



East Sussex
Fire & Rescue Service

People Services
Corporate Business Plan
2021/2022



People Services Business Plan 2021/22

HR & Organisation Development 2021/22 Business Plan

Commitment No. 1: Delivering high performing services									
Ref No.	Description of Activity	Responsible Officer (role)	Start date	End date	Output	Out-comes	Re-source Assigned Y/N	Budget Y/N	Performance Indicator if relevant
	Focus on 'growing our own talent' through the development of the apprenticeship scheme, the development of the career pathways scheme and a Direct Entry Scheme, which will offer a non-traditional route into leadership roles within the Fire & Rescue Service. We will continue to support professional qualifications to support 'growing our own talent'	HR/OD Manager and L&D Manager	01/04/21	31/03/24	<p>Departmental workforce plans</p> <p>Succession plans</p> <p>Access to a broader suite of apprenticeship standards</p> <p>Development of career pathways</p> <p>Introduction of a Direct Entry Scheme Framework applied within the Service as dictated by the Framework</p>	<p>A more engaged and competent workforce, who are aware of their opportunities for development</p> <p>Increased awareness amongst line managers of the role of workforce planning and succession planning</p> <p>A more diverse workforce which reflects the communities of East Sussex, Brighton and Hove.</p>	Y	Y	Strategy / HMICFRS

Commitment No. 1: Delivering high performing services									
1	Create clear succession plans with departments to demonstrate our commitment to increasing clarity in career development	HR/OD Manager	01/04/21	31/12/21	A process and framework for managers to develop their departmental workforce plans and succession plans	An engaged and competent workforce Line managers who engage with their responsibility to undertake workforce and succession planning Reduction in risk to skills shortages across the Service	Y	Y	Strategy / HMICFRS
2	Occupational Health service to become SEQOHS accredited.	AD People Services	01/01/21	31/12/21	Undertake gap analysis Provide evidence against the standard Maintain the standard	Assurance of a quality and accredited occupational health provision	Y	Y	Strategy
3	Undertake an annual review of the Occupational Health provision and the value added from a collaborative approach	AD People Services	01/04/21	31/12/21	Report to SLT with overview of service provided. This will include annual costings	To ensure the Service receives an occupational health provision that is fit for purpose and meeting the needs of the Service	Y	Y	Strategy / HMICFRS
4	To review and improve our people management policies, processes and experiences and digitise people processes where possible	HR Business Analyst	01/01/21	31/03/23	Re-engineer processes using EDRMS and Sharepoint where possible	To simplify HR processes for the end user and therefore decentralising many of the transactional HR processes that are required on a day to day basis. Builds capacity within the HR department	Y	Y	Strategy

Commitment No. 1: Delivering high performing services									
5	Fully support and drive the 'people strand' of both the corporate P21 project and the IRMP implementation project	HR Project Leads (P21, ORR)	01/04/21	31/03/24	A legally compliant change process achieving the project outcomes and deliverables	Delivery of the people related aspects of P21 and ORR	Y	Y	Strategy

Commitment No. 3: Developing a multi-skilled, safe and valued workforce									
Ref No.	Description of Activity	Responsible Officer (role)	Start date	End date	Output	Out-comes	Re-source Assigned Y/N	Budget Y/N	Performance Indicator if relevant
6	Develop and implement a continuous approach to positive action for the Service, starting with Firefighter recruitment.	I&D Lead	01/01/21	30/09/21	Fully costed and planned positive action plan ready to commence in line with Firefighter Recruitment Evaluate plan and make adjustments to move to rolling positive action	A planned approach to positive action that is rolling. A plan of activities that are effective at supporting the diversification of the workforce	Y	Y	Strategy / HMICFRS
7	Create a training suite to accommodate all roles and all stages of the work life cycle to maintain up to date EDI knowledge as well as improve awareness of specific areas identified such as unconscious bias	I&D Lead	01/01/21	30/06/21	A suite of training that is accessible to all staff Paper to the Equality, Diversity & Inclusion (EDI) Group seeking sign off for that training and an implementation plan	A suite of training for all staff to enhance and develop knowledge	Y	Y	Strategy / HMICFRS

