



**East Sussex**  
Fire & Rescue Service

**Safer Communities  
Corporate Business Plan  
2021/2022**

# Safer Communities Corporate Business Plan 2021/22

## Commitment No. 1: Delivering high performing services

No.1 - IRMP					Structure Pillar			
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>The three geographical GM's will support the 8 workstreams, will chair some of the workstreams and support their SM's who are leading on others.</p> <p>Strategic Theme 5</p>	<p>Geographical Group Managers</p> <p>Protection Group Manager</p>	01/04/21	31/03/22	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>			<p>Annual Plan</p> <p>IRMP</p>

No.2 - Meeting Structure and Email Management					Structure Pillar			
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Re-source Y/N	Budget Y/N	Performance Indicator
<p>Review of meeting structure to efficiently support the corporate plan and critical business as usual activities.</p> <p>Support a review of email use to support liberation of capacity for managers and enhance wellbeing of staff.</p>	<p>Assistant Director of Safer Communities</p> <p>Geographical Group Managers</p> <p>Protection Group Manager</p> <p>Community Safety Group Manager</p>	01/04/21	31/03/22	<p>Condensed agile meeting structure, more reactive to emerging issues and potential opportunities.</p> <p>Liberate capacity for colleagues to deliver against plans.</p>	<p>Staff feel engaged and listened to.</p> <p>Correct issues get prioritised.</p> <p>Use of collective knowledge over isolated silo working.</p> <p>Improvement in decision making and prioritisation.</p> <p>Improved performance.</p>	Y	Y	<p>Staff survey returns</p> <p>Effective response to emerging issues</p> <p>SLT and end of monthly performance. Indicators</p> <p>Delivery rate efficiency of meetings</p>

No.3 - Support and Delivery Framework – next steps					Process & Systems Pillar			
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>Co-design on GM end of monthly returns and associated handbook.</p> <p>Embedding the SM end of monthly returns and evolve associated handbook.</p> <p>Confirming Protection and Community Safety 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>Community Safety Group Manager</p>	01/04/21	31/03/22	<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>(Whilst ensuring a minimum of 1,000 Audits – 25% increase).</p>	<p>Improve current performance in</p> <ul style="list-style-type: none"> <li>• ADFs</li> <li>• HSVs</li> <li>• Absence management</li> <li>• Audits and legislative work</li> <li>• Fatal fire and serious incidents review</li> <li>• AFA's</li> </ul> <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	Y	5% increase in community engagement activities

No.4 - Professional Standards					Culture & Leadership Pillar			
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<p><b>Professional standards – Support &amp; Delivery Framework phase 2.</b></p> <p>Collate feedback and suggestions for standards from supervisory manager's seminars and draft proposed standards for consultation.</p> <p>Strategic Theme 4</p>	<p>Geographical Group Managers</p> <p>Protection Group Manager</p> <p>Community Safety Group Manager</p>	01/04/21	31/03/22	<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>	Y	Y	Staff survey, improved performance

No.5 - Performance Monitoring (monitoring outcomes of service delivery)					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 performance taking action where required against the directorate plan through the devolved objectives detailed in the thematic plans, related 'Group' support plan, end of monthly returns, statements of intent and station audit outcomes.</p> <p>Further enable the support and delivery framework by supporting 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 &amp; 3</p>	<p>Assistant Director of Safer Communities</p> <p>Geographical Group Managers</p> <p>Protection Group Manager</p> <p>Community Safety Group Manager</p>	01/04/21	31/03/22	<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>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&amp;A returns.</p> <p>Improved capacity driven out through effective exception reporting.</p>	Y	Y	<p>SLT performance indicators &amp; end of monthly returns</p> <p>Staff survey, improved performance</p>

No.6 - HSV/S&W Visit Delivery					Culture & Leadership Pillar			
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 &amp; Well visits aiming to target those identified as vulnerable (as defined by the Safer Communities strategy &amp; related HSV policy) on 90% of occasions.</p> <p>Upskill firefighters to undertake very high risk HSV's.</p> <p>Ensure HSV's are completed within agreed timescales.</p> <p>Strategic Theme 7</p>	<p>Geographical Group Managers</p> <p>Community Safety Group Manager</p>	01/04/21	31/03/22	<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 &amp; Well.</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>	Y	Y	<p>SLT and monthly return performance results.</p> <p>IRMP</p> <p>HMICFRS</p>

