



East Sussex
Fire & Rescue Service

Operational Support & Resilience
Corporate Business Plan
2024/2025

Operational Support & Resilience 2024/25 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
1	Introduction of an Operational Resilience Plan as a Policy document repealing Core Stations Policy and any other associated policies	GM – OP&P	Ongoing	31/03/25	Agreed manual note	Fully implemented ORP that is aligned and meets the requirements of the IRMP	Y	Y	
2	Oversee and coordinate transition from airwave to ESN ensuring operation requirements are achieved and effective coverage is secured locally. Work with blue light partners to ensure efficient and reflective transition	AD OSR	Ongoing	31/12/29	As prescribed by the national project team 6 monthly update reports to SLT	To ensure ESFRS readiness for ESN go-live	Y	Y	

3	Continually review our policies and procedures drawn from National Operational Guidance and other outcome reports/investigations such as Manchester Arena Bombing	SM – Op Policy	01/01/24	31/03/25	Quarterly report to Ops Committee Quarterly report to 4F Ops Alignment Board	NOG compliant manual notes and policies that reflect critical operational learnings.	Y	Y	
4	We will explore and research emerging firefighting technology for the incident ground with a report to the Response & Resilience Boards and SLT with recommendations	GM – OP&P	Ongoing	31/03/25	Commence a working group to identify options for digitising the incident ground Identify quick wins as well as longer term projects that need to be factored into the next IT strategy Implement quick wins	A roadmap and approach to digitising the incident ground	Y	Y	
5	To develop a revised Response & Resilience Strategy for 2026 – 2030	AD OSR	01/01/24	30/09/24	Draft: April 2024 SLT: July 2024 FA: September 2024	A 5 year Strategy commencing 1 st April 2025 that roadmaps the next 5 years			
6	To oversee and implement the actions from the Contaminants Working Group	GM – OP&P	01/04/24	01/03/25	Progress reported to HSWC and Response & Resilience Delivery Board	The effective management of contaminants at operational incidents on both operational personnel and equipment.	Y	Y	
7	To ensure the Purple and Red risks from the Manchester Arena Inquiry (part 2) are implemented as per the action plan	GM – OP&P	01/04/23	31/03/25	Monthly Delivery Board with updates from relevant people; Quarterly report to Op Committee against the delivery plan	Recommendations and learnings from the Manchester Arena Inquiry have been embedded into ESFRS	N	N	

8	To ensure the relevant professional standards as released by the NFCC are implemented	GM – OP&P	01/04/23	31/12/27	To ensure Gap Analysis are signed off at APGG To develop a prioritised action plan to bridge the gap (this should be cognisant of other standards and other work) to be signed off by APGG	To ensure ESFRS complies with the relevant NFCC professional standards	N	Y	
9	To implement the agreed suite of KPI's and provide reports to the relevant Boards / Committees	GM – OP&P	01/04/23	31/12/24	To develop reports that provide the necessary determined KPIS	The Service has the appropriate governance in place to provide assurance on performance	Y	Y	
10	To continue to deliver the business as usual activity as articulated in the 'Thematic' Plan	GM – OP&P	01/04/23	31/03/25	To ensure business as usual activities continue to be delivered across the OP&P department and provide bi-monthly updates to the Ops Committee & a monthly update to the AD - OSR	Business as usual work and project work remains balanced	Y		

Commitment No. 2: Educating 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 if relevant
11	Review the signposting service to members of the public affected by an incident that provides signposting to support/help	GM – OP&P	01/04/23	31/12/25	A leaflet to be produced for members of the public that can be handed out at operational incidents	Ensuring ESFRS maintains its duty to protect the health, safety and wellbeing where reasonably practicable of those that may have witnessed or been subjected to a traumatic incident that ESFRS was involved with	Y	N	

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
12	4F – Ops Alignment - BA Replacement project	AD OSR	01/09/22	31/12/27	Monthly project updates and meetings; Communications out to staff to ensure engaged and involved; Monthly progress report to PMO; Quarterly reports to Ops Committee	BA and ancillary equipment that is aligned to our partners and operationally meets the Services needs for the next 10 years	Y	Y	
13	4F Operational Alignment – OIN project	SM – Op Policy	01/04/22	31/12/25	Agreed OIN product package for each of the NOGs. Quarterly reports to Ops Committee	Agreed and signed off risk assessment, policy (OIN), Action Card and training package for each NOG that operationally aligns with WSFRS and SFRS	Y		
14	4F – Ops Alignment – Replacement Incident Command Unit	SM – Op Collaboration	01/09/22	31/12/ 26	Monthly project updates and meetings; Monthly progress report to PMO; Quarterly report to Ops Committee	A 4F agreed replacement CSU vehicle	Y	Y	
15	To fully implement the end to end debrief process that continues to build an understanding of operational activity and includes feedback for learning	SM – Op Learning	01/04/24	31/03/25	Revised policy; Training for all Officers and L1 I/Cs; Quarterly report to Ops Committee; Monthly Assurance in Action	Ensure operational learning is extrapolated and shared from operational incidents and exercises	Y		HMICFRS

