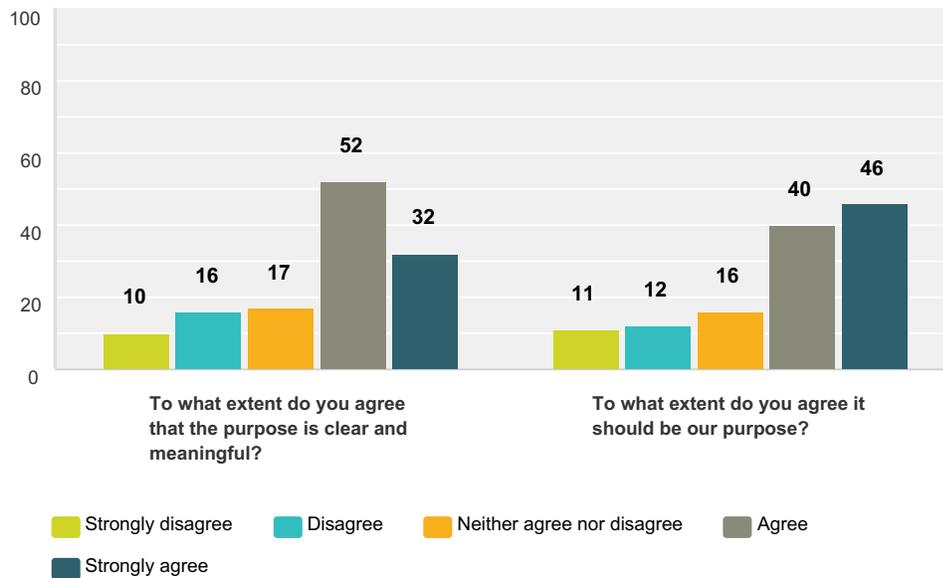


Q1 We propose that our purpose becomes "We make communities safer"

Answered: 128 Skipped: 0



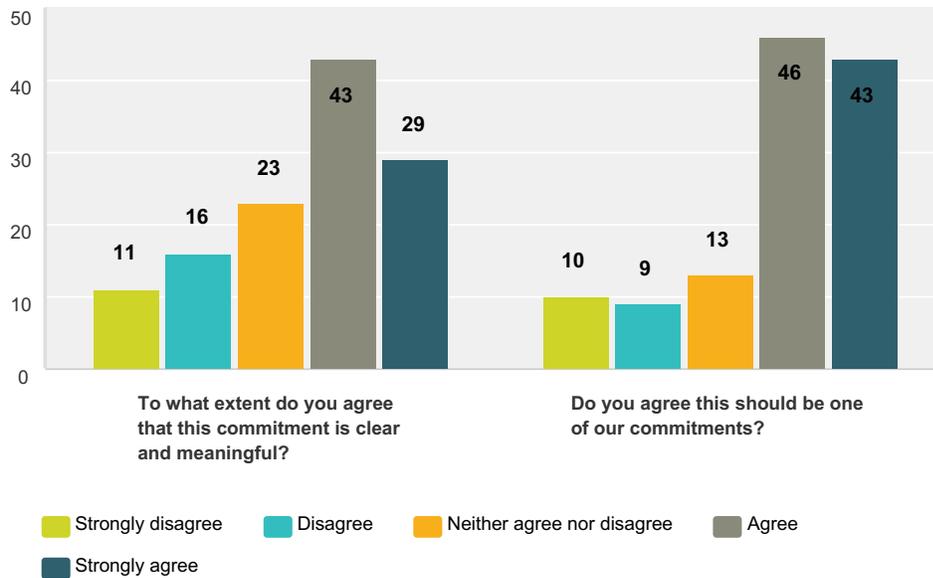
#	If you disagree, please say what you think our purpose should be.	Date
1	I don't disagree, but I am still providing a comment - the grammar suggests that this is a statement, a fact of what we currently do. Our purpose should therefore be "To make communities safer" or "Making communities safer". You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

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

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

Answered: 122 Skipped: 6



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

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

Q3 How do you think we will achieve this commitment?

