Inspection Improvement Plan HMICFRS Report 2023 - 2025

Quarterly Review – November 2024

Layout of the plan

Underneath the key questions the plan details the inspection Key Line of Enquiry, followed by Surrey Fire and Rescue Service's specific Area For Improvement. The service actions and/or projects required to address these are then listed below the numbered Area For Improvement.

Project RAG Status

Red - Indicates serious issues or risks that threaten the project's success.

- Impacts - The project is significantly behind schedule, over budget, or facing critical obstacles.
- Actions - Immediate attention and action are needed to mitigate risks, address issues, and get the project back on track.

Amber - Signifies caution and potential concerns that could impact the project's success if not addressed.

- Impacts - Some aspects of the project are at risk or experiencing delays, but it's not yet critical.
- Actions - Proactive measures are needed to prevent issues from escalating into red status.

Green - Indicates good progress and minimal to no issues threatening the project's success.

- Impacts - The project is on track, meeting milestones, and staying within budget.
- Actions - Monitoring and maintaining current progress, while staying alert for any potential risks.

Grey – Action/project complete.

Inspection key line of enquiry: Understanding the risk of fire and other emergencies

Area for improvement 1: The service should ensure its firefighters have good access to relevant and up to date risk information.

Owners: Head of Data, Digital and Property, Area Commander (AC) Protection, AC Response.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance
1a	Implementation of the Prevent and Protect (P&P) software system	Head of Data, Digital and Property	Data and Digital Team AC Prevention	1.Feb 2024 2.Mar 2025 3.Mar 2025	1. Put in place a workshop to take into account the outcomes from the HMI Cause of Concern (CoC) to inform and review the timeline to implement the P&P project. 2. a) Implement a process in relation to relevant Article 31 information shared with Response team b) Develop P+P in relation to relevant Building Consultation information shared with Response teams. 3. Undertake review of risk information as part of P+P implementation and cleanse data as required.	1. **Complete** 2. **In progress** 3. **In progress**	Resources Working Group (RWG) Intelligence and Assurance Programme Board (I&A PB)	Intelligence and Assurance Programme Board (I&A PB) Assurance Service Leadership Team (SLT
1b	Clarify accountabilities for risk	ACFO Delivery of Services and ACFO Service Support	Data and Digital Team AC Protection AC Response	Feb 2025	1. Clarify different types of risk information and purposes.	**In Progress** **Apr update:** Initial presentation to ACFOs and AC Response - setting out the proposal to use the "NFCC Developing a National Risk Methodology, Definition of Risk" to identify risk to fire	Assurance SLT	Assurance SLT

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance
						fighters to replace the current method of operational risk visit prioritisation. Business Case in development to set up a project team to develop the methodology and define roles and responsibilities. Business Case to be presented to Operational Policy & Assurance Working Group (OPAWG). **Jul update:** Linked to 1b.1 **Oct update:** As above. Waiting on NFCC methodology update. Follow up session to take place by the end of October 24.		
1c	Clarify accountabilities for risk	ACFO Delivery of Services and Service Support	Data and Digital Team AC Protection AC Response	1. Feb 2025 2. Mar 2025 3. May 2025 4. May 2025 5. Dec 2024	1. Review and identify clear accountabilities for each aspect of risk, incorporating end user feedback. 2. Clarify different types of risk information and purposes. 3. Develop methodology using national best practice. 4. Update policies and procedures as required. 5. Identify training requirements, where required, for each role.	1. **In progress** 2. **In progress** 3. **In progress** 4. **Not Started –** dependent on 1b.2 5. **Not Started –** dependent on 1b.2	Assurance SLT	Assurance SLT

Inspection key line of enquiry: Understanding the risk of fires and other emergencies

Area for improvement 2: The service should make sure operational staff are familiar with all the risk sites in their local area, so they are better prepared to fight fires and carry out rescues safely.

