



**East Sussex**  
**Fire & Rescue Service**

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**Operational Support & Resilience**  
**Corporate Business Plan**  
**2023/2024**

# Operational Support & Resilience 2023/24 Business Plan

Commitment No. 1: Delivering high performing services										
Ref No.	Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Re-source Assigned Y/N	Budget Y/N	Performance Indicator if relevant	Associated Plan
1	Oversee and coordinate transition from airwave to ESN ensuring operation requirements are achieved and effective coverage is secured locally. Work with blue light partners to ensure efficient and reflective transition	AD - OSR	Ongoing	31/12/29	As prescribed by the national project team.  6 monthly update reports to SLT	To ensure ESFRS readiness for ESN go-live	Y	Y		Corporate Plan
2	Continually review our policies and procedures drawn from National Operational Guidance and other outcome reports/investigations such as Grenfell Tower and Manchester Arena Bombing	SM – Ops Policy	Ongoing	31/03/24	Quarterly report to Ops Committee	NOG compliant manual notes and policies that reflect critical operational learnings	Y	Y		Corporate Plan
3	To ensure the Purple and Red risks from the Manchester Arena Inquiry (part 2) are implemented as per the action plan	GM – OP&P	01/04/23	31/03/24	Monthly Delivery Board with updates from relevant people; Quarterly report to Op Committee against the delivery plan	Recommendations and learnings from the Manchester Arena Inquiry have been embedded into ESFRS	N	N		

4	To ensure the relevant professional standards as released by the NFCC are implemented	GM – OP&P	01/04/23	31/12/27	To ensure Gap Analysis are signed off at APGG To develop a prioritised action plan to bridge the gap (this should be cognisant of other standards and other work) to be signed off by APGG	To ensure ESFRS complies with the relevant NFCC professional standards	Y			Corporate Plan
5	To implement the agreed suite of KPI's and provide reports to the relevant Boards / Committees	GM – OP&P	01/04/23	31/12/23	To develop reports that provide the necessary determined KPIS	The Service has the appropriate governance in place to provide assurance on performance				
6	To continue to deliver the business as usual activity as articulated in the 'Thematic' Plan	GM – OP&P	01/04/23	31/03/24	To ensure business as usual activities continue to be delivered across the OP&P department and provide bi-monthly updates to the Ops Committee & a monthly update to the AD - OSR	Business as usual work and project work remains balanced	Y			

**Commitment No. 2: Educating our communities**

Ref No.	Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Re-source Assigned Y/N	Budget Y/N	Performance Indicator if relevant	Associated Plan
7	Review the signposting service to members of the public affected by an incident that provides signposting to support/help	GM – OP&P	01/04/23	31/12/23	A leaflet to be produced for members of the public that can be handed out at operational incidents	Ensuring ESFRS maintains its duty to protect the health, safety and wellbeing where reasonably practicable of those that may have witnessed or been subjected to a traumatic incident that ESFRS was involved with	Y	N		

**Commitment No. 3: Developing a multi-skilled, safe and valued workforce**

Ref No.	Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Re-source Assigned Y/N	Budget Y/N	Performance Indicator if relevant	Associated Plan
8	4F – Ops Alignment - BA Replacement project	Station Manager – Ops Collaboration	01/0922	31/12/27	Monthly project updates and meetings; Communications out to staff to ensure engaged and involved; Monthly progress report to PMO; Quarterly reports to Ops Committee	BA and ancillary equipment that is aligned to our partners and operationally meets the Services needs for the next 10 years	Y	Y		

9	4F Operational Alignment – OIN project	Station Manager – Ops Policy	01/0422	31/12/25	Agreed OIN product package for each of the NOGs.  Quarterly reports to Ops Committee	Agreed and signed off risk assessment, policy (OIN), Action Card and training package for each NOG that operationally aligns with WSFRS and SFRS	Y			
10	4F – Ops Alignment – Replacement Incident Command Unit	Station Manager – Ops Collaboration	01/09/22	31/12/ 26	Monthly project updates and meetings; Monthly progress report to PMO; Quarterly report to Ops Committee	A 4F agreed replacement CSU vehicle	Y	Y		
11	To develop an end to end debrief process that continues to build an understanding of operational activity and includes feedback for learning	Stn Mgr – Ops Learning	01/04/23	31/03/24	Revised policy; Training for all Officers and L1 I/Cs; Quarterly report to Ops Committee; Monthly Assurance in Action	Ensure operational learning is extrapolated and shared from operational incidents and exercises	Y		HMICFRS	Corporate Plan
12	SSRI – To ensure crews have timely and accurate access to critical safety information	Stn Mgr – Ops Learning	01/01/23	31/03/24	To fully scope MVP 3 as part of the CRM project board;  To work with others across the Service to fully implement MVP3 and to embed through training and coaching on stations	To ensure the Service has a SSRI database that can be readily accessible to Crews both to refer to during an incident and to update				

