



East Sussex
Fire & Rescue Service

Appendix 1

Corporate Plan

Progress Report 2018/19

Quarter 4

OVERVIEW

Activity SUMMARY

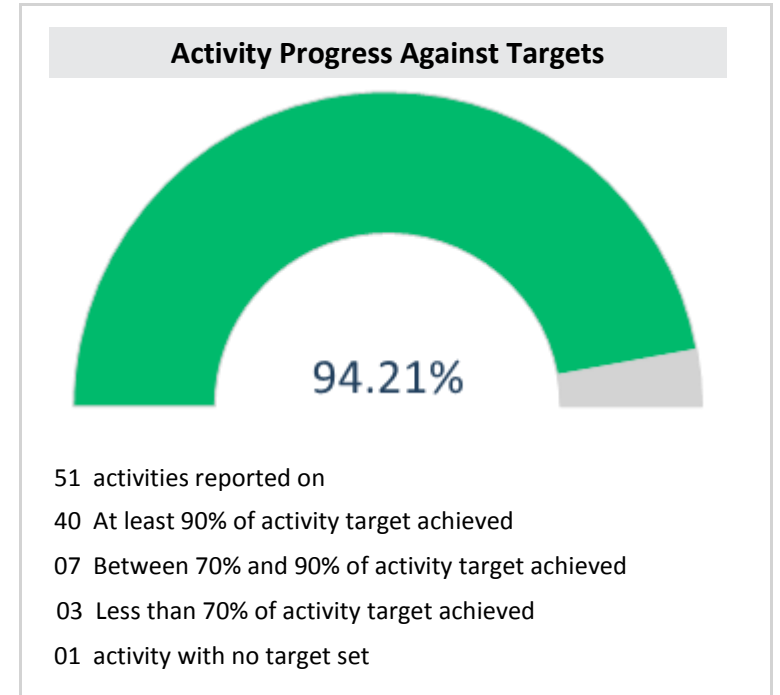
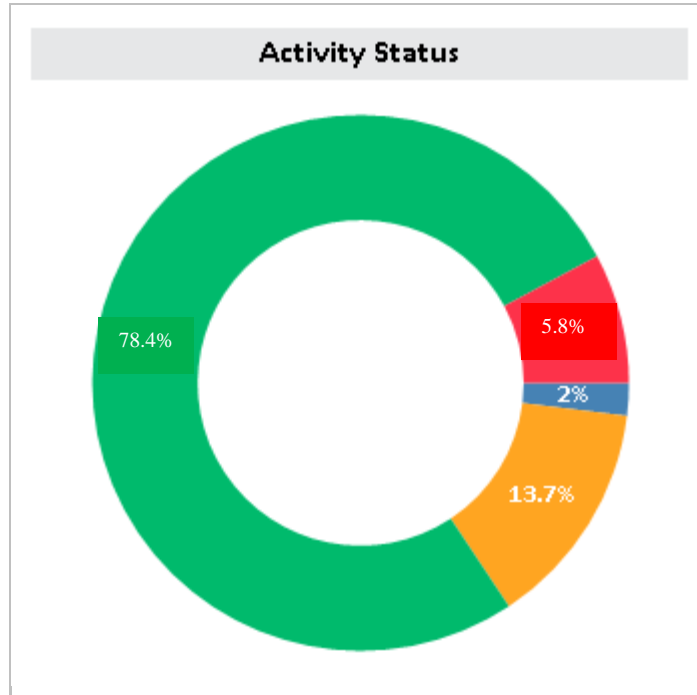
BY PERFORMANCE

40 On Track

3 Off Track

7 Monitor

1 Not Applicable



ACTIVITY PLANS



GREEN



AMBER



RED



No target set

At least 90% of activity target achieved

Between 70% and 90% of activity target achieved

Less than 70% of activity target achieved

* Dates have been revised from the Original dates

HR and Organisational Development

AD HR & Organisational Development

Activity Title: 1.1.3.1 Organisational Development Themes:

- An employee engagement framework will be developed with an emphasis on engagement and communication in our employee interactions.
- We will develop a Talent Management Framework to include multi-tier entry.
- We will develop a framework for Strategic Workforce Planning

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Hannah Scott- Youldon - Assistant Director of HR and Organisational Development	In Progress	01-Apr-2018	30-Sep-2019	85.00%	65.00%	GREEN

Activity Progress Comments:

March 19 - Focus Groups coming to a close - SLT report due in May 2019

Jan 19 - Focus groups commence 1st week in February. All focus groups planned and facilitators trained.

Oct 18 - SLT report presented in August 18, outcomes of survey and way forward to be shared with staff in October 18


A staff engagement survey has been launched to all staff. The closing date has passed and the findings are now being gathered to be presented to SLT.

A Strategic Workforce Planning framework has been developed in collaboration with Surrey Fire and Rescue. This now needs to be presented to SLT and consideration how it can be practically adopted with ESFRS.

Last Updated: 10-Apr-2019

Activity Title: 1.1.3.3 Develop and Implement new ways of working -

- The development of apprenticeship opportunities for existing staff and working towards employing staff on apprenticeship schemes across all areas of the service.
- A range of HR Key Performance Indicators are implemented so the Service is better informed on employee data and areas that can be improved

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Hannah Scott- Youldon - Assistant Director of HR and Organisational Development	In Progress	01-Apr-2018	31-Mar-2019	95.00%	100.00%	 GREEN

Activity Progress Comments:

March 2019 - Apprenticeship process determined - now about embedding and encouraging people to undertake

Jan 19 - A plan in the way in which we embed apprenticeships in the Service is being taken to the HRSG in January 2019 with some options and recommendations.


We have secured a provider for Apprenticeship schemes through a tender process and that is Greater Metropolitan College in Brighton. The next steps are a set-up meeting and finalising the contract.

We have started a piece of work on a suite of HR KPI's that can be used once for all meetings as required. Work is progressing.

