



East Sussex Fire Authority

Integrated Risk Management
Annual Action Plan 2007/08



East Sussex
Fire & Rescue Service



INVESTOR IN PEOPLE



Best Value



CUSTOMER SERVICE EXCELLENCE

achieving a safer community

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Foreword by the Chairman of East Sussex Fire Authority

This document contains our proposals for the Fire Authority's fourth Integrated Risk Management Plan (IRMP), which follows on from the implementation programmes initiated over the last three years. Policy changes implemented in East Sussex Fire & Rescue Service (ESFRS) between 2004 and 2006 were the first stages of an Integrated Risk Management Planning process, which allows the Service to deploy resources more efficiently and effectively. As a result of this work, many improvements have been made. We have also had the opportunity to review and evaluate many areas of our service provision and are now in a position to propose further improvements that have become apparent from those reviews. Our plans therefore, demonstrate continued change, supported by appropriate review to ensure that benefits accrue without damaging emergency response performance and within levels of funding acceptable to the public.

The concept of risk management has now become embedded in and provides an influence on all activities undertaken by the Fire Authority and its Fire & Rescue Service. This means that planning to effectively manage and reduce risks in our communities is at the heart of everything we do. In promoting our vision of 'Achieving a Safer Community' we are committed to making East Sussex and the City of Brighton & Hove a safer place in which to live, work and visit. The Fire Authority is seeking to deliver continuous improvement in the services it provides and we will achieve this by investing in our employees, forging strong relationships with a range of partners and valuing diversity.



Mike Murphy - Chairman

Executive summary

This consultation document outlines proposals to improve the way that East Sussex Fire Authority delivers its services. The primary reason for proposing change is to provide a more proactive service for all of our local communities, focused on preventative safety initiatives and improving community well-being. These initiatives are crucial in driving down risk whilst supporting our determination and commitment to make our communities safer. Our aim is to help people avoid getting into a situation where they need our emergency response. The proposals below should allow East Sussex Fire Authority to provide a more efficient and effective service to the people of East Sussex and the City of Brighton & Hove,

without unnecessary or unjustifiable increases in the amount of money that we collect via Council Tax.

It is important to us that you consider our proposals and give us any feedback you may feel appropriate. We will consider all responses received during the consultation period and your views will help to inform the Fire Authority in determining the implementation plan, which will commence in April 2007. You have until 21st December 2006 to give us your views and details of how to respond are on page 20. Full contact details are also given should you require further information.

Proposals in summary

Evaluation of previous IRMPs

Examination of the effectiveness of alternative duty systems

Integration of work, training and personnel development

Development of business resilience

Introduction

Reason for Plan

East Sussex Fire Authority provides a range of prevention, operational intervention and rescue services in support of our proactive community safety and legislative fire safety services across the County of East Sussex and the City of Brighton & Hove. Each Fire Authority in England is required to produce an Integrated Risk Management Plan (IRMP). The IRMP outlines identified risk and how we intend to work with a wide range of stakeholders to reduce those risks. Prior to an IRMP being introduced, the Fire Authority is required to consult with stakeholders and seek views on proposals contained within the IRMP. This consultation draft is intended to allow you to consider our proposals and to encourage you to make comment.

This IRMP

This IRMP is the fourth such Annual Action Plan that we have produced. It is intended to continue the shift of emphasis from reactive services (i.e. respond once an emergency has occurred) to proactive services (i.e. educate people how to avoid dangers; help building owners, managers and occupiers design out risk and prevent fire hazards from arising; work with partners to create safer communities for all). We are also committed to internal reform, so that we are able to continue to meet new challenges and changing expectations. Like all public services, we expect to have to provide value for money and to offer a wider range of higher-quality services to meet community expectations. At the same time, we will strive to meet the stated expectations from Central Government regarding public service delivery. To be judged as improving, we will require a continuous upward trend in performance.

Community Risk Management

The Community Risk Management Team will assess a range of risks, particularly risk to life within the local community and analyse how resources can be most effectively deployed to improve the safety of all sectors of society.

Community Risk Management will identify ways in which the Fire Authority can collaborate with neighbouring authorities and other agencies to deliver improved public safety through effective partnerships. We will assist our partners in achieving their goals of improving community cohesion by addressing those negative behaviours associated with fire-setting and unwanted calls. We will further develop risk reduction strategies with our partners within the civil resilience framework.