Owners: Head of Data, Digital and Property, AC Protection, AC Response**.**

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance
2a	Set clear objectives and include within Borough Plan (Risk and Exercise Plan)	AC Response	GC's Response	Mar 2024	1. Borough/Fire Station teams to also include understanding of local risks when developing Borough Plans. 2. Develop a planned approach to risk information visits for inclusion in Borough Plans 2024/25. 3. Develop Exercise Plan aligned to local high-risk sites.	**Complete**	OPAWG	Assurance SLT
2b	Quality Assurance	AC Professionalism	Operational Assurance	Jun 2024	Develop Quality Assurance (QA) process to enable Ops Support Team to assure operational risk understanding and preparedness.	**Complete**	OPAWG	Assurance SLT

Inspection key line of enquiry: Preventing fires and other risks

Area for improvement 3: The service should make sure that its prevention plan targets people most at risk and that the level of activity is proportionate to reduce that risk.

Owner: AC Prevention

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance
3a	Ensure evaluation and quality assurance processes identify areas for further improvement	AC Prevention	SC Partnerships and Volunteers GC Prevention GC Response SC Fire Stations	Dec 2024	Deliver workshop to prevention and response managers to reinforce understanding and expectations in regards the PMF – linked to action 14a.	**Complete**	OPAWG I&A PB Assurance SLT	I&A PB Assurance SLT
3b	Ensure team and station plans reflect risk in communities	AC Prevention	SC Fire Stations SC Partnerships and Volunteers	Sep 2024	1. Review PCF and scoring system to ensure that those at greatest risk are prioritised. 2. Training and communications on the PCF to ensure staff are aware of the process and scoring. 3. Review all teams deliverables and workloads to ensure that it aligns with risk.	**In progress**	I&A PB	I&A PB Assurance SLT
3c	Ensure team and station plans	AC Prevention	SC Fire Stations	Sep 2024	1. Review central prevention plan to ensure deliverables align with risk	**Complete**	I&A PB	BI&A PB

	reflect risk in communities		SC Partnerships and Volunteers		2. Review local station plans in line with above.		Assurance SLT

Inspection key line of enquiry: Preventing fires and other risks

Area for improvement 4: The service should evaluate its Safe and Well Visits activity, so it understands its effectiveness and how to improve the visits**.**

Owner: AC Prevention

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance
4a	Ensure evaluation processes identify areas for further improvement.	AC Prevention	SC Partnerships and Volunteers	Sep 2024	Undertake a dedicated feedback exercise with staff delivering Safe and Well Visits (SAWV), to establish process improvements.	**Complete**	OPAWG Intelligence and Assurance Programme Board Assurance SLT	Assurance SLT
4b		ACC Prevention	GC Prevention	Apr 2025	Facilitate a Peer Review of SAWV processes			

Area for improvement 5: The service should make sure it quality assures its prevention activity, so staff carry out Safe and Well Visits to an appropriate standard.

Owner: AC Prevention

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance
5a	Ensure evaluation and quality assurance processes to identify areas for further improvement	AC Prevention	SC Partnerships and Volunteers GC Prevention SC Fire Stations	1. Mar 2024 2. Apr 2025	1. Evaluate current QA process and refresh based on learning outcomes. 2. Develop and implement Service wide observation of existing Safe and Well Visits pre, during and post visit. This will capture all staff who deliver SAWV.	1. **Complete** 2. **In progress**	Operational Policy & Assurance Working Group (OPAWG) Intelligence and Assurance Programme Board Assurance SLT	Assurance SLT
5b	Ensure review processes are in place to support continuous improvement	AC Prevention	SC Partnerships and Volunteers GC Prevention NFCC	Sep 2024	Research the systems used in other FRSs, regarding quality assurance methods for SAWV's.	**In progress**	OPAWG Intelligence and Assurance Programme Board	Assurance SLT

Area for improvement 6: The service should ensure it has an effective quality assurance process, so staff carry out audits to an appropriate standard.

