSCA) as the sole approved provider of research and consultation services, under the terms of a National Framework Agreement. The contract was retendered in 2009 and ORS was reappointed once more as the sole approved provider.
36. While working with FRSs across the UK, ORS has specialised in designing, implementing and reporting employee, stakeholder and public consultation programmes for a wide range of integrated risk management plans (IRMPs) - in many cases covering controversial and sensitive issues. In addition, ORS has extensive experience of statutory consultations about education, health and housing, and many other issues, including budgetary consultations.

The commission

37. East Sussex Fire and Rescue Service (ESFRS) currently measures its attendance standards using the Home Office's definition of average response times to certain types of emergencies. As part of its Integrated Risk Management Plan 2017-2020, the Service asked the public, its staff and stakeholders for their views on its attendance standards: they showed support for developing a new variable standard that measures responses to all incidents, and that would more clearly demonstrate the varying travel times to urban and rural areas across the Service area.
38. In light of this, ESFRS has developed a new standard that it considers to be simple, meaningful, easy to understand, and representative of a typical attendance time wherever that may be within the East Sussex or Brighton and Hove areas. The consultation reported here was designed to understand people's views on:

The principle of having an attendance standard that shows a varied response time relating to whether the response is coming from an 'on station' fire engine and crew or an 'on call' fire engine and crew;

Whether ESFRS should include the ‘call-handling time’ as part of its attendance standard²; and

Whether the second fire engine should be measured in addition to the first.

39. Furthermore, ESFRS and ESFA want to improve the way they involve the public and local groups in their work and asked consultation respondents for their ideas on how to do this.
40. On the basis of our experience of the fire and rescue service and many statutory consultations, ORS was commissioned by East Sussex Fire and Rescue Service (ESFRS) and East Sussex Fire Authority (ESFA) to undertake a programme of key consultation activities, and provide this interpretative report of findings.

Consultation process

41. ESFRS’s consultation ran for 8 weeks from 8th January to 5th March 2018, during which ORS:
 - Implemented and analysed responses to an online and paper version of an open consultation questionnaire;
 - Recruited, facilitated and reported three deliberative focus groups with members of the public in Hove, Battle and Maresfield; and
 - Facilitated and reported one stakeholder focus group at Maresfield.

The consultation methods

Open questionnaire

42. The open consultation questionnaire (with an accompanying consultation leaflet) was available online and as a hard copy between 8th January 2018 and 5th March 2018. 474 questionnaires were completed; 301 were submitted online and 173 by post.
43. ORS printed 1,500 paper copies of the questionnaire and ESFRS distributed consultation packs to members of the general public. These included a copy of the questionnaire, a leaflet giving a summary of the proposals, a leaflet on general fire safety in the home and a ‘freebie’. These were distributed across all six local authority areas (Brighton & Hove, Eastbourne, Hastings, Lewes, Rother, Wealden) at places of high footfall - typically shopping centres. An online version of the questionnaire was set up by ORS and was available on the ESFRS website.

² When a 999 call is made, it is answered by a control room operator who will ask about the nature of the emergency and the location of the incident, before alerting the appropriate fire engines and crews to respond to the incident. The time taken between a 999 call being answered by the control room operator and the fire engine and crews being alerted is known as the ‘call-handling time’.

Respondent profiles

44. The charts below outline the profile characteristics of respondents to the survey. They show that the majority of respondents were residents of East Sussex (90%), there were slightly more males (54%) than females (46%), the highest proportion were aged 65 to 74 (29%) and all were white. The highest proportion of respondents had heard about the consultation through a letter from ESFRS (20%).

Figure 1: Are you completing this survey as...? Base: All Respondents (396)

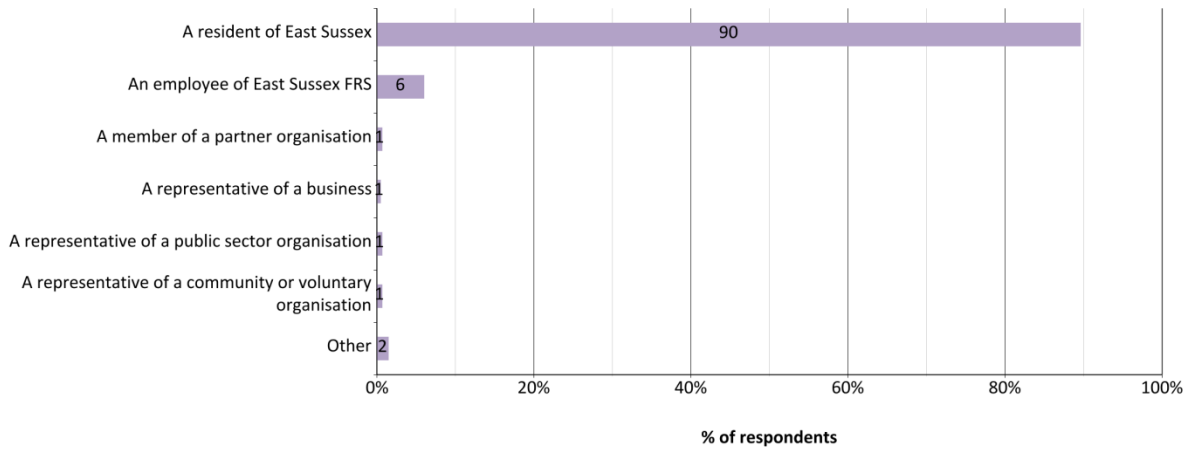


Figure 2: Are you...? Base: All Respondents (390)

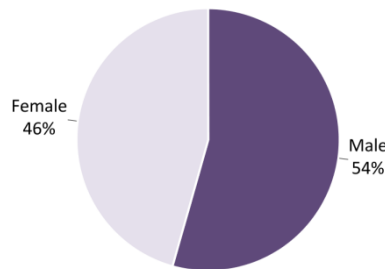


Figure 3: What was your age on your last birthday? Base: All Respondents (395)

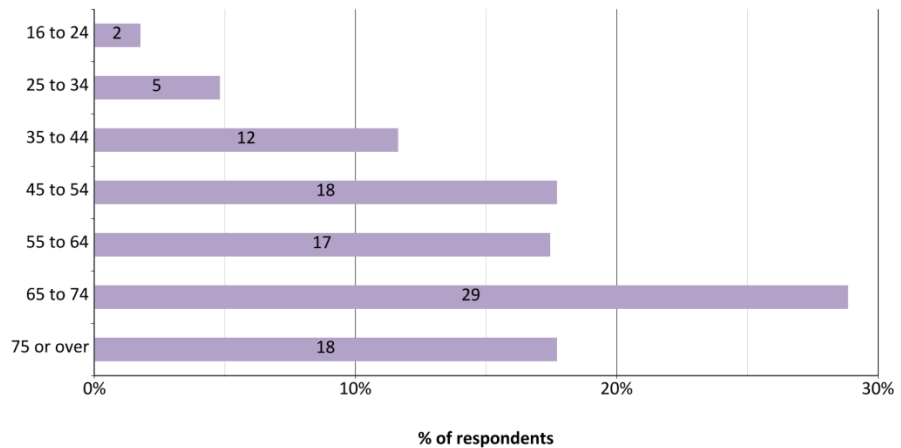


Figure 4: Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months? Base: All Respondents (389)

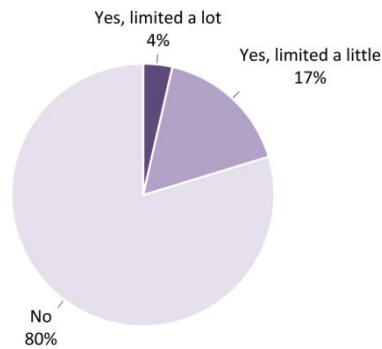


Figure 5: What is your ethnic group? Base: All Respondents (377)

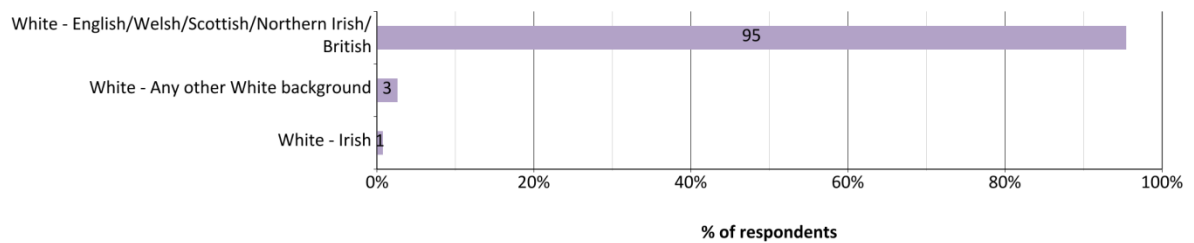


Figure 6: What is your religion/belief? Base: All Respondents (352)