Commitment No. 3: Developing a multi-skilled, safe and valued workforce									
8	Use charters to support us in measuring progression. Start with Disability confident in year 1	I&D Lead	01/10/21	31/03/22	An audit against the Disability Confident standard Identified gaps with recommendations that will be presented to the EDI Group	To enable the Service to identify areas of improvement and any gaps	Y	N/A	Strategy
9	Continue work on identifying, understanding and reducing the pay gaps by scrutinising the Gender Pay Gap report and making recommendations	I&D Lead	01/04/21	31/03/22	Gender Pay Gap Report to SLT Further SLT Report making recommendations to improve the gender pay gap	To continue to improve any inequalities across the Service	Y	N/A	Strategy / statutory req
10	Fully embed the revised Leadership & Behavioural Framework and the values	OD Project Lead	01/01/21	31/07/21	Execute the implementation plan including the Comms Plan and the Training Plan Evaluate the implementation	Embed the values and behavioural expectations of the Service Ensure staff are able to articulate how they 'live' the values	Y	Y	Strategy / HMICFRS

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

11	To implement a meaningful staff induction programme that helps colleagues to be role-ready	HR/OD Manager	01/04/21	30/06/21	<p>A online induction programme covering all areas of the Service, and which embeds the Service values and LBF</p> <p>Supporting tools and documents to assist line managers in undertaking staff inductions</p>	<p>Increasingly embedded Services values and behaviours</p> <p>Increased compliance with Service policy and process</p> <p>More engaged line managers and new starters</p> <p>New starters role ready more quickly</p>	Y	Y	Strategy
12	To refresh our development offering specifically in relation to upskilling our leaders and managers in corporate processes such as business planning, programme and project management, day to day HR skills and procurement and to fine tune the training and development we give to our staff in relation to developing their skills to be outstanding leaders and managers	Learning & Devt Manager and OD Business Partner	01/04/21	31/03/23	<p>Revised learning prospectus that outlines mandatory corporate training for all staff (Green, Grey and Gold book staff)</p> <p>Requirements for each level and the refresher cycle of such training</p> <p>To develop a clear approach to mandatory training (corporate, management & leadership and operational) for both new and existing staff</p>	<p>Increased compliance with Service policy and process</p> <p>More effective and competent managers within the Service that understand corporate processes such as the annual business planning cycle and budget setting.</p> <p>Development of future leaders within the Service</p>	Y	N	Strategy & HMICFRS

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13	Fully embed and implement a revised appraisal process	OD Project Lead	01/11/19	31/03/22	A revised appraisal manual note, with supporting guidance documentation A appraisal toolkit, webpage and bespoke training to fully embed	An appraisal process fully aligned with the Service values and LBF Fully trained and competent managers in having performance related conversations	Y	Y	Strategy / HMICFRS
14	Deliver an operational training and competence programme for Firefighter to Watch Manager. This will define, support and assess the competence of our station based and specialist staff	Learning & Devt Manager	01/01/21	31/12/21	Implement the new system Quality assurance and internal verification framework Run quarterly audits to ensure it is being achieved and completed	Safe and competent operational staff	Y	Y	Strategy
15	Evaluate and invest in our training facilities to support the competence framework. This will include enhancing facilities at our service training centre specifically improving our provision of realistic structural firefighting training and management of contaminants	Learning & Devt Manager	01/04/21	31/03/22	Full Business Case to go to January Change Board SLT / Fire Authority paper Stand up formal project Monthly updates to AD – People Services Formal quarterly reports to PMO and SLT	Fit for purpose live fire training facilities To ensure we continue to have safe and competent Firefighters	Y	Y	Strategy

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

16	Review our benefits and reward approach, offering greater flexibility and choice to suit diverse and changing needs and enable the Service to be agile and competitive in a competing external environment	AD – People Services	01/04/21	31/03/22	A review of the pay and evaluation structures, market supplements, and other intrinsic and extrinsic rewards A total benefit statement	An engaged workforce who feel valued and well remunerated	Y	Y	Strategy
17	To prepare and undertake a staff survey	OD Business Partner	01/04/21	31/03/22	An engagement framework which identifies how we will engage with our staff and volunteers A planned approach to periodic full surveys and smaller, more frequent pulse surveys Meaningful findings and action plans from the above activity	A engaged and motivated workforce who feel listened to and have a mechanism to provide the organisation with feedback	Y	Y	Strategy / HMICFRS

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

18	Review the Wellbeing and stress risk assessment approach for the Organisation	Wellbeing Lead (Billy Stanton)	01/04/21	31/12/21	A revised policy and process submitted to the AD – People Service that is mapped to both the HSE Stress standards and the Blue light standards An fully costed implementation plan (including training) submitted to the AD – People Services	A fit for purpose process that supports individuals with stress and ensures they receive the necessary support quickly and effectively	Y	Y	Strategy
19	Explore the implementation of Health and Wellbeing checks available to our staff	Wellbeing Lead (Billy Stanton)	01/01/21	31/03/22	Fully costed proposal to AD – People Services for consideration Launch to be undertaken Trial to commence in one Borough initially with a view to rolling it out.	To support the corporate risk of an ageing workforce by providing health checks that can sign post to clinical support if identified and required	Y	Y	Strategy / Workforce Plan
20	Fine tune our Well-being provision and offering against the Bluelight Wellbeing standards and develop a rolling plan of development and improvement	HS&W Manager	01/04/21	31/07/21	To provide a report to the AD – People Services identifying progress against the standards, identifying gaps against the standards and making recommendations (fully costed) to bridge those gaps	To develop a wellbeing narrative set around a set of NFCC approved and recognised standards.	Y	Y	Strategy / HMICFRS