Targets and standards will be agreed and applied to meet the specific patterns of local risk. Improvements will be delivered in the context of our Statutory Duty to secure Best Value through economy (value for money), efficiency (use of resources) and effectiveness (outcomes).

Community Risk Management will be strategic and forward-looking with analysis and recommendations translated into business and change management plans.

The primary focus of Community Risk Management is to make the Service more responsive to locally identified needs and better able to deliver community safety. The complementary elements of protection, prevention and intervention (response) will be developed to deliver a balanced strategy and sustainable Fire & Rescue Service.

Vision

To achieve a safer community

Purpose

To assess relevant risk to communities and staff and implement appropriate cost-effective change

Aim

To minimise risks to a tolerable level and strive to ensure all stakeholders are engaged in this process

Objectives

To identify, consider and reduce risk through a balanced strategy.

Consultation

We want your views

We are genuinely committed to seeking the views of those most affected by our proposals. We are also keen to receive suggestions on how we can improve our proposals. We have established a wide range of methods for gathering people's views. There is a form at the back of this plan, which we hope you will use. We have written to over 400 organisations, inviting them to comment on our proposals and we will have a programme of internal meetings with staff to seek their opinions and views. Independent researchers will conduct focus groups to allow in-depth exploration of the issues within this IRMP. Finally, we have a section dedicated to the IRMP on our website, where you can download further copies of this plan and leave your comments - see www.esfrs.org.

How to respond

We would ask you to use the form at the back of this plan, as it will allow us to collate your comments more

clearly. We are also able to receive comments in writing, via email, via our website or by phone. Copies are available on request in large print and audio versions, or in a range of other languages. Please advise us of your needs using the 'Contact us' section on page 20.

When consultation ends

Consultation will end on Thursday 21st December 2006. Any comments/observations must be received at our Service Headquarters in Eastbourne by 5.00 p.m. on that day in order to be considered. If you can respond sooner, that will help us considerably.

What happens next?

Once the consultation period ends, we will collate all the responses that we have received. The Fire Authority has called a special meeting on the 18th January 2007 to make a final decision on the proposals.

Action Plans 2007/08

Recent History

Previous Annual Action Plans: We have proposed, consulted on, agreed and implemented three previous Integrated Risk Management Annual Action Plans (all of which are available on our website). The general direction of these plans has been to consider and, wherever possible, improve our service response options in a way that allows us to free up resources which can then be diverted into prevention and protection activities. Alongside these service delivery and resource adjustments, we have been realigning our internal practices and procedures to ensure that we have sufficient flexibility and focus to achieve our overarching aim of a safer community. Details of outcomes achieved via previous plans can be found on page 14.

Current Position

2007/08 Annual Action Plan: We propose that in the financial year 2007/08 we carry out the following actions:

- Evaluation of previous IRMPs: We have now implemented three Annual Action Plans and have delivered the elements contained within the first Strategic Integrated Risk Management Plan, which covered the period 2004/05 to 2006/07.

The Service reviews the effectiveness and impact on the community of the implications of the Annual Action Plans, with an emphasis on deliverable outcomes that have been achieved.

We intend to carry out a range of evaluations, both internally and in collaboration with partner agencies, wider stakeholder groups and local citizens.

- Examination of the effectiveness of alternative duty systems: This will take account of present and future service requirements and risk based service delivery. Several Fire Authorities in the UK have introduced, or are introducing, new work patterns and duty systems for their staff. ESFA (East Sussex Fire Authority) has the opportunity to use learned experiences to consider what benefits we might be able to realise in terms of achieving our vision, aims and objectives by adopting or adapting duty systems currently in use elsewhere.

We need to be mindful that the employment environment is changing, particularly in terms of the impact of the Working Time Directive and, therefore, staying as we are may simply not be an option.

- Integration of work, training and personnel development:

We are conscious of the fact that, no matter how attractive or compelling a particular strategy may be for reducing community risk, we need to ensure that we have the right staff in the right place at the right time, with the appropriate skills, attitudes and cultural awareness, to actually deliver those outcomes. Therefore, we propose to undertake a series of focused reviews which consider whether we have effective linkages between policy changes to improve community safety and cohesion, alongside the training and personnel development systems necessary to ensure we can deliver effectively.