Answered: 80 Skipped: 48

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

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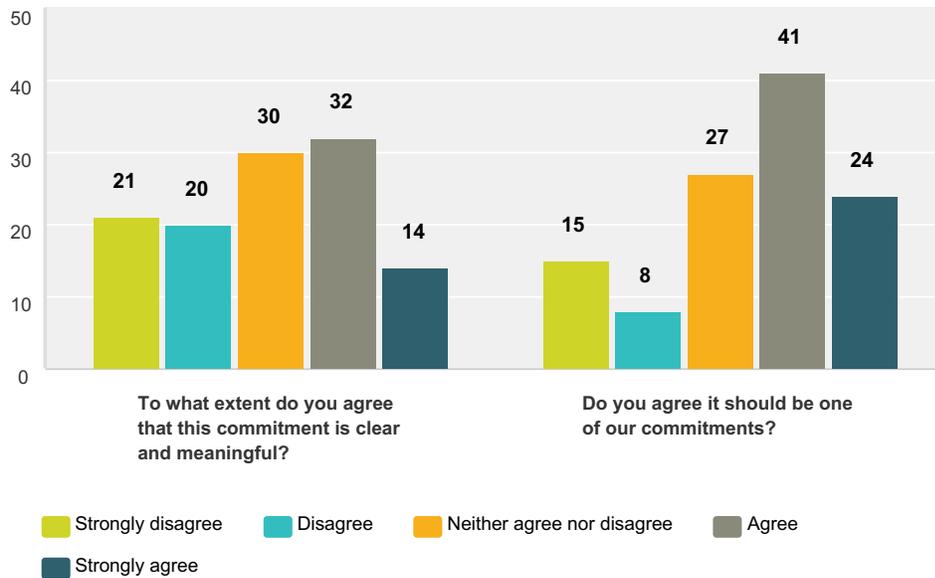
21	By having the resources and training to deliver it.	4/18/2016 3:40 PM
22	Maintain adequate frontline cover	4/18/2016 2:53 PM
23	Assessment of local needs and tailor delivery to this rather than as a whole county. i.e rural areas may need input regarding AEDs due to delayed SECAMB attendance	4/18/2016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

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

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

Answered: 117 Skipped: 11



#	If you disagree, please say what you think it should be.	Date
1	How? The wording of this statement does not make your "proposed commitment" very clear.	4/29/2016 9:22 PM
2	I think we need this as a commitment but the wording needs changing as this is not plain english to the general public. I think it could include how we strengthen community ties through local partnership engagement.	4/26/2016 8:39 AM
3	What does it mean?	4/24/2016 6:18 PM
4	Too vague and open to misinterpretation.	4/24/2016 4:32 PM
5	Again, "more resilient communities" isn't clear. Do you mean " getting communities to do more self-help?"	4/24/2016 4:06 PM
6	working in partnership with the community to achieve resilience and safety	4/20/2016 2:23 PM
7	I am not sure how ESFRS build resilient communities in reality... that is rather a bold statement.	4/19/2016 4:44 PM
8	I'm not sure resilient in the context of a business means much to many people. Why can't this be written in simple English in a way that means something to the reader, like building communities who have the knowledge and resources to be safer.	4/19/2016 4:02 PM
9	Word resilient is not right but the rest of statement i very much like. Perhaps building stronger communities?	4/19/2016 3:35 PM
10	I don't know what you mean by resilient - do you mean stronger communities?	4/19/2016 3:00 PM
11	What does this mean? More smoke alarms? Training for people to act in situations? More information required...	4/18/2016 9:06 PM
12	Public do not understand resilient communities.	4/18/2016 2:22 PM
13	Anything. Pretty much anything would be better.	4/17/2016 9:49 PM
14	I only disagreed because the word "resilient" is not easily understood by some. Plain speak is much more universally accepted. However the concept is good, but possibly not easy to put into practice.	4/16/2016 4:08 PM
15	If this means through education you will be helping others to manage risk and become more self sufficient without the need for response or intervention then yes, but this might not be clear to everyone based on the statement alone	4/15/2016 3:12 PM

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

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

Q5 How do you think we will achieve this commitment?

