



East Sussex
Fire & Rescue Service

**Operational Support & Resilience
Corporate Business Plan
2021/2022**

Operational Support & Resilience Corporate Business Plan 2020/21

Commitment No. 1: Delivering high performing services

| No.1 - IRMP Implementation | | | | | Process & Systems Pillar | | | |
|--|----------------------------|------------|----------|--|--|--------------|------------|-----------------------------|
| Description of Activity | Responsible Officer (role) | Start date | End date | Outputs | Outcomes | Resource Y/N | Budget Y/N | Performance Indicator |
| Implementation of IRMP Response and Resilience team and manager (GM) to support the 8 work streams and Chair ORP and Specialist appliance work stream | Group Manager Ops P&P | 01/04/21 | 01/04/25 | Delivery of agreed IRMP proposal. Special appliances, aerial provision, removal of P4s. | Resources allocated to risk more efficiently and effectively. Improved performance with reduced investment. A sustainable structure to support operational response to risk. | N | Y | IRMP implementation on plan |

| No.2 - ESMCP Strategic Lead | | | | | Process & Systems Pillar | | | |
|--|----------------------------|------------|----------|--|--|--------------|------------|--------------------------|
| Description of Activity | Responsible Officer (role) | Start date | End date | Outputs | Outcomes | Resource Y/N | Budget Y/N | Performance Indicator |
| <p>ESMCP – Emergency Services Mobile Radio Replacement Programme:</p> <p>Deliver transition readiness against HO and Service expectations and lead successful transition to ESN</p> | Assistant Director OSR | 01/01/17 | 31/12/23 | <p>Engagement with regional and national meetings, review and comment on FBC, provide regular updates to ESMCP Delivery and Strategic Board.</p> <p>Support with SME at ITG Devices ESFC (P21) - ICCS compatibility- Operational end user SME.</p> | <p>Replacement of Airwave radio system with 4G/LTE ready equipment for voice and data, achieving a saving over current high costs of Airwave.</p> <p>New ESN enabled equipment for FRS – vehicles, people and premises such as JSSCCC – Replacement for Airwave radio.</p> | Y | Y | ESMCP national programme |

| No.3 - Response to the Grenfell Tower Action Plan | | | | | Process & Systems Pillar | | | |
|--|----------------------------|------------|----------|---|---|--------------|------------|------------------------------------|
| Description of Activity | Responsible Officer (role) | Start date | End date | Outputs | Outcomes | Resource Y/N | Budget Y/N | Performance Indicator |
| <p>Monitor the outcomes and learning from the Phase 1 Grenfell Enquiry to ensure that ESFRS operational policies and procedures are aligned to any national guidance or NFCC recommendations</p> | Group Manager Ops P&P | 01/04/21 | 31/03/22 | <p>Stakeholder engagement concept & scope agreed. Policy drafted, consulted, signed-off and published. TNA constructed and agreed with Training & Assurance / Rep Bodies. Relevant training packages constructed and delivered in accordance with TNA. New items of equipment evaluated and purchased</p> | <p>Enhanced firefighter safety, knowledge of the built environment & survivability rate for the public.</p> | Y | Y | Grenfell action plan phase 1 and 2 |

| No.4 - Review Departmental structure in line with IRMP changes | | | | | Structure Pillar | | | |
|--|---|------------|----------|--|---|--------------|--|---|
| Description of Activity | Responsible Officer (role) | Start date | End date | Outputs | Outcomes | Resource Y/N | Budget Y/N | Performance Indicator |
| <p>Review of staffing structure OPS P&P</p> <p>Fleet Management team</p> | <p>Group Manager Ops P&P</p> <p>Strategic Engineering Manager</p> | 01/12/20 | 30/09/21 | <p>Paper to SLT to assure the roles and responsibilities for both strands, Fleet & Asset & Response & Resilience staff.</p> <p>Consider in line with new provision of Resourcing Cell and workstreams identified through IRMP procedure.</p> | <p>Flexible structure adopted in both departments to secure the most efficient and effective structure in place to support Operational Support & Resilience</p> | Y | <p>N/A potential</p> <p>Efficiencies</p> | <p>Review of staffing structure Response & Resilience</p> <p>Fleet team</p> |