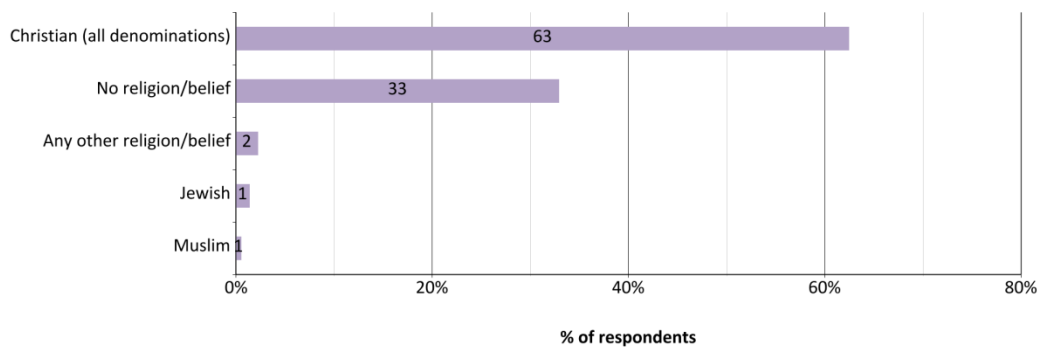
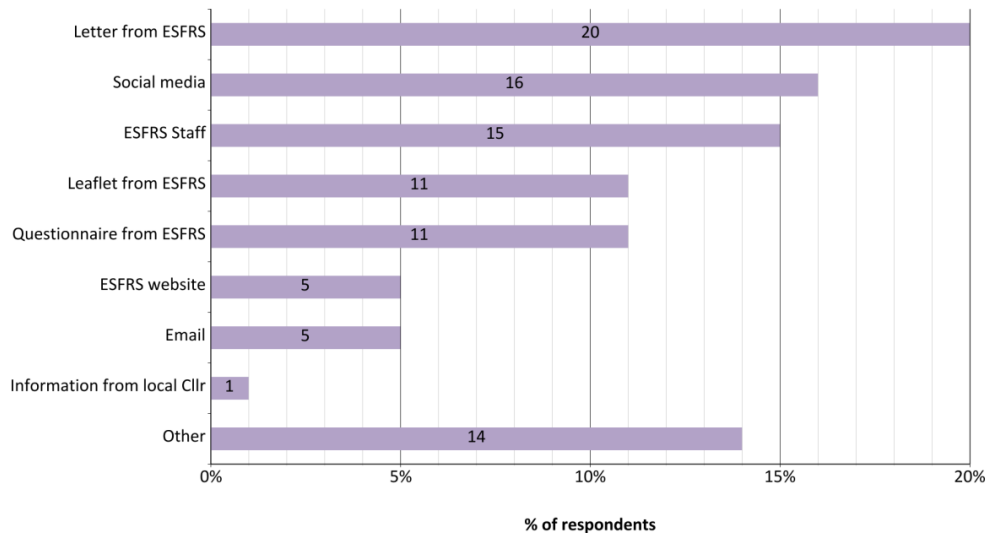


Figure 7: How did you hear about this consultation? Base: All Respondents (401)



Interpretation of the data

45. Where percentages do not sum to 100, this may be due to computer rounding, the exclusion of “don’t know” categories, or multiple answers. Graphics are used in this report to make it as user friendly as possible. The pie charts show the proportions (percentages) of residents making relevant responses.

Duplicate and co-ordinated responses

46. Online questionnaires have to be open and accessible to all while minimising the possibility of multiple completions (by the same people) that distort the analysis. Therefore, while making it easy to complete the survey online, ORS monitors the IP addresses through which surveys are completed. After careful study of these responses, in which we looked at cookies and date stamps, as well as the nature of the answers; no responses were considered to be identical responses or appeared to be attempting to skew the results.

Need for interpretation

47. It should be noted that while open questionnaires are important consultation routes that are accessible to almost everyone, they are not ‘surveys’ of the public. Whereas surveys require proper sampling of a given population, open questionnaires are distributed unsystematically or adventitiously and are more likely to be completed by motivated people while also being subject to influence by local campaigns. As such, their results must be interpreted carefully. Crucially though, this does not mean that the open questionnaire findings should be discounted: they are analysed in detail in this report and must be taken into account.

Focus groups with members of the public

48. Three focus groups were held with members of the public - one in Hove on 7th February 2018, one in Battle on 8th February and one in Maresfield on 13th February. 29 people attended in total (10 at Hove, 10 at Battle and nine at Maresfield).
49. The meetings lasted two hours and used a ‘deliberative’ approach to encourage participants to reflect in depth about the fire and rescue service, while both receiving and questioning background information and discussing their ideas in detail. The focus groups began, for the sake of context, with a concise review of ESFRS’s resources, incident levels (both overall and by station ground), strategic roles and finances, before the proposed new attendance standard was considered. Discussion was stimulated via a presentation devised by ORS and ESFRS to inform and stimulate discussion of the issues - and participants were encouraged to ask any questions they wished throughout the discussions.
50. Examples of information given at the sessions can be seen below and overleaf.

PERSONNEL AND RESOURCES



PERSONNEL (FTE) (739)

- 351** Wholetime Firefighters
- 209** Retained Firefighters*
- 141** Support Staff
- 38** Control Room Staff

*includes those with wholetime contract

On-station response



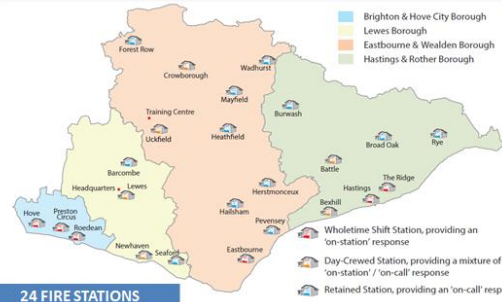
An 'on-station' response is where a 999 control room operator alerts firefighters who are already at the fire station and ready to immediately get into a fire engine and attend an incident.

On-call response



An 'on-call' response is where a 999 control room operator alerts firefighters by pager who firstly have to travel to the fire station from their home or workplace before getting into a fire engine and attending the incident; typically a five minute delay.

PERSONNEL AND RESOURCES

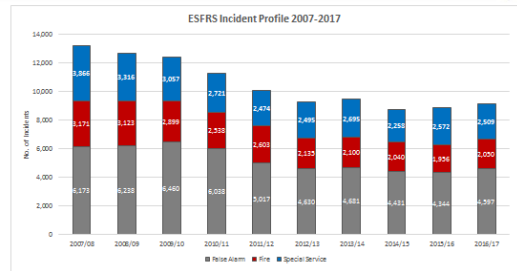


24 FIRE STATIONS

- 6 Wholetime (typically urban)
- 12 Retained (typically rural)
- 6 day-crewed

33 FIRE ENGINES (+ special appliances)

ESFRS INCIDENT PROFILE 2007-2017



2007/8 → 13,210

2016/17 → 9,156
4,054 fewer incidents
31% reduction

HOW TO MEASURE STANDARDS?



Alternative

Clearer measure that starts clock running from moment 999 is dialled

Aligns with Govt. definition of response time (the minute + part minutes taken from time of call to time of arrival at scene of the 1st vehicle)

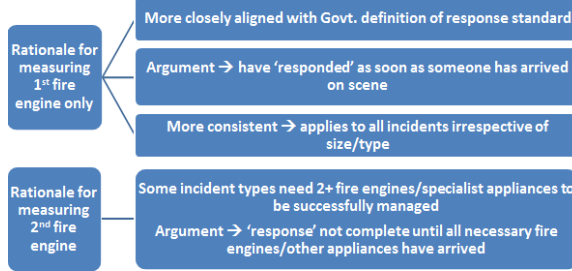
HOW TO MEASURE STANDARDS?



2 proposed alternative standards, based on whether 'call-handling time' included as part of response...

	Call-handling time included	Call-handling time not included
On-station response	10 minutes 70% of the time	10 minutes 80% of the time
On-call response	15 minutes 70% of the time	15 minutes 80% of the time

2ND APPLIANCE STANDARD?



Possible standard for 2nd fire engine

	Call-handling time included	Call-handling time not included
2 nd fire engine	15 minutes 70% of the time	15 minutes 70% of the time

- 51. Participants were recruited by random-digit telephone dialling from ORS’s Social Research Call Centre. Having been initially contacted by phone, all participants were then written to - to confirm the invitation and the arrangements; and those who agreed to come then received telephone reminders shortly before each meeting. Such recruitment by telephone is an effective way of ensuring that the participants are independent and broadly representative of the wider community. Participant numbers were within the desired range for a focus group in all areas.
- 52. Overall, the public participants were a broad cross-section of residents from the local areas and, as standard good practice, were recompensed for their time and efforts in travelling and taking part. In recruitment, care was taken to ensure that no potential participants were disqualified or disadvantaged by disabilities or any other factors, and the venues at which the forums met were readily accessible. People’s special needs were taken into account in the recruitment and at the venues. The random telephone recruitment process was monitored to ensure social diversity in terms of a wide range of criteria – including, for example: gender; age; social grade; and limiting illness or disability.

GENDER	Male: 13 Female: 16
AGE	16-34: 7 35-54: 9 55+: 13
SOCIAL GRADE	AB: 9 C1: 10 C2: 2 DE: 7
LIMITING ILLNESS OR DISABILITY	3

- 53. Although, like all other forms of qualitative consultation, deliberative focus groups cannot be certified as statistically representative samples of public opinion, the meetings reported here gave diverse members of the public the opportunity to participate actively. Because the meetings were inclusive, the outcomes (as reported below) are broadly indicative of how informed opinion would incline on the basis of similar discussions.

