



East Sussex
Fire & Rescue Service

Planning & Improvement
Corporate Business Plan
2023/2024

Planning & Improvement 2023/24 Business Plan

Assistant Director - Planning & Improvement

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
1	Prepare the draft 2025- 30 CRMP document for approval at CFA in December 2023	AD P&I	01/04/23	12/12/23	Draft and Refreshed CRMP for 2025/30	Ability to provide evidence for evidence based decision making to support next IRMP	Y	Y	
2	Provide modelling options to the IRMP Board and SLT, and CFA as part of the MTFP refresh	AD P&I	01/04/23	01/03/24	Options assessed against community risk profile	Ability to provide evidence for evidence based decision making to support next IRMP	Y	Y	
3	Deliver the consultation process for the MTFP refresh and future CRMP, that is compliant with procurement rules	AD P&I	01/04/23	01/11/23	Consultation programme, consultants engaged Public events	Robust consultation process	Y	Y	
4	Manage PMO function and present a paper to September SLT to provide details of the substantive PMO	AD P&I	01/09/23	31/12/23	Revising job descriptions and recruiting to vacant posts after approval in September 23	PMO Projects delivered on budget and on time and monitoring of ESFRS projects delivery	Y	Y	

5	Ensure the HMICFRS action plan is monitored and progress against the plan monitored at SLT and S&A Panel ensuring that progress is made against the plan and can be evidenced	AD P&I	01/04/23	31/09/23	Gap analysis Audit trail Progress monitoring on current action plan	A positive inspection report since last inspection	Y	Y	
6	Deliver the strategic planning and star chamber process 2023/24	AD P&I	01/04/23	01/01/24	Set of business plans Strategies refreshed and in date	Assurance provided to the service in respect of relevant areas	Y	N	
7.	Deliver partnership event in May 2023 – subject to Industrial Action	AD P&I	01/01/23	01/05/23	Partnership event	Broaden understanding of partners and agendas within workforce	Y	N	
8	Implementation of the NFCC data standard in respect of data and intelligence and report to APGG	AD P&I	01/04/23	01/11/23	Gap analysis against NFCC data standard Report to APGG	Compliance with NFCC standard	Y	N	
9	Contribute to the data management scoping study by Simpson Associates – data and intelligence aspects	AD P&I	01/04/23	01/12/23	Way forward and resource plan for information governance arrangements at ESFRS	Compliance against GDPR and DPA legislation	Y	N	
10	Deliver the APGG and governance group, meeting preparation and agenda	AD P&I	01/04/23	01/03/24	Agenda managed and published on time	Assurance provided to the service in respect of relevant areas	Y	N	

11	Manage the departmental response to the record retention schedule project	AD P&I	01/04/23	01/03/24	Compliance with retention schedule	<p>Improve overall utilization of resources</p> <p>Control the growth of records volume</p> <p>Demonstrate compliance with regulatory recordkeeping requirements</p> <p>Enforce the consistent implementation of record keeping policies</p> <p>Improve ability to locate and retrieve records when required</p> <p>Reduce litigation risks</p>			
12	Manage the departmental response to the SharePoint workflow project	AD P&I	01/04/23	01/03/24	Implementation of SharePoint access for team	<p>Simplified business functions by revising workflows and processes</p> <p>Regulatory Compliance and Data Security</p> <p>Collaboration between teams on documents</p> <p>Increased Productivity</p> <p>Centralised Administration</p>			

Planning & Intelligence

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
1	Manage the development of the brought forward CRMP process including the <ol style="list-style-type: none"> 1. procurement of the consultation provider 2. development of the consultation programme 3. coordination and provision of the modelling requested 4. production of relevant reports 5. CRMP document ready for consultations 	Planning & Intelligence Manager	01/04/23	01/03/24	Consultation programme Plan and schedule of events Robust modelling Draft CRMP plan Relevant CFA reports Management of meetings	A five year plan detailing best use of resources to meet risk			
2	Co-ordinate the Service response to the HMICFRS report	Planning & Intelligence Manager	01/04/23	01/03/24	Action plan against the areas identified for improvement	Improvement plans in place and monitored	Y	N	