Last Updated: 10-Apr-2019

Activity Title: 1.1.3.4 Performance Management -

- We will develop a new appraisal policy and process which will include the option for 360 appraisal. This will be piloted in 2018/19 within the PO team.
- A pilot approach for incremental salary progression for Principal Officers will be developed and dependent on a successful 360 degree appraisal report feedback.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Hannah Scott- Youldon - Assistant Director of HR and Organisational Development	In Progress	01-Apr-2018	31-Mar-2019	64.00%	100.00%	 RED

Activity Progress Comments:


March 2019 - In progress

Jan 19 - Staff survey sent out asking what staff would like from their appraisal process... this will assist in informing the redesign of the appraisal process.

We have developed a proposed policy and process. We have carried out staff and manager workshops to look at systems to support 360 reviews,. A paper was submitted to SLT in September in order to progress this area.

Last Updated: 10-Apr-2019

Activity Title: 1.1.3.5 Reward and Recognition - We will develop a new policy for the reward and recognition of all our staff both operational (wholetime and retained) and support staff.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Hannah Scott- Youldon - Assistant Director of HR and Organisational Development	Completed	01-Apr-2018	31-Mar-2019	100.00%	100.00%	 GREEN


Activity Progress Comments:

Jan 19 - Completed by Keith Ring

Information has been gathered from a number of other FRSs. This has been analysed and a list of all the awards and recognition has been produced. We have consulted the CFO in terms of what should be included in the draft policy. The new policy has been drafted and is currently being considered from an HR perspective.

Last Updated: 29-Jan-2019

Activity Title: 1.1.3.6 Delivering the HR and OD Function - We will review HR business processes and effectiveness. This will identify any improvements that can be made without any IT changes, and to recommend additional changes to IT systems and processes to improve the efficiency of HR. These improvements will be implemented subject to costed approvals

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Hannah Scott- Youldon - Assistant Director of HR and Organisational Development	In Progress	01-Apr-2018	31-Mar-2019	85.00%	100.00%	 AMBER


Activity Progress Comments:

Jan 2019 - plan has been developed for full process redesign commencing in April 2019. However, in terms of the quick wins they continue to be embedded into the HR department. We have completed the first stage of reviewing the HR Business Processes by undertaking a number of workshops. There are now a number of recommendations to take forward. These are divided into quick wins and longer term solutions. This project outline has been presented to SLT to take forward with the necessary resources both in financial terms and staffing. A business case is being completed in line with the new PMO guidelines.

Last Updated: 29-Jan-2019

Human Resources

Activity Title: 1.1.1.1 Corporate Project No. 00286 Firewatch

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Jason Hathaway - HR Manager - Systems and Policy	In Progress	01-Apr-2015	31-Mar-2019	90.00%	100.00%	 GREEN

Activity Progress Comments:

Resource Plan work packages are now being scoped by Telent. The upgrade to v7.6 is to start imminently along with benefits realisation work for the self-service module. Work concerning RDS pay going on FireWatch to start following the above.

V7.6 available on test servers. Decisions on disaster recovery and high availability need to be made based on Infographics testing. This will be a 'new out of the box' solution raising questions about it viability/robustness. Hardware for upgrade being procured. There have been some delays due to queries on quoted costs and the DR/high availability requirements.

DR solution agreed, but requires further technical clarifications from telent before final ESFRS sign-off and install. UAT scripts are being written in preparation for full UAT process, which is likely to be undertaken in February 2019. Anticipated 'go live' with v7.6 is March 2019.

Benefits realisation work has been completed and seen by the Project Board, with no issues raised. AD for Finance discussing benefits realisation with FW PM as he was not present at the Board meeting.


UAT for v7.6 due to start on 22nd April for approx. 3 weeks before going live with v7.6 by beginning of June 2019 (delayed due to telent technical specs and ESFRS sign-off taking longer than anticipated). Benefits realisation for Self Service and RDS pay has been approved.

Last Updated: 18-Apr-2019

Inclusion and Diversity

Activity Title: 1.1.1.3 Collecting, analysing and using information:

Enhance the way we use and record additional and new equality data we received directly about "at risk" communities


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Hannah Scott- Youldon - Assistant Director of HR and Organisational Development	Completed	01-Jun-2017	31-Mar-2019	100.00%	100.00%	 GREEN

Activity Progress Comments:

Now embedded in Community Safety Strategy and also forms part of the greater data dashboard. Safer Communities directorate are now responsible for the extraction of data working with Planning and Improvement Directorate to successfully analysis and report of the data to inform our future activity and review existing engagement.

Last Updated: 15-Jan-2019

Activity Title: 1.1.3.3 Develop an action plan to support the Inclusion, Equality and Diversity Strategy

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Hannah Scott- Youldon - Assistant Director of HR and Organisational Development	Completed	01-Apr-2018	31-Mar-2019	100.00%	100.00%	 GREEN


Activity Progress Comments:

A two year action plan has been developed and is monitored in the HR Strategic Group.

Last Updated: 06-Jul-2018

Activity Title: 1.1.3.7 Inclusive Leadership:

Lead member and PO for Inclusion. To meet on quarterly with EDI Group and/or Inclusion Advisor

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Hannah Scott- Youldon - Assistant Director of HR and Organisational Development	Completed	01-Jun-2017	01-Apr-2018	100.00%	100.00%	 GREEN


Activity Progress Comments:

These have now been arranged through to the end of 2018. Dates for 2019 have been shared with Lead Member and they have been invited to attend EDI meetings. Lead member working with members update on EDI for January 2019. This activity to reset to 2019/20 and is already complete.

Last Updated: 15-Jan-2019

Activity Title: 1.1.3.8 Inclusive Leadership:

Introduce Equality Diversity and Inclusion Group as part of the Organisational HR Decision making model

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Hannah Scott- Youldon - Assistant Director of HR and Organisational Development	Completed	01-Jun-2017	31-Mar-2019	100.00%	100.00%	 GREEN


Activity Progress Comments:

This group is up and running and meetings/activity has been scheduled until the end of the 2019. This now business as usual.