| No.5 - Meeting structure and support plan (support and delivery) | | | | | Structure Pillar | | | |
|---|---|------------|----------|--|--|--------------|------------|-----------------------|
| | | | | | Culture and leadership Pillar | | | |
| Description of Activity | Responsible Officer (role) | Start date | End date | Outputs | Outcomes | Resource Y/N | Budget Y/N | Performance Indicator |
| <p>Identify the most effective meeting structure, for Response & Resilience in terms of OGIG, APEIG, OAG and OA</p> <p>Ensure the meeting structure internally follows the support to deliver format and encompasses a Support Plan for each department</p> | <p>Group Manager Ops P&P</p> <p>Strategic Engineering Manager</p> | 01/4/21 | 30/6/21 | <p>Clear meeting and attendees' structure with Support Plan to provide accountability directorate memory, support addressing issues, transparent task allocation, methodology to support problem resolution with informed decision making.</p> | <p>Improved culture.</p> <p>Clarity of role and responsibility to the Service.</p> | Y | N | R&R KPIs |

| No.6 - Fire Sector Professional Standards | | | | | Culture & Leadership Pillar | | | |
|--|----------------------------|------------|----------|---|--|--------------|------------|--|
| | | | | | Process & Systems Pillar | | | |
| Description of Activity | Responsible Officer (role) | Start date | End date | Outputs | Outcomes | Resource Y/N | Budget Y/N | Performance Indicator |
| <p>Professional standards – Sector Improvements as defined by NFCC – National Standards Committee</p> <p>Internal standards – Support & Delivery Framework Phase 2. (Internal)</p> | Group Manager Ops P&P | 01/04/20 | 31/03/22 | <p>Engage and consult on agreed NFCC defined standards for FRS to implement across the Service.</p> <p>Develop and refine standards for each department.</p> <p>Develop key standards for staff in each department, supported and developed by staff. Draft proposed internal standards based upon feedback and incidents or station audits for consultation.</p> <p>Clear and visible statements of intent to develop professional, effective and efficient approaches to ensure operational preparedness.</p> | Professional, effective and efficient Service activity and operational preparedness. | Y | N | <p>National alignment and consultation with CPO and NFCC standards board</p> <p>Staff survey, improved performance</p> |

| No.7 - Performance monitoring supports introduction of intelligence solution | | | | | Process & Systems Pillar | | | |
|--|----------------------------|------------|----------|--|--|--------------|------------|--------------------------|
| Description of Activity | Responsible Officer (role) | Start date | End date | Outputs | Outcomes | Resource Y/N | Budget Y/N | Performance Indicator |
| Define the exception reporting in Response & Resilience | Group Manager Ops P&P | 01/12/20 | 31/03/22 | Clear defined monthly return that assures progress against the directorate plan. | Compliance with Response & Resilience Strategy. | Y | N | Y Fleet and asset PIs |
| Fleet management | Strategic Fleet Manager | | | End of month assurance process that captures and reflects the critical areas or workstreams of business having been completed. | Compliance with statutory fleet and equipment management programmes. | | | |

| No.8 - National / Regional resilience, influence and engagement | | | | | Culture & Leadership Pillar | | | |
|---|----------------------------|------------|----------|---|---|--------------|------------|-----------------------|
| | | | | | Process & Systems Pillar | | | |
| Description of Activity | Responsible Officer (role) | Start date | End date | Outputs | Outcomes | Resource Y/N | Budget Y/N | Performance Indicator |
| Attend and contribute to NFCC national / regional meetings | Assistant Director OSR | 01/04/20 | 31/03/22 | Engage and consult on NFCC regional meetings SEORG, TOG, 4F3ES SEED, P21. | Clear and visible intention to develop professional, effective and efficient approaches to ensure operational preparedness, and collaborative services. | Y | Y | NA |
| | Group Manager Ops P&P | | | Support the activity of Sussex Resilience forum with wider partnership involvement. | | | | |
| | Strategic Fleet Manager | | | | | | | |