No.7 - Business Safety Audit Delivery					Culture & Leadership Pillar			
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<p>Increase Fire Safety Audits and Checks to 1,250, through continued rollout of station based audits, aspiring to achieve 1,500 through technological improvements.</p> <p>We will evolve our risk based inspection programme that forms part of our wider strategic assessment of risk. This will involve critically evaluating the risk weighting of the different property types by reflecting on the national standards, securing additional data sets and reflecting on previous incidents.</p> <p>Strategic Theme 1,2,3 &amp; 4</p>	<p>Geographical Group Managers</p> <p>Protection Group Manager</p>	01/04/21	31/03/22	<p>Capacity to Delivery 1,500 audits and checks designed to reduce the risk in built environment.</p> <p>Build on Protection strategic principles to review and shape the thematic plan.</p> <p>Introduce a revised RBIP manual note.</p> <p>Develop a sustainable and effective quality assurance process for delivery of audits.</p>	<p>Reduction in commercial fires across the Service or due to environmental /societal and economic challenges prevent an increase.</p> <p>This will enhance our ability to allocate the optimum level of resource to risk based inspections and Protection engagement activities, which are set out in the Initiatives Library, using a devised risk driven resource calculator.</p>	Y	Y	<p>SLT and monthly return performance results</p> <p>IRMP</p> <p>HMICFRS</p>



No.8 - Prioritisation of support plan objectives					Process & Systems Pillar			
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
Address through effective resourcing, using a prioritised approach, the issues and challenges raised by teams.	Assistant Director of Safer Communities	01/04/21	31/03/22	Prioritised list of activities that support delivery of Safer Communities Directorate Plan.	Effective allocation of resource to remove barriers and address issues that threaten delivery of Directorate Plan.	Y	Y	Support Plan
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.	Geographical Group Managers Protection Group Manager							
Strategic Theme all	Community Safety Group Manager							

No.9 – Protection support team monitoring delivery of strategic objectives and related thematic plans					Process & Systems Pillar			
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>Responding to the learnings from incidents of significance. ESFRS are committed to being a learning organisation and national and local learning is assimilated to ensure improvements can be made and risks mitigated to tolerable levels.</p> <p>Maintain Protection Engagement Library.</p> <p>Introduce Quality Assurance programme across Protection Safety teams.</p> <p>Strategic Theme 1,2,4,6,&amp; 9</p>	Protection Group Manager	01/04/21	31/03/22	<p>Audits and engagement activities prioritised by risk – proactive and reactive inspections.</p> <p>Review and respond to findings/requirements of incidents of significance.</p> <p>Engagement library developed and maintained Protection thematic plan reviewed and maintained.</p> <p>Support annual assessment of local risk by group.</p> <p>Risk based thematic Protection plan &amp; risk based engagement library containing initiative toolkit's that include evaluation and EIA tools.</p>	<p>Prevention &amp; Protection strategy delivered.</p> <p>Delivery of risk based initiatives against risk geographical profile. Reduction in risk in the built environment.</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>

No.10 – Community Safety monitoring strategic objectives and related thematic plans					Process & Systems Pillar			
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<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>Maintain Services Community Safety Initiatives Library for all ESFRS initiatives.</p> <p>Meaningful evaluation that continues to enhance our existing evaluation techniques, with support from partners and considering techniques being advanced inside and outside the sector, in respect to prevention and protection activities to secure continual improvement and an enhanced impact on risk.</p> <p>Continue to work with Partners to ensure that all thematic plans are harmonised across organisations. Review thematic plans and cascade functions to stations/watches.</p> <p>Strategic Theme 2,8 &amp; 9</p>	<p>Community Safety Group Manager</p> <p>Geographical Group Managers</p>	01/04/21	31/03/22	<p>Thematic plans and initiatives library are reviewed and evaluated through meaningful engagement with the community and partners.</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>Effective support and Management of volunteers.</p> <p>Customer surveys then devised from AAR process</p> <p>Develop key partnerships work with Groups to identify risks build on use of operational staff.</p> <p>Annual assessment of risk process will determine initiative and location.</p>	<p>Service delivery strategy delivered.</p> <p>Delivery of risk based initiatives against risk geographical profile. Reduction in deaths and injuries</p> <p>Increased activity from operational staff delivering to agreed campaigns and targets through annual assessment of risk and, support for initiates library and central team and support to deliver framework.</p> <p>Increased community safety awareness.</p> <p>Closer partnership working with smart objectives.</p>	Y	Y	<p>Thematic plans under CS strategy delivered</p> <p>Evidence of standard template and first 6 priority initiatives available in library</p> <p>HMICFRS</p>