Last Updated: 15-Jan-2019

Activity Title: 1.1.3.9 Inclusive Leadership:

Publish Agendas and minutes of EDI Group on a quarterly basis

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Hannah Scott- Youldon - Assistant Director of HR and Organisational Development	Completed	01-Jun-2018	31-Mar-2019	100.00%	100.00%	 GREEN


Activity Progress Comments:

A group folder has been set up for the group to share and the minutes/agenda are published on the Inclusion Pages. This is business as usual

Last Updated: 15-Jan-2019

Occupational Health

Activity Title: 1.1.3.4 To review the provision of Occupational Health services for ESFRS

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Hannah Scott- Youldon - Assistant Director of HR and Organisational Development	In Progress	01-Nov-2017	30-Jun-2018	90.00%	100.00%	 GREEN

Activity Progress Comments:

March 2019 - Wellbeing Plan outstanding and budgetary investigations undertaken

Oct 18 - Occ Health now gone live, however, full implementation needs further work. Wellbeing team not yet in place

The Occupational Health Collaboration is due to be launched on 1 July 2018. It is on track to be delivered by this date.


Jan 19 -Group now up and running to ensure all aspects are fully implemented. Wellbeing team due to be fully resourced in January 2019 so a broader plan will be worked upon in the next quarter.

Last Updated: 10-Apr-2019

Operational Support and Resilience

AD Operational Support and Resilience

Activity Title: 1.1.1.6 Fleet Review

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Richard Fowler - Assistant Director of Operational Support and Resilience	Completed	01-Aug-2017	31-Mar-2019	100.00%	100.00%	 GREEN


Activity Progress Comments:

A paper suggesting changes to the vehicle fleet has been submitted to both Ops Committee and SLT. SLT has agreed in principle to adopt a three tier approach, but the allocation of new vehicles has been deferred until the outcomes of the Operational Response Review (RRO) are known.

Last Updated: 05-Feb-2019

Engineering

Activity Title: 1.1.1.1 Integrated Transport Function -to fully support ESFRS in the development of a joint collaborative project to integrate vehicle and equipment assets for East, West and Surrey FRSS, Surrey and Sussex police and mitigate the net effect of workloads to the organisation. Including the construction of new workshops, telemetry and new fuel sites.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Bill Brewster - Head of Engineering Services	Completed	01-Apr-2016	31-Mar-2019	100.00%	100.00%	 GREEN

Activity Progress Comments:

The ITF project remains ongoing, and has delivered the service options up to and including 6c which are the plans to show a fire only build and associated build cost.

The telemetry project has been agreed by SLT and a subsequent paper for the delivery of vehicle based cameras to be fitted at the same time is awaiting agreement at the next SLT meeting.


The fuel project has a dedicated project manager from estates who is gathering in the final detail and considering value for money options for all sites before presenting a final paper to SLT for consideration. (our police partners remain keen to move vehicle refuelling to Bohemia Road and Rye asap.

WYG have completed a draft report that would update the previous Transtech information however there needs to be a review of this by partners which is due to take place at STC asap Updated draft reports completed by WYG logistical evaluation carried out at Polegate, site proposal options completed for North Bexhill Financial option appraisals being completed with Police partners. Following a number of finance meetings with Police partners the cost of a new build at North Bexhill was considered prohibitive work is on going to source an established site in the Bexhill area that may be fit for purpose once a conversion has been carried out at a great reduced cost. East Sussex are exploring opportunities with SEcamB in the Polgate area in the meantime minor refurbishment work is being carried out on established premises ESFRS can fully function in the current estates to maintain the engineering business plans and deliver its commercial function. East Sussex on behalf of the ITF project board have employed a dedicated technical adviser to consider and promote options for working in the current financial climate. east Sussex continue to develop collaboration opportunities all work completed for the financial year

Last Updated: 29-Apr-2019

Operational Planning & Policy

Activity Title: 1.1.1.1 IRMP Operational Demand Management Review (Standard functions)

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
George O'Reilly - Operations Manager	In Progress	01-Apr-2017	31-Mar-2019	70.00%	100.00%	 AMBER

Activity Progress Comments:

We have produced the Maritime, Swift Water and Tech Rescue papers. However further work is needed to get these ready for SLT. The plan is to present these papers to SLT in October.

20.01.19 - The Swift Water paper has been accessed by SLT. A decision has been made to upskill the workforce to module 2 with swim capability. An implementation plan will be presented by Ops P&P to the OAG for approval. The decision to move the swift water team will be delayed until the ORR concludes. In addition the decision to remove any water safety equipment will be delayed for the same reason (ORR).

The Maritime papers are being heard by SLT in January. Implementation plans will be developed once we know what SLT decide.

The Tech Rescue paper is being looked at again to present to SLT at a future date.


All of the above will feed into the recently started ORR.

Last Updated: 18-Apr-2019

Special Projects

Activity Title: 1.1.4.1 Sussex Control Centre Project:

Provide systems to support mobilising & communication functions including assisting ITG and SCC Technical Team with MDT replacement projects in accordance with current project plans

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Andy Carr - SCC 4i Project Manager	In Progress	01-Apr-2011	31-Mar-2019	85.00%	100.00%	 AMBER

Activity Progress Comments:

WSFRA have formally issued notice under section 16 as at 17th August 2018. This notice expires 17th February 2020.

The project is working on a portfolio of works intended to improve 4i functionality and resilience as well as improve the associated infrastructure environment. This has been divided into two phases 2a and 2b.

We are currently testing a new test environment prior to using it to UAT the new code drop from Remsdaq.

In the wake of the WSFRA announcements a new joint governance regime is being agreed. Work to separate the two services is progressing under a separate project, this work stream is solely delivering improvements to the SCC environment in a phased approach to delivery to tie in with the Mott MacDonald mobilising strategy review and planning horizons are being adjusted to fit in with corporate decision timescales.

Current major deliverables are the Remsdaq 4i test environment and drop one of the new 4i functionality.


Phase 2b major deliverables are related to eIRS resilience and data quality improvements.