Stakeholder focus group

- 54. Despite a very conscientious invitations programme by ESFRS, only three people attended the stakeholder forum at Maresfield. Nonetheless, the three participants fully engaged with the issues and a full and frank discussion was had using the same format as the public focus groups described above.

Consultation programme proportional and fair

55. The key good practice requirements for proper consultation programmes are that they should:
- Be conducted at a formative stage, before decisions are taken;
 - Allow sufficient time for people to participate and respond;
 - Provide the public and stakeholders with enough background information to allow them to consider the issues and any proposals intelligently and critically; and
 - Be properly taken into consideration before decisions are finally taken.
56. Throughout the process, stakeholders were reassured that **no decisions** have yet been taken. Furthermore, the 8-week formal consultation period gave people **sufficient time** to participate - and through its consultation document, ESFRS and ESFA sought to provide **sufficient information** for people to understand the proposals and to make informed judgements about them. The final Gunning principle listed above is that consultation outcomes should be **properly taken into consideration** before authorities take their decisions. In this case, the draft ORS report was available well in advance of the June Fire Authority meeting, allowing sufficient time for consideration of the findings.
57. ESFRS/ESFA and ORS were clear that this consultation programme should include both 'open' and deliberative elements in order to: provide many people with the opportunity to take part via the open questionnaire; and promote informed engagement via the deliberative focus groups. There is thus no doubt that the consultation programme conforms to good practice by including both quantitative and qualitative methods through which people could participate and as a means for ESFRS and ESFA to understand the reasons for people's opinions.
58. As well as providing the public, stakeholders and staff with sufficient information to consider the proposals intelligently, ESFRS and ESFA have also conducted their consultation in a timely manner and are taking account of the outcomes before making a decision. Both the scale and nature of the programme compare favourably with similar consultations undertaken by other fire and rescue services and public bodies.

The report

59. This report reviews the sentiments and judgements of respondents and participants about the aforementioned proposals. Verbatim quotations are used, in indented italics, not because we agree or disagree with them - but for their vividness in capturing recurrent points of view. ORS does not endorse the opinions in question, but seeks only to portray them accurately and clearly. The report is an interpretative summary of the issues raised by participants.

Consultation Findings

The principle of a varied response time

The context

Attendance standards are one way in which ESFRS monitors and measures its performance – and they also help members of the public understand how long it could take the Service to respond to emergencies.

ESFRS’s Integrated Risk Management Plan 2017-20 promised to look again at how it reports on its attendance standards. Consultation feedback indicated that staff, stakeholders and the public want to see a more transparent standard that more clearly demonstrates the varying travel times to urban and rural areas across the Service rather than the single, Service-wide standard that has been used to date.

In light of this (and following discussions with an internal working group and the ESFRS corporate management team), a proposed new standard has been developed that is considered simple, meaningful, easy to understand, and representative of a typical attendance time within the East Sussex or Brighton and Hove areas.

It has been decided that this proposed new attendance standards would:

Apply to all incident types (previously, standards were only applied to ‘life-threatening’ incidents which represent only a small (but significant) fraction of the total number of incidents); and

Show a varied response time relating to whether the response is coming from an ‘on station’ fire engine and crew or from an ‘on call’ fire engine and crew (who are alerted by pager and have to travel to the station before they can get on the fire engines and begin their response to the incident; typically a five minute journey).

Findings from focus groups with members of the public

60. At Hove and Battle, participants were unanimous in agreeing that any new attendance standard should be a varied according to whether the responding fire engine is coming from an on-station or on-call fire station. This was not only considered more representative and transparent, but also to be important in managing expectations and raising awareness of potential wait times in rural areas – as well as the corresponding need to implement protective measures:

It offers transparency and visibility (Battle)

The more representative a standard can be, the more it helps public confidence that the Service really understands the dynamics of what it’s doing. There are three types

of station and it's reassuring to know that they haven't assumed the standards fit every one of those. So splitting them out reassures the public that they really understand the service they are offering (Battle)

Knowing realistically how long it might take is going to be more important for people in rural areas...it's about managing expectations there (Hove)

If I lived in a rural area and I knew the realistic prospect would be that I'd be waiting 20 minutes for a fire engine I'd want to be aware of that and take it on board. I could then work out some sort of proactive response for myself (Hove)

You might make sure you have things like fire blankets and just educate yourself a bit more if you're aware as well. (Hove)

61. The Maresfield group, though, was more split on the principle of varying the response time: while half felt it should differentiate between urban and rural areas on the grounds of transparency, the other half agreed with the suggestion that doing so implies to those living in the latter that they are receiving a 'second class' service:

If the purpose is to make it clear to people what they can expect then yes it makes sense. Our response here will be very different to what people in Brighton would have for example (Maresfield)

I think there should be an across the board standard. The problem is that if you say 'we expect the full-timers to get there faster', in the public's mind that's a better service. If you have a standard across the board then you can tell people on the phone how long they can expect to wait. (Maresfield)

62. There was some debate in all groups as to whether ESFRS needs a public-facing standard at all, with some arguing that providing everything is measured internally, it is sufficient for members of the public to know that they will receive a response as soon as is possible and to be given information by the call handler at the time of the incident as to how long they can expect to wait. This view was given some weight by the fact that very few participants were aware of ESFRS's current attendance time standard prior to attending the sessions. Some typical comments were:

We all know that the fire service will do their damned hardest to get to us as soon as possible and therefore I think it's pretty meaningless to be honest. I see the sense in them doing it internally but as far as members of the public are concerned it's a waste of time (Maresfield)

If you're in the middle of an incident you're not going to think to yourself 'what was my response time supposed to be?!' (Maresfield)

There's a part of me that thinks 'is this really necessary?' I know they'll be there as soon as they can so is it really necessary to go through all of this? And surely it's common sense that it's going to take longer to get to rural areas? (Hove)

If the call centre operator is telling you how long you'll have to wait in the event of a fire, that's the only thing you care about in that situation. You don't care about how long you can expect to wait under a standard; I care more about them saying to me at the time 'this is how long it's going to take to get to you' because they're then looking at my personal situation at that time. So I'm not so interested in what they hope to achieve, but what they are planning to achieve for me in that moment (Hove)

Most of us probably aren't thinking about this until the call anyway. Most of us didn't know what the standard was when we came in. So if it's definitely more for the Service (Hove)

To the fire service and the firefighters it's important for them to know what the standard is, but to be quite honest how many of us knew before we came today what the standard was. The majority of the public don't know...we just expect the fire service to get there as soon as possible (Battle)

When I had a fire, all I was concerned about was that the fire brigade had been informed and was on the way to me as quickly as possible. That's all that's on your mind at the time. (Battle)

63. The general sense, though, was that as ESFRS will have its own internal standards, they may as well be made public - albeit as simplified versions. Furthermore, it was suggested that increasing knowledge of their existence may encourage people - particularly those in remote areas some distance from a fire station - to be more proactive in ensuring their safety through preventative measures:

It would be useful in prevention because if you know you're, say, 20 minutes away, you might think 'I'd better get a smoke alarm' (Maresfield)

It's the exceptions that are more important to target with this information. It's fine for us here and even within the 15 minutes yes, it's a bit further, but you know it's coming within a reasonable time. It's those in the 20, 25 minute zone that really need to know... (Hove)

I think you probably do need it for the people in the rural areas. If you know you're not going to get a fire engine for half an hour you might be more proactive about your fire safety (Hove)

I live almost on the Kent border and it's going to take at least 15 minutes to get to me. I think it's important that I know this information. (Battle)

Findings from stakeholder focus group

64. The stakeholders agreed that it is sensible to have a differentiated response time insofar as it would reflect reality to a greater degree; and because greater knowledge of attendance times may encourage those in rural areas to better protect themselves against a fire-related incident:

It's a fact of life. That's the reality of the situation so they should let people know (Stakeholders)

If you're living somewhere and you know you're not going to get a fire engine for 20-25 minutes then you'll probably take a little bit more care than if you know it's going to come in two or three minutes. (Stakeholders)

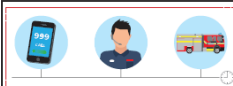



Including the call-handling time

The context

When a 999 call is made, it is answered by a control room operator who will ask about the nature of the emergency and the location of the incident, before alerting the appropriate fire engines and crews to respond to the incident. The time taken between a 999 call being answered by the control room operator and the fire engine and crews being alerted is known as the 'call-handling time'.

ESFRS's previous attendance times have not included the 'call-handling time': they have been measured from the time an operator alerts the firefighters to respond to the incident to the arrival of a fire engine at the incident. An alternative measure is to include the 'call-handling time', and ESFRS believes that measuring its response time in this way would be a clearer measure that starts the clock running from the moment a caller dials 999, and aligns with the Government's definition of a response time.

The table below sets out two proposed alternative standards, based on whether the 'call-handling time' is included as part of the overall response.

