



East Sussex
Fire & Rescue Service

**Safer Communities
Corporate Business Plan
2023/2024**

Safer Communities Directorate Plan 2023/24 Quick Guide

Efficiency/Effectiveness/People



Effectiveness

How effective is the fire and rescue service at keeping people safe and secure from fire and other risks?



Efficiency

How efficient is the fire and rescue service at keeping people safe and secure from fire and other risks?



People

How well does the fire and rescue service look after its people?

Key Safer Communities Objectives

Key

Effectiveness ●

Efficiency ●

People ●

Commitment 1 ~ Delivering high performing services

- 1) ●●● IRMP
- 2) ●●● Support & Delivery Framework – next steps
- 3) ●● Professional Standards
- 4) ●●● Performance Monitoring (monitoring outcomes of service delivery)
- 5) ●● HSV/S&W Visit delivery
- 6) ●● Fire Safety Audit Delivery
- 7) ●●● Prioritisation of Support Plan objectives
- 8) ●● Prevention & Protection monitoring delivery of strategic objectives and related thematic plans
- 9) ●●● Develop & implement an alternative delivery model for Prevention
- 10) ●● Enforce the requirements of the Regulatory Reform (Fire Safety) Order 2005 (Prosecutions, formal enforcement)
- 11) ●● Meet a minimum of 97% of our consultation timescales
- 12) ●●● Implement the regional building safety regulator solution
- 13) ●●● Implement the changes required by new legislation and guidance via the Legislative change board

Commitment 2 ~ Educating our communities

- 14) ●● Embed Annual Assessment of Risk process
- 15) ●● Continue to educate the community around new and existing legislative requirements
- 16) ●● Continue to grow our PAPs to better support the business community
- 17) ●● Prioritise Accidental Dwelling Fire reduction through the ADF ALS
- 18) ●● Engagement with Children & Young People
- 19) ●● Develop innovative Youth Engagement opportunities to reduce community risk for children & young people
- 20) ●● Complete Equality Impact Assessment and evaluation tools for all initiatives

Commitment 3 ~ Developing and multi-skilled, safe and valued workforce

- 21) ●●● Embed the QA framework for FS audits/checks and HSV delivery
- 22) ●●● Continue to develop staff in line with the protection competence framework
- 23) ●●● Meet the statutory duty to deliver Safeguarding – training provision and identification of risks
- 24) ●●● Recruit, retain and develop staff to deliver our Prevention strands

Commitment 4 ~ Making effective use of our Resources

- 25) ●●● Delivery of Cadet Scheme
- 26) ●● Review the department structure once CRM is fully operational (enable legal and training resource enhancement)
- 27) ●● Support delivery and embedding of CRM project

Safer Communities Corporate Business Plan 2023/24

Commitment No. 1: Delivering high performing services

No.1 – IRMP ● ● ●								
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<p>Implementation of the IRMP</p> <p>Oversee the delivery of the outstanding IRMP workstream through chairing the IRMP Delivery Board</p> <p>Strategic Theme 5</p>	<p>IRMP Group Manager</p> <p>Geographical Group and Station Managers</p> <p>Protection Group Manager</p>	01/04/22	31/03/25	Delivery of agreed IRMP proposals.	<p>Resources allocated to risk more efficiently and effectively.</p> <p>Improved performance with same level of investment or similar performance with reduced investment.</p>	Y	Y	<p>Annual Plan</p> <p>IRMP</p>

No.2 - Support and Delivery Framework – next steps ● ● ●

Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<p>Continue to enhance support and delivery framework to aid delivery across Safer Communities by:</p> <p>Embedding the performance reporting via Delivery Board and Strategic Delivery Board utilising SharePoint and CRM.</p> <p>Produce a GM handbook.</p> <p>Produce an SM end of monthly returns and evolve associated handbook.</p> <p>Embed Protection and Prevention end of monthly returns and start handbook design for specific roles.</p> <p>Strategic Theme 1,2 3,4,7</p>	<p>Geographical Group Managers</p> <p>Protection Group Manager</p> <p>Prevention Manager</p>	01/04/23	31/03/24	<p>Empowerment of supervisory managers and station managers.</p> <p>Maintain capacity to deliver 10,000 HSVs through mobile working, support and delivery framework and Service Delivery Review.</p> <p>Aspire to deliver stretch target of 1,500 Fire safety audits and checks across station staff and Protection teams.</p>	<p>Improve current performance in</p> <ul style="list-style-type: none"> • ADFs • HSVs • Wellbeing/absence management • Audits and legislative work • Fatal fire and serious incidents review • AFA's <p>Deliver the prevention thematic action plans (Fire/Home, Water, Road, Protection, education and volunteers).</p> <p>Embed support plan principle that ensures staff are supported to deliver at all levels.</p> <p>Support AD to deliver improved performance management through provision of exception reports designed to focus resource and highlight required intervention.</p>	Y		SLT performance indicators & end of monthly returns

