



East Sussex
Fire & Rescue Service

Planning & Improvement Corporate Business Plan 2021/2022

Corporate Business Plan 2021/22

Planning & Improvement

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	Continue the development of the strategic planning and performance management process. The strategic planning and performance framework will be finalised so there is a clear explanation of how strategy fits into the planning process going forward, and the achievement of performance targets. Indicators.	AD P&I	01/04/21	30/09/21	Strategic planning timetable Forward plan Manual note Target setting process Business intelligence system	Strengthen accountability/scrutiny and performance An organisation that knows its business & manages performance	Y	Y	

Commitment No. 1: Delivering high performing services									
2	Continue the development of the performance management framework including the further development of the business intelligence system – the instigation of a new target setting process, the establishment of new performance reports and new performance indicators	AD P&I	01/04/21	31/12/22	Integrated performance management system	Strengthen accountability/scrutiny and performance An organisation that knows its business & manages performance	Y	Y	
3	Oversee the next HMICFRS inspection including conduct a mock inspection, conduct a gap analysis of the HMICFRS action plan to ensure progress is monitored	AD P&I	01/04/21	31/03/22	Gap analysis Audit trail Progress monitoring on current action plan	A positive inspection report since last inspection	Y	Y	
4	Continue the further refinement of the Programme Management Office and supporting governance systems and procedures ensuring that all actions contained in the Internal audit are completed	AD P&I	01/04/21	31/03/22	Programme office, governance systems Policies and procedures To develop and support the Fire Authority's overall Governance arrangements	PMO Projects delivered on budget and on time and monitoring of ESFRS projects delivery			

Commitment No. 1: Delivering high performing services									
5	Manage budgets effectively, achieving outturn targets, and delivering any agreed savings in accordance with the Delegated Financial Management Manual	AD P&I	01/04/21	31/03/22	Achievement of targets and savings	Better financial management and achievement of savings targets	Y	Y	

Planning & Intelligence 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	Facilitate the inspection 3 rd or 4 th quarter 2021/22	Planning & Intelligence Manager	01/11/21	31/03/22	Gap analysis and improvement plan Staff briefings	Strengthen accountability/scrutiny and performance An organisation that knows its business & manages performance	Y	N	
2	To deliver the strategic planning process and lead the business planning process and performance monitoring	Planning & Intelligence Manager	01/04/21	31/12/22	Annual Strategic Assessment Business Plans Performance reports	An organisation that knows its business & manages performance	Y	Y	

Commitment No. 1: Delivering high performing services									
3	Business Intelligence Project –continue the two year implementation of Insight to include, the BI system, corporate planning, projects and risk. performance indicators	Planning & Intelligence Manager	01/04/21	31/03/22	Business Intelligence System	Effective performance management system providing data for robust decision making	Y	Y	Corporate Plan ITG Strategy
4	Assist in the work required to deliver the Project 21 performance monitoring arrangements	Planning & Intelligence Manager	01/04/21	31/03/22	Accurate performance reporting	Effective performance management system providing data for robust decision making	Y	N	
5	Develop and deliver appropriate training courses as part of the 4 day corporate training programme	Planning & Intelligence Manager	01/04/21	31/03/22	Better trained and more effective staff	Supports the Service's aim to develop multi-skilled staff.	Y	Y	
6	Undertake a review of the data requirements of 3 years 4i data for identification of issues	Planning & Intelligence Manager	01/04/21	30/09/21	<p>Identification of missing data Quantification of work effort to correct incorrect data Impacts on Services ability to monitor the effectiveness of its IRMP decisions</p> <ul style="list-style-type: none"> • Impact of Dynamic mobilising • Attendance standards analysis • Ability to produce station profiles • Ability to replicate Annual strategic Assessment of Risk 	Ability to provide evidence for evidence based decision making to support next IRMP	Y	N	