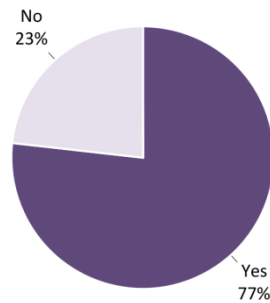
	 Call-handling time included	 Call-handling time not included
 On-station response	10 minutes 70% of the time	10 minutes 80% of the time
 On-call response	15 minutes 70% of the time	15 minutes 80% of the time

Findings from the open questionnaire

- 65. As shown in the Figure overleaf, more than three-quarters (77%) of questionnaire respondents agreed that the 'call-handling time' should be included.

Figure 8: Should we include the 'call-handling time' as part of our attendance standard? Base: All respondents (469)

Should we include the 'call-handling time' as part of our attendance standard?



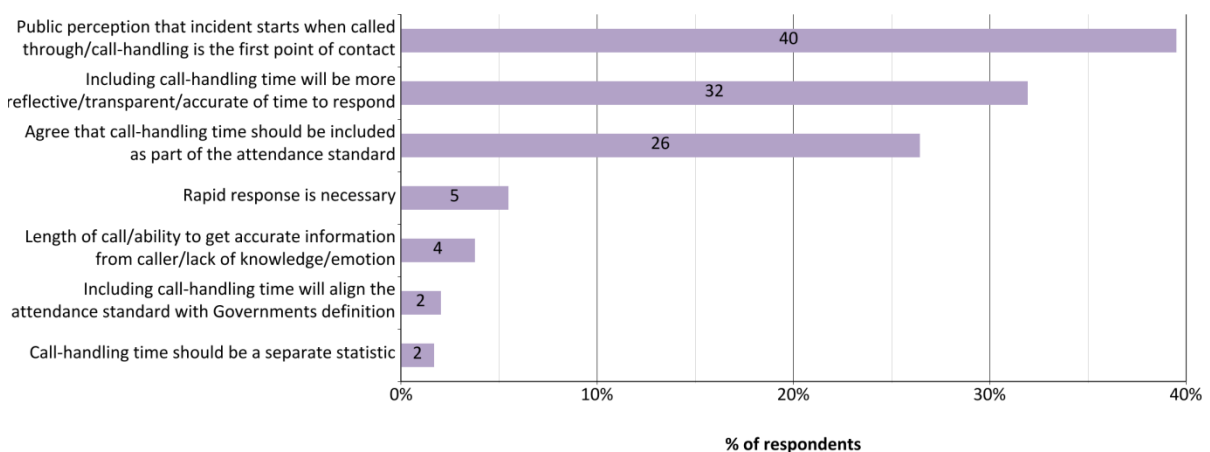
Findings from the open questionnaire (open text comments)

Comments from those who agreed

66. As shown in figure 9 below, of those who provided a comment and agreed that the 'call-handling time' should be included as part of the attendance standard, two-fifths (40%) said that the public perception is that the clock starts when an emergency call is answered. Around a third (32%) said that including the 'call-handling time' would be more reflective, transparent and accurate in terms of the time taken to respond - and around a quarter (26%) generally agreed that the 'call-handling time' should be included.

Figure 9: Why do you say that? Base: All respondents who agree 'call-handling time' should be included and made comments (291)

Why do you say that?



67. Some illustrative comments relating to the most frequently repeated comments are outlined overleaf.

68. Two-fifths (40%) said that the public perception is that the clock starts when an emergency call is answered:

The call is our notification of an incident and we should measure ourselves from the first point of contact from those in need

An attendance standard should include and measure all areas of the emergency response, from when the first contact is made by a person in distress

Public perception of response is the time from their call to your attendance on site.

69. Around a third (32%) said that including the 'call-handling time' would be more reflective, transparent and accurate in terms of the time taken to respond:

It gives a more accurate reflection of the actual time from the start of the phone call to when the appliance and crew arrive at the scene

It provides a more transparent picture of what someone calling the FRS via 999 can expect as a response time - so manages expectations

By including call-handling, it will be a realistic time and then these overall times can be monitored and scrutinised in more detail hopefully.

70. Around a quarter (26%) generally agreed that the 'call-handling time' should be included:

There is concern nationally about response times in other sectors of the emergency services, including 'call-handling' time would give 999 callers more confidence

If 'call-handling time' is included, there is a greater incentive, perhaps, for this part of the service to be as quick and efficient as it can be.

71. It was also said that including the 'call-handling time' would align the ESFRS attendance standard with the Government's definition (and that it should be included by all services in the interest of comparison and fairness) - and that in the absence of separate reporting of the call-handling element of the call, including it in the standard is the next best thing:

The government standard includes the call-time so the locality reporting should reflect that. Including the call-time means there will be no opportunity to delay passing on a call to allow target times to be met

The timing should be the same across the whole of England so that meaningful comparisons can be made. If ESFRS does it one way, and WSCC another and Kent a third then people cannot make a reasoned judgement as to how well the service is performing

Because you do not offer the option of a separate reporting of call-handling times, which would be preferable; in this circumstance, the actual time taken to respond, including call-handling, is the best measure of actual response time of the two options offered.

72. 22% of respondents who commented and agreed also gave ‘other’ comments which have not been included in the categories above. Some examples include:

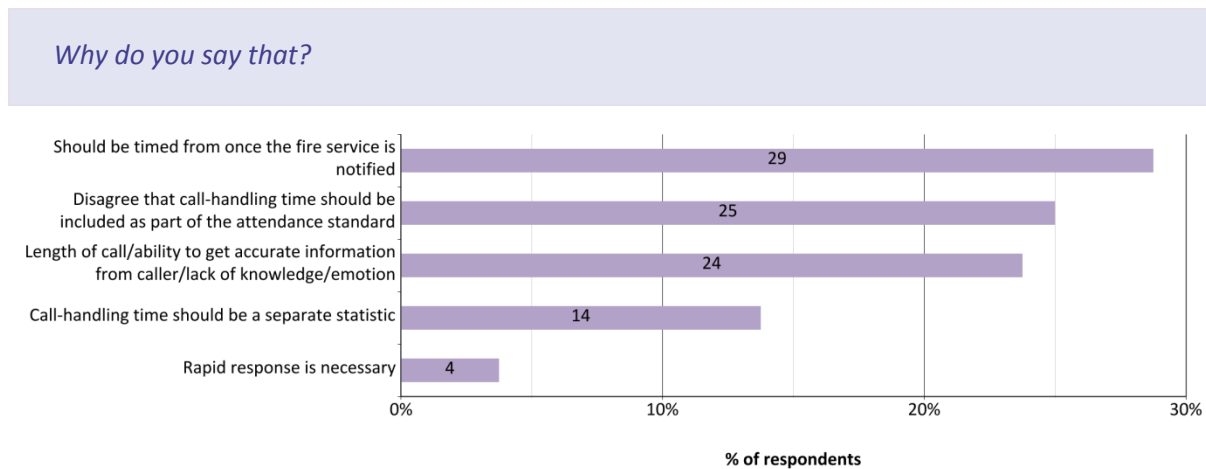
As a lot of people think that the firefighters will be with them immediately as they live close to a station. They don't realise it goes to the national switchboard first
If the call-handling time is included, there is a greater incentive, perhaps, for this part of the service to be as quick and efficient as it can be.

Comments from those who disagreed

73. Of those who commented and said that they disagreed that that the ‘call-handling time’ should be included as part of the attendance standard, around 3 in 10 (29%) said that it should be timed from once the fire crews are notified. Around a quarter made some general comments disagreeing that the time should be included (25%) and about the length of some calls due to difficulties getting accurate information from the caller (24%).

74. Across all respondents who commented, 27% also gave ‘other’ comments that have not been included in the categories illustrated.

Figure 10: Why do you say that? Base: All respondents who disagreed that ‘call-handling time’ should be included and made comments (80)



75. Some illustrative comments relating to the most frequently repeated comments are outlined below and overleaf.

76. Around 3 in 10 (29%) said that the attendance standard should be timed from once the fire crews are notified:

Because the call out service isn't notified until the operator who takes the call finds out what's needed so to measure the time it takes to attend should be taken from the time the fire service is notified

Because that is the earliest time of the fire service knowing about the emergency and the clock should start from that point.

77. A quarter (25%) made general comments disagreeing that the 'call-handling time' should be included:

Cannot see the point of checking the time of response to an incident. Any competent fire station is going to respond as soon as it can

Attendance means attendance, not call handling.

78. Around a quarter (24%) commented that the length of calls can vary due to difficulties getting accurate information from the caller:

You will be held responsible for the behaviour of the person on the end of the phone which you can't control - you shouldn't be judged on that. What happens if they don't have a location? Or if they have language problems?

The operator may take longer in ascertaining what has happened and which appropriate services to send. For example if a child is calling it may take the handler to find out what the emergency is. It is not fair to the fire departments to have this as a negative impact on their time targets when all everyone is trying to do is help and save lives to the best of their ability

What happens if the person on the phone doesn't know the address - the fire service looks like it hasn't responded quickly when it couldn't do anything because it doesn't know where it's going.

79. 14% of respondents said that the 'call-handling time' should be a separate statistic:

Ideally, the time between the 999 call being initiated and the time the call is actually picked up by ESFRS should also be recorded. I realise that this is not a simple issue, but this data should also be collated and analysed

I feel this should be measured separately as the performance of fire fighters cannot be measured on how long it takes control staff to deal with a call and vice versa. It gets confusing when these two are added together.