No.3 - Professional Standards ● ●

Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<p>Professional standards – Support & Delivery Framework phase 2.</p> <p>Collate feedback and suggestions for standards from supervisory manager’s seminars and draft proposed standards for consultation by the end of Quarter 2.</p> <p>Strategic Theme 4</p>	<p>Geographical Group Managers</p> <p>Protection Group Manager</p> <p>Prevention Manager</p>	01/04/23	31/03/24	<p>Following on from collectively agreed critical areas that safeguard staff and public, develop key standards for staff to work to developed by the staff.</p> <p>Reassurance that safeguard staff and public.</p> <p>Develop key standards for staff to work to developed by the staff.</p> <p>Staff and trade union agreed approaches.</p> <p>Captured in standards document and station inspections.</p>	<p>Clear and visible intention to develop professional, effective and efficient approaches to ensure operational preparedness, safeguard staff and deliver effective and efficient services.</p> <p>Ensure NFCC standard alignment</p>	Y		

No.4 - Performance Monitoring (monitoring outcomes of service delivery) ●●●

Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Bud get Y/N	Performance Indicator
<p>Monitor performance taking action where required against the directorate plan.</p> <p>Continue to develop the delivery of a performance early warning system through which end of monthly returns and other critical intelligence can be made available to managers to assist with swift and appropriate responsive actions.</p> <p>Strategic Theme 1,2 & 3</p> <p>To implement the agreed suite of KPI's and provide reports to the relevant Boards / Committees.</p> <p>To continue to deliver the business as usual activity as articulated in the 'Thematic' Plan</p>	<p>Assistant Director of Safer Communities</p> <p>Geographical Group Managers</p> <p>Protection Group Manager</p> <p>Prevention Manager</p>	01/04/23	31/03/24	<p>Deliver directorate plan and related thematic plan objectives applicable to operational Groups, effective ensuring watches deliver against end of month returns and focus on delivering the statements of intent outcomes (performance priority areas). Respond to station based audit outcomes.</p> <p>Captured in end of monthly and station inspections.</p> <p>To develop reports that provide the necessary determined KPIs.</p> <p>To ensure business as usual activities continue to be delivered across the SC department and provide bi-monthly updates to the SC Strategic Board and a monthly update to the ADoSC.</p>	<p>Improving performance.</p> <p>Clear and visible intention to ensure that risk critical activity is suitably prioritised and resources allocated as appropriate regardless of demand and other challenges.</p> <p>Intelligence requirement delivered to fully enable support and delivery framework and yield P&A returns.</p> <p>Improved capacity driven out through effective exception reporting.</p> <p>The Service has the appropriate governance in place to provide assurance on performance.</p> <p>Business as usual work and project work remains balanced.</p>	Y	Y	<p>SLT performance indicators & end of monthly returns</p> <p>Staff survey, improved performance</p> <p>Annual Plan</p> <p>To be developed</p>

No.5 - HSV/S&W Visit Delivery ●●								
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<p>Ensure capacity to deliver 10,000 high quality HSVs/Safe & Well visits aiming to target those identified as vulnerable on 90% of occasions.</p> <p>Ensure HSV's are completed within agreed timescales.</p> <p>Strategic Theme 7</p>	<p>Geographical Group Managers</p> <p>Prevention Manager</p>	01/04/23	31/03/24	<p>Capacity to deliver a minimum of 10,000 enhanced visits designed to reduce the risk in the most vulnerable homes.</p> <p>Develop a sustainable and effective quality assurance process for HSV/Safe & Well.</p> <p>Incorporate the 6 risk reduction methodologies into the HSV process.</p> <p>Review HSV Quality Assurance process</p>	<p>Strive for a Service wide reduction of ADFs due to environmental/societal and economic challenges prevent an increase.</p> <p>Improved community safety for communities.</p> <p>Identifying of vulnerable households and sign posting to additional support.</p> <p>Identification of the type of risk and mitigations that have been applied.</p> <p>Quality Assurance process will ensure the delivery of high class HSVs from all staff groups.</p>	Y	Y	<p>Evaluation</p> <p>SLT and monthly return performance results.</p> <p>IRMP</p> <p>HMICFRS</p> <p>Annual Plan</p>