No.11 - National influence and engagement					Culture & Leadership Pillar			
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<b>National work</b> – Women in the Fire Service.  Strategic Theme 9	Assistant Director of Safer Communities	01/04/21	31/03/22	ESFRS provides support to WFS through providing resource and commitment to key national priorities of the sector.	AD chairs Women in the Fire Service.	N	Y	

## Commitment No. 2: Educating our communities

No.12 - Embed Annual Assessment of Risk process				Process & Systems Pillar				
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<p>Ensure the local assessment of risk is undertaken that compliments the wider IRMP and business planning cycle to ensure the effective and efficient allocation of local resources against the agreed community safety prevention themes.</p> <p>Consider further segregation of risk to station based level.</p> <p>We will complete the enhanced review of station based capacity and capability in order to identify the level of resource and specialist prevention and protection skills required in responding to local risk that will be needed within the specialised prevention and protection support teams.</p> <p>Strategic Theme 1, 2, 7, 8, &amp; 9</p>	<p>Geographical Group Managers</p> <p>Protection Group Manager</p> <p>Community Safety Group Manager</p>	01/04/21	31/03/22	<p>Identify and annually review the key community safety prevention strands.</p> <p>Embed the annual assessment of risk.</p> <p>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 tailoring initiatives designed to reduce risk and support those most in need linked to the key identified areas (Fire/Home, Road, Water and Protection).</p>	<p>Delivery of risk based initiatives against risk geographical profile.</p> <p>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.</p>	Y	Y	<p>Initiatives delivered against assessment</p> <p>IRMP</p>

No.13 - Public design & implement 'Sense Check' programme – customer satisfaction survey					Process & System Pillar			
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<p>We will introduce a public sense check programme through which we will engage with the public on key matters by raising at a number of identified established and engagement groups (touchstone forums).</p> <p>We will combine customer service standards and monitor them through the implementation of customer satisfaction surveys for our educational activities.</p> <p>Strategic Themes 1 &amp; 9</p>	<p>Geographical Group Managers</p> <p>Protection Group Manager</p> <p>Community Safety Group Manager</p>	01/04/21	31/03/22	<p>Identification of a minimum of three 'touchstone' forums through which we can gain objective views from key community groups.</p>	<p>A greater more holistic feedback from the communities we serve in respect to our delivery of prevention, protection and response/resilience services.</p> <p>Clear Protection/Pevention objectives that are translated to teams through AAR.</p> <p>Service Delievery strategy that gives clear direction for all activites across the service translated into meaningful and risk based plans.</p>	Y	Y	HMICFRS

No.14 - Prioritise ADF reduction through the ADF ALS					Process & System Pillar			
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
Seek to reduce Accidental Dwelling Fires through ADF element of the Fire/Home thematic plan and the ADF Action Learning Set.  Strategic Theme 7	Community Safety Group Manager  Geographical Group Managers	01/04/21	31/03/22	Identify trends and develop, undertake and review initiatives delivered to the communities.  Working in partnership both internally and with partners.  ADF action Learning Set monitor and ensure delivery against ADF plan.  Statement of intent devised providing additional focus over next 3 years.	Strive for a Service wide reduction of ADFs or due to environmental/societal and economic challenges prevent an increase.  Improved performance from the current national position of 6 <sup>th</sup> highest and closer working across Safer Communities.	Y	Y	Reduction of accidental dwelling fires

No.15 – Complete EIA and evaluation tools for every ESFRS initiative					Process & System Pillar			
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
EIA and Evaluation tool for each initiative.  Review all initiatives to ensure all initiatives contain an EIA and evaluation.  Strategic Theme 1 & 9	Protection Group Manager  Community Safety Group Manager	01/04/21	31/03/22	Evaluated initiatives that are proven to reduce risk in high risk areas. Demonstrate initiatives are tailored to the differing community groups where required through engagement with the public.	Effective scrutiny allowing for effective evaluation.	Y	Y	Evidence of standard template and first 6 priority initiatives available in library