80. 45% of respondents who commented and disagreed also gave 'other' comments that have not been included in the categories illustrated. Some examples include:

Call-handling time can be manipulated to suit

Calls get stacked, unanswered, logged or diverted. Plus it would push your attendance figures through the roof.

Findings from focus groups with members of the public

81. After discussion, majorities in all groups agreed that the 'call-handling time' should be included within the standard - not least because people would typically expect the clock to start as soon as the call handler answers their call:

I think it probably makes sense to include it because as an individual ringing up, that's what you would expect (Hove)

Whenever you offer a service to a customer, their satisfaction depends on what their expectation is and the expectation of most of us is that the clock will start when someone picks up the phone...so they probably should measure it from then (Hove)

I would expect it to start from the time the call was answered (Maresfield)

If you take the emotion out of the fact it's a fire, it's actually a process. And the process starts with the initiation of the phone call and ends at the time they get to the fire (Battle)

For us as the public we need one figure that includes the whole time from when the phone call is answered. Simple! (Battle)

82. The minority that opposed the inclusion of the 'call-handling time' did so because, to their minds, an attendance standard should start on alerting the relevant station crew/s to allow the call handler sufficient time to gather and digest the information they are receiving from by the caller, which can sometimes take time:

Surely in your mind it starts from when you put the phone down because surely the call handler isn't contacting the fire service immediately; they have to take your details first and assimilate that information. So if you're of reasonable mind you know no action is being taken until the end of the call (Maresfield)

Time it from when the doors are open and they're out of the station. People do go on a bit and it's unfair for the Service to be penalised for that (Hove)

I think it should be from when the stations find out because it seems more accurate. There are so many variables in terms of getting the information out of someone who's panicked that it seems fairer that it starts from when all of the information has been gathered (Battle)

You could have a slightly more complex case that needs a lot of unpicking by the call handler so that could skew things (Battle)

When you order a takeaway and they give you a time you don't think that's from the time they picked up the phone; it's from the time they put the phone down. (Hove)

83. There were also some concerns around the possibility of placing undue pressure and responsibility on call handlers, and that by including the 'call-handling time' within its standard, ESFRS may compare unfavourably to other services that do not:

Are the call handlers going to be put under pressure to have to cut the call because they know the clock is ticking? (Hove)

Will they have too much responsibility placed on them? I would want them to be calm and collected and under no pressure time-wise to get the information they need (Hove)

It might seem a bit unfair if other Services aren't including it. It might look like East Sussex is worse than other services... (Hove)

84. It should also be noted that there was some misconception in all groups that including the call-handling standard would also mean including the time taken to direct the call to the Sussex Control Centre and that ESFRS might be unfairly penalised (either officially or in the court of public opinion) as a result of any delays in this process:

From the point of view of what the public expect then I think it makes sense to include it; but from the point of view of judging the fire service it's a little unfair as the crews are not in control of the 999 bit. Everyone holds the fire service in very high esteem and I think it would be a shame for this to be affected by measuring 999, which may not be so good. (Maresfield)

Once informed that this would not be the case and that the attendance standard under discussion would start after transfer to the Sussex Control Centre, most participants accepted the inclusion of the 'call-handling time'.

Findings from stakeholder focus group

85. Again, the stakeholders agreed that the call-handling time should be included in the attendance standard on the basis that this offers greater transparency - and that public expectation generally is that the clock starts as soon as their call is answered:

I'd expect it to start from when they picked up the phone (Stakeholders)

If you do it from the time the station is alerted to when the engine gets to us then wonderful; the response times will look very good. But it doesn't give the whole picture. (Stakeholders)

86. As in the public groups, one stakeholder was concerned that ESFRS could be penalised or unfairly blamed for delays during the call handling process, particularly during the initial 'classification' phase:

I would be worried about the firefighters getting the blame for incidents that took a long time to deal with by an external 999 operator though...if there are delays between the 999 calls going through to the fire service they shouldn't be being penalised for that. (Stakeholders)

They were, though, reassured when informed that the standard under discussion would relate to ESFRS only and would begin only when the call was transferred to the Sussex Control Centre.

Including a second fire engine attendance standard?

The context

In its attendance standard, ESFRS currently measures the average response time of the first arriving fire engine only, in line with national guidance. The rationale for doing so is that: it is closely aligned with the Government’s definition of an attendance standard³; it could be said the Service has ‘responded’ as soon as someone has arrived at the scene to assess the situation and undertake immediate rescue operations if necessary; and that it is more consistent in that this measure will apply to all incidents irrespective of their size or type.

Consideration is being given, though, to also measuring the response time of the second arriving fire engine. The rationale for this is that some incident types require two or more fire engines/specialist appliances to be able to fully manage the incident to a successful conclusion. It could therefore be said that ESFRS’s ‘response’ isn’t complete until all necessary fire engines or other appliances have arrived at the incident.

ESFRS’s proposed second fire engine standard would be:

Call-handling time included	Call-handling time not included
2nd fire engine	2nd fire engine
15 minutes 70% of the time	15 minutes 70% of the time

Not all fire stations have two fire engines so often the second fire engine is sent from a neighbouring station, which could result in a longer travel time. Some neighbouring fire stations have firefighters already on station and others will have on-call firefighters who need to travel to the station. ESFRS says it is therefore difficult to determine which kind of response the second fire engine will have. For this reason, if the preferred option is to measure the second fire engine, this would be a Service-wide average and not based on response type. Furthermore, this measure would not apply to all incidents but only to those where more than one fire engine is needed and, naturally, also does not include a standard for any subsequent fire engines that may be needed at larger/more complex incidents.

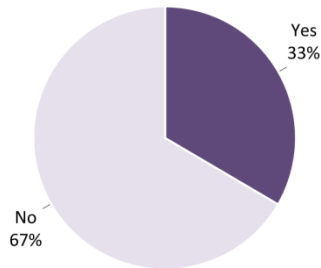
Findings from the open questionnaire

- 87. Around two-thirds (67%) of questionnaire respondents disagreed that the second fire engine should be measured in the attendance standard, with only a third (33%) agreeing that it should be. It is important to note that employees of ESFRS were more likely to agree that the second engine should be measured; 75% of employees agreed with this compared to 30% of non-employees.

³ The Government’s definition is ‘the minutes and part minutes taken from time of call to time of arrival at scene of the first vehicle’.

Figure 11: Should the second fire engine be measured in the attendance standard? Base: All respondents (416)

Should the second fire engine be measured in the attendance standard?



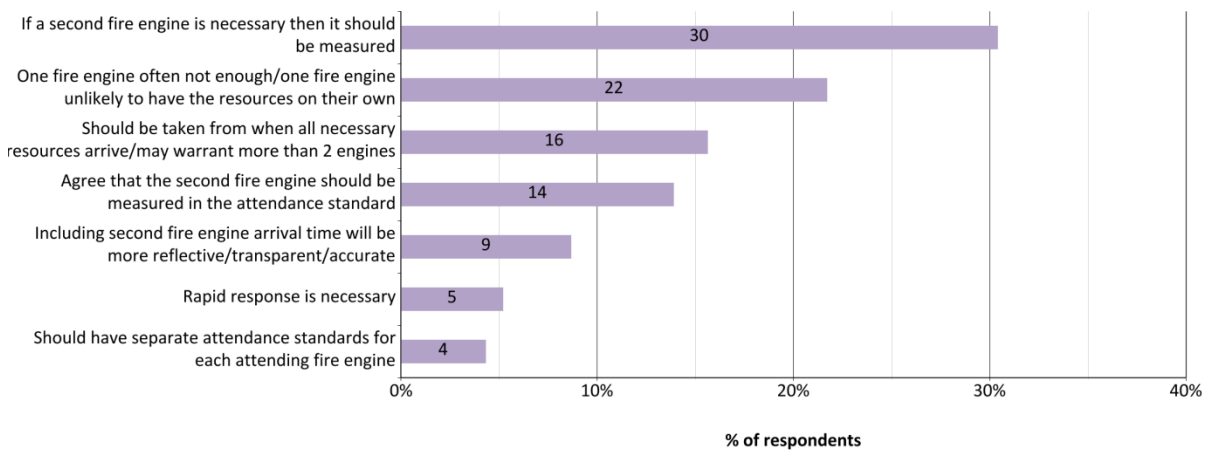
Findings from the open questionnaire (open text comments)

Comments from those who agreed

88. As shown in figure 12 overleaf, of those who provided a comment and agreed that the second fire engine should be measured in the attendance standard, 3 in 10 (30%) simply stated that if a second fire engine is necessary then it should be measured. Just over a fifth (22%) said that one fire engine is often insufficient and 16% said that the clock should stop when all necessary resources have arrived.

Figure 12: Why do you say that? Base: All respondents who agree that the second fire engine should be measured in the attendance standard and made comments (115)

Why do you say that?



89. Some illustrative comments relating to the most frequently repeated comments are outlined overleaf.

90. 3 in 10 (30%) said that if a second fire engine is necessary then it should be measured:

Because if you need more than one fire engine at some incidents then you need to measure it don't you?

91. Just over a fifth (22%) said that one fire engine is often insufficient:

The second fire engine might be crucial to save someone's life and or property. If it has been determined that it needs two to attend then yes, this should be measured

Because having more than one fire engine would both provide backup and cover and in case of another call when the other fire engine is out on a call or in need of repairs.