| No.9 - Provide assurance framework for staff, systems process and procedures | | | | | Process & Systems Pillar | | | |
|--|----------------------------|------------|----------|---|---|--------------|------------|----------------------------|
| | | | | | Structure Pillar | | | |
| | | | | | Culture and Leadership Pillar | | | |
| Description of Activity | Responsible Officer (role) | Start date | End date | Outputs | Outcomes | Resource Y/N | Budget Y/N | Performance Indicator |
| Assurance framework | Group Manager Ops P&P | 01/12/20 | 31/12/21 | <p>Ensure service compliance and procedures support all assurance areas such as Trim intervention, Operational debrief, exercise evaluation, Jesip / Multiagency information sharing, station audit, policies and procedures</p> <p>Publish feedback to staff via Assurance In Action publication</p> | Organisational culture of continual learning. | Y | Y | Response & resilience KPIs |

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

| No.10 - Continue to develop career pathways through Apprenticeships | | | | | Process & Systems Pillar | | | |
|---|----------------------------|------------|----------|--|---|--------------|------------|-------------|
| | | | | | Structure Pillar | | | |
| Description of Activity | Responsible Officer (role) | Start date | End date | Outputs | Outcomes | Resource Y/N | Budget Y/N | Performance |
| Consider introduction of Engineering Apprenticeships | Strategic Fleet Manager | 01/04/21 | 31/03/22 | Seek out providers for Apprenticeships in engineering. SLT paper to support establishment increase to provide sustainable workforce planning due to ageing workforce. | A development pathway that supports the introduction of apprentices into the engineering workforce. | Y | Y | |

| No.11 - Support and deliver ESFC function, ways of working and transition through P21 | | | | | Process & Systems Pillar | | | |
|--|----------------------------|------------|----------|--|--------------------------------------|--------------|------------|-----------------------|
| Description of Activity | Responsible Officer (role) | Start date | End date | Outputs | Outcomes | Resource Y/N | Budget Y/N | Performance Indicator |
| Support ESFC control room provision to enable effective and reliable mobilisation of resources to risk and incident. | Group Manager ESFC | 01/4/21 | 30/12/21 | Support mobilising function through to transition to SFRS (P21). Maintained operational delivery and response to ESFRS community. Updated project milestones and budget monitoring. Maintain service delivery. Maintain effective crewing, risk information, PDA changes, ways of working and collaboration across emergency services. | Successful transition, staff support | Y | Y | Project milestones |

| No. 12 - Embed the reviewed and improved Station Audit inspection programme | | | | | Structure Pillar | | | |
|---|----------------------------|------------|-----------|--|--|--------------|------------|-----------------------|
| | | | | | Process and Systems Pillar | | | |
| Description of Activity | Responsible Officer (role) | Start date | End date | Outputs | Outcomes | Resource Y/N | Budget Y/N | Performance Indicator |
| Continue to improve the station audit inspection programme | Group Manager Ops P&P | 01/04/21 | 01/04 /22 | Completion of 24 fire stations working collaboratively with Health & Safety, Training and HR. Compliance with station based activities, actions and defined standards. | Service assurance. Continual learning & improvement. | Y | N | Audit criteria |

| No.13 - Review NOG and assure compliance and review National Operational Learning from incidents and events | | | | | Process & Systems Pillar | | | |
|--|----------------------------|------------|----------|---|--|--------------|------------|-----------------------|
| | | | | | Culture and leadership Pillar | | | |
| Description of Activity | Responsible Officer (role) | Start date | End date | Outputs | Outcomes | Resource Y/N | Budget Y/N | Performance Indicator |
| Ensure review of all NOL and related documentation to develop organisational and operational learning into ESFRS | Group Manager Ops P&P | 01/11/20 | 31/03/22 | Receive new NOL / JOL information, provide consultation advice and gap analysis with existing ESFRS procedure or practise. Guidance to support safe working practises. Feedback to Ops Committee with proposals for improvements. | Assurance. Safe, competent, learning workforce. | Y | N/A | N |
| Ensure review of all NOG related documentation for implementation / adoption into ESFRS | Group Manager Ops P&P | 01/11/20 | 31/03/22 | Review NOG releases, provide consultation advice and gap analysis with existing ESFRS procedure or practice. Feedback to suggest improvements. | | Y | N/A | N |