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

No.16 - Implement and embed long term light duties and sickness review process					Process & System and Culture & Leadership pillars			
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<p>Support those on long term sickness and light duties back into the workplace.</p> <p>Instigate through support of HR case review of those on long term/light duties/sickness and support on return to work appropriate or alterative.</p> <p>Strategic Theme 4</p>	<p>Assistant Director of Safer Communities</p> <p>Geographical Group Managers</p> <p>Protection Group Manager</p> <p>Community Safety Group Manager</p>	01/04/21	31/03/22	<p>Support delivery of wellbeing statement of intent.</p> <p>Contribute to the multi Directorate ALS on sickness absence.</p> <p>Work with Occupational health provider and HR to build in rehabilitation plans and increased supervision and support for those on light duties focusing on musculoskeletal and stress related sickness/light duty.</p> <p>Listen to staff and feedback to providers.</p>	<p>Increased support enabling staff to return to operational duties within a quicker timeframe, or ensuring mechanisms are in place for re-deployment allowing meaningful work to be completed and staff feeling they are contributing.</p>	Y	Y	<p>SLT and end of monthly performance results</p>



No.17 - Support the embedding of a workforce planning system that supports effective forecasting					Process & System Pillar			
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<p>Manage operational establishment to Service level. Workforce planning.</p> <p>Support and encourage review of PCF process and provide easy reference through Business Intelligence System.</p> <p>Strategic Theme 3 &amp; 4</p>	<p>Assistant Director of Safer Communities</p> <p>Geographical Group Managers</p> <p>Protection Group Manager</p> <p>Community Safety Group Manager</p>	01/04/21	31/03/22	Monitor and manage establishment to ensure correct balance of skills and people across the organisation (FTC's career breaks, secondments etc).	<p>Workforce planning meeting arranged and ADSD and ADPS attend.</p> <p>Establishment forecasting becomes more effective through more of a sophisticated approach.</p>	TBC	TBC	Monthly workforce planning proposing new guidance, future recruitment agreed, monthly Intelligence report offering clarity on establishment and strength

No.18 - Continue to develop career pathways					Process & System Pillar			
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
Continue to develop career pathways through promotion pool process. Support HR to develop career pathways for green book staff.	Assistant Director of Safer Communities	01/04/21	31/03/22	Working with HR Identify annual recruitment processes for FF/ CM/WM/SM.	Pool process for CM/WM/SM process reducing burden on HR and delivering a more efficient process of promotion reducing anxiety of staff.	Y	Y	Staff survey, improved performance
Succession plan for operational firefighter, supervisory and middle manager roles - promotion and transfer Pool processes.	Geographical Group Managers			Fair transparent process that ensures effective promotion and transfer of colleagues into posts.	Staff are not over burdened by continual processes.			
Support HR develop career pathways green book.	Protection Group Manager				Appointment of capable and effective staff resulting in motivated teams and high performance.			
Strategic Themes 4	Community Safety Group Manager							

No.19 - Review and implement required enhancements to QA framework for FS audits/checks and HSV delivery					Culture & Leadership			
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
Review and implement required enhancements to quality assurance framework for Fire Safety Audits and HSV visit delivery.	Protection Group Manager	01/04/21	31/03/23	Effective Frameworks in place.	Improvement of the consistency in effective delivery of services.	N	N	QA returns
Strategic Themes 1,4 & 6	Community Safety Group Manager			Protection Assurance Framework will be in place and running by end of Dec 2021.				HMICFRS
				HSV Assurance will be in place by end of March 2023				

No.20 – Recruit and develop appropriate resource as required by protection structure					Process & System Pillar			
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<p>We will recruit appropriate staff to meet the requirements of the department structure and deliver on the P&amp;P Strategy, Directorate and Thematic Plans.</p> <p>Implement and develop staff as required by the Competence Framework for Fire Safety.</p> <p>Strategic Theme 4</p>	Protection Group Manager	01/04/21	31/03/22	<p>Produce and progress in line with an appropriate recruitment process to recruit require staff to vacant posts.</p> <p>Implement the Competency Framework in the Protection Department BAU.</p> <p>All staff will sent on appropriate courses to enable ESFRS to comply with the Competency Framework</p>	<p>Recruit 6 new Trainees,</p> <p>Recruit 2 FTC Trainers</p> <p>Recruit a FTC SM</p> <p>All performance indicators and department targets will be met</p>	Y	Y	PIs regarding Audits, Consultations, FSCs