Last Updated: 08-Apr-2019

Planning and Improvement

AD Planning and Improvement

Activity Title: 1.1.1.4 Develop the Service's approach to consultation & engagement

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Liz Ridley - Assistant Director of Planning and Improvement	Completed	01-Apr-2018	31-Mar-2019	100.00%	100.00%	 GREEN


Activity Progress Comments:

The Communication and Engagement strategy was approved at the Fire Authority in June 2018. The year one action plan has this area as a theme and will be developed over the coming year. Progress against activities is included elsewhere on this report.

Last Updated: 08-Oct-2018

Activity Title: 1.1.3.2 Developing the skills and capacity of the Fire Authority:

- To deliver quarterly seminars for Members to ensure they are updated on developments in all areas of Fire Service business
- To have undertaken a review of the Governance Structure of the Fire Authority

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Liz Ridley - Assistant Director of Planning and Improvement	Completed	01-Apr-2018	31-Mar-2019	100.00%	100.00%	 GREEN


Activity Progress Comments:

A members seminars booked in. Work from the Governance review has been considered when writing the Planning & Improvement business plan for next year.

Last Updated: 18-Jan-2019

Marketing, Communications & Business Services

Activity Title: 1.1.2.3 Identify legal requirements for consultation and engagement, identify business needs, identify opportunities for collaboration, plan, seek budget approval, implement and evaluate on an annual basis.


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Elizabeth Curtis - Communications & Marketing Manager	Completed	01-Apr-2018	31-Mar-2019	100.00%	100.00%	 GREEN

Activity Progress Comments:

Approval has been given by SLT for the consultation programme. Website updated with information about our consultation programme including a new Get Involved page.

Last Updated: 16-Jan-2019

Activity Title: 1.1.2.4 We will complete a Service-wide mapping exercise of stakeholders including who has ownership of particular relationships and any common ground to enable closer collaboration.


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Elizabeth Curtis - Communications & Marketing Manager	Completed	01-Apr-2018	31-Mar-2019	100.00%	100.00%	 GREEN

Activity Progress Comments:

Completed and published on the intranet. Communicated via Service Brief.

Last Updated: 04-Apr-2019

Activity Title: 1.1.2.5 Encourage Public Attendance at Fire Authority meetings


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Elizabeth Curtis - Communications & Marketing Manager	Completed	01-Apr-2018	31-Mar-2019	100.00%	100.00%	 GREEN

Activity Progress Comments:

We are ran publicity ahead of the meetings in order to invite people to attend. Journalists are now attending on a regular basis. We ran a Dementia Friendly Session at the June 2018 CFA meeting and launched a water safety video at September's meeting.

Last Updated: 04-Apr-2019

Activity Title: 1.1.2.6 We will increase promotion of decisions through publicity activities


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Elizabeth Curtis - Communications & Marketing Manager	Completed	01-Apr-2018	31-Mar-2019	100.00%	100.00%	 GREEN

Activity Progress Comments:

Press releases after the June meeting included information on Dementia Friends and the Safer Communities strategy. Coverage about the meeting was published in the Hastings and St Leonards Observer and Brighton and Hove news.

Last Updated: 16-Jan-2019

Activity Title: 1.1.2.7 Feedback mechanisms for the continuous improvement of communication, consultation, engagement and satisfaction with services.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Elizabeth Curtis - Communications & Marketing Manager	In Progress	01-Apr-2018	31-Mar-2019	80.00%	100.00%	 AMBER

Activity Progress Comments:


We have collated information about current feedback mechanisms and identified areas for improvement and development.

In December SLT approved an approach which means:

- a. enhanced Home Safety Visit feedback - needs further work alongside Community Safety
- b. The reintroduction of the After the Incident survey - in place to begin in 2019/20
- c. The introduction of Business Safety Audit feedback - in place to begin in 2019/20
- d. The formation of a small working group to develop and confirm exact contents of After the Incident survey

Last Updated: 04-Apr-2019

Activity Title: 1.1.2.8 Deliver an agreed Communication and engagement programme aimed at reducing accidental fires in the home

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Victoria Jones - Communications Officer	Completed	01-Apr-2018	31-Mar-2019	100.00%	100.00%	 GREEN

Activity Progress Comments:

Launched a successful on-going integrated marketing campaign, entitled Be Your Own Hero, with the key aim of driving down the number of Accidental Dwelling Fire incidents across our Service area. Production of a hard-hitting interview with a Crowborough businesswomen, who spoke about her distressing experience of a devastating fire in her home, which launched the campaign. As a result of this, BBC South East covered the story, alongside other mainstream local media, reaching a wide audience. Emotional interview with a mother-of-two from Lewes who experienced a loft fire, which caused extensive damage to their home, again widely publicised by mainstream media and resulted in more than 100 hits to our ESFRS website. Interview with ESFRS Fire Investigation Officer Richard Moon to inform the public how they can prevent electrical fires within the home, used on the Be Your Own Hero website's landing page. Numerous press releases, linking a variety of fires we attended since the campaign launched to the Be Your Own Hero home page. Outside promotional events to support the #BrightonTribe We're Your Crew Behavioural Insights Project, which included a widely publicised Flashmob. A Brighton dance troupe surprised Ship Street shoppers on a sunny day in July, demonstrating the vibrancy of the #BrightonTribe. This resulted in a spike of sign-ups for the project. Also, delivered two additional events in Brighton's Churchill Shopping Centre and Ship Street to support the Behavioural Insights Project.

Time Checks radio advertising campaign successfully linked in with our Be Your Own Hero overarching campaign, promoting key safety messages. For example, time checks included "Be Your Own Hero and protect your home with a smoke alarm...take extra care when cooking...Register Your Appliance etc."