Commitment No. 1: Delivering high performing services									
7	Update predictive modelling toolkits FSEC, Phoenix with 4 years data from 4i once available	Planning & Intelligence Analyst - Community Risk	30/09/21	30/09/22	Dependent on 4i data as above	Ability to provide evidence for evidence based decision making to support next IRMP	Y	Y	
8	Update Community profiling / risk analysis data sets including the CUBE with three years data from 4i once available	Planning & Intelligence Analyst - Community Risk	30/09/21	30/09/22	Dependent on 4i data as above	Ability to provide evidence for evidence based decision making to support next IRMP Ability to produce data sets for safer communities			
9	Development of community profiling intelligence to be added onto business intelligence system in to support identification and targeting of vulnerable communities	Planning & Intelligence Analyst - Community Risk	01/07/21	31/03/22	Analysis of historical incident data, cross-matched with other data sources	Accurate picture of vulnerability across ESFRS area and how to engage with these communities	Y	Y	1,2,3, 8,9, 10,11, 12 and 17
10	Support national definition of risk project	Planning & Intelligence Analyst - Community Risk	01/07/21	31/03/22	National definition of risk	Standardised definition of risk across FRS,	Y	Y	

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
11	Support the data requirements from the implementation of the IRMP reviews	Planning & Intelligence Analyst - Community Risk	01/04/21	30/09/22	Analysis to support effective decision making	A safer community	Y	Y	

Programme Management Office

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 / Link
1	Further refine the Programme Management Office and supporting governance systems and procedures	Programme Office Manager	01/04/21	31/03/22	Effective portfolio programme and project management arrangements Programme office, governance systems Policies and procedures	To develop and support the Fire Authority's overall Governance arrangements PMO Projects delivered on budget and on time and monitoring of ESFRS projects delivery	Y	Y	
2	Implement the outcomes of the Internal Audit report on the PMO	Programme Office Manager	01/04/21	30/09/21	More robust reporting and analysis	To support the Fire Authority's overall Programme Governance arrangements	Y	Y	

Commitment No. 4: Making effective use of our resources									
3	Develop project skills in staff and deliver appropriate training courses as part of the 4 day corporate training programme	Programme Office Manager	01/04/21	31/03/22	Better trained and more effective project managers and project administrators	Supports the Service's aim to develop multi-skilled staff.	Y	Y	

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 / Link
1	Support the People strategy: Using the benefits of diversity to better understand the communities we serve	Communications and Marketing Manager	01/06/21	31/03/22	External group(s) set up to shape and influence communications strategy and practice	Improved targeting of messages and campaigns	Y	Y	
2	Support the People strategy: Take positive action to help encourage recruitment from underrepresented groups.	Social Media and Publicity Officer	01/04/21	30/09/21	Promotion of recruitment at target groups	Increase in applications and expressions of interest from underrepresented groups.	Y	Y	
3	Roll out a new programme of media and communications training for station managers	Social Media and Publicity Officer	01/07/21	31/03/22	Updated online learning package Virtual training sessions	Station Managers deal effectively and confidently with the media.	Y	Y	

Commitment No. 1: Delivering high performing services									
4	Provide media training for Fire Authority members	Social Media and Publicity Officer	01/07/21	31/03/22	Updated online learning package Virtual training sessions	Fire Authority members deal effectively and confidently with the media.	Y	Y	
5	We will support the delivery of the Integrated Risk Management Plan	Communications and Marketing Manager	01/04/21	31/03/22	Regular, appropriate and targeted communications	Engaged and informed workforce Informed and supportive public and stakeholders	Y	Y	
6	We will support the delivery of P21	Communications and Marketing Manager	01/04/21	31/03/22	Regular, appropriate and targeted communications	Engaged and informed workforce Informed and supportive public and stakeholders	Y	Y	
7	We will support the delivery of the HMICFRS inspection and findings	Communications and Marketing Manager	01/04/21	31/03/22	Regular, appropriate and targeted communications	Engaged and informed workforce Informed and supportive public and stakeholders	Y	Y	