No.6 - Fire Safety Audit Delivery ●●								
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<p>Deliver 1,500 Fire Safety Audits and Checks.</p> <p>We will task trained resources to carry out audits and FSCs at our highest risk premises. We will also sample 5% of lower risk premises.</p> <p>Strategic Theme 1,2,3 & 4</p>	<p>Geographical Group Managers</p> <p>Protection Group Manager</p>	01/04/23	31/03/24	<p>Delivery 1,500 audits and checks designed to reduce the risk in built environment.</p>	<p>Reduction in fires in premises covered by the FSO.</p>	Y	Y	<p>Monthly PI Tier 1 & 2</p> <p>HMICFRS</p> <p>CRM dashboard 1</p>

No.7 - Prioritisation of support plan objectives ●●●								
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<p>Address through effective resourcing, using a prioritised approach, the issues and challenges raised by teams.</p> <p>Identifying those issues/challenges that cannot be addressed at group level and threaten delivery of the directorate plan or would alternatively support the directorate plan.</p> <p>Strategic Theme all</p>	<p>Assistant Director of Safer Communities</p> <p>Geographical Group Managers</p> <p>Protection Group Manager</p> <p>Prevention Manager</p>	01/04/23	31/03/24	<p>Prioritised list of activities that support delivery of Safer Communities Directorate Plan.</p>	<p>Effective allocation of resource to remove barriers and address issues that threaten delivery of Directorate Plan.</p>	Y	Y	Support Plan

No.8 – Prevention & Protection monitoring delivery of strategic objectives and related thematic plans ●●								
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<p>Protection support team delivers against detailed support team functions and related thematic plan and organise partner events to support review of the strategy.</p> <p>Community Safety central team delivers against detailed support team functions set out in priorities and related thematic plan – Home/Fire, Road, Water, Education, Volunteers.</p> <p>Responding to the learnings from incidents of significance.</p>	<p>Protection Group Manager</p> <p>Prevention Manager</p> <p>Geographical Group Managers</p>	01/04/23	31/03/24	<p>Audits and engagement activities prioritised by risk.</p> <p>Thematic plans and initiatives library are reviewed and evaluated through meaningful engagement with the community and partners.</p> <p>Review and respond to findings/requirements of incidents of significance.</p> <p>Engagement library developed and maintained</p>	<p>Prevention & Protection strategy delivered.</p> <p>Delivery of risk based initiatives against risk geographical profile. Reduction in risk in the built environment.</p> <p>Prevention strands meet the current risks identified within station profiles</p>	Y	Y	<p>Thematic plan under Protection strategy delivered</p> <p>Evidence of standard template and first 6 priority initiatives available in library</p>

<p>Maintain Protection Engagement and Community Safety Initiatives Library.</p> <p>Review thematic plans and cascade functions to stations/watches.</p> <p>Meaningful evaluation that continues to enhance our existing evaluation techniques, with support from partners. This will be done in respect to prevention and protection activities to secure continual improvement and an enhanced impact on risk.</p> <p>Strategic Theme 1,2,4,6, & 9</p>				<p>Protection thematic plan reviewed and maintained.</p> <p>Fatal fire and serious incidents reviewed and lesson learned acted upon.</p> <p>Support annual assessment of local risk by group.</p> <p>Risk based thematic Protection plan & risk-based engagement library containing initiative toolkit's that include evaluation and EIA tools.</p> <p>Annual assessment of risk process will determine initiative and location.</p> <p>Utilise evaluations and survey results to inform changes to the Prevention strands to ensure they remain relevant to risk</p>				
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No.9 – Develop & implement an alternative delivery model for Prevention ●●●								
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<p>Identify an alternative delivery model through achieving Charitable Status</p> <p>Prevention delivered through a charity will enable access to grants and Trust Funds to help finance existing work areas such as Fire Cadets, Community Volunteers, and some prevention strands including SDSA, WS², Safety in Action, Watch scheme</p> <p>Strategic Theme 2, 4 & 8</p>	Prevention Manager	01/04/21	31/03/23	<p>Preparatory research to secure SLT & CFA support to progress to create a Prevention Charity</p> <p>Development of a project plan and implementation team</p> <p>Pre and post engagement with staff, volunteers and partners</p> <p>Development of funding bids to secure income to support delivery of some activities and to seek commissioning opportunities</p>	<p>Reduce reliance on CFA budgets</p> <p>Maintain and seek to increase Prevention activities</p> <p>Opportunities to secure commissioned services</p> <p>Opportunities to secure grant and Trust funding for delivering educational and engagement activities.</p>	Y	Y	<p>Monthly PI</p> <p>CRM dashboard 1</p>