## Commitment No. 4: Making effective use of our resources

No.21 Assist Operational Support & Resilience develop and consult on the Response & Resilience Strategy					Process & Systems Pillar			
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
Support Service Delievery Support to develop the Response & Resilience strategy.	Assistant Director of Safer Communities	01/04/21	31/03/22	Improved efficiency of operational activity across the organisation Work with the operations committee to seek continuous improvements.	Operational improvements, increased resilience and capacity to deliver to a widening variety of emergency incidents, in collaboration with blue light and responding and other partners.	Y	N	Meaningful strategy that leads to reduction of risk and ensures effective intervention when required ensuring compliance with legislation

No.22 - Delivery of Cadet Scheme					Process & Systems Pillar			
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 area through a phased approach.	Assistant Director of Safer Communities  Geographical Group Managers  Community Safety Group Manager	01/04/21	31/03/22	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. 23 - Support delivery of CRM upgrade 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.  Community Safety (HSV, Prevention strands) Fire Safety (Audits) and Operational (SSRI) work streams.  Strategic Theme 3	Assistant Director of Safer Communities  Geographical Group Managers  Protection Group Manager  Community Safety Group Manager	01/04/21	31/03/22	Improved efficiency and enhanced functionality with regards to the management of information/Intelligence through CRM.	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.	Y	Y	Improvement of productivity, associated increased efficiency. Positive feedback form supervisory managers and local teams.

No.24 - Further the Fire Investigation Collaborative Framework through revised Protection Strategy					Process & Systems Pillar			
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<p>Further the Fire Investigation collaborative framework through revised Protection and Prevention strategy.</p> <p>The project will bring together the 3 fire partners and key stakeholders to produce an MOU and delivery of 11 SMART objectives.</p> <p>Strategic Theme 6</p>	<p>Protection Group Manager</p> <p>Lead Fire Investigation Officer</p> <p>WM Fire Investigation</p>	01/04/21	31/03/22	<p>Effective and consistent approach to FI through standardising, training, approach and administration. Delivery of evaluation and quality assurance/competency frameworks.</p>	<p>Better resilience of FI function.</p> <p>Improved understanding of fire causes and better reporting.</p> <p>Production of a standard training plan for level 1 FI.</p> <p>Sharing of knowledge and understanding of causes of fire and wider outcomes; through joint training and CPD.</p> <p>Compliance with the “Code of Practice for Investigators of Fires and Explosions for the Criminal Justice System in the UK”.</p> <p>Collaboration in respect to compliance with ISO 17020.</p> <p>Produce a report highlighting achievements, including efficiency and effectiveness gains from collaborative working.</p>	Y	TBC	<p>Move to collaborative approach in delivering function. Measures to be determined to monitor progress on 11 SMART Objectives.</p>

No.25 - Embed and expand Primary Authority Scheme					Process & Systems Pillar			
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<p>Embed Primary Authority (PA) Scheme.</p> <p>Seek to move to self-funding model.</p>	Protection Group Manager	01/04/21	31/03/22	Systems and procedures developed that can be used for any further PA approaches.	<p>Better partnership working.</p> <p>Improved understanding of the protection needs of businesses and FSO compliance issues.</p> <p>Demonstrates Support for Better Regulation Agenda.</p>	Y	TBC	Number of businesses involved

No.26 - Consider alternative approaches of delivery and accessing Protection skills required to deliver statutory responsibilities under FSO					Process & Systems Pillar			
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<p>Propose Fire Engineering framework through revised Protection strategy.</p> <p>Consider an alternative approach of delivery and access FS and Engineering relationship required to deliver statutory responsibility under RRO.</p> <p>Strategic Theme 6</p>	Protection Group Manager	01/04/21	31/03/22	<p>SLT paper.</p> <p>FS and Engineering Provision enhancement.</p>	<p>Better resilience of Engineering function.</p> <p>Less demands on individual officers with Engineering reference.</p> <p>Wider spread of understanding of engineered solutions.</p>	Y	Y	SLT able to make a decision on progressing