- Development of business resilience: We are aware of our duties under the Civil Contingencies Act, namely:
 - To prepare for a wide range of unwanted, manmade and natural events.
 - To ensure that we can continue to deliver the services necessary to mitigate the effects of the event and bring it to a successful conclusion.

We will continue to look for opportunities to provide greater value for money through efficiency savings and alternative working arrangements, whilst continuing to provide a high quality community-focused service. We will conduct a thorough review of our internal resilience arrangements, to ensure that we are able to keep our own business running, in order to provide the support and services that will enable community safety and cohesion to be maintained, no matter what the threat.

Look Forward

Future Annual Action Plans: We will continue to examine the widest range of prevention, protection and response services to support and promote community safety and well-being. At all times, we will be using an evidence-based approach, considering risks to our communities and the best ways of reducing those risks.

How we assess risk

Use of the Fire Service Emergency Cover (FSEC) Toolkit

In 2004, the Government provided all Fire & Rescue Services in England, with a new software program (Fire Service Emergency Cover, FSEC) to assist development of their IRMP. The system is a geographical information system that uses a map of East Sussex and the City of Brighton & Hove containing five years historical incident data. It shows where fire stations are, what resources are available at each station in terms of vehicles and people and how much it costs to deliver our service. Using the road network, the software determines how quickly we can deploy resources to anywhere in the County or City from any of our stations. The software then uses (anonymous) Census 2001 data to identify the location and type of buildings and the demographic profile of the people who live in them. From this, it can illustrate where areas of high, medium and low risk occur across the County. By inputting our planned response to each type of incident, the software provides predictive outcomes such as fatalities, injuries and financial cost. We can, therefore, predict various outcomes by feeding in different response options and the software system will identify if there has been a reduction in risk as a result of adjusting response options.

The FSEC software categorises four broad types of risk:

fire risk in residential property; fire risk in 'other buildings' (mainly commercial property and other workplaces); incidents other than fires such as road traffic collisions (RTCs); and major incidents. Predictions in life risk both on an individual and societal level (incidents involving more than five fatalities) can be made. The model has been developed to support predictions of the potential impact of various community safety initiatives on risk reduction to see what the most effective use of safety resources would be. East Sussex Fire & Rescue Service uses FSEC extensively throughout the Integrated Risk Management planning process both to support the development of current proposals and to assist in identifying future opportunities to improve service provision.

Use of the Management Information System (MIS)

The Management Information System (MIS) is a database containing all East Sussex Fire & Rescue Service's operational information. Incident information is initially captured from the 999 caller or Automatic Alarm Monitoring Station via the Mobilising and Control Centre (M&CC). Further activity relating to the emergency is recorded including information about the incident such as fire damage or special service actions. Geographical information and statistical reports are generated against

activity trends, local performance indicators, Best Value Performance Indicators and ad-hoc enquiries as requested. MIS data is used to provide regular reports and feedback to the Corporate Management Team, the Fire Authority, the Department for Communities and Local Government (DCLG) and Station Managers. Data can also be interrogated in various ways to show trends in the number and severity of incidents and how quickly and efficiently they were resolved. This type of analysis forms a large part of any risk identification that is carried out as a basis for IRMP proposals.

Use of partnerships

Government legislation has led to Local Area Agreements (LAAs) and the creation of community partnerships including Strategic and Local Strategic Partnerships (LSPs), Public Service Agreements (PSAs) and Crime and Disorder Reduction Partnerships (CDRPs). The partnerships aim to bring together a range of stakeholders from the public, private, voluntary and community sectors, to agree joint strategies for their area to improve key outcomes in health, education, employment, the physical environment and crime. Each of these partnerships has or will, produce a community strategy for their own area and our aim is to work with

them to drive down risk in the community and to help deliver better public services. This is not only in relation to fire, but also in other areas where our resources and influence can help to improve the community we serve, including:

- Safety in the home
- Safety in the business environment
- Arson
- Youth offending
- Planning and construction
- Road safety
- Community education
- Improving safety skills of other key workers in the community
- Providing intervention services