Answered: 70 Skipped: 58

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

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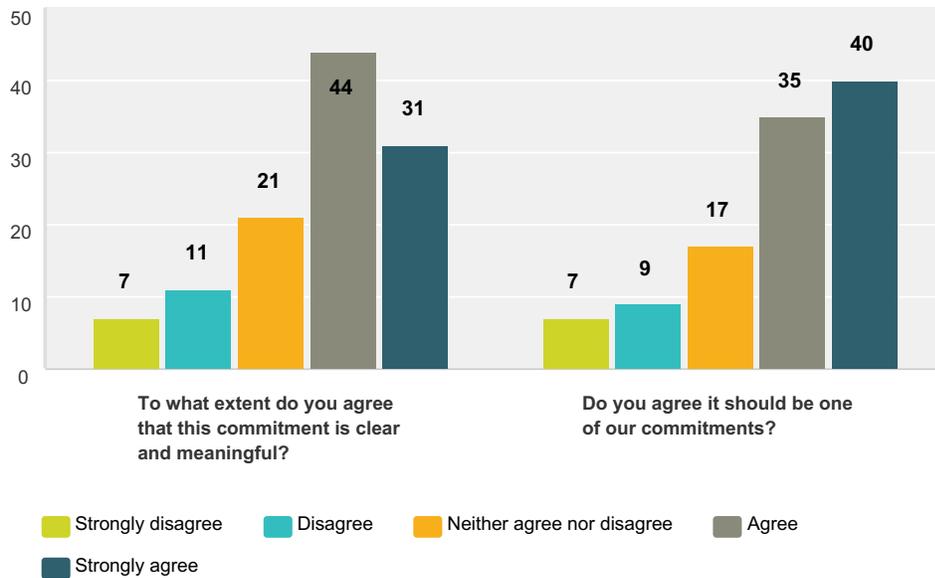
30	do not know what it means	4/14/2016 9:24 AM
31	unable to comment	4/13/2016 5:49 PM
32	As above	4/13/2016 4:56 PM
33	See above	4/13/2016 4:50 PM
34	Empowering communities by providing them with the support and advice to become more resilient.	4/13/2016 4:18 PM
35	As above.	4/13/2016 4:06 PM
36	By attending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

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

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

Answered: 114 Skipped: 14



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

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

Q7 How do you think we will achieve this commitment?

Answered: 70 Skipped: 58

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

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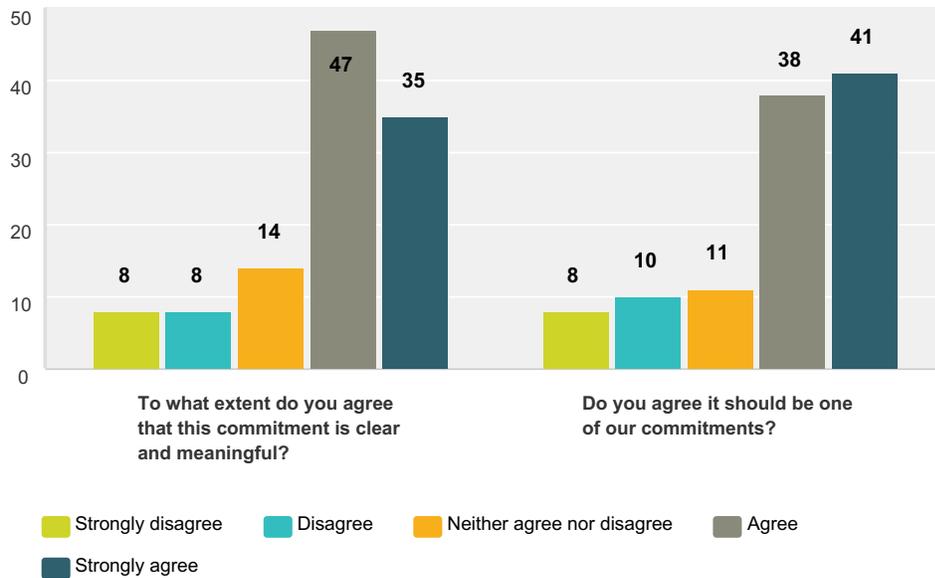
27	By the entire workforce having a good understanding of our golden thread. We've had so much change in staff and structure, I believe the organisation has become introverted, taking many members of staff with it, looking after number 1 and, having "its only a job" attitude impacting on the understanding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

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

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

Answered: 112 Skipped: 16



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

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

Q9 How do you think we will achieve this commitment?