Commitment No. 2: Educate 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 / Link
1	Refine and improve targeting of our agreed communications and engagement programme for prevention and protection activities	Social Media and Publicity Officer	01/04/21	31/03/22	Deliver agreed calendar of activities	A better informed and engaged local community	Y	Y	

Commitment No. 2: Educate our communities									
2	We will continue to promote Combined Fire Authority meetings among the public, encouraging more public questions and reporting back on outcomes	Social Media and Publicity Officer	01/04/21	31/03/22	Publicise meetings and outcomes on different platforms	A better informed and engaged local community	Y	Y	

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 / Link
1	Deliver internal campaign on Leadership and Behavioural Framework	Internal Communications Officer	01/04/21	31/03/22	Integrated communications campaign	Colleagues respond positively to the framework and implement it across all the service's functions	Y	Y	
2	Deliver internal campaign on Induction	Internal Communications Officer	01/04/21	31/03/22	Integrated communications campaign	New induction is well received	Y	Y	
3	Deliver internal campaign Appraisals Framework	Internal Communications Officer	01/04/21	31/03/22	Integrated communications campaign	There is an uptake in appraisals	Y	Y	
4	Staff survey/pulse survey	Communications and Marketing Manager	01/04/21	31/03/22	Communication campaigns which result in increasing participation rates in surveys	Better intelligence and information about how colleagues views	Y	Y	

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

5	Support the People strategy: Promoting cultures of dignity and respect with the public and within our workforces so that engagement may flourish, making us more flexible, innovative and create environments where people feels valued	Internal Communications Officer	01/04/21	31/03/22	Integrated communications campaign which highlights where values are demonstrated	Colleagues respond positively to our values and engagement improves	Y	Y	
6	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	01/04/21	31/03/22	Integrated communications campaign	There is an uptake in understanding around Health, Safety and Wellbeing	Y	Y	

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 / Link
1	LGA action plan Carry out internal communications research to establish how staff and members prefer to be communicated with (including perceptions of Service Brief and Core Brief)	Internal Communications Officer	01/04/21	30/09/21	Documented findings to inform revision of documents and communications methods Identification of performance indicators to measure increased reach	Better informed and engaged staff – to be measured via staff surveys	Y	Y	
2	Develop internal communications approach with benchmarked targets for improvement based on staff survey and review	Internal Communications Officer	01/04/21	31/03/22	Performance indicators will be introduced for internal communications	Increased awareness of corporate messages internally Improved communication channels within the organisation	Y	Y	
3	We will continue to ensure we effectively feedback the findings or consultations and other formal engagement, developing ongoing relationships with new organisations.	Communications and Marketing Manager	01/04/21	31/03/22	Communications around results Stakeholder feedback reports	A better engaged community	Y	Y	

Democratic Services

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 / Link
1	Review and update the Complaints Policy	Senior Democratic Services Officer	01/04/21	30/06/21	More streamlined and effective complaints process – with simpler procedures	Provide effective and timely Complaints handling for ESFRS			
2	Develop and deliver appropriate training courses as part of the 4 day corporate training programme	Senior Democratic Services Officer	01/04/21	30/06/21	Better trained and more effective project managers and project administrators	Supports the Service's aim to develop multi-skilled staff.			
3	Implement a training plan with the LGA & CIPFA	Senior Democratic Services Officer	01/04/21	30/06/21	Better trained and more effective members	Supports the Service's aim to develop multi-skilled staff.			
4	As part of the implementation of modern Gov - Continue to streamline the timetable and the forward plan, including the internal meeting structure and the relationships between these and the FA meetings – where applicable work to introduce these onto the Modern.Gov system	Senior Democratic Services Officer	01/04/21	31/03/22	Streamlined and effective decision making	Better forward planning			

Commitment No. 4: Making effective use of our resources

5	Introduce an improved process for report writing – create new templates, and train report authors in the new system and the importance of early submission and full evaluation of report implications	Senior Democratic Services Officer	01/04/21	31/03/22	Streamlined and effective decision making	Evidenced based decision making			
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