No.10 – Enforce the requirements of the Regulatory Reform (Fire Safety) Order 2005 (Prosecutions, formal enforcement) ●●								
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<p>Utilise policy and procedure to effectively enforce the requirements of the FSO and thus reduce risk in the community.</p>	Protection Group Manager	01/04/23	31/3/24	<p>Issue Enforcement notices when appropriate including when informal notices have previously been issued and when the compliance level following an audit is 4 or more.</p> <p>Issue Alteration notices rather than reinspecting prohibition notice</p>	<p>Promote the understanding in the community that compliance is expected and required and any non compliance will be dealt with using the full weight</p>	Y	Y	<p>100% of all prohibition notices and enforcement notices will result in a legal investigation Tier 3</p> <p>We will increase the number of prosecution</p>

				<p>compliance every 6 months when the conditions require the Prohibition will not change.</p> <p>Issue Prohibition notices whenever there is an imminent risk to life from fire that cannot be resolved immediately.</p> <p>Ensure all formal notices and serious non compliance result in legal case investigations and prosecutions.</p> <p>Informal cautions will be issued when proportionate and appropriate.</p> <p>Introduce a more streamlined prosecution and enforcement process.</p>	<p>of our enforcement powers.</p> <p>Reduce risk to relevant persons and fire crews due to increased levels of compliance.</p>		<p>s to at least 4. Tier 1 & 2 & HMICFRS 100% of compliance level 4 or 5 audit outcomes will result in an enforcement notice being issued. Tier 3 & 4 100% of enforcement notices issued will be done so within 72 hours of finding the non compliance Tier 3 & 4 100% of Prohibition notices will be issued on the day of finding the prohibitable conditions. Tier 3 & 4</p> <p>CRM dashboard 3 & 5</p>
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No.11 – Meet a minimum of 97% of our consultation timescales ●●

Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
Ensure we complete all formal consultations within agreed timescales	SM consultations and all 3 Geographical Office SMs	1/4/23	31/3/24	97% of all consultation will be completed within the agreed timescales	New builds, new licenses (including housing, etc) will be built to the correct standard and will result in compliance with the ongoing requirements of the FSO.	Y	Y	97% of all consultations will be completed within agreed timescales. Tier 2 & 3 (CRM dashboard 2)

No.12 – Implement the regional building safety regulator solution ●●●

Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
Full funding has been provided by the HO to recruit and manage the resources that will be required to support the new BSR in enforcing the requirements of the BSA. We will need to recruit and develop the new staff to ensure we are ready to deliver our legal requirements by Oct 2023.	SM BSR	1/4/23	31/3/24	Recruit 2 x FSIO and train them to L4 Dip. Recruit 1 x Fire engineer and train them to L6 FE qualified with full accreditation. Recruit and SM or JF6 post to manage our resource and the regional BSR team. Produce and sign off the MoUs with the BSR to ensure we are clear on the ways of working and the financial protocols associated with this new role. Provide regular financial returns to the HO via the NFCC and claim costs from the BSR for any BSR related work from September 2023.	We will jointly inspect in scope high risk buildings together with the BSR and LA building control. The exact demands and frequencies are yet to be determined. We will also inspect and advise the Regulator on new buildings as they progress through the various gateways.	Y	Y	Deliver inspections and visits as required by the Regulator and as resources by the new BSR team. Annual Plan