No.27 - Continue to ensure GDPR compliance within Safer Communities					Culture & Leadership Pillar			
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
Continue to ensure GDPR compliance.  Strategic Theme 3	Assistant Director of Safer Communities  Geographical Group Managers  Community Safety Group Manager  Protection Group Manager	01/04/21	31/03/22	Regular reviews of Safer Communities based processes and practices to ensure compliance.	GDPR compliance. Safeguarding personal information of others.	Y	Y	Internal and external audit

No.28 - Identify higher risk residential premises that would benefit from additional fire prevention measures such as the retrofitting of a sprinkler system					Process & Systems Pillar			
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
Identify high risk premises that would benefit from additional Fire prevention measures such as the retrofitting of a sprinkler system in line with Fire Authority direction and investment.  Strategic Theme 1 & 2	Protection Group Manager	01/04/21	31/03/22	At least three premises identified and feasibility studies undertaken. Match funding arrangements agreed.  Move to installation on one project.	Reduction of risk to those most vulnerable by improving the safety measures of the built environment where they reside.	Y	Y	Completion of Projects

No.29 - Support Finance team to provide tailored intelligence reports to assist with devolution and monitoring of budgets to SM and GM level, empowering them further					Process & Systems and Culture & Leadership Pillar			
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
Support Finance team to provide tailored intelligence reports to assist with devolution and monitoring of budgets to SM and GM level, empowering them further.	Geographical Group Managers  Protection Group Manager  Community Safety Group Manager	01/04/21	31/03/22	Group Managers responsible and empowered to manage and oversee spend within their group.	Empowered staff.  Improved efficiency through delegated responsibility.	Y	Y	Greater efficiency

No.30 - Support IRMP team to deliver Automatic Fire Alarm Policy – Implementing robust demand management plans					Structure Pillar			
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
The Protection Group Manager will lead a task and finish group to implement the changes set out in the IRMP in relation to AFA reduction  Implement robust activities to reduce unwanted fire alarm calls and false alarms at commercial premises.  Deliver targeted support at domestic/multi-occupied residential premises.  Strategic Theme 5	Protection Group Manager  Geographical Group Managers  Community Safety Group Manager	01/01/21	31/03/22	Delivery of agreed IRMP proposals.  Reduction in risk in the built environment.  Service wide reduction in unwanted false alarms.  Improved the safety of vulnerable residents.	Resources allocated to risk more efficiently and effectively.  Improved performance with same level of investment or similar performance with reduced investment.	Y	Y	IRMP

No.31 – Building Risk Review and Grenfell Tower Inquiry								
Description of Activity	Responsible Officer (role)	Start date	End date	Outputs	Outcomes	Resource Y/N	Budget Y/N	Performance Indicator
<p>Identification and triage of all highrise multi-occupied residential premises in East Sussex and Brighton &amp; Hove.</p> <p>Collect a wide range of building data, to provide a greater understanding of the hazards and associated risks in the built environment.</p> <p>Work within the GTI Delivery Board to deliver the Grenfell Tower Phase 1 outcomes.</p> <p>A new Legislative Change Board will be introduced to manage relevant legislative changes across the Service.</p> <p>Strategic Themes 1,2,4 &amp; 6</p>	<p>Group Manager Protection</p> <p>Group Manager BRR Project</p> <p>Group Manager Ops P&amp;P</p>	01/07/20	31/12/22	<p>Inspection/assurance of all high rise buildings by the time the new building safety regime is in place, or no later than December 2021.</p> <p>Providing a greater understand of the risks in the built environment.</p> <p>Delivery of key areas of the Grenfell Tower Phase 1 report action plan.</p> <p>Upskill operational firefighters technical fire safety knowledge.</p> <p>Policies and proceures will be updated and maintained as required with external and internal changes</p>	<p>Provide assurance to residents of high-rise buildings that they are safe – and feel safe – now, and in the future.</p> <p>All policies, guidance and procedures are up to date to ensure we provide the best advice to the community and professional proportionate enforcement.</p>	Y	Y	NFCC Protection board returns