Sprout Out and About Campaign directly linked to our #FireChecksofChristmas safety campaign, as well as Be Your Own Hero safety advice. This involved active engagement with our key target audience, based around Mosaic research, focusing on technical-savvy Mosaic user-group J. The idea was to prompt those who engaged with us to either self-serve, or to encourage them to conduct their own DIY HSV, as well as enter our competition to win a festive HSV, including a fluffy Brussel sprout personally delivered by the crews conducting a pre-Christmas HSV. Following an evaluation of this marketing campaign it was clear that this is a hard to reach audience. Although they were keen to engage with us on social media, as well as self-serve, when it came to a personal visit by the crews they were reluctant to accept a Home Safety Visit by firefighters, with many offering their prize to either a charity, or not accepting it at all. However, they were keen to engage with us. This echoes the views of this group that they believe "It won't happen to them" and reflects the mosaic information that they prefer to be engaged by social media channels, as opposed to face-to-face.

A further case study has been filmed with a residents who experienced a devastating house fire. This will be used within the Be Your Own Hero catalogue of case studies. So far, this has been captured on camera, alongside Crowborough's Trevor Funnell, who outlined the situation operationally. The Service is praised within this footage and the case study will be used on social media, in a bid to reduce ADFs.

Following a recent ADF meeting a strong link was made between ADFs and health. The Health Agenda work with the Service's Health Coordinator, Sophie Hepworth is now up-and-running. I have worked with Sophie to guide her on an appropriate communications for the Dementia-Friendly Action Plan for 2018/19. Assisted with a clear direction for Sophie in benchmark communications within the plan, including both internal and external publicity. Worked alongside Community Safety's David Kemp and Julie King to gain positive publicity both internally, and in mainstream media, as well as specialist publications around the successful launch of the GP Referral Scheme. I have been in talks with Sophie on how to move this forward in the future. Actively promoting Safety in Action events for Sophie, specifically targeting home-educated children. My social media marketing campaign prompted an immediate sign-up by ten home-educated children, which is still rising. This is noted as a key success by Sophie, due to them being a hard-to-reach audience.

On-going success with social media marketing for Safety in Action, which has now resulted in 30 hard-to-reach, home-educated, students signing up for this award-winning programme, tailor-made for schools. Positive internal communications has been undertaken to assist with reducing ADFs within the community, notably working alongside Health Co-ordinator, Sophie Hepworth. An article published within Service Brief highlighted the importance of crews signposting vulnerable residents, in need of a cooker cut-off device, to the Safer Communities Team. Proactive measures are being taken to fit as many of these Assistive Technology devices across our Service area. Firefighters who may have concerns around vulnerable residents can complete the CS1 form to escalate to the team. Additionally, a positive case study highlighting the fantastic work of both Bexhill and Battle firefighters is to appear in Service Brief, to raise awareness around hoarding concerns. This article illustrates how Bexhill firefighters joined forces with partners to go beyond the call of duty to give a flat a thorough makeover. It's hoped this internal communication will encourage others to take positive intervention steps, in a bid to keep our community safe and to reduce ADFs even further. Also, staff will be alerted to the upcoming training for crews around clutter ratings, which will be undertaken by Aimee Parsons from Safer Communities. No Smoking Day on March 13 was promoted via both social media and mainstream media outlets, in a bid to raise awareness of the day, as well as signposting support services for anyone wanting to quit the habit. Press release issued, along with social media


around Pancake Day with the light-hearted headline of "Batter Be Safe Than Sorry on Pancake Day", to raise awareness around cooking safely. Fire Kills Campaign proactively promoted across all our social media platforms. Attendance at LGA conference where social media posts were made throughout the event highlighting the positive work of the Service, including our Be Your Own Hero campaign, which aims to reduce ADFs. Posts created across all our social media platforms to promote the up-coming Free Fun & Safety Events during the Easter Holidays for families in Crowborough, Hailsham and Uckfield.

Regular attendance at the Accidental Dwelling Fire Working Group to provide both active input and to utilise analytical data provided at these meetings, as well as listen to operational feedback, as a key part of on-going marketing campaigns to reduce ADFs within the community.

Closely working with Safer Communities to deliver a rounded marketing campaign across social media platforms, as well as within local media, to boost the number of Service Volunteers, who make a vital contribution to ESFRS and to support the local community. There is now a requirement to increase the number of Service volunteers after difficulties in gaining support for recent community events. The aim is to recruit a new set of volunteers to complement the current pool, with suitable skills, enabling them to assist with a range of future events and fundraising activities. Since the start of the campaign and up until 1 April 2019 the Volunteers campaign has received nine expressions of interest via Facebook social media posts.

Last Updated: 01-Apr-2019

Activity Title: 1.1.2.11 Agree a Communication and engagement programme aimed at reducing false alarms.


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Elizabeth Curtis - Communications & Marketing Manager	Completed	01-Apr-2018	31-Mar-2019	100.00%	100.00%	 GREEN

Activity Progress Comments:

While the Business Safety strategy is being developed, we continue to promote messages around the prevention of false alarms through the media and social media. This included a push during Business Safety Week. We take an active role in the Action Learning Set for AFAs.

Last Updated: 04-Apr-2019

Activity Title: 1.1.2.12 Agree a Communication and engagement programme aimed at supporting Business Safety Audits and Business Safety Awareness.


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Elizabeth Curtis - Communications & Marketing Manager	Completed	01-Apr-2018	31-Mar-2019	100.00%	100.00%	 GREEN

Activity Progress Comments:

During Business Safety week we launched an online tool for businesses to learn more about business safety. This ran alongside a promotional campaign. We have also run a social media campaign called We Meme Business which increased hits/views on the Business Safety pages of the website by in excess of 700 over two months.

Last Updated: 04-Apr-2019

Activity Title: 1.1.2.13 Agree a Communication and engagement programme aimed at supporting the Safer Communities Health strand.


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Elizabeth Curtis - Communications & Marketing Manager	Completed	01-Apr-2018	31-Mar-2019	100.00%	100.00%	 GREEN

Activity Progress Comments:

We have promoted ReStart a Heart and Dementia Awareness.