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

21	Develop a joint Wellbeing approach with Surrey Fire & Rescue and Surrey & Sussex Police forces which specifically links to our organisational needs ie ageing workforce, mental wellbeing, musculo skeletal issues etc	Billy Stanton	01/04/21	31/03/22	A joint Framework and joint approach to initiatives to be presented to the AD – People Services	A joined up approach to Wellbeing that ensures efficiencies and a collaborative approach.	Y	Y	Strategy
22	Review and refresh the fitness policy for operational staff to ensure it remains aligned to national guidance	Billy Stanton (Wellbeing Lead)	01/04/21	31/12/21	Revised manual note	To ensure the fitness policy is aligned to the Home Office fitness guidance for operational staff	Y	Y	Strategy
23	Wholetime recruitment	HR/OD Manager/L&D Manager	01/01/21	tbc	A pool of Wholetime Firefighter applicants Use of the Firefighter apprenticeship standard	Ongoing service delivery	Y	Y	People Strategy
24	Review Service arrangements for substance misuse	HR/OD Manager and Strategic HS&W Manager	01/04/21	31/12/21	A review of current practice, process, policy Make recommendations for improvement Consult and implement revised policy and process	A reviewed and up to date policy and process	N/A	Y	

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

25	Implementation of the electronic Health and Safety Management System	Strategic HS&W Manager	01/01/21	03/03/22	Stand up formal project Work with stakeholders to ensure successful implementation Quarterly update reports to AD – People Services and PMO	A holistic and embedded Health & Safety Management System that is accessible by managers from across the Service	Y	Y	HSW Strategy
26	In collaboration with colleagues in Operations Planning & Policy, Safer Communities and HR, further revise and develop the station assurance /audit process to stimulate greater engagement and organisational/operational learning and start to scrutinise and measure the impact of human behaviours	Strategic HSW Manager	01/01/21	30/06/21	Station Assurance Programme 2021/22	Delivery of Station Assurance Programme 2021/22 as reported to, Operations Committee, and Health Safety & Wellbeing Committee	Y	Y	HSW Strategy

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

27	Undertake Health and Safety Culture Survey	Strategic HSW Manager	01/04/21	31/12/21	<p>To work with HR and Comms to develop a pulse survey as part of the broader HSMS and Employee Engagement Framework</p> <p>Survey to be signed off by AD – People Services</p> <p>Launch Survey</p> <p>Share results with HSWC and the Organisation</p>	To identify current position and identify continuous improvement areas by identifying the specific areas for development	Y	Y	HSW Strategy
28	New KPI on RIDDOR and personnel on light duties and implementation of local management KPIs for 3 yearly medical, asbestos medical and annual fitness test	Strategic HSW Manager	01/04/21	30/06/21	<p>To develop new KPI alongside HR, business managers and recommend to HSWC for approval</p> <p>To report on new KPI alongside the other H&S stats</p>	Continuous development and improvement of the Service's H&S data available to managers	Y	Y	HSW Strategy
29	Continuation of the revision and development of leading and lagging performance indicators within the Service and across other services through 3 Fire and the Regional CFOA Health & Safety Working Group	Strategic HSW Manager	01/04/21	30/06/21	<p>To review and make recommendations to HSWC in relation to current KPIs</p> <p>Make recommendations to HSWC for suggested targets for reporting purposes</p>	Continuous development and improvement of the Service's H&S data available to managers	Y	Y	HSW Strategy

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

30	Decontamination and firefighter safety. Linking with a broad spectrum of other ESFRS strategies and working groups e.g. Station Design Guide, Lighter Appliances Group, Contaminants Working Group etc	Strategic HSW Manager	01/04/21	31/03/22	Continue to support UCLAn research and develop recommendations for the action plan following latest research paper (Nov 2020)	To continue to ensure ESFRS has a well thought out and safe practice toward contaminants and the risk to Firefighters	Y	Y	HSW Strategy
31	Independent investigation of all Level 2 Safety Events and Hazard Reports with all recommendations tracked until completion	Strategic HSW Manager	01/04/21	31/12/21	<p>Scope to be developed and approved by HSWC / AD – People Services</p> <p>Appointment of independent investigator</p> <p>Report to SLT and HSWC</p> <p>Business Partners to work with departments on improvement plan</p> <p>Improvement plan to go to HSWC for sign off</p>	To continue to develop improvements in to health and safety processes for the Service	N	N	HSW Strategy