3	Business Intelligence Project –continue development of the business intelligence system Insight Including the refreshed performance measures set	Planning & Intelligence Manager	01/04/23	31/03/24	Business Intelligence System	Effective performance management system providing data for robust decision making	Y	N	
4	Assist with Mobilising reporting (part 3) project. This includes the legacy work required from PIT to deliver the business intelligence requirements from Vision to support the next CRMP and strategic assessment of risk	Planning & Intelligence Manager	01/04/23	31/03/24	Accurate performance reporting	Effective performance management system providing data for robust decision making	N	N	
5	Assess the usability of the 4i mobilising data	Planning & Intelligence Manager	01/04/23	30/09/23	Identification of missing data Quantification of work effort to correct incorrect data	Ability to provide evidence for evidence based decision making to support next CRMP	Y	N	
6	To lead the business planning process and performance monitoring. •Assist ADPI in the delivery of 6 strategic planning days •Support the star chamber process	Planning & Intelligence Manager	01/04/23	31/12/24	Annual Strategic Assessment Business Plans Performance reports	An organisation that knows its business & manages performance	Y	Y	
7	Implementation of the NFCC data standard in respect of data/ insight and intelligence and provide a report to APGG	Planning & Intelligence Manager	01/04/23	01/11/23	Gap analysis against NFCC data standard Report to APGG	Compliance with NFCC standard	Y	TBD	

8	Assist in the data management scoping study – data intelligence	Planning & Intelligence Manager	01/04/23	01/03/24	Way forward and resource plan for information governance arrangements at ESFRS	Compliance against GDPR and DPA legislation	Y	N	
9	Manage the P&I team response to the record retention schedule project	Planning & Intelligence Manager	01/04/23	01/03/24	Compliance with retention schedule	<p>Improve overall utilization of resources</p> <p>Control the growth of records volume</p> <p>Demonstrate compliance with regulatory recordkeeping requirements</p> <p>Enforce the consistent implementation of record keeping policies</p> <p>Improve ability to locate and retrieve records when required</p> <p>Reduce litigation risks</p>			
10	Manage the departmental response to the SharePoint workflow project	Planning & Intelligence Manager	01/04/23	01/03/24	Implementation of SharePoint access for team	<p>Simplified business functions by revising workflows and processes</p> <p>Regulatory Compliance and Data Security Collaboration between teams on documents</p> <p>Increased Productivity</p> <p>Centralised Administration</p>			

11	Commence preparatory work for the HMICFRS inspection due Spring / Summer 2024	Planning & Intelligence Manager	01/07/23	31/03/24	Diarise Monthly meetings for HMICFRS prep and document review Prepare HMICFRS requested documents for upload Q4 2023/24	Timely preparation for HMICFRS Inspection Ability to provide evidence for HMICFRS inspectors	Y	N	
12	Establish consultation plan for next CRMP 1. Engage consultation and facilitate the consultation programme including staff, public and stakeholders. 2. Book external venues and prepare relevant briefing packs. 3. Prepare relevant report for submission at CFA, pre and post consultation	Planning & Intelligence Analyst - Community Risk	01/04/23	30/09/24	Consultation programme to include stakeholder, staff, public and councillor	Achievement of the services purpose and commitments Local engagement Raised public awareness	Y	N	
13	Provide modelling options for the MTFP refresh and prepare relevant reports	Planning & Intelligence Analyst - Community Risk	01/01/23	01/09/23	Modelling options to support proposals	Ability to provide evidence for evidence based decision making to support MTFP	Y	Y	

14	Prepare and write draft CRMP plan for consultation	Planning & Intelligence Manager	01/04/23	31/03/24	Draft CRMP	Achievement of the services purpose and commitments Local engagement Raised public awareness	Y	Y	
15	Provide modelling options for the CRMP project, prepare relevant reports	Planning & Intelligence Analyst - Community Risk	01/04/23	31/03/24	Modelling options to support proposals	Ability to provide evidence for evidence based decision making to support next CRMP			
16	Update predictive modelling toolkits FSEC, Phoenix with 4 years data from 4i once available	Planning & Intelligence Analyst - Community Risk	01/04/23	31/03/24	Up to date modelling toolkits	Ability to provide evidence for evidence based decision making to support next IRMP	Y	Y	
17	Review the requirements for the community risk profile work including an assessment of community profiling providers, after the CRMP is delivered EXPERIAN AND ACORN	Planning & Intelligence Analyst - Community Risk	01/01/24	30/09/25	Up to date modelling toolkits	Ability to provide evidence for evidence based decision making to support next IRMP	Y	N	
18	Support national definition of risk project	Planning & Intelligence Analyst - Community Risk	01/04/22	31/03/23	National definition of risk	Standardised definition of risk across FRS	Y	Y	
19	Assist in the data management scoping study – data intelligence	Planning & Intelligence Analyst	01/04/23	31/03/24	Way forward and resource plan for information governance arrangements at ESFRS	Compliance against GDPR and DPA legislation	Y	N	