Last Updated: 04-Apr-2019

Activity Title: 1.1.4.1 To develop the use of digital communication channels within the Service including video and email

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Todd - Digital Communications Support Officer	In Progress	01-Apr-2018	31-Mar-2019	100.00%	100.00%	 GREEN

Activity Progress Comments:

Review of the use and management of Social Media and other digital platforms to be scoped out.


Review of Social Media Management tool, Hootsuite, underway.

Last Updated: 11-Oct-2018

Planning and Intelligence

Performance

Activity Title: 1.1.1.3 Introduction of a new Business Intelligence system

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Sharon Milner - Planning and Intelligence Manager	Completed	01-Apr-2018	31-Mar-2019	100.00%	100.00%	 GREEN


Activity Progress Comments:

The P&I Team are now being trained on the INPhase business intelligence system. This is a very comprehensive and detailed training programme over 17 days.

Once the training is complete the team will be in a position to start rolling this system out across the service. This will happen in Q1 / Q2 2019/20

Last Updated: 18-Apr-2019

Activity Title: 1.1.4.7 Prepare a scope for the fire cover review

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Chris Fry - Planning and Intelligence Analyst - Community Risk	Completed	01-Jun-2018	20-Dec-2018	100.00%	100.00%	 GREEN

Activity Progress Comments:

Operational Response Review (Fire Cover Review) Scoping Session was set for 23/01/2019 with the ORR Project Board, to agree contents of PID incl. what was in and out of scope. On the day, ORR Project Board adapted the purpose of the meeting to scope out key areas of focus for Stage II analysis/modelling.

Agreement of PID and scoping session set for Project Board meeting on 26/02/2019. At this meeting, the PID was discussed and board members took documents away to digest before rubber-stamping PID/scope etc.


March Project Board meeting was cancelled. Therefore have assumed Review Scope as laid out in PID is approved.

Last Updated: 29-Mar-2019

Resources/Treasurer

AD Resources/Treasurer

Activity Title: 1.1.4.3 Support Services Review

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Duncan Savage - Assistant Director of Resources/Treasurer	In Progress	01-Apr-2018	31-Mar-2020	50.00%	50.00%	 GREEN

Activity Progress Comments:

SLT has agreed a first phase of services for review as follows:

- Operational Support Services (3F): Occupational Health; Training; Health & Safety; Fire Investigation - OH is complete others are underway and reported upon in Collaboration paper to Fire Authority Dec 2018
- Fleet & Engineering (ITF) - 3F has agreed to appoint joint transformation lead to carry out service review - appointment made April 2019
- Insurance - CFA has agreed move to FRIC wef 1 April 2019
- Legal Services - CFA has agreed new arrangement with BHCC / Orbis Public law from 1 April 2019
- FPS Administration - in progress - interim Pensions Adviser working with Orbis Pensions Lead to develop business case for May SLT
- HR & OD - focus on developing internal improvement plan
- Estates & Facilities Management - outline business case setting out preferred option for service delivery model to SLT April 2019
- Finance - CIPFA has carried out a review of the finance function against sector best practice - improvement plan to SLT May 2019

Last Updated: 23-Apr-2019

Activity Title: 1.1.4.4 Deliver Efficiency Strategy

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Duncan Savage - Assistant Director of Resources/Treasurer	Ongoing	01-Apr-2018	31-Mar-2020	-	50.00%	-

Activity Progress Comments:

15-01-2019 Progress report to P&R Panel Nov 2018.


Good progress is being made but the work is still at a relatively early stage and this is reflected in the level of efficiencies identified so far. Further work is required to identify and deliver a greater return on investment and specifically an increase in the level of cashable efficiencies delivered. SLT is committed to doing this as the Efficiency Strategy, and the activities within it are further developed and matured.

As the MTFP indicates, we need to be in a position to react to the new funding position for 2020/21 and have in place as a minimum sufficient cashable savings to balance the budget that year and in the subsequent three years (assuming the Government offers a four year settlement).

Last Updated: 15-Jan-2019

Estates

Activity Title: 1.1.4.2 Develop a new Estates Strategy and Asset Management Plan

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Maureen Cherry - Estates	Completed	01-Apr-2018	30-Mar-2019	100.00%	100.00%	 GREEN

Activity Progress Comments:


07-01-2019 Under the Estates Strategy the Design Guide has been drafted and subject to staff feedback has been approved by SLT and is due to be approved by HS&WB committee in January 2019

The Estates Strategy is complete and has been endorsed by the Estates Strategy Steering Group and SLT and is due to be presented to P&R on 17th Jan 2019 and to CFA in February 2019

28-03-19 - The estates strategy is complete & published

Last Updated: 28-Mar-2019

Activity Title: 1.1.4.5 Integrated Transport Function - fuel pilot

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Maureen Cherry - Estates	In Progress	01-Apr-2018	31-Aug-2019	40.00%	50.00%	 AMBER

Activity Progress Comments:

Following recent proposals, Estates will now be leading on the delivery of this project. The Senior Surveyor (Capital) will be delivering in collaboration with Engineering. We are awaiting the completion of the Business Case ahead of confirming cost information with the suppliers and sign-off that any changes in approach to the solution is in accordance with the original procurement/commissioning.


09-10-2018 Contractors have been commissioned to carry out detailed site surveys to underpin the review of the original business case proposal.

07-01-2019 Consultant feasibility studies ongoing - full options appraisal targeted end Jan 2019

28-03-19 Progress has been slow with the consultants not performing as expected - this has been escalated to the Managing Director and feasibility options are now targeted by Mid April

Last Updated: 28-Mar-2019

Activity Title: 1.1.4.8 ITF – SE Workshop

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Maureen Cherry - Estates	In Progress	01-Apr-2018	31-Mar-2021	10.00%	10.00%	 GREEN

Activity Progress Comments:

WYG were commissioned to develop concept schemes for the project. They have issued these together with the ESFRS only option and provided the cost plans to support the final business case which is being led by Engineering.

Valuers Fludes have been commissioned and provided valuation advice on the North Bexhill site locations together with an alternative site in Polegate.