16	SSRI – To ensure crews have timely and accurate access to critical safety information	SM – Op Learning	01/01/23	31/12/24	To fully scope MVP 3 as part of the CRM project board To work with others across the Service to fully implement MVP3 and to embed through training and coaching on stations	To ensure the Service has a SSRI database that can be readily accessible to Crews both to refer to during an incident and to update			
17	SSRI - Develop a timely way in which to update JFC of risk information	SM – Op Learning	01/04/23	31/03/25	Research technological solutions alongside the regional SEORRG role; Present fully costed options paper to Ops Committee	JFC can access accurate and timely site specific risk information			HMICFRS
18	Re-introduce the operational assurance role on the incident ground	SM – Op Learning	01/04/23	31/03/25	Report to Ops Committee Policy to be revised and signed off; Training for Officers	Supports the wider operational Assurance / operational learning end to end process	Y	N	HMICFRS
19	Organise a centralised L3 exercise that is multi-agency every 6 months	SM - Op Learning	01/04/23	31/03/25	Exercise development with objectives to be worked up with partners; Briefing paper to Ops Committee	Ensures multi-agency exercises are being planned, developed and executed	N	N	HMICFRS
20	Review of the role the Service Support Operative (SSO).	GM - OP&P	01/01/24	31/12/24	Job and Role Description Reviewed Review of logistics and resource requirements for BAU activities Review of logistics and resource requirements for out of hours and incident activities	SSO role redefined and fit for purpose, providing an efficient logistic and service resource.	Y	Y	

21	Review of the Flexible Resource Pool	SM Logistics and Control Support	01/05/24	01/11/24	Review of FRP activities and deployments across response, prevention, and protection. Assessment of financial impact, including costs, on costs and where contributed savings	Recommendation on number, role configuration and responsibilities of FRP	Y	Y	
22	Review the LCS function to ensure that support for the management of crewing is in line with service demand	SM Logistics and Control Support	01/04/24	01/01/25	Clearly defined roles for LCS team that support the management of service crewing	Continued efficient deployment of operational staff to maintain appliances in line with the Operational Resilience Plan	Y	Y	
23	Review the programme of JESIP training and exercising events against risks within our communities	GM – OP&P	Ongoing	31/03/25	Joint training with Cat 1 responders for Station Managers and above E-learning for all operational staff to have been completed Operational Supervisory Managers to have completed additional training once identified	The operational workforce understand the JESIP principles and have the necessary training to enable them to demonstrate their understanding			

Engineering

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	Establish and share a centralised fleet and equipment stores facility, combined procurement of spares to yield potential savings	Strategic Engineering Manager	01/04/24	31/03/25	Workstream for central Stores to be re-located to Fort Road Workshops	Rollover to 2025/2026 due to current construction timelines			
2	Adopting 14001 environmental fleet management systems to ensure the effective monitoring and data collection, to inform our vehicle use, driving performance and use at operational incidents. Consider the implementation of ISO 14001 environmental fleet management systems	Strategic Engineering Manager	30/09/24	31/03/26	Supports the monthly reporting process to feed in to the Delivery and Strategic Boards	Development of KPM's to track the fleets environmental footprint regarding fuel use and emissions	Y	Y	
3	Fort Road – central workshops. To work alongside Estates to deliver the Fort Road redevelopment project	Strategic Engineering Manager	01/01/24	31/03/26	Monthly project meetings;	Successful completion of the Fort Road redevelopment project with the Engineering team moving from Bexhill to Newhaven and redesigning work processes			

4	Update our approach to vehicle renewals reducing our overall fleet size of fire appliances and specials in line with IRMP 2020	Strategic Engineering Manager	Ongoing	31/03/25	Monthly IRMP delivery Boards	To work in partnership with the IRMP delivery team to ensure the fleet reflects the requirements of the IRMP 2020/2025			
5	Complete the Light Fleet Review seeking alternative fuel use and low emission vehicles, seek to share vehicle use and reduce unnecessary travel	Strategic Engineering Manager	Ongoing	31/03/25	Fully costed options paper to Ops Committee; Gateway 0 paper to Strategic Change Board SLT paper	An agreed approach to net zero emissions by 2030 within our light fleet			
6	We will work to protect the natural environment in the way we respond to incidents along with the methods we adopt to fight fires and other sector related incidents and analyse and evaluate new and emerging firefighting technologies and the impact on the environment	GM – OP&P	01/04/23	31/12/24	Scope of work to be completed by Feb 2024 Firefighting media tactics options paper to Ops Committee that is fully costed; Develop OBC for preferred options (if relevant)	Development of a Firefighter media 'strategy'			
7	Developing our fleet and response vehicles to aspire to meet the aspirations of a net zero carbon emissions by 2035	Strategic Engineering Manager	01/04/23	31/03/26	To attend NFCC and other national /local groups to consider alternative approaches; Options paper to Ops Committee and then SLT, which is fully costed and evaluated	An agreed approach to net zero emissions by 2030 within our response fleet			

8	To continue to deliver the business as usual activity as articulated in the 'Thematic' Plan	Strategic Engineering Manager	01/04/23	31/03/25	To ensure business as usual activities continue to be delivered across the Engineering department and provide monthly update to the AD - OSR	Business as usual work and project work remains balanced	Y		
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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
9	Explore opportunity to reduce spend with Fleet Category Specialist with shared contracts/shared facilities, evaluate economies of scale through large scale provision of consumables	Strategic Engineering Manager	01/04/23	31/12/24	To work with partners to procure vehicles to ensure economies of scale; Quarterly update to the ITF project meeting; Annual update for Star Chamber and the 10 year Capital Programme	To ensure ESFRS is driving value for money and efficiencies in the way in which we deliver our fleet services and equipment moving forward	Y	Y	