| No.14 – Embed the Leadership and Behavioral Framework | | | | | Structure Pillar | | | |
|--|---|------------|----------|--|---|--------------|------------|-----------------------|
| | | | | | Culture and leadership Pillar | | | |
| Description of Activity | Responsible Officer (role) | Start date | End date | Outputs | Outcomes | Resource Y/N | Budget Y/N | Performance Indicator |
| Ensure all staff and managers are engaged in LBF training and appraisals, performance monitoring | Group Manager Ops P&P Strategic Engineering Manager | 01/4/21 | 30/6/21 | All staff to complete training provision. LBF to be added to performance criteria in appraisals and 1-2-1 meetings. Development plans support the areas identified in the LBF. | Improved culture. Improved leadership. Learning organisation. | Y | N | R & R KPIs |

Commitment No. 4: Making effective use of our resources

| No.15 - Prepare and publish Fleet and Asset Strategy | | | | | Process & Systems Pillar | | | |
|--|----------------------------|------------|----------|---|-------------------------------|--------------|------------|-----------------------|
| | | | | | Structure Pillar | | | |
| | | | | | Culture and Leadership Pillar | | | |
| Description of Activity | Responsible Officer (role) | Start date | End date | Outputs | Outcomes | Resource Y/N | Budget Y/N | Performance Indicator |
| Prepare and publish Fleet and Equipment Strategy | Assistant Director OSR | 01/12/21 | 31/05/22 | Provide a structured approach to managing the fleet and operational equipment. Demonstrate how our fleet and equipment supports making our communities safer and supports our IRMP. Ensures that assets are aligned to demand to ensure maximum efficiency and effectiveness. | Published Strategy document. | Y | N/A | Strategy to define |

| No.16 - Prepare and publish Response & Resilience Strategy | | | | | Process & Systems Pillar | | | |
|--|----------------------------|------------|----------|--|-------------------------------|--------------|------------|--|
| | | | | | Structure Pillar | | | |
| | | | | | Culture and Leadership Pillar | | | |
| Description of Activity | Responsible Officer (role) | Start date | End date | Outputs | Outcomes | Resource Y/N | Budget Y/N | Performance Indicator |
| Prepare and publish Response & Resilience Strategy | Assistant Director OSR | 01/12/20 | 31/05/22 | Provides a structured way of managing Response and Resilience work. Links ESFRS operational response directly to local risk. Aligns ESFRS operational response to the Sussex Resilience Forum. Community Risk Register ensures that assets are aligned to demand to ensure maximum efficiency and effectiveness | Published Strategy Document | Y | N/A | Y KPIs to be determined as part of the strategy |

| No.17 - HMI readiness | | | | | Process & Systems Pillar | | | |
|--|---|------------|----------|---|--|--------------|------------|-----------------------|
| Description of Activity | Responsible Officer (role) | Start date | End date | Outputs | Outcomes | Resource Y/N | Budget Y/N | Performance Indicator |
| Gap analyse against line of HMICFRS enquiries 2020 and associated findings | Assistant Director OSR Group Manager Ops P&P Strategic Fleet manager. | 01/12/20 | 31/03/22 | Review and prepare all key areas of interest, SSRI, training, synergy between prevention and protection prepare documentation for HMICFRS Inspection team. People / efficiency / effectiveness. Gap analysis from 2020 to identify improved areas of practise and ensure continuing learning and improvement. | Deliver a service to the public that has been independent assessed as excellent. | Y | N/A | HMICFRS Final report |

