



East Sussex
Fire & Rescue Service

People Services
Corporate Business Plan
2023/2024



People Services 2023/24 Business Plan

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	Associated Plan
1	Undertake an annual review of the Occupational Health provision and the value added from a collaborative approach	AD People Services	01/04/22	Annual Review	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				Corporate Plan
2	Review PCF processes and digitise to improve efficiency.	HR & OD Manager	01/01/22	31/03/24	Re-engineer PCF process using Electronic Document Records Management System and Sharepoint where possible	Through Strategic Change Board, determine through the gateway processes the appropriate way forward. To simplify PCF process creating efficiency to liberate capacity within HR				

3	Fully support and drive the 'people strand' of the IRMP implementation project and the MTFP	HR Project Leads (IRMP) HR/OD Manager	01/04/22	31/03/25	A legally compliant change process achieving the project outcomes and deliverables A Service that is agile with the appropriate structures in place to support the changes required through the tranches, particularly the ones with a People focus.	Delivery of the people related aspects of and IRMP. Support the work in delivering the tranches in the MTFP, particularly tranche 3 that have a greater People impact				
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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 if relevant	Associated Plan
4	To assess the requirements for a modular training course to support the development pathways for each role. And present a bid to star chamber in September 2023 that is clear on the resources required to deliver this work The course should cover the non-technical aspects of the role in addition to	HR/OD Manager	01/04/23	31/03/24	A development programme for all staff to cover their professional responsibilities at the appropriate level	Increasingly embedded Services values and behaviours Increased compliance with Service policy and process More engaged line managers and new starters Increases accountability for staff at all levels supporting				

	<p>the technical. For example but not exclusively:</p> <ul style="list-style-type: none"> • Finance responsibilities • HR Responsibilities • Project management • Industrial relations • Health and Safety responsibilities • Coaching, Mentoring and buddying skills • Succession and workforce planning 					<p>the leadership and behavioural framework and code of ethics</p> <p>Schedule delivery opportunities for 2022/2024</p>				
5	<p>Deliver the capital projects to improve live fire and multi-purpose training hubs to support the operational competence framework</p>	AD Peoples Services	01/04/22	31/03/25	<p>Monthly updates to AD – People Services</p> <p>Formal quarterly reports to PMO and SLT</p>	<p>Fit for purpose live fire training facilities</p> <p>To ensure we continue to have safe and competent Firefighters</p>				
6	<p>Review the Wellbeing and stress risk assessment approach for the Organisation</p>	OHWC Lead Billy Stanton	01/04/22	31/03/24	<p>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</p> <p>A fully costed implementation plan (including training) submitted to the AD – People Services</p>	<p>A fit for purpose process that supports individuals with stress and ensures they receive the necessary support quickly and effectively</p>				

7	Review Service arrangements for substance misuse	HR/OD Manager	01/04/22	31/12/23	Review policy position on substance testing with cause. Provide clear guidance and expectations if substance dependencies and misuse affects performance in workplace	Supportive structure in place for employees with regards to substance misuse Processes to ensure all members of staff are 'fit to work' Expectations set within appropriate policy				
8	Implementation of the health safety and management system. Produce full business case for the electronic management system to be delivered 2023/24	Strategic HS&W Manager	01/04//21	31/12/24	Develop all standards to support the arrangements within the management system. Standards published on intranet with supportive training and information to ensure improvement in H&S culture.	Clear expectations of all managers and employees regarding responsibilities under health and safety legislation and ESFRS policy Release capacity in H&S team to develop supportive and assurance role for responsible managers				
9	Introduce a monitoring system with ADs in respect of their H&S responsibilities	Strategic HS&W Manager	01/04/23	31/03/24	Reduce the risk recorded on corporate risk register Develop system and process for accident investigation which ensure actions and recommendations are identified, monitored and delivered	H&S management system to provide effective process to manage outstanding actions and ensure new recommendations are acted upon and recorded				

10	Implementation of Year 3 of Audit Programme (as per the 5 year Audit Plan utilising the national H&S Audit Tools).	Strategic HS&W Manager	01/04/21	31/03/24	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				
11	Continue work on identifying, understanding and reducing the pay gaps by scrutinising the Gender Pay Gap report and making recommendations	AD People Services	01/04/23	31/03/24	Ensure work is ongoing to consider the gender pay gap within the service and how we can work to reduce it.	Assist to inform and maintain focus on implementing the gender pay gap recommendations				Corporate Plan
12	Undertake early adoption of the NFCC Direct Entry Scheme, which will offer a non-traditional route into leadership roles within the Fire & Rescue Service.	AD People Services	01/04/23	01/10/26	Ensure best possible talent can be considered for fire service careers	Inform national guidance and interpret within internal policy and development of schemes				Corporate Plan
13	Evaluate and invest in our training facilities in order to support the training delivery and 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	Command and Operational Training Manager	01/04/23	31/03/25	Ensure that our facilities support training delivery and the operational competency framework. Ensure realistic training is delivered and the approach to the management of contaminants is embedded	Training provided is appropriate and realistic and aligns to the operational competency framework. Staff have a positive approach to the management of contaminants				Corporate Plan

14	Undertake a full strategic review of the training provided and how by the Service. Give consideration to the resources required to complete this review.	Command and Operational Training Manager	01/04/23	31/03/24	To review the current training model, consider how efficient it is and be clear on how much and what training is required in order to maintain competence	To ensure the Service delivers the right training with the right model to ensure competence of all staff.					Corporate Plan
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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	Associated Plan
15	Implement phase 2 of an E-Recruitment system that enables managers to take responsibility for their own recruitment processes. Investment required through STAR Chamber process to enable this to progress	HR/OD Manager	01/04/23	31/03/24	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				

16	Establish an external resource group via community groups to aid EDI Group in decision making. This will provide more diverse representation for protected characteristics in which we have small quantities	I&D Lead	01/04/22	31/3/24	Identify and external reference group to sense check our internal processes. To assist decision making, policy writing etc	Support for internal support networks to inform policy and service improvements				
17	Deliver an operational training and competence programme for our Officers. This will define, support and assess the competence of our commanding officers at Level 2, 3 and 4	ICTAT Manager Matt Jones	01/04/22	01/04/24	A framework consistent with the operational competence framework specifically for operational officers. Will cover operational competence and competence for non-technical skills	Clear non-technical skills pathways Clear standards for skill sets and performance developed. Supportive material developed to support competence				
18	Continue to support the ongoing work on the culture of the Fire & Rescue Service	AD People Service	01/04/23	31/03/24	To ensure the service and its people are engaged and committed to a positive workplace culture.	Staff understand their responsibilities around a positive workplace culture. Staff are clear on the resources available to them and know how to report any issues or concerns				