

Strategy Action Plan

Priorities for year 1

What we will do	Key milestones including final completion	Who is involved	Performance targets/success measures
Carry out internal communications review including research to establish how staff and members prefer to be communicated with	Survey Summer 2021 Implement Close down April 2022	Communications Training and Assurance Ops Planning and Policy	Staff survey Feedback
Deliver internal campaign on Leadership and Behavioural Framework and appraisals framework	Quarterly updates Close down May 2022	HR and OD Communications Training and Assurance	Staff survey Feedback
Increase staff engagement through staff survey/pulse surveys and staff networks	Rolling programme linked to service needs	HR and OD Communications	Number of responses Quality of information
Refine and improve targeting of our agreed communications and engagement programme for prevention and protection activities	Confirming programme of work Sept 2021 Annual programme of work from Jan 2022	Safer Communities Communications Analysts – Community Risk Inclusion and Diversity Adviser Local community groups	Evaluation reports
Support the People strategy: Take positive action to help encourage recruitment from underrepresented groups.	Summer 2021 recruitment opens	HR and OD Communications Training and Assurance Inclusion and Diversity Adviser Local community groups	Recruitment stats Evaluation
We will support the delivery of the Integrated Risk Management Plan.	As specified in project plan. Includes: Staff engagement	IRMP Implementation Team Communications Local authorities	As specified in project plan

	Public engagement		
We will support the delivery of the HMICFRS inspection and findings	Rolling programme	SPOC for HMICFRS Communications	HMICFRS report findings
Roll out a new programme of media and communications training for station managers	Scoping Summer 2021 Autumn 2021 launch Completion Spring 2022	Communications	Feedback
Provide in-house media training for Fire Authority members on fire and rescue service themes	Scoping Summer 2021 Autumn 2021 launch Completion Spring 2022	Communications Democratic Services	Feedback
Clarify out of hours arrangements in Communications to add more resilience, and explore opportunities for sharing responsibilities with partners	Scoping Winter 2021 Options report Jan 2022 Implementation by Spring 2022	Communications	System evaluated
We will continue to promote Combined Fire Authority meetings among the public, encouraging more public questions and reporting back on outcomes.	CFA meetings	Communications Democratic Services	Attendance numbers Numbers of questions
We will continue to ensure we effectively feedback the findings or consultations and other formal engagement, developing ongoing relationships with new organisations.	Timetable to be confirmed due to IRMP implementation	IRMP implementation team Communications	Number of participants Quality of information
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	Wellbeing calendar confirmed each year Channel development linked into Internal Communications Review	Health, Safety and Wellbeing team Wellbeing Group Communications	Readership numbers Staff survey

Priorities for year 2

What we will do	Key milestones including final completion	Who is involved	Performance targets/success measures
We will put in place a stronger framework for engagement with the community throughout each year, exploring the potential of citizen panels, town hall meetings and other routes for sharing ideas and feedback.	Scoping April 2022 Business case June 2022 Funding approval Sept 2022 Implementation by April 2023	Communications	Attendance Engagement levels
Develop better segmentation and benchmarking of internal communications, building on internal communications review. We will identify and measure against Key Performance Indicators which demonstrate whether the service is effectively communicating with its staff, volunteers and members.	Scoping April/May 2022 Decision August 2022 Implementation dependent on budget	Communications	Engagement levels
Review social media protocols/policies for stations' social media accounts. Ensure Communications have a good understanding of all the accounts that are being used under the ESFRS name, in order to be sure they are administered consistently and adhere to the organisation's policies and guidelines.	Deliver Spring 2022	Communications	Streamlined approach Greater oversight Control measures improved Co-ordination improved Increased social media engagement
Contribute to the creation of external resource group	From April 2022	HR and OD Communications Inclusion and Diversity Adviser	Engagement levels Attendance Influence on service work
Review the approach to Internal and Diversity and accessibility within engagement and communications We will review our communications and equality guide and ensure it is launched and embedded within the service	Winter 2022	Communications	External review Stakeholder feedback

Create new conversations to enhance the work of partners including the National Fire Chiefs Council, Fire Kills, Royal Life Saving Society, the Royal National Lifeboat Institute and Safer Sussex Roads. We will focus on ensuring that these are better targeted and reflect the needs and cultures of our diverse communities.	Campaign calendar agreed each year	Communications Safer Communities	Campaign evaluation
Carry out audit of communications spending across ESFRS to review existing approach to commissioning campaigns	Summer 2022	Communications Finance	Report on spend able to highlight value for money
Refine and improve targeting of our agreed communications and engagement programme for prevention and protection activities.	Confirming programme of work Sept 2022 Annual programme of work from Jan 2023	Safer Communities Communications Analysts – Community Risk Inclusion and Diversity Adviser Local community groups	Evaluation
We will support the delivery of the Integrated Risk Management Plan.	As specified in project plan. Includes: Staff engagement Public engagement	IRMP Implementation Team Communications Local authorities	As specified in project plan

Priorities for year 3

What we will do	Key milestones including final completion	Who is involved	Performance targets/success measures
We will put in place a stronger framework for engagement with the community throughout each year, exploring the potential of citizen panels, town hall meetings and other routes for sharing ideas and feedback.	Programme rolled out from April 2023	Communications	Attendance Engagement levels
Refine and improve targeting of our agreed communications and engagement programme for prevention and protection activities.	Confirming programme of work Sept 2023 Annual programme of work from Jan 2024	Safer Communities Communications Analysts – Community Risk Inclusion and Diversity Adviser Local community groups	Evaluation
We will develop our post incident survey and post Business Safety Inspection feedback mechanisms.	Begin April 2023	Communications Business Services Safer Communities	Feedback from public
We will support the delivery of the Integrated Risk Management Plan.	As specified in project plan. Includes: Staff engagement Public engagement	IRMP Implementation Team Communications Local authorities	As specified in project plan
Provide enhanced media training for Fire Authority members on IRMP	Timescales to be confirmed – will be in line with 2024 IRMP	Communications Democratic Services	Feedback