No.13 – Implement the changes required by new legislation and guidance via the Legislative change board ●●●

Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<p>Consider all new legislation, guidance and other material to identify how we will blend any new requirements into our Services policies and procedures.</p>	<p>SM Legal and Consultation</p>	<p>1/4/23</p>	<p>31/3/24</p>	<p>Hold monthly Legislative Change Board meetings with attendees from the relevant parts of the Service.</p> <p>Ensure all policies and procedures are updated to reflect any significant changes.</p> <p>Ensure all staff are trained as required to be both aware of and be able to implement any changes.</p>	<p>Our protection department and the Service as a whole will be fully compliant and up to date with changes being introduced nationally. This will result in a more effective reduction of risk in for the community and our staff.</p>	<p>Y</p>	<p>N</p>	<p>80% of protection staff trained on new legislation within 6 months of the policy changing.</p> <p>100% of policies up to date with any new changes within 3 months of the changes.</p> <p>100% of training material accurately reflecting the new changes within 6 months of its introduction.</p> <p>Annual Plan</p>

Commitment No. 2: Educating our communities

No.14 - Embed Annual Assessment of Risk process ●●								
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<p>Gather the relevant risk data through engagement with key stakeholders to inform the local assessment of risk and deliver the resulting local activities that ensure Risk Reduction under the key themes.</p> <p>Strategic Theme 1, 2, 7, 8, & 9</p>	Geographical Group Managers	01/04/23	31/03/24	Identify and annually review the key Prevention & Protection strands.	Delivery of risk based initiatives against risk geographical profile.	Y	Y	Initiatives delivered against assessment
	Protection Group Manager			Embed the annual assessment of risk through managerial activities such as rolling reviews.	By quantifying annually the level of high risk individuals and premises within our communities we will be able to further refine the optimum resource level for prevention and protection. A resourcing calculator will be developed to support this enhanced risk based approach to delivering key activities such as Home Safety Visits and Fire safety audits and checks.			IRMP
	Prevention Manager			Identify key initiatives through the annual assessment process for the Safer Communities team to deliver collaborative and outcome focused support to those in most need. (Fire/Home, Road, Water and Protection).				Annual Plan
				To confirm the effective and efficient allocation of local resources against the Prevention & Protection themes.				

No.15 – Continue to educate the community around new and existing legislative requirements

Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<p>We will continue to educate and advise the community on the requirements of the Fire Safety Order (as required by the FRSA 2004). We will also advise and support them on the new requirements coming in due to new legislation and guidance.</p>	<p>Geographical SMs SM Legal (LCB)</p>	<p>1/4/23</p>	<p>31/3/24</p>	<p>We will provide advice and guidance to RPs during every face to face interaction.</p> <p>We will attend community meetings and other meetings to provide advice and support to residents and the business community.</p> <p>We will keep our webpage up to date and signpost RPs to it.</p> <p>We will support partners and update them during appropriate partnership meetings.</p> <p>We will utilise our PAPs to support partners and keep them up to date with relevant changes in expectations.</p> <p>We will carry out 2 Housing Seminars each year. Housing partners will be invited and will jointly plan the events. RPs including owners, managing agents, RTM companies, etc will be invited. This will be captured within the new Housing MoU.</p>	<p>Compliance levels will improve and enforcement activity will decrease.</p>	<p>Y</p>	<p>N</p>	<p>Deliver 2 x housing seminars joint with LA housing each year.</p>

No.16 – Continue to grow our PAPs to better support the business community ●●								
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
We will continue to support our existing PAPs and will increase the number of PAPs we have to generate more income and to increase opportunities to advise RPs and reduce the risk of fire in the built environment.	PAP Manager	1/4/23	31/3/24	<p>We will provide at least 20 hours support to PAP partners in order to help them comply with their legal requirements.</p> <p>We will recruit a PAP support role to be able to grow the number of partners we have, to in turn generate enough income to make the PAP role cost neutral.</p>	Providing this advice will reduce the risk of fire in the built environment.	Y	Y	<p>20 hours support provided to each Partner (if requested).</p> <p>We need to generate 721 additional PAP hours in order to fund the PAP resources agreed.</p>