OWNER: AC Protection

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance
6a	Ensure a robust evaluation and quality assurance processes, via policy, guidance, and procedure to identify areas of best practise and learning.	AC Protection	GC Protection SC Protection Support	1.Mar 2024 2. Jun 2024 3. Nov 2024	1. Review current Protection Assurance Framework 2023 (Policy – SFRS402), to ensure that a QA of audits, inspections and consultations is carried out. 2. Undertake a review and gap analysis of the Protection Fire Standard. **COMPLETE** 3. Implement and embed the QA process. 4. Peer Review of SFRS QA aligned to partners.	**1.Complete** **2. Complete** **3 Not started.**	OPAWG ACFO Service Delivery Assurance SLT	Assurance SLT
6b	**Policy/Procedure:** Align with Protection Fire Standard expectations and tasks.	AC Protection	Partner Fire and Rescue. PPRU CCAP2023	Jun 2024	1. Ensure clear policy is applied in conjunction with new Risk-Based Inspection Programme (RBIP) including the level of record-keeping, timeframes for completion, limitations of 'adjusting' audit outcomes through quality assurance.	**In Progress**	OPAWG Assurance SLT ACFO Service Delivery	Assurance SLT

Inspection key line of enquiry: Protecting the public through fire regulation

Area for improvement 7: The service should make sure it has effective arrangements to provide specialist protection advice out of hours.

OWNER: AC Protection

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance
7a	Deliver a system to ensure provision of specialist protection advice as per current policy	AC Protection AC Response	GC Protection GC Staff Office Resourcing Team SCC legal NFCC Protection Policy and Reform Unit (PPRU)	Dec 2023	1. Put interim measures in place with partner FRSs to ensure Out of Hours (OOH) protection advice. 2. Seek advice (NFCC and SCC Legal) to ensure SFRS provide the correct level of specialist protection advice OOH. 3. Develop in-house OOH protection advice process. 4. Implement agreed process.	**Complete**	OPAWG ACFO Service Delivery Assurance SLT	Assurance SLT

Inspection key line of enquiry: Responding to fires and other emergencies

Area for improvement 8: The service should ensure it has an effective system for learning from operational incidents.

OWNER: AC Professionalism

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance
8a	**Quality Assurance:** Ensure evaluation and quality assurance processes to identify areas for further improvement	AC Professionalism	Operational Assurance Team Learning and Development Team Operational Support Team	Mar 2024	1. Benchmark / peer review processes with another FRS as well as relevant Fire Standard expectations. 2. Monitor use of e-learning and receipt of operational learning communications. 3. Operational Support Team to introduce regular station-based reality testing to check understanding and highlight further process improvements. 4. Operational Support Team to regularly seek ideas for improvement from all areas of Service. 5. Develop 'learning loop' through co-ordination of Operational Assurance, L&D and Operational Support teams activities. Record outcomes from regular meetings and report to OPAWG. 6. Operational Assurance Team to review use of 'Effective Command' as a recording tool with staff involvement.	**Complete**	OPAWG Assurance SLT	Assurance SLT

| 8b | Ensure review processes are in place to support continuous improvement | AC Learning and Development | Operational Assurance Team

Learning and Development Team

Operational Support Team | Jun 2024 | 1. Review process to capture learning from local and national incidents and ensure full participation in NOL/JOL processes.
2. Ensure structured, regular and recorded meetings occur between Operational Assurance, L&D, and Operational Support Teams to share learning – report to OPAWG. | **Complete** | Monitor use of JOL/NOL

Report to OPAWG | Assurance SLT |

Inspection Area: Responding to fires and other emergencies

Area for improvement 9: The service should make sure it has the appropriate resources in place to fully deliver its plan with regard to adoption and implementation of NOG (National Operational Guidance) in a timely manner.