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

32	Increase Wellbeing Champions Network and Mental Health First Aiders	Wellbeing Lead (Billy Stanton)	01/04/21	31/03/22	<p>Launch Wellbeing Champions and MHFAs through comms articles in Service Brief and Wellbeing newsletter/intranet</p> <p>Train an additional 10 Wellbeing Champions</p> <p>Train 10 Mental Health First Aiders</p> <p>Promote Wellbeing Champions and Mental Health First Aiders to the Service through Service Brief and Wellbeing newsletter</p>	A cohesive approach to support the wellbeing of our staff which is accessible to all	Y	?	HSW Strategy
33	Implementation of Years 1 & 2 of the Health & Safety Management System: Protecting Our People – Providing Assurance ((POPPA).	Strategic HSW Manager	01/01/21	31/03/22	<p>Paper to AD – People Services outlining Year 1 & Year 2 Implementation plan with timings and costings for training.</p> <p>Share implementation plan with HSWC</p> <p>Set up formal project for HSMS implementation</p>	Ensuring health and safety compliance and an excellent health and safety culture across the Service	Y	Y	HSW Strategy

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34	Implementation of Year 2 of Audit Programme (as per the 5 year Audit Plan utilising the national H&S Audit Tools).	Strategic HSW Manager	01/04/21	31/03/22	To ensure the action plan is complete for year 2 and provide annual update to the HSWC	Ensuring health and safety compliance and an excellent health and safety culture across the Service	Y	Y	HSW Strategy

Commitment No. 4: Making effective use of our resources									
Ref No.	Description of Activity	Responsible Officer (role)	Start date	End date	Output	Out-comes	Re-source Assigned Y/N	Budget Y/N	Performance Indicator if relevant
35	To implement an E-Recruitment system that provides a positive experience both for managers and the candidate	HR/OD Manager	01/06/20	01/06/21	A fully embedded eRecruitment system Recruitment related data reports	Managers able to manage their own recruitment processes end to end, giving them empowerment, ownership and accountability Reduced time to recruit More professional and modern recruitment processes	Y	Y	Strategy
36	Produce HR dashboards and People data that is accurate, timely and meaningful to meet both our statutory obligations and to enable data driven conversations and decisions.	Payroll, Pensions & HR Assurance Manager	01/09/20	31/03/22	To develop HR intelligent reports for managers and SLT to inform decision making	To be intelligence led for all HR matters ensuring the Service is able to respond to trends	Y	Y	Strategy / HMICFRS

Commitment No. 4: Making effective use of our resources									
37	FireWatch upgrade to 7.7.2 (Part of FW Project)	FireWatch System Manager	01/04/20	31/03/21	UAT, configuration and delivery of FireWatch version 7.7.2	Deliver a version of FireWatch that provides functionality required for variable crewing, qualification exclusions, improvements to training and reporting, and mobilisation API required for P21	Y	Y	Strategy
38	On-Call payments generated from FireWatch (Part of FW Project)	Payroll Manager / FireWatch System Manager	01/12/20	30/04/21	Configuration, full UAT and audit. Training provision to operational and payroll personnel	On-Call working time and payment claims recorded on FireWatch, with proper authorisation and audit process to provide data transfer file to payroll system and generate On-Call pay Enables retirement of MIS system	Y	Y	
39	Implementation of FireWatch Self Service portal (Part of FW Project)	FireWatch System Manager / HR/OD Manager	01/01/21	30/04/21	Configuration of FireWatch and FloSuite. Full UAT. Policy amendment on updating of personal data. Training provision to all ESFRS personnel	Improve timely updating and accuracy of employee personal and EDI data Individual access to view On-Call claims and payments Enables retirement of MIS system – white payslips	Y	Y	

Commitment No. 4: Making effective use of our resources									
40	Support investigation of integration between Learning Pool and FireWatch (part of FW Project)	FireWatch System Manager	01/01/20	31/12/21	Support PMO BA and PM in scoping business case for automatic data transfer from Learning Pool into FireWatch	If the FireWatch Project Board agree business case, it can be scoped into current project to deliver time efficient updating and accuracy of employee training records and competence.	Y	Y	
41	Review of home and agile working provision	HR/OD Manager	01/04/21	31/07/21	Review current process and make recommendations for improvement Joint options paper with Estates in relation to home working to go to SLT Feed into benefits statement work	A revised policy that provided organisational flexibility	N	N	Y