



**East Sussex**  
**Fire & Rescue Service**

**People Services**  
**Corporate Business**  
**Plan 2024/2025**

**HEALTH  
& SAFETY**

# People Services 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	Review PCF processes and digitise to improve efficiency.	HR & OD Manager	01/01/22	01/06/24	Re-engineer PCF process using Electronic Document Records Management System and Sharepoint where possible	To simplify PCF process creating efficiency to liberate capacity within HR			

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
2	<b>Training &amp; Education</b> Undertake a phased strategic review of training learning and development	Command and Operational Training Manager	01/04/24	31/03/25	To review the current training model, through the support of external consultants and consider how the recommendations will be implemented	To ensure the Service delivers the right training with the right model to ensure competence of all staff with a focus on maximising appliance availability			

3	<b>Quality</b> Develop People Strategy for 2025/6 – 2030/31 and incorporate the Health Safety & Wellbeing Strategy	AD People Services	01/04/24	30/09/24	Bring together in one strategy the People Strategy priorities and focus over the coming years	To ensure the Service and people within People Services are clear on the priorities			
4	Deliver the capital projects to improve live fire and multi-purpose training hubs to support the operational competence framework	AD Peoples Services	01/04/24	31/03/25	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			
5	Review Service arrangements for substance misuse	HR/OD Manager	01/04/24	01/09/24	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			
6	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	31/03/25	To ensure the action plan is complete for year 2 and provide annual update to the HSWC	Ensuring health and safety compliance. A reduction in incidents, and reduction in time lost to injuries, and strong health and safety based practice across the service			

7	Embed the NFCC Direct Entry Scheme, ensuring our Station Manager is fully integrated into the 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 through our early involvement in the DE scheme			
8	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	01/04/22	30/09/24	<p>A framework consistent with the operational competence framework specifically for operational officers</p> <p>Will cover operational competence and competence for non-technical skills</p>	<p>Clear non-technical skills pathways</p> <p>Clear standards for skill sets and performance developed</p> <p>Supportive material developed to support competence</p>			
9	Continue to support the ongoing work on the culture of the Fire & Rescue Service	AD People Services	01/04/24	31/03/25	To ensure the service and its people are engaged and committed to a positive workplace culture	<p>The Service has a positive professional culture in which staff can provide a safe and effective service for the public</p> <p>The Service continues to promote inclusion in the workplace and ensures we are as fair and diverse as possible</p>			
10	Deliver the outcomes of future foundations and implement changes as appropriate within People Services and service as a whole	AD People Services	01/04/24	31/03/26	To ensure the recommendations are planned and implemented	A Service that is fit for the future years with a workforce is clear on their roles and how they contribute to the wider Service			

11	Delivery of SLT development, starting with a skills matrix assessment with all members. Support both team and individual development through training and learning	HR/OD Manager	01/04/24	31/03/25	Work with HR and OD to support the skills matrix and explore opportunities for SLT to grow as individuals and as a team	ESFRS SLT are clear on their strengths and how they work with other SLT members			
12	Manage and support the Occupational Health collaboration and support the overall wellbeing offer to the service	AD People Services	01/04/24	31/03/25	Continue to support the collaboration through the governance structure of the collaboration board and at the monthly internal finance meetings. Continue to monitor and scrutinise against the KPI's	There is clarity in the service what occupational health is for, the KPI's are being met and staff positively engage with the wellbeing services on offer			
13	Embed and refresh the Strategic workforce plan to support the service	OD Business Partner	01/04/24	31/03/25	Support the continued work of OD in relation to the strategic workforce plan. Provide clarity on how this work dove tails into business planning, succession planning and career pathways	Through strategic workforce planning the Service has robust staff development aligned to the future foundations work with clarity on roles and responsibilities  There is a constant focus on the establishment across both support and operational roles. We have a valued and diverse workforce that plans well in relation to successional planning and career pathways and have systems in place to ensure these are in place			