92. 16% said that the clock should stop when all necessary resources have arrived:

If the first appliance arrives at the scene but has insufficient crew to begin working the second appliance being taken into account is vital

Attendance times should be taken from the point that suitable resources have arrived to maintain public safety or save life.

93. 14% generally agreed that the second fire engine should be measured in the attendance standard:

If a greater weight of response is required to include a second appliance then why would it not be included in the response times?

94. 9% said that including the second fire engine would be more reflective, transparent and accurate depiction of the time taken to respond:

Showing the response time of the second emergency vehicle means that you can assess the full response time and not simply the first vehicle.

95. It was also said that ESFRS should have separate attendance standards for each attending fire engine (but that these need not necessarily be public-facing):

As mentioned, this standard would be meaningless as it is an amalgamation of all second-pump responses (both on-station and on-call responses), so would not give a true and accurate representation of the likely attendance time of the second appliance. Perhaps a more appropriate measurement would be to calculate the average lag time between the arrival of the first and second appliances. I don't think a member of the public would really care about setting a standard for the second fire engine. However, I think it would be absolutely appropriate for the fire service to measure the attendance times of the second appliance (and others) to monitor performance and identify where improvements can be made. It just doesn't need to be public facing (i.e. internal monitoring rather than external publishing).

96. 37% of respondents who commented and agreed also gave ‘other’ comments that have not been included in the categories illustrated. Some examples include:

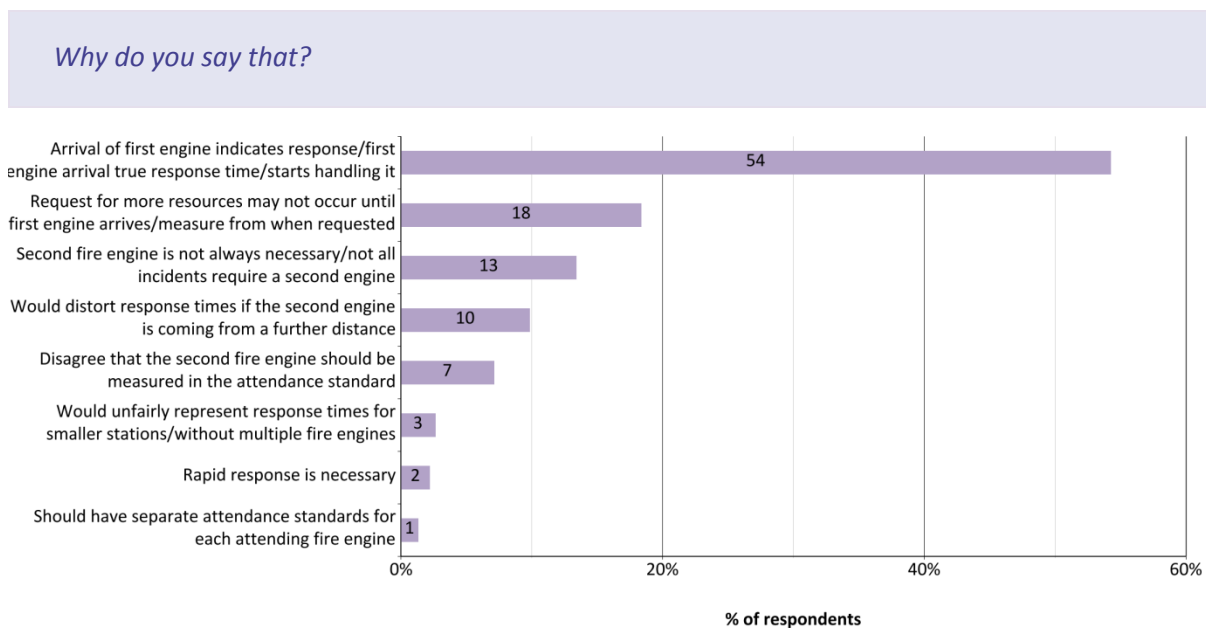
There should be another answer. As long as the first response actually is a fire truck that can start tackling the blaze then this is the logic for response time, but if the first truck is only equipped to see what needs to be done then the second truck is the real response time.

Comments from those who disagreed

97. Of those who commented and disagreed that the second fire engine should be measured in the attendance standard, more than half (54%) said that the arrival of the first engine indicates a response regardless of whether other engines are required. Around a fifth (18%) said that the request for more resources may not occur until the first engine is on scene (and that response times should only be measured from when such requests are made) and 13% said that the second fire engine is not always necessary and so including a second engine response time might be confusing for members of the public.

98. Across all respondents who commented, 33% also gave ‘other’ comments that have not been included in the categories illustrated.

Figure 13: Why do you say that? Base: All respondents who disagreed that the second fire engine should be measured in the attendance standard and made comments (223)



99. Some illustrative comments relating to the most frequently repeated comments are outlined below and overleaf.

100. More than half (54%) said that the arrival of the first engine indicates response regardless of whether other engines are required:

Because the first engine is the true response time - if fire engines are out on other calls then to include a second fire engine from a distant station, for example, would undermine the response time of the nearer station

Because even when a second vehicle is needed, the crew from the first on scene will be dealing with the situation

Once an engine arrives, you have responded. Thereafter, we are in your hands, and it is up to you to decide what is needed. A second engine might have been sent, or might turn out later to be needed. For this reason, the reasons you list, and other reasons, there can be no clarity regarding the circumstances of the requesting and arrival of a second engine, and including this would add nothing of value to the statistics, unless they are to be much more detailed.

101. Around a fifth (18%) said that the request for more resources may not occur until the first engine is on scene - and that response times should only be measured from when such requests are made:

The second call out will only be used if needed and should be measured from once it's requested

First attendance is key. Initial incident commander can assess and request additional resources and potentially prevent incidents escalating, so emphasis should be on timely response of first appliance.

102. 13% said that the second fire engine is not always necessary and that including a second engine response time might be confusing for members of the public:

As not all incidents will require a second engine

You may not need the second engine and in terms of saving lives it is the first attendance which will make the difference.

103. 10% said that it would distort response times if the second engine is coming from a further distance:

If the second engine is some distance away or the firefighters are on call the arrival of the second engine called distorts the response time. The situation may develop and the need for a second engine may not be apparent until much later in the incident and thus the arrival time of the second engine will seriously distort the timings

If it is it gives a distorted result of the response time itself and does not account for local factors or circumstances at the time.

104. 7% provided general comments disagreeing that the second fire engine should be measured in the attendance standard:

Performance should be measured by "time of first arrival" the rest more relates to action taken to deal with an "evolving" incident and should not be related to "time of response" statistics

Not necessary to measure second appliance arrival as a standard and won't mean much to most members of the public. The information is still recorded & known for each incident, in the event of any problem/issue.

105. 33% of respondents who commented and agreed also gave 'other' comments that have not been included in the categories illustrated. Some examples include:

Better to monitor real time response rather than an average

Everyone already knows this standard and including later fire engines would only blur the issue

I have a general concern that targets can give an artificial impression of complex situations.

Findings from focus groups with members of the public

106. Participants across all three groups found it very difficult to make a judgement on this issue, but after discussion: most at Battle supported a first appliance standard only; the split at Hove was 60/40 in favour of the same; but the Maresfield group was almost equally split on whether a second appliance standard should be included or not.
107. Those in favour of including a second appliance standard mainly reasoned that while a first attending appliance can be considered a response, a 'full' response is only achieved on arrival of the second appliance in incidents that require two. Some typical comments were:

Ultimately, if it's about tackling that fire then it may well be important to have it in there (Hove)

It is giving a realistic picture of the response time needed to deal with a situation (Hove)

I think it should be included; a response time should be from the time you call until the time someone can actually tackle the fire (Battle)

Don't people want to know how long they'll have to wait if their house is on fire? I can completely understand wanting to keep it simple but it feels somehow meaningless. What does it matter if one engine can get there in eight minutes when they can't do much and the other one might be another seven minutes or more? (Battle)

If you're in an incident that needs two you need two. So they should measure both because you need them for an effective response (Maresfield)

If there are incidents where you can only be effective with two engines, it should be included. If I was trapped in a fire, the pertinent standard for me would be 'when can someone come in and get me out' and address my need fully - and if there were two engines needed that wouldn't be until the second one got there. (Maresfield)

108. It was also suggested that knowing they may need to wait for a second fire engine may encourage members of the public to take preventative measures:

I'd prefer to know if there's going to be a slight delay for the second appliance so I can prepare for that situation. (Maresfield)

109. On the other hand, those who considered a second appliance standard to be unnecessary did so for several reasons, including that:

The presence of the first fire engine is most often sufficient to provide reassurance that an incident is under control

You have professional firefighters at the scene already once the first one is there (Hove)

They have responded with the first engine. They're there starting to get things ready and so that's what it should be measured on (Battle)

I would think a response would be when the person having the incident can take a step back in the knowledge there are experts there managing the situation. You just want to see that first fire engine arrive and that immediately reassures you (Maresfield)

I'm satisfied that the Fire Service are monitoring everything; I don't need to know about the second one really as the first one turning up is going to calm me down (Maresfield)

It would unnecessarily complicate a standard that should be as simple as possible for members of the public to understand