How this plan meets our Aims & Objectives

Proposals within this IRMP explain how we intend to achieve a safer community through an appropriate mix of:

- Changes to the way in which we educate people to keep themselves and their families safer and preventing fires occurring, thereby reducing the need to call the Fire & Rescue Service for assistance (Prevention)
- Arrangements to ensure that people can safely evacuate from any building should a fire occur (Protection)
- Properly-equipped and trained operational staff who when called upon, can provide an efficient and effective emergency response to any emergency incident that we attend (Response)

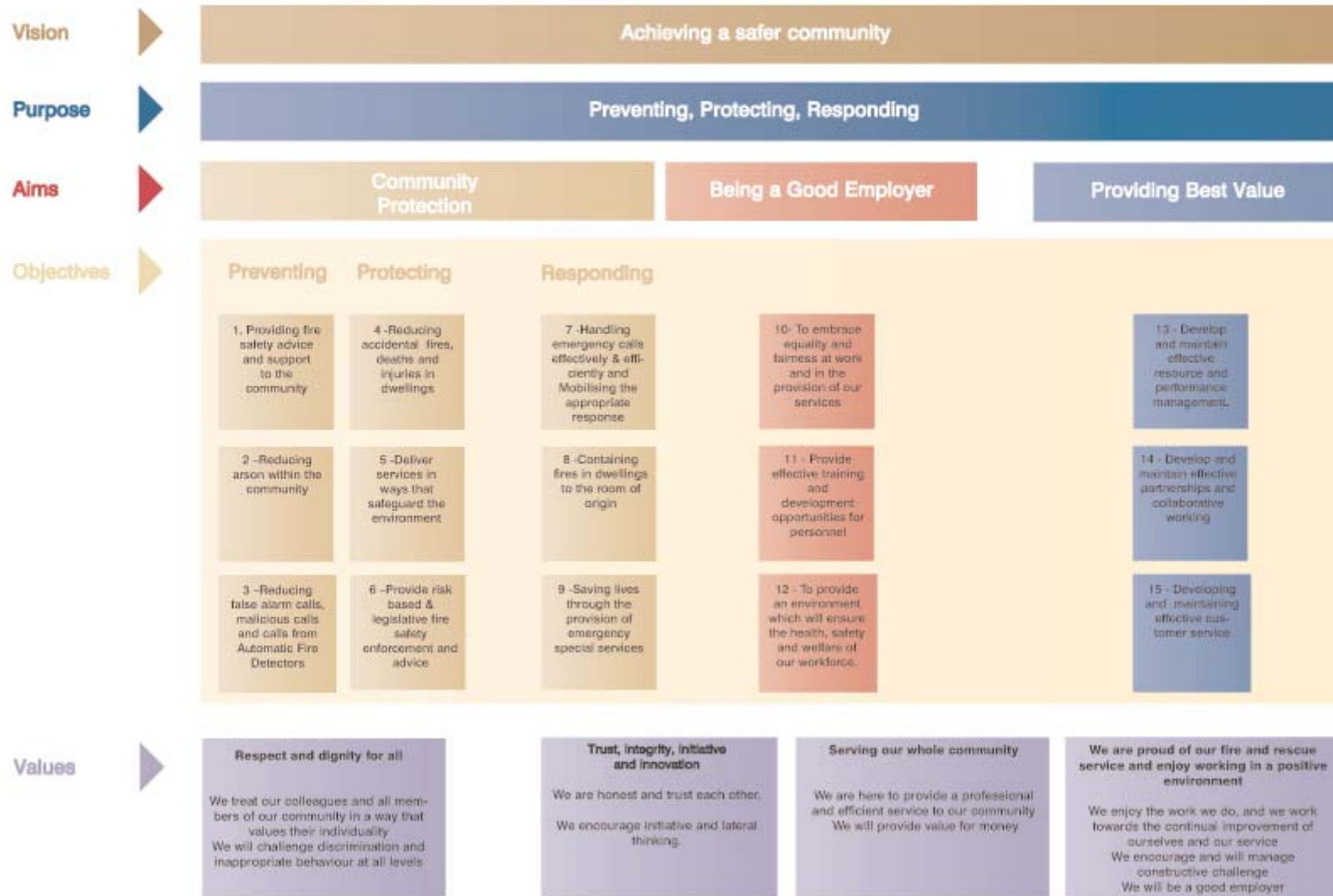
The primary vision of East Sussex Fire Authority is 'Achieving a Safer Community'. Our aim is to make our County and City a safer place to live and work in and to

improve wellbeing for all our citizens. East Sussex Fire & Rescue Service has 3 overarching aims supported by a number of specific objectives:

- To provide a community safety service embracing community and legislative fire safety and operational intervention at incidents
- To be a good employer and be recognised as such
- To provide and develop cost effective services in consultation with the local community in accordance with Best Value requirements

Our Vision, Aims and Objectives are illustrated overleaf. Further details, as well as our progress in achieving them, can be found in our Best Value Performance Plan (BVPP). Copies of our BVPP can be downloaded from www.esfrs.org or you can request a copy from the 'Contact us' section at the end of this document (page 20)

Fire Authority Aims & Objectives



Progress on previous items agreed under the Integrated Risk Management (IRM) programme

Action Plan 2004/05

Operational

- Reduce the Pre-Determined Attendance (PDA) for commercial fire alarm systems from 2 crews to 1 – Completed.
- Only send aerial appliances to an incident on request from incident commander – Completed.
- Set performance standard for attendance to Road Traffic Collisions (50% in 8 min, 90% in 13 min) – Completed.

Internal issues

- Define core (essential) stations – initial data analysis complete, review now nearing completion.
- Enable outposting between all duty systems – partially complete – now able to outpost between day crewed and shift stations.
- Agree system for pre-arranged overtime – Completed.
- Consider use of Automatic Electronic Defibrillators – Completed – AEDs now purchased, along with complementary Oxygen Therapy equipment.
- Consider appropriate numbers of personnel able to operate specialist equipment – Completed.

Action Plan 2005/06

Operational

- Investigate fire provision on East/West border – Changes have been implemented as a result of the 2006/07 IRM process carried out by both East and West Sussex Fire Authorities.
- Review speed and weight of attendance – New attendance times have been set for all types of call and weight of response for life-threatening incidents has also been set in the 2006/07 plan.
- Aerial Appliances – The aerial appliance at Preston Circus, Brighton was permanently removed and the Hove aerial appliance was moved to Preston Circus to replace it in May 2005.

Internal Issues

- Implement changes to night time and Bank Holiday activities - Completed.
- Review wholetime shift patterns - A review of existing arrangements is complete. Proposals have been presented to CMT and are now subject to further consultation.
- Consider implementing a flexible duty arrangement at Battle - A review of existing arrangements is now

complete and proposals for implementation are being progressed.

Fire Safety

- Evaluate effectiveness of our previous community safety activities - Work has begun and a business case is in progress.
- Evaluate effectiveness of existing partnership working – A review is underway of Best Value methodology to trial on partnerships.

Other

Evaluate workload resulting from Government actions - An appropriate process is now being developed to enable evaluation of various scenarios.

Outcomes achieved from the first two year's plans:

- A 44% reduction in AFDs responded to by two appliances in 2004/05 and a reduction of 39% in 2005/06 (based on 2003/04 figures).
- A reduction in the initial mobilising of high-reach appliances reducing the number of unnecessary turnouts by 80% in 2004/05 and 78% in 2005/06 (based on 2003/04 figures).

- As a result of the Aerial Appliance changes 8 posts were saved and 4 posts were re-deployed into a community safety team on a full time basis.

These changes provided greater opportunity to carry out more proactive and preventative initiatives. As a result:

- 5009 Home Safety Visits (HSVs) were undertaken in 2004/05 and 2005/06
- 6167 domestic smoke alarms were installed
- There has been an 8% reduction in the number of accidental domestic fires since 2003/04 and 91.5% were confined to the room of origin in 2005/06
- The Community Fire Safety Team in the City of Brighton and Hove was established in 2005/06. Their role includes:
 - School Arson Audits
 - Community Fire Safety Talks
 - Identifying and targeting vulnerable groups
 - Working with other services and groups
 - Home Fire Safety Visits and fitting smoke detectors
 - Community Fire Safety Events and Campaigns

Action Plan 2006/07

Fire Safety

Proactively prioritise community safety initiatives in areas where FSEC has identified a higher than average risk of fires/fatalities across the Service area - Teams have been established and are now undertaking HSVs and fitting smoke detectors, primarily in the higher risks urban areas of the County and City.