Business Services, Communications & Marketing Department

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
1	Deliver and evaluate the communications plan for the 2020-25 Integrated Risk Management Plan	Communications and Marketing Manager	01/03/23	01/12/23	Regular, appropriate and targeted communications Communications plan which will provide regular comms for service brief and strategic managers seminars	Engaged and informed workforce Informed and supportive public and stakeholders	Y	Y	
2	Deliver and evaluate the communications plan for the Medium Term Financial Plan refresh, including associated consultation	Communications and Marketing Manager	01/03/23	01/12/23	Regular, appropriate and targeted Communications communications plan which will provide regular comms for service brief and strategic managers seminars	Engaged and informed workforce Informed and supportive public and stakeholders	Y	N	
3	Design, deliver and evaluate a communications plan for CRMP for staff public and stakeholders, including the consultation programme	Communications and Marketing Manager	01/03/23	31/03/24	Regular, appropriate and targeted communications Communications plan which will provide regular comms for service brief and strategic managers seminars	Engaged and informed workforce Informed and supportive public and stakeholders	Y	N	

4	Develop the new Communication and Consultation strategy to be reported to CFA December 2023 for implementation from April 2024	Communications and Marketing Manager	01/04/23	01/03/24	New communications and engagement strategy	Engaged and informed workforce Informed and supportive public and stakeholders	Y	Y	
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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
5	Communications and Engagement strategy year 3 - We will put in place a stronger framework for engagement with the community throughout each year, exploring the potential of citizen panels, town hall meetings and other routes for sharing ideas and feedback.	Communications and Marketing Manager	01/04/23	01/03/24	<p>Deliver between 2 and 3 Conversation Cafes in the year</p> <p>Hold in person Town Meeting - pilot event in Uckfield</p> <p>Online town meetings – hold pilot event</p> <p>Set up a Youth e-Panel of up to 75 individuals</p> <p>Deliver a co-ordinated programme of attendance at events with a set of key messages</p>	<p>Each event will have its own set of PIs, and aims and objectives linked to increased public engagement.</p> <p>These will include:</p> <ul style="list-style-type: none"> • Attendance • Feedback after the event • Achievement against aims and objectives 	Y	Y	

6	<p>Communications and Engagement strategy year 3 Refine and improve targeting of our agreed communications and engagement programme for prevention and protection activities</p>	Social Media and Publicity Officers	01/04/23	01/03/24	<p>Deliver agreed campaign calendar</p> <p>Accidental Dwelling Fires –Save Safely (winter) Accidental Dwelling Fires - Be Your Own Hero (summer)</p> <p>Road safety –fatal four (all year) Road safety –Be Bright Be Seen (winter) Road safety –Tales of the Road (summer)</p> <p>Water Savvy, Water Safe</p> <p>Wildfire/outdoor safety</p> <p>Protection - legislative changes</p>	<p>These are linked to the thematic plans.</p> <p>Each campaign will have individual aims and objectives and an evaluation report will be produced</p>	Y	Y	
7	<p>Communications and Engagement strategy year 3 We will develop our post incident survey and post Business Safety Inspection feedback mechanisms</p>	Communications and Marketing Manager	01/04/23	01/03/24	Surveys and reports	Performance data shows good customer satisfaction and provides us with information to deliver improvements/	Y	Y	