It just over-complicates things and it's too broad and too fluffy. It just needs to be as clear as possible (Hove)

Do we need to know about the second appliance as members of the public; the public attendance standard needs to be as simple as possible (Hove)

It's a relatively small number of incidents that would get more than one engine so it's probably just simpler to stick with the first one (Battle)

I think it just overcomplicates things for members of the public. It needs to be simple; if there are loads of figures no-one is going to understand it (Battle)

I do think, why make things complicated? (Maresfield)

It might be difficult to 'draw the line' at the second appliance as some incidents require more than two

If you have something like Grenfell, where do you draw the line? (Maresfield)

Where do you draw the line for the 'necessary response'? (Battle)

Findings from the stakeholder focus group

110. After discussion, the three stakeholders agreed that the proposed new response time should relate to the first attending appliance only because: its presence is more often than not sufficient to reassure those experiencing the incident that it is under control; the inclusion of the second appliance complicates what should be as simple a standard as possible; and because the second appliance standard would be too much of a 'fudge' to be meaningful:

When the first fire engine arrives, they are going to do everything within their limitations and that's really what people want to know (Stakeholders)

It just makes things too complicated; it muddies the waters. People would naturally think that the first engine would be the response time (Stakeholders)

There could be so many different circumstances that it would be very difficult to give an accurate standard for that second engine. (Stakeholders)

111. There was, though, some understanding of why a second appliance standard is being considered given the limitations on the first attending firefighters, particularly in the event of a serious house fire:

I can see the point of considering having it if the first fire engine can't really do anything. I'd say most of the public wouldn't know that you need two fire engines to safely deal with a house fire. So the most important thing is really how do you get that message across? (Stakeholders)

Enhancing public engagement with East Sussex Fire Authority

The context

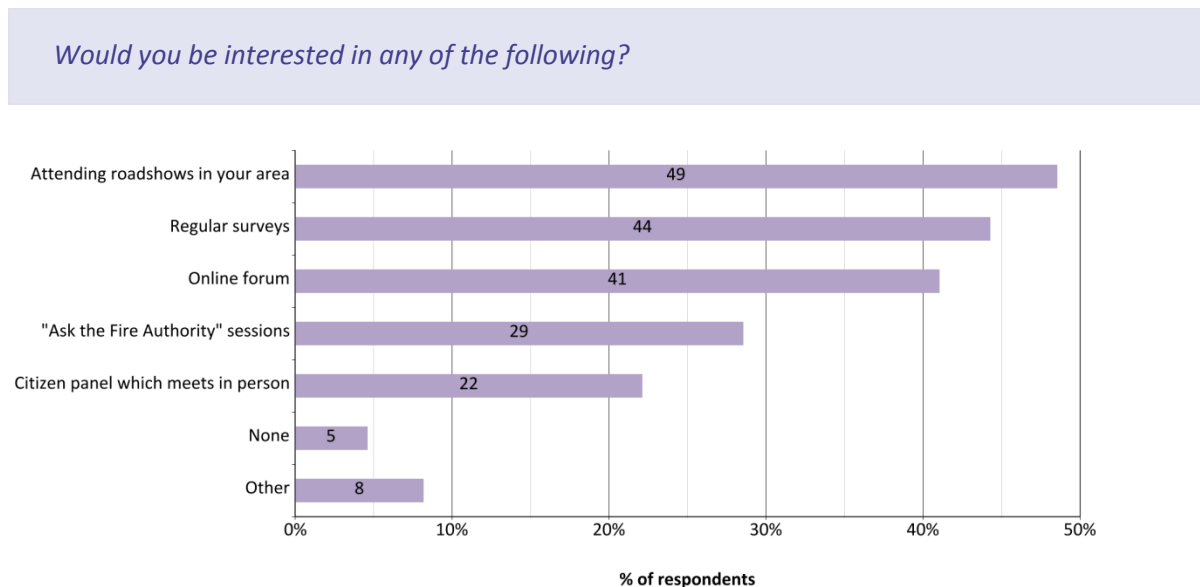
ESFRS and ESFA want to improve the way they involve the public and local groups in their work and asked consultation respondents for their ideas on how to do this. Some suggestions were an online forum, a Citizens' Panel that meets in person, regular surveys, "Ask the Fire Authority" sessions and roadshows - but respondents were welcome to offer their own ideas.

Findings from the open questionnaire

112. Respondents were asked if they would be interested in a range of engagement activities. Almost half (49%) would be interested in attending roadshows in their area, while more than two-fifths would be interested in regular surveys (44%) and online forums (41%). Only 5% of respondents said that they would not be interested in any of these activities.

Would you be interested in any of the following?

Figure 14: Would you be interested in any of the following? Base: All respondents (280)



Findings from focus groups with members of the public

113. In the public focus groups, the most common suggestions for increasing engagement between the public and ESFA were: social media and other online mechanisms; and face-to-face interaction. With specific regard to the latter, participants recommended that the Fire Authority follow ESFRS's lead in attending local and regional events such as the South of England Show and the Sea Festival – as well as hosting its own roadshows and workshops for local communities:

Workshops, face-to-face – roadshows and things like that (Hove)

Things like the 999 roadshows...you can usually engage with quite a diverse range of people through those (Battle)

Having a presence at something like the Sea Festival would be good (Battle)

Stands at village fetes; presence at the South of England Show. (Maresfield)

114. It was generally agreed though that a mixed method approach is necessary in order to engage different demographics and, if necessary, to gather both qualitative and quantitative information. As one Hove participant stated:

You're going to get different things out of different methods. Online you're going to sit down and give your answers quite quickly on your own. In a group like this we're thinking about what each other are saying. Different types of things will serve different purposes. (Hove)

Findings from the stakeholder focus group

115. The small stakeholder group suggested using local and regional parish and town council meetings to enhance engagement between the Fire Authority and East Sussex's communities:

Every year all parish councils have an annual meeting to which members of the public are welcome to come. They are generally quite well attended. At ours we always have a guest speaker that comes to discuss issues relating to the community and I would suggest that a member of the Fire Authority could come along to that. (Stakeholders)

Overall Conclusions

Introduction

116. It is not the role of ORS to make policy recommendations or to go beyond the fact-based interpretation above. Ultimately, an overall interpretation of the consultation will depend upon the East Sussex Fire Authority itself: its members will consider all the consultation elements in the context of all the other evidence available to it – in order to assess whether or not to implement a new attendance standard. We trust that this report and the following conclusions will make at least some contribution to the decision-making process.

Overall conclusions

117. Taking the first of the two main consultation questions - *should the 'call-handling time' be included as part of ESFRS's attendance standard?* - the results show that majorities of online questionnaire respondents and focus group participants agreed that it should be. Views on the second question - *should the second fire engine be measured in the attendance standard?* - were more mixed, though there was again majority agreement among online questionnaire respondents and focus group participants - this time that it should not be.
118. For the majority of those responding to the consultation then, ESFRS's new attendance standard should include the 'call-handling time' but should not measure the second fire engine response.



This project was carried out in compliance with ISO 20252:2012.

Copies of letters, emails and phone calls received

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
7-2-2018

Dear councillor

The attendance of the fire and rescue service is second to none, it needs to be. What I would say is that West Sussex have a number of personnel at the station on night shift. If this was so at Uckfield the High St might not have been burnt down, saving over one million pounds, plus all the disruption.

In London if North Kensington fire station had not been removed, due to cut backs perhaps Granville House could still be there, over six minutes, when it should have been three or four. Who knows!!

I always left a bowl of water on the kitchen sink when leaving the baby sitter looking after the children, if something goes wrong it takes ages and ages to fill a bowl up.

The same when my sister had a fire she thought it took over 30 minutes for the engine to turn up, but in fact it was 10. When in trouble it takes a life time for help to arrive.

Yours sincerely,
[REDACTED]

Dear Householder,

Your Service Our Performance

I am writing to you on behalf of East Sussex Fire Authority because we would like your views on how we propose to measure our attendance standards.

Attendance standards are one way in which the performance of East Sussex Fire and Rescue Service is measured and monitored.

They set a standard to help the public understand how long it might take to respond to emergencies

At the moment the Service measures our attendance standards using the Home Office's definition of average response times to certain types of emergencies.

In reality, members of the public may get a different response time in different areas for a whole range of reasons, such as traffic congestion or how quickly the fire engine leaves the station for example.

Previous consultation feedback showed that members of the public and stakeholders wanted to see more transparent reporting of our attendance at incidents to reflect the difference in response times.

Our aim has been to develop a new standard that is simple, meaningful, easy to understand, and representative of a typical attendance time wherever that may be within the East Sussex or Brighton and Hove areas.

It is important to remember that these new attendance standards will simply be a new way of measuring how quickly we respond to emergencies; your feedback to this consultation does not change how quickly we will respond to you.

The consultation opens on Monday 08 January 2018 and closes on Monday 05 March 2018.