Operational

Review type, speed & weight of attendance:

Type – We will, in future, mobilise the nearest standard fire appliance to non life-threatening incidents, thereby keeping Extended Rescue Appliances available for any potential life-threatening incidents that may simultaneously occur.

Speed – Incidents classified as life-threatening will attract the following minimum standard speed of response:

- 50% of calls in 8 minutes
- 90% of calls in 13 minutes

(This standard has already been in place for RTCs since 1st April 2004 as a result of our first IRMP.)

Incidents classified as non life-threatening will attract a minimum standard response of 90% of calls in 15 minutes.

AFD (Automatic Fire Detection) calls to commercial premises will attract a minimum standard response time of 90% calls in 15 minutes.

Weight – We intend to maintain a minimum attendance of 8 firefighters as the initial response to dwelling fires and RTCs on 90% of occasions.

Resources

The existing Heavy Rescue Unit (HRU) and the two Operational Support Units (OSUs) currently deployed have reached the end of their planned operational life. ESFRS are now considering our overall rescue and operational support strategy to determine the future provision of specialist rescue vehicles.

Other

West Sussex Fire Authority has relocated some staff from Shoreham to Littlehampton fire station, as part of their overall risk reduction strategy. In accordance with current arrangements for cross-county support, operational personnel at Hove will continue to provide part of the 'first attendance' during the evening/night time for that part of West Sussex between Shoreham fire station and the East/West border.

Equality Impact Assessment

An equality impact assessment relating to this plan has been completed below. We have made provisions to ensure that this document offers alternative and positive approaches to people with disabilities. If you wish to comment on or discuss any issues relating to equality and diversity please use the 'Contact Us' section at the end of this plan (page 20).

| | |
|-----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Function/Department | Integrated Risk Management |
| Person responsible for the assessment | Deputy Chief Fire Officer |
| Name of the policy/service/function to be addressed | Integrated Risk Management |
| Date of assessment | 01/09/2006 |
| Is this a new or existing policy? | Not applicable – Statutory document produced annually. |
| Briefly describe the aims, objectives and the purpose of the policy. | To produce an annual Integrated Risk Management Plan which complies with all statutory and best practice guidance & meets all audit requirements. To identify a range of options available to the Fire Authority for reduction of risk in the community. To provide a reference document for partners, stakeholders and the public. |
| Are there any associated objectives of the policy? Please explain. | The plan contains and adheres to East Sussex Fire Authority's strategic aims and objectives. |
| Who is intended to benefit from the policy and in what way? | The plan is intended for elected Members, staff, partner organisations and stakeholders including our local communities to inform them of our intended actions during the next financial year. The community as a whole is intended to benefit from risk reduction measures detailed within the plan. |
| What outcomes are wanted from this policy? | To produce an Integrated Risk Management Plan. To provide a range of risk reduction measures. To provide a reference document for partners, stakeholders and the public, so that the Authority's intentions in achieving its aims and objectives can be clearly seen. |

| | |
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| <p>What factors/forces could contribute/detract from the outcomes?</p> | <p>Resistance to changes proposed may inhibit or restrict the Fire Authority in achieving its stated aims and objectives. The presentation of the information itself, may cause difficulties to some of the readers who may have disabilities e.g. dyslexia. Please see the disabilities strand set out below.</p> |
| <p>Who are the main stakeholders in relation to the policy?</p> | <p>The main stakeholders are elected Members, staff, partner organisations and the public.</p> |
| <p>Who implements the policy and who is responsible for the policy?</p> | <p>This statutory document is part of the Fire Authority's Integrated Risk Management planning process. The policies within the plan are owned by the Fire Authority.</p> |
| <p>Are there concerns that the policy could have a differential impact on:</p> <p>Age Disability Gender (Transgender) Race (promoting good race relations) Religious/Belief Sexual Orientation -</p> | <p>Age - No Disability – Yes. The 2007/08 Annual Action Plan has been further developed this year and the font size has been increased to improve accessibility, reading and understanding of the information involved. The changes were made in order to make the document more accessible to all readers but particularly those that may suffer from dyslexia. Upon request, this document can be printed on different coloured paper, format and sizes as per guidance issued on the British Dyslexia Association website. The font size and layout was changed where possible, after receiving comments from staff members who found the font size too small. No negative comments have been received by the public. A reading tool is provided on the Service's website for those suffering from visual impairment and arrangements are in place with translation services providers to translate a summary of key corporate documents on request. Gender - No Race (promoting good race relations) - No Religious/Belief – No Sexual Orientation - No</p> |

| | | | | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|----------------|-------------------|----------------|---------------------|----------------|
| <p>Can this differential impact be justified on the grounds of promoting equality of opportunity for one or more of the above groups?</p> | <p>Yes, it will improve accessibility to the document under requirements as laid out in the Disability Discrimination Act.</p> | | | | | | |
| <p>As above eliminating unlawful discrimination</p> | <p>Not applicable</p> | | | | | | |
| <p>Completing Officer Officer responsible for policy/function/activity Diversity/Equality Officer</p> | <table> <tr> <td>Name: Gary Pearson</td> <td>Date: 01/09/06</td> </tr> <tr> <td>Name: Chris Large</td> <td>Date: 01/09/06</td> </tr> <tr> <td>Name: Gil Goncalves</td> <td>Date: 01/09/06</td> </tr> </table> | Name: Gary Pearson | Date: 01/09/06 | Name: Chris Large | Date: 01/09/06 | Name: Gil Goncalves | Date: 01/09/06 |
| Name: Gary Pearson | Date: 01/09/06 | | | | | | |
| Name: Chris Large | Date: 01/09/06 | | | | | | |
| Name: Gil Goncalves | Date: 01/09/06 | | | | | | |

Contact us

East Sussex Fire Authority is keen to hear what you think of the proposals contained in this Annual Action Plan and would welcome your comments. Contact us in any of the following ways:

- Call us on **0845 130 8855**
- Fill out the questionnaire overleaf and return to the address given
- Complete our online questionnaire which can be found on our website www.esfrs.org in the IRMP section
- Email your comments to **irm@esfrs.org**
- Write to us at the address opposite

The IRM Team
20 Upperton Road
Eastbourne
East Sussex
BN21 1EU

We would like you to provide your name and contact details, so that we can clarify your comments if required and respond to you in due course. We also plan to make the comments received publicly available - if you would prefer not to be identified, please let us know. Further copies of the plan are available from our website **www.esfrs.org**.

we want to hear your view



Questionnaire

Name:

Address:

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.....
.....

Tel:

E-mail:

We may use these details to contact you if we need to clarify any comments that you make. We will not pass on your personal details to any third party. The results from this questionnaire will be made available to the public, but individual responses will remain anonymous.

Q1 The Action Plan is clear and easy to understand.

- Strongly Agree
- Agree
- Neither Agree Nor Disagree
- Disagree
- Strongly Disagree

Comments

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Q2 I support the proposal to review the outcomes of previous annual IRMPs.

- Strongly Agree
- Agree
- Neither Agree Nor Disagree
- Disagree
- Strongly Disagree

Comments

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.....

please turn over ...

Q3 I support the proposals to consider how we can improve integration of work, training and personnel development.

- Strongly Agree
- Agree
- Neither Agree Nor Disagree
- Disagree
- Strongly Disagree

Comments

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Q4 I support the proposals to consider the effectiveness of our current resilience arrangements.

- Strongly Agree
- Agree
- Neither Agree Nor Disagree
- Disagree
- Strongly Disagree

Comments

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With reference to the proposal to examine the effectiveness of alternative duty systems - it is likely that this proposal will attract a widely varied response and it is felt that this subject cannot be sufficiently consulted on using only a questionnaire. We will, therefore, use a forum style approach to staff consultation on this subject. Consultees in this process will be invited from all areas of the work force. Please indicate below if you would be interested in involvement in this process (it is possible that not everyone interested will be selected, dependent on numbers).

I would be interested in further involvement in the consultation process regarding alternative duty systems.

YES NO

If yes, please provide your contact details and current duty system below:

Name

Job Title

Work Location

Uniformed

Shift Retained
 Day Crewed Day Duty Flexi

Support

Part Time Full Time
 Full Time plus stand by

thank you for your comments



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