No.17 - Prioritise Accidental Dwelling Fire reduction through the ADF ALS ●●								
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<p>Continue the drive to reduce Accidental Dwelling Fires through the ADF Action Learning Set.</p> <p>Strategic Theme 7</p>	<p>Prevention Manager</p> <p>Geographical Group Managers</p> <p>Protection Group Manager</p>	01/04/23	31/03/24	<p>Identify trends and develop, undertake and review initiatives delivered to the communities.</p> <p>Working in partnership both internally and with partners.</p> <p>ADF action Learning Set monitor and ensure delivery against ADF plan.</p>	<p>Strive for a Service wide reduction of ADFs or due to environmental/societal and economic challenges prevent an increase.</p> <p>Improved performance from the current national position.</p>	Y	Y	Reduction of accidental dwelling fires

No.18– Further Enhance Engagement with Children & Young People ●●								
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
Develop and deliver a CYP policy	Protection Group Manager	01/04/23	31/03/24	Development of a CYP engagement manual note	Reduction in risk to CYP across all risk areas, home/fire, water & road	Y	Y	Annual plan Evaluation
Develop and deliver CYP activities in partnership	Prevention Manager			Developing partnership opportunities across all CYP risk areas	Reduction in injuries and deaths			EOM returns
Review our CYP engagement through evaluation.	Geographical Group Managers			Closer working with Police, Health and Children's Services	A safer, more sustainable community			
Strategic Theme 2, 4, 8 & 9				Evaluation of all CYP activities to enhance the outcomes				

No.19 – Continue to engage with the community to deliver Prevention activities linked to the NFCC calendar and station action plans ●●								
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
We will deliver Prevention initiatives in line with the NFCC calendar where it relates to the community risk identified through the station action plans	Prevention manager Partnership & Engagement business partners	1/4/23	31/3/24	Deliver engagement events to support the NFCC as detailed within the NFCC prevention calendar.	Reduced risk in the community as a result of raised awareness of risk and control measures.	Y	Y	Reported through EOM returns, Group action plans and P&E performance slides

No.20 – Complete Equality Impact Assessment and evaluation tools for all initiatives ●●

Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
All policies and initiatives will have an EIA carried out or reviewed to ensure we are using our resources in the most effective way having taken into account the needs of our community, especially our vulnerable at-risk residents.	Prevention manager	1/4/23	31/3/24	All policies will have an up to date and effective EIA. All initiatives and events will receive an EIA to ensure we are using our resource most effectively to reduce risk.	Reduced community risk relating to fire, water and road, and to ensure that safeguarding remains at the heart of everything that we do.	Y	N	100% of policies to have an up to date EIA. 100% of events and initiatives to have an up to date and effective EIA.

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

No.21 – Embed the QA framework for FS audits/checks and HSV delivery ●●●								
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<p>Embed quality assurance framework for HSV delivery and Fire Safety Audits/checks.</p> <p>Strategic Themes 1,4 & 6</p>	<p>Protection Group Manager</p> <p>Prevention Manager</p> <p>Geographical Group Managers</p>	01/04/23	31/03/24	Effective Frameworks and assurance process in place.	Improvement of the consistency in effective delivery of services.	N	N	<p>QA returns</p> <p>EOM returns</p> <p>HMICFRS</p>

No.22 – Continue to develop staff in line with the protection competence framework ●●●								
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
Continue to develop staff in line with the protection competence framework .	SM T&A	1/4/23	31/3/24	<p>All protection staff in development will be issued with a development portfolio that they will complete to show how they have gained competence. They are also required to record 25 hours of CPD on the LABC website to enable them to apply for Eng Tech and CAR accreditation once they are L4 diploma qualified.</p> <p>50% of supervisory managers on WT/DC stations will receive a L3i qualification.</p> <p>All L2 FSDOs will be developed and supported to enable them to carry out their roles. They will be issued with a specific development portfolio and will be expected to maintain competence by attending quarterly training days.</p> <p>We will support those who have attended formal courses to ensure they complete the coursework requirements and gain the required qualification.</p> <p>All admin will be trained to carry out their role. Quarterly admin standardisation days will be held to enable admin to maintain competence and to promote consistency.</p>	<p>A fully competent and effective workforce will more effectively reduce risk in the built environment.</p> <p>Corporate protection as all staff carrying out the role will be competent or gaining competence in line with the Protection competence framework.</p>	Y	Y	<p>100% of staff to be either L4 Dip competent or completing their L3/4 courses.</p> <p>100% of Protection staff to record 25 hours CPD per year on the LABC website, with a summary recorded within their portfolios.</p> <p>All FSIOs not within the department will need to be L4 certificate qualified and will need to attend 3 of the 4 quarterly training days and record 25 hours of CPD on the LABC website.</p> <p>All admin will attend the quarterly admin training days</p>