13	SSRI - Develop a timely way in which to update JFC of risk information	Stn Mgr – Op Learning	01/04/23	31/03/24	Research technological solutions alongside the regional SEORRG role; Present fully costed options paper to Ops Committee	JFC can access accurate and timely site specific risk information			HMICFRS	Corporate Plan
14	Re-introduce the operational assurance role on the incident ground	Stn Mgr – Ops Learning	01/04/23	31/03/24	Report to Ops Committee Policy to be revised and signed off; Training for Officers	Supports the wider operational Assurance / operational learning end to end process	Y	N	HMICFRS	
15	Organise a centralised L3 exercise that is multi-agency every 6 months	Station Mgr - Ops Learning	01/04/23	31/03/24	Exercise development with objectives to be worked up with partners; Briefing paper to Ops Committee	Ensures multi-agency exercises are being planned, developed and executed	N	N	HMICFRS	

## Engineering

Commitment No. 1: Delivering high performing services										
Ref No.	Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Re-source Assigned Y/N	Budget Y/N	Performance Indicator if relevant	Associated Plan
1	Update our approach to vehicle renewals reducing our overall fleet size of fire appliances and specials in line with IRMP 2020	Engineering Manager	Ongoing	31/03/25	Monthly IRMP delivery Boards	To work in partnership with the IRMP delivery team to ensure the fleet reflects the requirements of the IRMP 2020/2025.				Corporate Plan

2	Implement a single team structure and future proof facilities plan to provide a resilient and effective outcome. Establish and share a centralised fleet and equipment stores facility, combined procurement of spares to yield potential savings	AD - OSR	01/04/23	31/12/25	Monthly report to project board meetings (internal) and PMO; Quarterly update to ITF meetings	To ensure Engineering is future proofed and aligns to the ITF collaboration approach				Corporate Plan
3	Complete the Light Fleet Review seeking alternative fuel use and low emission vehicles, seek to share vehicle use and reduce unnecessary travel	Engineering Manager	Ongoing	31/03/25	Fully costed options paper to Ops Committee;  Gateway 0 paper to Strategic Change Board  SLT paper	An agreed approach to net zero emissions by 2030 within our light fleet				Corporate Plan
4	We will work to protect the natural environment in the way we respond to incidents along with the methods we adopt to fight fires and other sector related incidents and analyse and evaluate new and emerging firefighting technologies and the impact on the environment	GM – OP&P  Engineering Manager	01/04/23	31/08/24	Firefighting media tactics options paper to Ops Committee that is fully costed; Develop OBC for preferred options (if relevant)	Development of a Firefighter media 'strategy'				Corporate Plan

5	Developing our fleet and response vehicles to aspire to meet the aspirations of a net zero carbon emissions by 2030	Engineering Manager	01.04.23	31.03.26	To attend NFCC and other national /local groups to consider alternative approaches; Options paper to Ops Committee and then SLT, which is fully costed and evaluated	An agreed approach to net zero emissions by 2030 within our response fleet				Corporate Plan
6	To implement the agreed suite of KPI's and provide reports to the relevant Boards / Committees	Engineering Manager	01/04/23	31/12/23	To develop reports that provide the necessary determined KPIS	The Service has the appropriate governance in place to provide assurance on performance				
7	To continue to deliver the business as usual activity as articulated in the 'Thematic' Plan	Engineering Manager	01/04/23	31/03/24	To ensure business as usual activities continue to be delivered across the Engineering department and provide monthly update to the AD - OSR	Business as usual work and project work remains balanced	Y			



**Commitment No. 4: Making effective use of our resources**

Ref No.	Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Assigned Y/N	Budget Y/N	Performance Indicator if relevant	Associated Plan
8	Explore opportunity to reduce spend with Fleet Category Specialist with shared contracts/shared facilities, evaluate economies of scale through large scale provision of consumables	Engineering Manager / Tom Walkers role	01/04/23	31/12/24	To work with partners to procure vehicles to ensure economies of scale; Quarterly update to the ITF project meeting; Annual update for Star Chamber and the 10 year Capital Programme	To ensure ESFRS is driving value for money and efficiencies in the way in which we deliver our fleet services and equipment moving forward	Y	Y		Corporate Plan