We understand these studies and reports will now be used to develop the final business case. There is also other work streams being concluded prior to this being completed which include; discussions with Sussex Police and the consideration of other facilities being supported at any new location.

09-10-2018 - A review of requirements and alternative site options is being carried out by Sussex Police during September.


07-01-2019 Work with Sussex Police ongoing

28-03-19 Discussions are ongoing with SLT and PCC to decide the viability of the proposal at Bexhill

Discussions are planned with SECamb re their Polegate site. Sussex Police have confirmed that they are no longer interested in progressing this scheme. Discussions have commenced with SECamb with a further meeting planned for 21 June.

Last Updated: 10-June-2019

Activity Title: 1.1.4.10 Refurbish Preston Circus Fire Station

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Maureen Cherry - Estates	In Progress	01-Apr-2018	31-Mar-2021	30.00%	50.00%	 RED

Activity Progress Comments:

A formal Steering Group has been setup to oversee the feasibility stage of the project to final business case. The concept layouts have been completed as have the first stage engagement sessions with local teams. The concept layout and proposed approach was presented to SLT at their meeting in July 2018.

Next stage will be updating the concept scheme to reflect feedback and presenting this to the Steering Group. The outline cost plan has been completed by Faithful & Gould. We will be presenting the first stage business case covering ESFRS space to the CFA in September 2018.

09-10-2018 - RIBA Stage 2 proposals are due to be reported to P&R Panel 1 November 2018 seeking authority to mobilise the project and procure contractors.


07-01-2019 Work has been progressing with stakeholders to formally agree RIBA stage 2 scheme design - this is targeted to complete end Jan 2019
Consultants will be appointed end Jan to progress to RIBA stage 3

28-03-19 - Final iteration of plans being completed
Agreement was given at Estates Strategy Delivery Board to proceed to RIBA Stage 3

Last Updated: 28-Mar-2019

Information Technology Governance

Activity Title: 1.1.1.9 Deliver Information Security Step Change Programme

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Ken Pearce - ITG Manager	In Progress	01-Apr-2018	31-Mar-2022	18.00%	30.00%	 RED

Activity Progress Comments:


Update 02-01-19: Major applications now migrated to the Telent Flexi-cloud. Majority of servers and applications now patched. Telent now preparing detailed Risk Treatment Plans to remediate remaining issues.

The Information Security Step Change Programme will now become part of the Information Security Strategy initiative. Aristi (information security consultancy) have been engaged to assist with progressing the ESFRS Information Security Strategy. Aristi completed an information security audit in Dec 2018, the output of which will form the action plan for the ESFRS Information Security Strategy.

Update 25-03-19: Aristi gap analysis has now been completed. Resulting report awaiting sign-off. Information Security Strategy and remediation plans being developed.

Last Updated: 27-Mar-2019

Activity Title: 1.1.4.6 One to Many video conferencing

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Ken Pearce - ITG Manager	In Progress	01-Apr-2018	31-Mar-2021	74.00%	100.00%	 AMBER


Activity Progress Comments:

Update 02-01-19: Trial has been underway since Nov 18 using Cisco Teams. Initial feedback positive, with the solution being utilised and sponsored by Richard Fowler and Mark Matthews. Both Operations teams are now actively using the solution to run meetings. The plan is a business case to be presented to SLT in Apr 19.

Update 25-03-19: Cisco Teams trial has now completed. Paper was presented to SLT and approval given to progress, subject to £50,000 IT Strategy Budget monies being allocated and £14k of annual travel cost savings being agreed. Request for Service submitted to telent for implementation.

Last Updated: 25-Mar-2019

Activity Title: 1.1.4.7 EDRMS

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Ken Pearce - ITG Manager	In Progress	01-Apr-2018	31-Mar-2022	12.00%	15.00%	 AMBER


Activity Progress Comments:

Update 02-01-19: Demonstrations of workflow functionality completed for Assistant Directors, using Canon technology. Business Engagement Manager mapping high level business processes for review, with emphasis on HR. Now that decision has been made to adopt Office365 - next step is to evaluate opportunities such as workflow tools provided by Office365.

Update 25-03-19: Next step is for options paper to be developed for SLT, comparing in-house resourced programme (3-5 years) versus telent resourced initiative.

Last Updated: 25-Mar-2019

Activity Title: 1.1.4.11 Corporate Wifi

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Ken Pearce - ITG Manager	In Progress	01-Apr-2018	31-Dec-2019	60.00%	55.00%	 GREEN


Activity Progress Comments:

Update 02-01-19: telent station end WiFi audit has been completed for all stations. telent have fed requirements into procurement discussions currently underway via The Link and KCOM. The objective is to finalise the business case and complete the commercial negotiations by 31-03-19. The Corporate WiFi project can then be delivered as part of the overall Station End IT Strategy, in coordination with the Estates Strategy.

Update 25-03-19: telent in commercial discussions with the Link Consortium and KCOM. A business proposal is expected from telent by the end of May.

Last Updated: 25-Mar-2019

Activity Title: 1.1.4.12 Customer Relationship Management – Implementation

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Ken Pearce - ITG Manager	In Progress	01-Apr-2018	31-Dec-2019	43.00%	40.00%	 GREEN

Activity Progress Comments:

Update 01-10-18: PMO project manager in place and governance established. telent/Tiski have started the technical upgrade, which is due to complete in Mar 2019. Collaboration workshops have been completed with Surrey FRS and findings / recommendations for a moderate level of collaboration have been approved by SLT. PMO project plan currently states that the project will complete by 30-11-19.


Update 25-03-19: The upgrade of the existing MS Dynamics and application is due to be completed by Tiski and telent at the end of April. Business analysis will then commence on the requirements for the Risk Information module.

Last Updated: 25-Mar-2019

Safer Communities

AD Safer Communities

Activity Title: 1.1.1.3 Support implementation of the agreed Service Delivery Review proposals - delivering and enabling structure supporting the required empowering centred cultural change.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Matthews - Assistant Director of Safer Communities	Completed	01-Apr-2018	31-Mar-2019	100.00%	100.00%	 GREEN

Activity Progress Comments:

Collective consultation nearing conclusion, Rota proposal remaining proposal requiring further consultation.