8	Participate in the co-creation and delivery of agreed campaigns from partners including the National Fire Chiefs Council, Fire Kills, Royal Life Saving Society, the Royal National Lifeboat Institute and Safer Sussex Roads	Social Media and Publicity Officer	01/04/23	01/03/24	Deliver and/or adapt campaign materials in line with our agreed calendar of activities	We will focus on ensuring that these are better targeted and reflect the needs and cultures of our diverse communities	Y	Y	
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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
9	Communications and Engagement strategy year 3 Provide enhanced media training for Fire Authority members on IRMP	Communications and Marketing Manager	01/04/23	01/03/24	Training session	CFA members who are able to deal with appropriate questions and queries factually and confidently	Y	N	
10	Support the delivery of the Employee Engagement action plan	Internal Communications Officer	01/03/23	31/03/24	Outputs are defined in the action plan owned by HR and OD	Outcomes are defined in the action plan owned by HR and OD	Y	N	

11	We will continue to invest in communication around the Health Safety and Wellbeing Strategy. We will focus on how we can improve the delivery of critical safety information, promote wellbeing champions and a positive health and safety culture, organisational wellbeing and our health and safety management systems	Internal Communications Officer	01/03/22	31/03/24	Integrated communications campaign	There is an uptake in understanding around Health, Safety and Wellbeing	Y	N	
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Commitment No. 4: Making effective use of our resources

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
12	Manage the communications response record retention schedule project	Communications and Marketing Manager	01/04/23	01/03/24	Compliance with retention schedule	<p>Improve overall utilization of resources</p> <p>Control the growth of records volume</p> <p>Demonstrate compliance with regulatory recordkeeping requirements</p> <p>Enforce the consistent implementation of record keeping policies</p> <p>Improve ability to locate and retrieve records when required</p> <p>Reduce litigation risks</p>	Y	N	

13	Manage the Communications response SharePoint workflow project	Internal Communications Officer	01/04/23	01/03/24	Implementation of SharePoint access for team	<p>Simplified business functions by revising workflows and processes</p> <p>Regulatory Compliance and Data Security Collaboration between teams on documents</p> <p>Increased Productivity</p> <p>Centralised Administration</p>	Y	N	
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Democratic Services

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
1	Manage the democratic services record retention schedule	Democratic Services Manager	01/04/23	01/03/24	Compliance with retention schedule	<p>Improve overall utilization of resources</p> <p>Control the growth of records volume</p> <p>Demonstrate compliance with regulatory recordkeeping requirements</p> <p>Enforce the consistent implementation of record keeping policies</p> <p>Improve ability to locate and retrieve records when required</p> <p>Reduce litigation risks</p>	Y		

2	Manage the democratic services sharePoint workflow project	Democratic Services Manager	01/04/23	01/03/24	Implementation of SharePoint access for team	Simplified business functions by revising workflows and processes Regulatory Compliance and Data Security Collaboration between teams on documents Increased Productivity Centralised Administration	Y		
3	Provide a guide to report writing to accompany the further roll out of modern gov	Democratic Services Manager	01/04/23	31/08/23	Better trained and more effective managers	Supports the Service's aim to develop multi-skilled staff.	Y	Y	
4	Prepare a briefing report evaluating if there is a benefit to the organisation of implementing the Centre for Governance & Scrutiny's "Governance Toolkit" for councils for consideration by AP&GG	Democratic Services Manager	01/04/23	09/08/23	Report to APGG	Supports the Service and Fire Authority in ensuring that they are exercising good governance and finding new ways to ensure this where possible.	Y	Y	
5	Undertake a desktop exercise to assist the monitoring officer in terms of whether to undertake a full review of Member allowances	Democratic Services Manager	01/04/23	07/12/23	Report to CFA	Meets requirement to regularly review the Member Allowance levels	Y	Y	

6	Undertake a review of the "CIPFA Audit Committees: Practical Guidance" and determine a way forward and implementation plan as required	Democratic Services Manager	01/04/23	31/03/24	Adherence to nationally recognised guidance	Ensure that the Fire Authority is meeting its requirements under the CIPFA guidance	Y	Y	
7	Update & implement the Member induction programme for any new Fire Authority Members appointed following Brighton & Hove City Council Elections on 4 May 2023	Democratic Services Manager	01/04/23	01/08/23	Better trained and more effective Fire Authority Members	Supports the Service & Fire Authority by ensuring that our Elected Members are prepared and well informed in order to effectively undertake their roles.	Y	Y	