| No.18 - Support delivery of CRM upgrade and functionality as a senior user | | | | | Process & Systems Pillar | | | |
|---|-------------------------------------|------------|----------|--|---|--------------|------------|--|
| Description of Activity | Responsible Officer (role) | Start date | End date | Outputs | Outcomes | Resource Y/N | Budget Y/N | Performance Indicator |
| Support delivery of CRM upgrade as a senior user Operational (SSRI) workstreams and wider CRM activity for service delivery Firewatch workstream project for resource management | Group Manager Ops P&P P21 SM | 01/04/20 | 31/05/22 | Reduce the administrative time, system duplication and improve audit and SSRI information improving, training, accuracy of data. Review capacity for more productive use of complex data, both internal and external, in order to provide better outcomes for citizens and firefighter safety by access to risk information. Ensure the Firewatch ALS provides a permanent link to enable succinct and efficient mobilization rather than operator reliance. P21 assurance with firewatch vision. | Improved efficiency and enhanced functionality with regards to the management of risk information/HSV and firewatch Intelligence through CRM. | Y | Y | Improvement of productivity associated with increased efficiency |

| No.19 - Identify collaborative opportunities via the 4F partnership | | | | | Process & Systems Pillar | | | |
|--|---|------------|----------|--|--|--------------|------------|-----------------------|
| | | | | | Structure Pillar | | | |
| | | | | | Culture and Leadership Pillar | | | |
| Description of Activity | Responsible Officer (role) | Start date | End date | Outputs | Outcomes | Resource Y/N | Budget Y/N | Performance Indicator |
| Engage and consult with 4F partnership to seek opportunities to improve effectiveness and efficiency | Assistant Director OSR Group Manager Ops P&P | 01/12/21 | 31/03/22 | Support 4F meetings, share policy procedure and guidance, procure collaboratively, seek shared resource. | Collaborative policy, procedure & decision making. | Y | Y | N |

| No.20 - Continue to seek and assure GDPR compliance within Operational Support & Resilience | | | | | Process & Systems Pillar | | | |
|---|--|------------|----------|---|--|--------------|------------|-----------------------|
| Description of Activity | Responsible Officer (role) | Start date | End date | Outputs | Outcomes | Resource Y/N | Budget Y/N | Performance Indicator |
| Assure compliance with GDPR | Group Manager Ops P&P Strategic Fleet manager | 01/12/21 | 31/3/22 | Assess all documentation and workplace functions to be GDPR compliance as directed by the SIRO. | Robust and secure information controls aligned with FRS protocols. | Y | N/A | N |

| No.21 - Support the delivery of the ESMCP Data Communications System | | | | | Process & Systems Pillar | | | |
|--|--|------------|----------|---|--|--------------|------------|-----------------------|
| Description of Activity | Responsible Officer (role) | Start date | End date | Outputs | Outcomes | Resource Y/N | Budget Y/N | Performance Indicator |
| ESMCP workstream support, implementation and adoption | Assistant Director OSR (Strategic) Mike Wattam (PM) Group Manager Ops P&P (Coverage and Operations) ITG (Devices) | 01/12/20 | 31/3/22 | Ensure attendance to all national regional and local ESMCP meetings. Provide regular updates and support for documentation, sharing information and specification detail that relates to ESFRS. Combine with P21 to ensure compatibility and understanding at all defined project milestones. | New Emergency Services data and voice communication system | Y | N/A | Project milestones |

| No.22 - Support delivery of asset estate refurbishment and one public estate philosophy | | | | | Culture & Leadership Pillar | | | |
|---|---|------------|----------|---|---|--------------|------------|-----------------------|
| | | | | | Process & Systems Pillar | | | |
| Description of Activity | Responsible Officer (role) | Start date | End date | Outputs | Outcomes | Resource Y/N | Budget Y/N | Performance Indicator |
| Ensure synergy between estates and engineering workstreams | Assistant Director OSR Strategic Engineering Manager | 01/04/20 | 31/03/22 | Engage and consult on all new purchases within engineering to assess the required infrastructure and support. Adopt a sustainability and environmental policy that supports innovation within budget parameters. Clear and visible leadership to develop professional, effective and efficient approaches to ensure operational preparedness, align to infrastructure and collaborative services. | Estate infrastructure supports vehicle staff and equipment provision across ESFRS consistent with the outcomes of the IRMP. | Y | Y | IRMP |