Individual consultations progressing well and will be concluded by end of September

GM process concluded

SM process concluded

WM/CM appointment panel running January

1st February go live date for new structure.

SC admin review - Hay evaluation of two J.D's being undertaken in February.

Revised Officers rota progressing and likely to be agreed by Rep bodies Jan 19 for Feb 1st implementation.


New rota delivered, appointments panels held and all vacancies filled at that point in time. Over 100 appointments over process.

New structure now live.

Legacy work identified a post implementation plan and close down doc to go to SLT in May.

Last Updated: 23-Mar-2019

Activity Title: 1.1.2.1 Design and trial a local assessment of risk (as detailed in CS strategy) 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

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Matthews - Assistant Director of Safer Communities	Completed	01-Apr-2018	31-Mar-2019	100.00%	100.00%	 GREEN

Activity Progress Comments:

Annual assessment of risk process being devised by performance team, CS strategy agreed at SLT and Full Fire Authority. First run of annual assessment in January. Full assessment completed and available for Jan process.


AAR process undertaken ready for new financial year.

GM's now returning their ARR returns that will finalise end of monthly returns in respect of prevention and protection activities.

Last Updated: 23-Mar-2019

Activity Title: 1.1.4.4 Support delivery of CRM upgrade as a senior user

Community Safety Business Safety and SSRI work streams.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Mark Matthews - Assistant Director of Safer Communities	Completed	01-Apr-2018	31-Mar-2019	100.00%	100.00%	 GREEN

Activity Progress Comments:


Attended CRM board meeting and attending forthcoming workshops to ensure business processes have been fully identified. Admin support liberated for project. SC staff attending process design workshops for SSRI, CS and BS workstreams.

Strategic Operational requirement principles for three areas identified and formally presented. This support will continue next year as the project begins the workshops.

Last Updated: 23-Mar-2019

Business Safety

Activity Title: 1.1.3.3 Service wide rollout of support and delivery framework and Implementation of enabling structure through Service Delivery review


Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Andy Gausden - Group Manager- Business Safety	Completed	01-Apr-2018	31-Mar-2019	100.00%	100.00%	 GREEN

Activity Progress Comments:

Monthly and quarterly meetings planned and take place, with Business Safety Support Plan in place to capture actions required to deliver against Business Safety Thematic Plan.

Last Updated: 16-Apr-2019

Activity Title: 1.1.4.2 Propose Fire Investigation collaborative framework through revised BS strategy.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Andy Gausden - Group Manager- Business Safety	Completed	01-Apr-2018	31-Mar-2019	100.00%	100.00%	 GREEN

Activity Progress Comments:


New Safer Communities Strategy including Community & Business Safety now agreed by SLT and Fire Authority, with Business Safety Thematic Plan in place, Business Safety teams working towards action plan.

3F Fire Investigation Collaboration project now in progress which will ensure continuous learning across the Service from Fire Investigation.

Last Updated: 16-Apr-2019

Central Group Eastbourne/Wealden

Activity Title: 1.1.3.3 Service wide rollout of support and delivery framework and Implementation of enabling structure through Service Delivery review

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Pup Upton - Group Manger, Central	Completed	01-Apr-2018	31-Mar-2019	100.00%	100.00%	 GREEN


Activity Progress Comments:

All of the stations within the Group have received input on the Support Delivery Framework via their Group and Station Managers at Team meetings. All stations are sending in an 'End of Month Return'. The process is not yet fully embedded. SM's to continue to explain the SDF to crews and ensure that the EOM Returns are completed accurately. The quality of the EOM Returns has improved but it is envisaged that once the Watch and Crew managers have been appointed following the plenaries then there will be a further improvement. SM's to continue to offer appropriate support to all Watch and Crew managers inline with the PM policy.

Last Updated: 29-Mar-2019

Community Safety

Activity Title: 1.1.3.5 Service wide rollout of support and delivery framework and Implementation of enabling structure through Service Delivery review

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
David Kemp - Safer Communities - Lead Community Safety	Completed	01-Apr-2018	31-Mar-2019	100.00%	100.00%	 GREEN


Activity Progress Comments:

CSD is included within this work

Last Updated: 09-Oct-2018

Activity Title: 1.1.3.6 Engagement:

Impact Assess Community Engagement Initiatives (min 6 per annum) With full evaluative understanding of the success of the engagement. For example, water safety events ensure engagement across protected characteristics.

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
David Kemp - Safer Communities - Lead Community Safety	Completed	01-Jun-2017	31-Mar-2019	100.00%	100.00%	 GREEN


Activity Progress Comments:

subject to the approval of the Safer Communities Strategy

Last Updated: 10-Aug-2018

East Group Hastings/Rother

Activity Title: 1.1.3.3 Service wide rollout of support and delivery framework and Implementation of enabling structure through Service Delivery review

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Julie King - Group Manager, East	Completed	01-Apr-2018	31-Mar-2019	100.00%	100.00%	 GREEN


Activity Progress Comments:

Watch consultations have been completed in relation to the Service Delivery review, and all relevant

Last Updated: 04-Apr-2019

West Group Brighton & Hove/Lewes

Activity Title: 1.1.3.3 Service wide rollout of support and delivery framework and Implementation of enabling structure through Service Delivery review

Responsible Person	Status	Start Date	End Date	Complete %	Target	On Target %
Nigel Cusack - Group Manager, West	Completed	01-Apr-2018	31-Mar-2019	100.00%	100.00%	 GREEN

Activity Progress Comments:

fully embedded in the city and lewes , partial introduction into Wealden , wm seminar and next steps to introduce across the Hastings and Rother group

Service managers seminar , delivering across 140 staff further work and invites arranged to the East Group to assist with the embedding of this system
next working group 30th Jan to progress with sm eom and Handbook

Last Updated: 19-Jan-2019