Answered: 67 Skipped: 61

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

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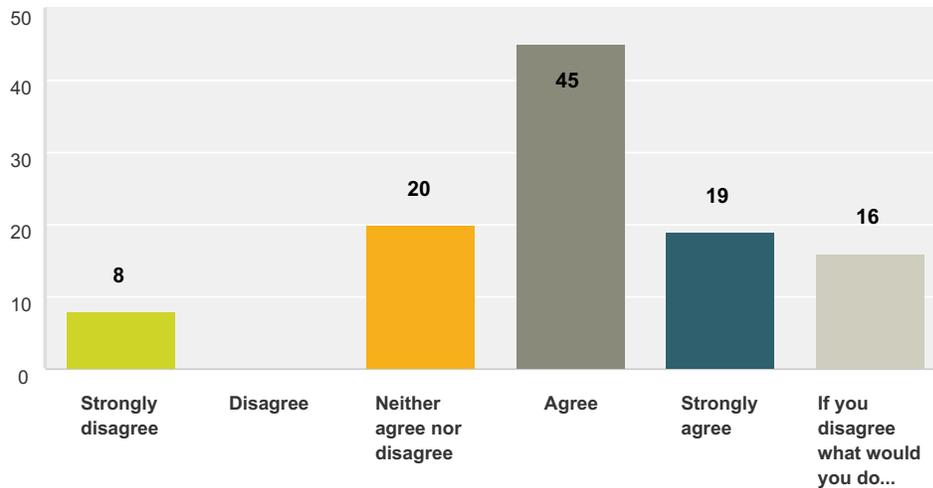
29	As above	4/13/2016 4:56 PM
30	Where to start? Ideas too numerous to mention but including agile working, listening to staff concerns and acting on them, monitoring and evaluating the work we do so we know if we are achieving our targets,	4/13/2016 4:18 PM
31	This is very important, we need to get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

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

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

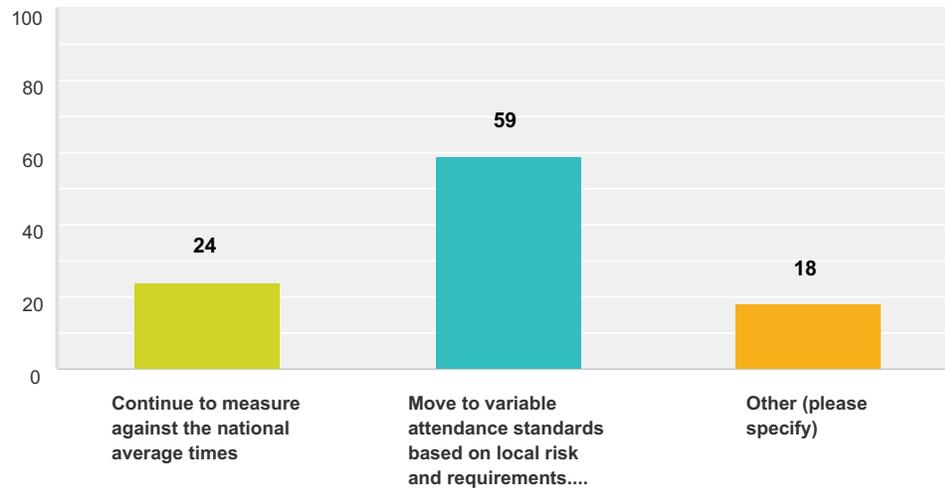
Answered: 108 Skipped: 20



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

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

Answered: 101 Skipped: 27



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

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

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

Answered: 66 Skipped: 62

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

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

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

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

Answered: 59 Skipped: 69

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

Your Service - Your Voice

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

Your Service - Your Voice

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

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

Answered: 31 Skipped: 97

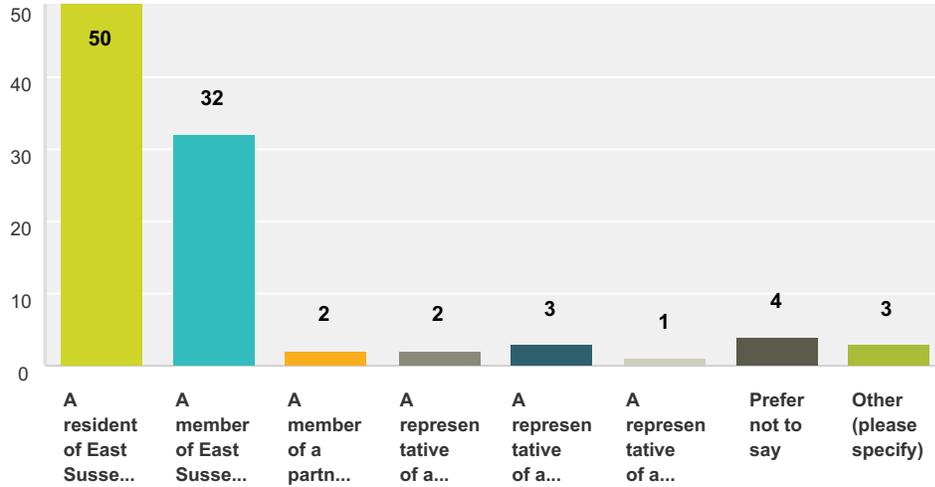
#	Responses	Date
1	The public have a soft spot for the fire personnel & appreciate what they do, especially in the rural areas where they cover a large area.	4/29/2016 9:56 PM
2	Still a lot of silo working and, although much change is ahead with IT infrastructure, what lacks (I feel) is the cultural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