OWNE R: AC Professionalism

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance
9a	Ensure there is robust oversight and governance arrangements to oversee the implementation and maintenance of NOG.	AC Learning and Development	AC Learning and Development GC L&D	Mar 2024	1. Progress reports from 3F Strategic Board and Tactical Board to be shared through OPAWG.	**Complete**	OPAWG Assurance SLT I&A PB Ops Alignment Board	Assurance SLT I&A PB
9b	Ensure operational policies are aligned with NOG outcomes	AC Learning and Development	L&D GC L&D	1. May 2025 2. Mar 2024	1. Review Operational Competence Standard and create gap analysis for policy aspects. 2. Communication strategy so staff understand process for implementation of NOG with timeline on SharePoint with access to all staff. 3. Ensure L&D align practical and e-learning training with NOG with a plan to introduce individual NOG policies.	1. **In Progress** 2. **Complete**	OPAWG I&A PB Assurance SLT	Assurance SLT I&A PB

9c	Ensure there are review processes in place to create continuous improvement for NOG post-implementation	AC Learning and Development	L&D 3F NOG Delivery Group Operational Assurance Operational Support	Jun 2024	1. Review Operational Competence Standard and create gap analysis for continuous improvement aspects. 2. Develop internal processes to learn from implementation of NOG policies by ensuring Operational Assurance and Operational Support capture learning at incidents and from station-based staff, and report to OPAWG. L&D to monitor impact of this learning and amend training where necessary following OPAWG direction.	**Complete**	OPAWG 3F Strategic Board Ops Alignment Board Assurance SLT	Assurance SLT

Inspection key line of enquiry: Responding to major and multi-agency incidents

Area for improvement 10: The service should make sure it is well prepared to form part of a multi-agency response to major incidents. It should make sure its procedures for responding are understood by all staff and are well tested.

OWNERS: AC Professionalism and AC Response

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance
10a	Ensure policies and procedures are in place and training is provided accordingly, to meet expectations of SLRF and external partners	AC Response AC Learning and Development	LRF L&D	May 2024	1. Integrate Incident Command Training into LRF Courses, for multi-agency experiences 2. Exercise Framework to incorporate Local Resilience Forum (LRF) Training and Exercise Group. 3. Delivery of a Joint Emergency Services Interoperability Programme (JESIP) Training Programme for all operational staff including On-Call and Joint Fire Control (JFC), at all levels. Built into future Learning and Development stages, including apprenticeships, promotions, and Maintenance of Standards/Competence. 4. Building upon the Service Exercise Framework, develop a detailed Exercise Plan for Service, Borough, local risks, including multi-agency partners; ensuring all levels of exercises, using differing delivery methods and that all Commanders have to participate in a minimum	**Complete**	OPAWG Assurance SLT	I&A PB Assurance SLT

					number for Maintenance of Standards/Competence.			
10b	Ensure evaluation processes are in place to capture learning for all incident types	AC Learning and Development	Operational Assurance Operational Support L&D	Jul 2024	1. Ensure Exercise Plan includes multi-agency and major incident testing arrangements. Exercise planner to be monitored by Operational Assurance, Operational Support, L&D, with oversight from OPAWG. 2. Align policies and procedures with recommendations from major incident inquiries	**Complete**	OPAWG I&A PB Assurance SLT	Assurance SLT I&A PB
10c	Create and embed review processes to ensure continuous improvement	AC Learning and Development	Operational Assurance Operational Support L&D	Jul 2024	Operational Assurance, Operational Support and L&D to monitor exercise outcomes and ensure recommendations are sent to OPAWG for scrutiny, recording, and monitoring.	**Complete**	OPAWG I&A PB Assurance SLT	Assurance SLT I&A PB

Area for improvement 11: The service should make sure it is well prepared to form part of a multi-agency response to a terrorist incident and its procedures for responding are understood by all staff and are well tested.

OWNER: AC Response and AC Professionalism

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance
11a	Ensure policies and procedures are in place and training is provided accordingly, to meet expectations of SLRF and external partners	AC Response	L&D	Jul 2024	1. Develop and deliver a training package relating to National Inter-agency Liaison Officer (NILO)'s Marauding Terrorist Attack (MTA) skills/knowledge, to all operational staff. 2. Multi-agency training in the form of JESIP training, to be completed by tactical commanders, to include the use of NILOs. 3. SFRS NILOs training to be conducted with partners within the region.	**Complete**	OPAWG I&A PB Assurance SLT	Assurance SLT I&A PB
11b	Ensure evaluation processes are in place to capture learning for all incident types	AC Response	Staff Office L&D JFC Trainer Operational Assurance Operational Support	Mar 2025	1. Introduce reality testing to ensure a clear understanding of Service policy position, in regards response to MTA situations. Aligned to clear risk assessments, people impact assessments, etc. linked to Joint Operating Procedures (JOP). SFRS to produce clear position statement in relation to MTA response. 2. Deliver a Joint Fire Control-specific exercise linked to MTA.	1. **In progress** 2. **In progress** 3. **Complete** 4. **Complete**	OPAWG I&A PB Assurance SLT Resilience Working Group	Assurance SLT I&A PB