No.23 – Meet the statutory duty to deliver Safeguarding – training provision and identification of risks ●●●

Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<p>To provide training to all staff & volunteers in order to meet our statutory duty.</p> <p>Strategic Themes 3, 4, 7, 8</p> <p>All staff, and in particular supervisory staff to consider Safeguarding at all incidents and during all interactions with the community.</p> <p>Strategic Themes 3, 4, 7, 8</p>	<p>Protection Group Manager</p> <p>Prevention Manager (Designated Safeguarding Lead)</p> <p>Geographical Group Managers</p>	01/04/23	31/03/24	<p>Annual iLearning Safeguarding Essentials course.</p> <p>Bi-annual one day course for managers and staff / volunteers engaged in regulated activity.</p> <p>Safeguarding Adult Board/Safeguarding Children's Board / NFCC Safeguarding self-assessment compliance.</p> <p>Increased awareness of ESFRS staff / volunteers of Safeguarding concerns and how to report them.</p>	<p>Staff / volunteers who have a sound, practical knowledge to ensure that they can recognise and report a Safeguarding concern.</p> <p>An increase in the number of Safeguarding referrals (CTN's) made by ESFRS and a reduction of risk within the community.</p>	N	N	<p>CTN performance returns</p> <p>EOM returns</p> <p>HMICFRS</p>

No.24 – Recruit, retain and develop staff to deliver our Prevention strands ●●●

Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<p>We will continue to recruit staff to enable us to deliver our Prevention strands articulated in our Thematic Plans.</p> <p>Professional staff will have a clear Prevention development pathway to achieve promotion within the department or wider Service.</p>	Prevention manager	1/4/23	31/3/24	<p>We will recruit, train and retain staff in order to achieve our business objectives</p> <p>We will promote the department at all levels and at every opportunity to encourage professional staff to come into the department.</p>	A fully resourced department with appropriate skills to enable us to deliver our objectives.	Y	Y	<p>All posts filled within 90 days.</p> <p>Annual Plan</p>

Commitment No. 4: Making effective use of our resources

No.25 - Delivery of Cadet Scheme ● ● ●								
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
Continue to develop and support a Fire Cadet scheme across the Service. Evaluate the Cadet scheme and consider options for additional units. Strategic Themes 4, 9	Assistant Director of SC Geographical Group Managers Prevention Manager	01/04/23	31/03/24	Provide Young people aged 13 – 17 years with the opportunity to be treated as a young fire fighter and learn new skills.	Fire cadet units will provide an insight into working within a uniformed service, providing an exciting and unique opportunity to develop both personal and social skills by promoting self-discipline, team work and citizenship.	y	y	Prevention indicative evaluated as being successful through initiatives Library approach

No.26 – Review the department structure once CRM is fully operational (enable legal and training resource enhancement) ● ●								
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
Carry out a full review of the department structure including resource requirements and roles.	GM Protection	1/4/23	1/10/23	Produce a report to SLT that details how the resources within the department will be utilised and if any changes are needed.	More effective and efficient use of resources within the department to deliver departmental targets.	Y	N	No PI

No. 27 - Support delivery and embedding of CRM project ●●								
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
Support delivery and embedding of CRM project. Strategic Theme 3	Assistant Director of Safer Communities Geographical Group Managers Protection Group Manager Prevention Manager	01/04/23	31/03/24	Improved efficiency and enhanced functionality with regards to the management of information/Intelligence through CRM. Impact of CRM on productivity	Reduce the administrative burden related to HSV, Audit and SSRI entry and communication whilst at the same time improving accuracy of data. Free capacity for more productive use of complex data, both internal and external, in order to provide better outcomes for citizens and firefighter safety. Increase number of HSVs, Fire Safety Audits, community engagements and SSRI' delivered. Review the effectiveness of CRM post implementation to include the associated savings.	Y	Y	Improvement of productivity associated increased efficiency. Positive feedback form supervisory managers and local teams. Annual Plan