Your Service - Your Voice

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

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

Answered: 97 Skipped: 31



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

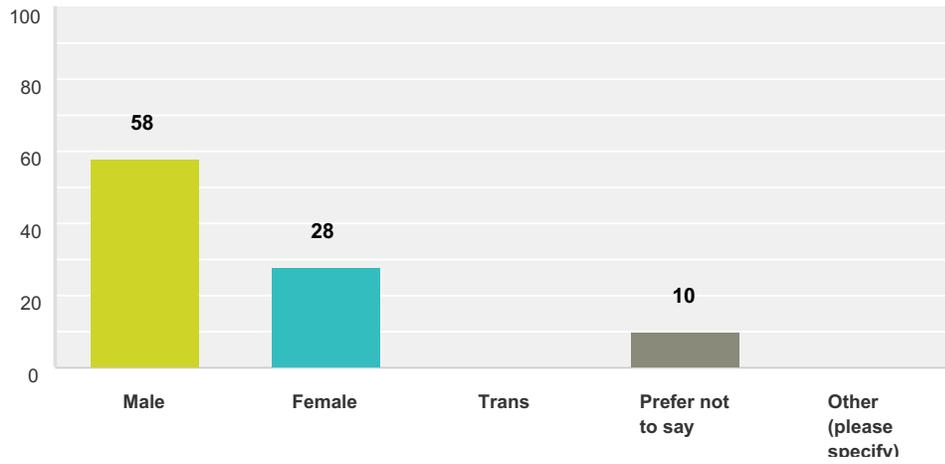
Q16 If applicable, what is the name of the organisation that you represent?

Answered: 14 Skipped: 114

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

Q17 I identify my gender as...

Answered: 96 Skipped: 32



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

Q18 What was your age on your last birthday?

Answered: 83 Skipped: 45

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

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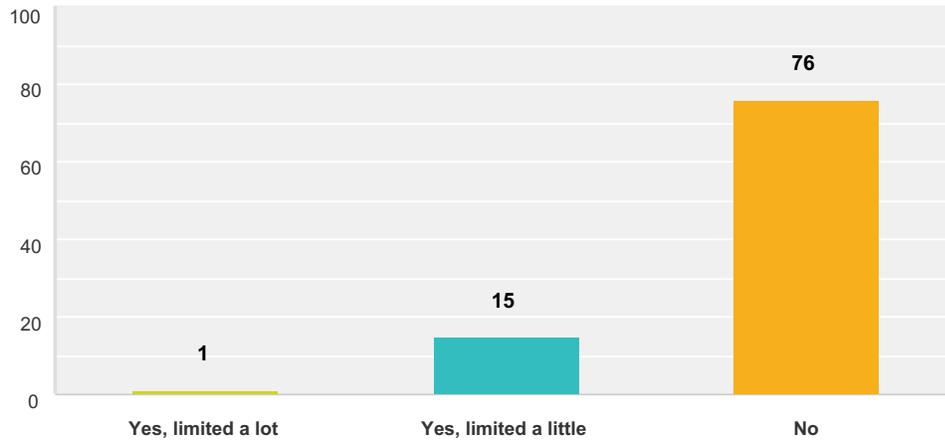
35	48	4/15/2016 10:39 AM
36	38	4/15/2016 8:51 AM
37	44	4/14/2016 5:16 PM
38	48	4/14/2016 11:43 AM
39	56	4/14/2016 10:58 AM
40	54	4/14/2016 9:32 AM
41	58	4/13/2016 5:18 PM
42	N/a	4/13/2016 5:07 PM
43	46	4/13/2016 4:29 PM
44	44	4/13/2016 4:14 PM
45	40	4/13/2016 3:50 PM
46	51	4/13/2016 2:03 PM
47	43	4/12/2016 9:15 PM
48	64	4/12/2016 5:28 PM
49	51	4/12/2016 1:41 PM
50	46	4/12/2016 12:00 PM
51	52	4/12/2016 11:54 AM
52	47	4/12/2016 11:13 AM
53	47	4/12/2016 10:09 AM
54	34	4/12/2016 9:54 AM
55	47	4/12/2016 9:51 AM
56	34	4/12/2016 9:11 AM
57	37	4/12/2016 9:10 AM
58	42	4/12/2016 6:57 AM
59	45	4/11/2016 8:10 PM
60	58 years	4/11/2016 7:06 PM
61	56	4/11/2016 4:36 PM
62	45	4/11/2016 4:36 PM
63	48	4/11/2016 4:25 PM
64	NA	4/11/2016 3:32 PM
65	64	4/11/2016 3:23 PM
66	59	4/10/2016 1:27 PM
67	45	4/10/2016 11:27 AM
68	42	4/10/2016 9:11 AM
69	64	4/8/2016 4:31 PM
70	45	4/8/2016 3:05 PM
71	47	4/8/2016 8:36 AM
72	48	4/7/2016 9:38 PM
73	57	4/7/2016 7:46 PM
74	70	4/7/2016 3:52 PM
75	48	4/7/2016 8:31 AM