					3. Annual training (Online) regarding MTA, to be incorporated into annual maintenance of competencies. 4. Terror-related incidents to be included in the delivery of action 10a.4 (Detailed Exercise Plan)			
11c	Create and embed review processes to ensure continuous improvement.	AC Learning and Development	Operational Assurance L&D Operational Support	Jul 2024	1. Ensure learning is captured from exercises, local and national incidents, and shared via reports from Operational Assurance. 2. Recommendations from reports to be scrutinised, recorded, and monitored by OPAWG.	**1. Complete** **2. Complete**	OPAWG I&A PB Assurance SLT	I&A PB Assurance SLT

Area for improvement 12: The service should make sure it has an effective method for sharing multiple fire survival guidance information with multiple callers and has a dedicated communication link in place.

OWNERS: Head of Data, Digital and Property, AC Professionalism, Assistant Chief Fire Officer (ACFO) Service Support

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance
12a	Ensure policies and procedures align with Operational Competence expectations and take account of recommendations from NFCC and the Grenfell Inquiry, for example, a digital solution for information exchange at high-rise incidents.	AC Learning and Development	L&D (NOG)	1.Oct 2024 2. Oct 2024 3. May 2024 4.Dec 2024 5. Dec 2024	1. Establish a clear Evacuation Policy for Tall Buildings (When to change evacuation methods), reflective of current policies and procedures in Joint Fire Control, etc 2. Implement NOG for Tall Buildings (how we respond) 3. Exercises involving Tall Buildings to include evacuation procedure changes, multiple fire survival guidance and information exchange between Control Unit, Bridgehead and Joint Fire Control. 4. Implement a digital solution for information exchange between Control Unit, Bridgehead and Joint Fire Control and identify future approaches. 5. Tall Building-related incidents to be included in the delivery of Action 8c (Detailed Exercise Plan).	1. **Complete** 2. **In progress** 3. **Complete** 4. **In progress** 5. **Complete**	OPAWG I&A PB	I&A PB Assurance SLT
					1.			

Inspection key line of enquiry: Making the best use of resources

Area for improvement 13: The service needs to show a clear rationale for the resources allocated between prevention, protection and response activities. This should reflect, and be consistent with, the risks and priorities set out in the MSSP.

OWNERS: AC Response, AC Prevention, AC Protection, Head of Data, Digital and Property.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance
13a	Deliver Actions detailed in Area for Improvement (AFI) 3 and 7	AC Prevention (AFI 3) AC Protection (AFI 7)	GC Prevention GC Protection	Dec 2024	1. See description of work detailed in AFI 3 and 7	**In progress** See AFI 3 and 7	ACFO Delivery of Services I&A PB	I&A PB Assurance SLT

Area for improvement 14: The service should have effective measures in place to assure itself that its workforce is productive and that its time is used as efficiently and effectively as possible to meet the priorities in its CRMP.