| No.23 - Monitoring of directorate budgets | | | | | Process & Systems Pillar | | | |
|--|--|------------|----------|--|--|--------------|------------|----------------------------|
| Description of Activity | Responsible Officer (role) | Start date | End date | Outputs | Outcomes | Resource Y/N | Budget Y/N | Performance Indicator |
| Monthly budget monitoring (revenue) Capital replacement programme and revenue spend | Assistant Director OSR Group Manager Ops P&P Strategic Fleet Manager | 01/12/21 | 31/03/22 | Regular monitoring of revenue spend in consultation with procurement category advisor for Fleet. Propose the 21/22 capital replacement strategy assured by Finance Business Partner | Balanced budget for capital and revenue. | Y | N/A | Y Monthly budget report |

| No.24 - New Fire Ground radio provision , maintenance, and defect process implemented and embedded | | | | | Process & Systems Pillar | | | |
|--|---|------------|----------|---|--|--------------|------------|-----------------------|
| Description of Activity | Responsible Officer (role) | Start date | End date | Outputs | Outcomes | Resource Y/N | Budget Y/N | Performance Indicator |
| Complete digital switchover considering over-border impacts and project close down | Mike Wattam (PM) Group Manager Ops P&P | 01/12/20 | 31/05/22 | Training roll out for all staff in terms of operation of FGR's. Policy and procedure for defect reporting. Assurance and training for maintenance of Tait radio provision to engineering. | Full adoption of FGR programme and sign off from PMO | Y | N/A | N |

| No.25 - Secure fleet and equipment purchase profile and capital replacement programme | | | | | Process & Systems Pillar | | | |
|---|----------------------------|------------|----------|---|---------------------------------|--------------|------------|-----------------------|
| Description of Activity | Responsible Officer (role) | Start date | End date | Outputs | Outcomes | Resource Y/N | Budget Y/N | Performance Indicator |
| Manage the specification, build and implementation of replacement vehicles, in accordance with the capital replacement programme and IRMP | Strategic Fleet Manager | 01/04/21 | 31/03/25 | Delivery of three new fire appliances year on year. Delivery of a new Animal Rescue Vehicle, TRU, Wildfire Vehicle, ALP, cars and vans to support light fleet. | Effective operational response. | Y | Y | |

| No.26 - Secure and install telematics and cameras ensuring value for money (ITF) | | | | | Process & Systems Pillar | | | |
|---|----------------------------|------------|----------|--|---|--------------|------------|-------------------------|
| Description of Activity | Responsible Officer (role) | Start date | End date | Outputs | Outcomes | Resource Y/N | Budget Y/N | Performance Indicator |
| Through the Integrated Transport Function, install new telematics and cameras on all Service vehicles | Strategic Fleet Manager | 01/04/21 | 31/03/22 | New telematics system installed in all vehicles. New cameras installed in all vehicles. | Effective monitoring and management of fleet. | Y | Y | Capital asset programme |

| No.27 - Research implications of moving to an electric fleet, and present a report to SLT for consideration | | | | | Process & Systems Pillar | | | |
|--|----------------------------|------------|----------|--|-------------------------------------|--------------|------------|-----------------------|
| Description of Activity | Responsible Officer (role) | Start date | End date | Outputs | Outcomes | Resource Y/N | Budget Y/N | Performance Indicator |
| Research implications of moving to an electric or hybrid Fleet | Strategic Fleet Manager | 01/04/21 | 31/12/22 | Research paper to offer analysis to secure the options for improving service carbon footprint and support an environmental strategy. Reduce consumption of petrol and diesel fuels. | Paper to SLT. | Y | N/A | |