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

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

Answered: 92 Skipped: 36



Q20 What is your ethnic group?

Answered: 94 Skipped: 34



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

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

Answered: 89 Skipped: 39

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

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29	BN229	4/17/2016 7:42 PM
30	Bn9 9nt	4/17/2016 7:38 PM
31	TN21 8	4/16/2016 4:17 PM
32	rh17 7	4/16/2016 11:56 AM
33	BN2 3S	4/15/2016 5:47 PM
34	BN7 2D	4/15/2016 3:25 PM
35	BN24H	4/15/2016 12:56 PM
36	tn223	4/15/2016 12:03 PM
37	BN21 1EU	4/15/2016 10:39 AM
38	TN34 1EX	4/15/2016 8:51 AM
39	bn41 2yu	4/14/2016 5:16 PM
40	BN99E	4/14/2016 11:43 AM
41	BN41 2	4/14/2016 10:58 AM
42	bn7	4/14/2016 9:32 AM
43	tn20	4/13/2016 5:56 PM
44	BN21	4/13/2016 5:21 PM
45	BN41 2	4/13/2016 5:18 PM
46	Rh6 9h	4/13/2016 5:07 PM
47	TN34 3	4/13/2016 4:29 PM
48	TN330	4/13/2016 4:14 PM
49	BN21	4/13/2016 3:50 PM
50	BN36L	4/13/2016 2:03 PM
51	bn228	4/12/2016 9:15 PM
52	tn35 4	4/12/2016 5:28 PM
53	BN3 7B	4/12/2016 1:41 PM
54	BN8 4N	4/12/2016 12:00 PM
55	TN6 2S	4/12/2016 11:54 AM
56	bn1 8r	4/12/2016 11:13 AM
57	bn1 1j	4/12/2016 10:09 AM
58	BN1 8J	4/12/2016 9:54 AM
59	TN35 4	4/12/2016 9:51 AM
60	bn1 5d	4/12/2016 9:11 AM
61	bn13r	4/12/2016 9:10 AM
62	Bn28l	4/12/2016 6:57 AM
63	bn41 1	4/11/2016 8:10 PM
64	BN1 7G	4/11/2016 7:06 PM
65	BN35U	4/11/2016 4:36 PM
66	bn28s	4/11/2016 4:36 PM
67	TN6 1	4/11/2016 4:25 PM
68	BN2 9T	4/11/2016 4:00 PM
69	BN	4/11/2016 3:32 PM

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70	tn22 1	4/11/2016 3:23 PM
71	tn364	4/10/2016 1:27 PM
72	Tn6 3b	4/10/2016 11:27 AM
73	bn41 2	4/10/2016 9:11 AM
74	BN21T	4/8/2016 4:31 PM
75	bn7	4/8/2016 3:05 PM
76	bn228	4/8/2016 8:36 AM
77	TN219EN	4/7/2016 9:38 PM
78	BN25 2	4/7/2016 7:46 PM
79	TN223	4/7/2016 3:52 PM
80	TN211	4/7/2016 8:31 AM
81	BN21 2	4/6/2016 3:17 PM
82	whole of Brighton and Hove Council area	4/6/2016 11:35 AM
83	TN22 1	4/4/2016 9:56 AM
84	TN22 5	4/3/2016 12:22 PM
85	TN36 4	4/1/2016 7:42 PM
86	TN210	4/1/2016 4:03 PM
87	tn22 2	4/1/2016 12:27 PM
88	TN37 6	4/1/2016 10:06 AM
89	bn1 3	3/31/2016 3:18 PM