Please take this opportunity to give us your views. You can go online to find out more at www.esfrs.org/irmp

You can get a paper copy by calling 0303 999 1000, emailing consult@esfrs.org or writing to:

Your Service, Our Performance
East Sussex Fire and Rescue Service
Church Lane
Lewes
East Sussex
BN7 2DZ

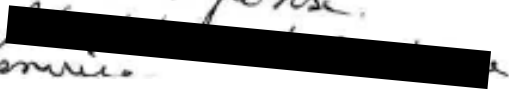
Yours sincerely



Councillor John Barnes
CHAIRMAN OF THE FIRE AUTHORITY

I do not understand why you waste time & paper ^{and money} to tell me all this gobbledy gook, when you tell me It's not going to change the Speed of your response.

I do thank & respect the Fire Commis...



East Sussex Fire & Rescue Service
Church Lane
Lewes
East Sussex BN7 2DZ

30 January 2018

Dear Sirs,

Thank you for your letter of January 2018.

I agree with your proposals regarding the measurement of your response times.

Yours faithfully,

[Redacted signature]



Actual time
should be used
at all times.

East Sussex Fire & Rescue Service
Headquarters
Church Lane, Lewes, East Sussex BN7 2DZ
Telephone: 0303 999 1000
E-mail: enquiries@esfrs.org
Web: www.esfrs.org

In the case of emergency please dial 999

Emails received

Email 1

Dear Sir/Madam,

Thank you for your letter inviting comments on how best to improve your service. The general consensus in my neighbourhood is that a 'status quo' is advisable. There seems absolutely no point in spending extra council tax funding on alternatives when the structure and policy seem more than adequate as they stand.

Email 2

I have received a letter from you regarding my experience with your response to an emergency I might have had. I am pleased to say I have never had to call you.

I am confident that if I ever need you, you will be there for us.

Email 3

Dear Excellent Firemen, Firewomen and Councillor Barnes,

Unless it me, I hope that the fire service is a damn sight better than their questionnaires. I read your letter "we would like your views". I go on line as requested, read the questions; but oh dear, no space per question to give a respond!!! What a waste of my time and effort plus yours!!

Please let me know if I've missed anything

PS I also went to .org/irmp but still no response blocks??!!

Email 4

Hi,

I'm unable to give you my experience as I've never been in a situation where I have needed the fire service. In my opinion they do all they can to respond ASAP.

It's also difficult knowing what is urgent and what is a prank or time waster. They are also up against financial pressures. So as far as I'm concerned they are doing all they can to save and protect the people.

Email 5

Dear Councillor Barnes

Thank you for your consultation letter regarding the East Sussex Fire & Rescue Service.

The problem is the same at all levels of local Government and National Government and it's going to break this fantastic country if you are not careful. You are all working on a cost plus basis. What we need is a complete reappraisal of how things are done. We need not just less regulation, but a complete rethink of the subject.

The people cannot afford more increases in local rates and taxes, even if it means cutting services. Whilst it is admirable to improve response times, what we don't want is a man employed to stand there with a clipboard counting the minutes if you get my drift. Less regulation and less regulators. For example your 'go on line and find out more at <https://www.esfrs.org/imp> 'comes up with a 404 page not found (see below) ... so that is one person you don't need working for you. Whatever information you intended to impart to the general public is not going to be effected.

The police wrote to everyone asking if we would support an increase in their precept ... and I wrote in a similar fashion to them. Simply NO.

The whole and sole purpose of your organisation is ... to fight fires. It is not to keep people employed. May I suggest you start by analysing what everyone does in your organisation other than firefighters out on the job, then immediately dismiss the least effective 50% of them and tell the rest that there will be more cuts once you have sorted things out. Then decide who you ACTUALLY REALLY NEED beyond people who actually fight fires. You are running a business like any other and there should be no more than 10% of employees who are not fighting fires. I realise that most of you have never worked at the coal face, but if you have more than that then your management is defective. If your employees have time to dream up schemes to check response times, then you are employing too many people. Your best firefighters will be able to tell you how well they are operating without a survey.

Incidentally the whole concept of Government fails for the same basic reasons. It is easily put right if the will is there; the alternative is an unsustainable national debt – as against no national debt and lower taxes for everyone.

Phone Calls Received

Householder had called in response to letter received re. survey. They were concerned that, if they had a fire, crews may be unable to identify location as nobody seems to know they're there (e.g. delivery drivers etc). Reassurance was provided and subsequent confirmation from SCC that the property is noted on system. Response from SCC - yes address is known and when 41 goes live, will pinpoint their location.

One lady called simply to request a paper copy of the questionnaire.

Comments received during Roadshow events

- ❖ Lady had had chimney fire and received a post-incident HSV. She wanted to *“convey thanks and particularly the thoughtfulness of sending a female round as she lived on her own (not that she minded a male)”*
- ❖ *“1 happy customer”*
- ❖ *“Very happy with the Fire Service”*
- ❖ *“Very Happy – I am a 16 x flat owner”*
- ❖ *“Exceptional Service”*
- ❖ *“Great Service - just let it run (the Service)”*
- ❖ *“Good service - very quick to my neighbour's fire”*
- ❖ *“I think you do a very good job (lives in sheltered acc). Great service”* - had HSV
- ❖ *“Wish you would be given more money- you provide an essential service”*
- ❖ *“Lovely service - you do a great job”*
- ❖ 2 x requests to visit scout/cub/beaver groups
- ❖ *“Do you do Home Education Courses?”*
- ❖ Neighbours had flood Sept 2017 (Winchelsea) – *“Fantastic - haven't had chance to write letter so this is opportunity”*
- ❖ *“Fire Service is second to none. Please pass on my thanks to all.”*

Fire Brigades Union

South Eastern Region

East Sussex FBU Response to Public Consultation on Proposed Changes to Attendance Standards

This is The Fire Brigades Union response to East Sussex Fire Authority's public consultation exercise 'Review of Attendance Standards' that is being consulted upon between 8th January 2018 and 5th March 2018. It must not be assumed by East Sussex Fire Authority that this response forms part of consultation and negotiation rights as set out in *The Pay and Conditions Agreement 2003* and *The National Joint Council for local authority fire and rescue services - Scheme of Conditions of Service Sixth Edition (updated 2009)*, known commonly as the Grey Book.

The FBU are of the opinion that East Sussex Fire & Rescue Authority are continuing to produce attendance standards that do not reflect 'actual figures' or what they are able to achieve.

East Sussex FRA are continuing to produce attendance standards that fail to take into account geographical location and risk. The proposed standards being consulted upon state the following:-

Call-handling time included		Call-handling time not included	
1 st fire appliance		1 st fire appliance	
On-station response	10 minutes 70% of the time	On-station response	10 minutes 80% of the time
On-call response	15 minutes 70% of the time	On call response	15 minutes 80% of the time
2 nd fire appliance		2 nd fire appliance	
15 minutes 70% of the time		15 minutes 70% of the time	

Although East Sussex FRA are now separating out the standards that the public can expect between an on-station response and an on-call response. The FBU believes that this does not go far enough.

As with previous attendance standards produced by East Sussex FRA, since the removal of national standards of fire cover, they are failing to base attendance standards on risk or a geographical basis.

It is clear from readily available data that some properties within East Sussex will potentially always receive a response to life threatening emergencies within the stated response time eg within the City of Brighton and Hove, whilst others will never be able to achieve the stated response eg rural areas with long travel distances from a retained station.

The FBU believe that East Sussex FRA should be honest with the public when producing attendance standards. As the proposed changes continue to fail to address the historical issue, in that the public believe that they shall receive a certain standard in certain percentage of times ie if they call 10 times then they can expect to receive a certain response on 7 occasions and on 3 they may not.

This is obviously untrue and misleading, as some properties due to location and travel distances from a fire station will never be able to receive this level of response. East Sussex FRA are attempting to offset attendance times of properties closest to fire stations against those furthest away. This is very misleading to the public and does not allow the public or businesses to robustly plan for the event that a fire may occur at their property. For example, how is a business owner in a rural area with a long travel distance from a fire station supposed to formulate emergency plans to ensure safety and business continuity without knowing what East Sussex FRA's actual speed and weight of response to their property is and what the intended outcomes are once in attendance?

The FBU are also disappointed that East Sussex FRA have chosen not to consult on the 'stretched targets' which would have produced standards for on-station responses of 10 minutes 80% of the time for the 1st appliance and 15 minutes 75% of the time (call handling included). Yet again, East Sussex FRA appear content to reduce the attendance standards to life threatening emergencies.

This very worrying trend of worsening standards can clearly be seen when looking historically, for example East Sussex Fire & Rescue Authority's average response times to a primary fire in 2001/02 was 6.4 minutes. In 2011/12 it was 7.6 and in 2014/15 it was 8.4 minutes. *(Source: Gov Fire Data Statistics Table 1005)*

Finally, the FBU are of the opinion that any measured standard must include 'call handling' time. Any standard measured must also include the standard for the 2nd appliance, this is due to safe operating procedures being unable to be implemented until a suitable weight of attendance is at a life-threatening incident. Not reporting second appliance standards would be grossly misleading to the public and enable the FRA to worsen standards across the Service whilst giving the appearance that it is continuing to maintain standards for the public.

As stated above, this response is purely to the public consultation and does not replace the consultation and negotiation rights as set out in The National Joint Council for local authority and rescue services, known as the Grey Book.

The FBU recommends that East Sussex FRA produces easily understandable and honest attendance standards taking into account both risk and geographical location to enable the public and businesses to plan for life threatening incidents.