OWNER: ACFO Delivery of Services and Service Support, Head of Data, Digital and Property.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance
14a	Improve productivity/targets aligned to station-based activity	ACFO Delivery of Services and ACFO Service Support	Data and Digital Team AC Response AC Prevention AC Protection	1. Mar 2024 2. Aug 2024 3. Mar 2024 4. Jul 2024 5. Mar 2024 6. Mar 2024	1. Reaffirm individual responsibilities and expectations within PMF e.g. monthly performance meetings in addition to quarterly performance conversations. 2. Review PMF to ensure corporate alignment and performance golden thread. 3. Review quarterly performance workshops and embed in business planning cycle. 4. Include PMF awareness and expectations within management induction programmes. 5. Explore and develop scheme of recognition process to support performance improvements and local ownership. 6. Review time and motion/station routines to update 'Station Work Routines and Standards' policy. 7. Develop a suite of 'Workforce Productivity Measures' (a sub-set of PMF KPIs and reflective of all teams/functions) and process for monitoring/ review explicitly within the PMF and via Performance Conversations.	**Complete**	Assurance SLT	Assurance SLT

14b	Logistic functions to support effective use of resources, aligned to support the Community Risk Management Plan (CRMP).	Head of Logistics and Capital Programme	Workshop team	Feb 2024	1. Review ways of working within the Workshop function to provide better effective and efficient use of resources to support legal compliance. 2. Review of whole logistics team functions. 3. Review of all Asset provision across functions to include supplies and stores. 4. Review policies and processes to support organisation. 5. Review key stakeholder's responsibilities. 6. Implementation of review recommendations including ongoing performance targets and KPI's.	**1. Complete** **2. In progress** **3. Complete** **4. In progress** **5. In progress** **6. In progress**	Resources Working Group Assets Programme Board	Assurance SLT
14c	Response-based Teams target setting to develop achievable, but still stretching, targets with end users.	Head of Data, Digital and Property	Data and Digital Team AC Protection	Apr 2024	1. Review existing measures and targets with relevant teams. 2. Develop an enhanced set of measures with clear evidence base.	**Complete**	Assurance SLT I&A PB	I&A PB Assurance SLT

Area for improvement 15: The service should make sure it effectively monitors, reviews and evaluates the benefits of any collaboration activity.

OWNERS: ACFO Delivery of Services, ACFO Service Support.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance
15a	Develop a consistent Governance approach for collaborative working	ACFO Delivery of Services, ACFO Service Support	SLT	1. Sep 2024 2. Mar 2024 3. Sep 2024	4. Develop a Service Collaboration Strategy 5. Engage with 4F and wider collaboration partners to ensure consistent approach. 6. Articulate clear position and ambitions in 2025 CRMP	**Complete**	Assurance SLT I&A PB CRMP SLT	Assurance SLT I&A PB
15b	Policy/Procedure	ACFO Delivery of Services, ACFO Service Support	Partnership Leads	Mar 2024	1. Develop a 'Partnership and Collaborations' Register, to ensure a comprehensive record of joint working and enabling future reviews.	**In Progress**	Assurance SLT	Assurance SLT
15c	Develop Policy and Procedure for collaborative working with Partners	ACFO Delivery of Services, ACFO Service Support	Partnership Leads	Mar 2025	Undertake cost/benefit analysis for each partnership/collaboration.	**In Progress**	Assurance SLT I&A PB	Assurance SLT I&A PB

Inspection key line of enquiry: Making the fire and rescue service affordable now and in the future

Area for improvement 16: The service must ensure scenario plans for future spending reductions are subject to rigorous analysis and challenge, including the impact on services to the public.

OWNERS: ACFO Service Support, Chief Fire Officer.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance
16a	Sound governance arrangements in place to scrutinise spending and future efficiencies	Chief Fire Officer	Finance Business Partner SLT Corporate Finance	1. Mar 2024 2. Jul 2024 (for 2025-26) 3. Sep 2024 4. Sep 2024 5. Sep 2024 6. Dec 2024 7. Oct 2024 8. Oct 2024 9. Nov 2024	10. Ongoing process to revise the MTFS. Monthly submission by services of identified pressures and service recommended savings. This included areas for potential investment and potential service reductions. 11. PIAs completed on all potential efficiencies to understand the impact on communities and staff. 12. CLT and Cabinet Away Day/efficiency meetings to scrutinise MTFS submissions across the county and agree the approach to the MTFS. 13. Identification of financial planning assumptions, e.g. rates of inflation and grant funding levels. 14. Future MTFS planning scrutinised by a budget sub-group (Member led). 15. Capital scrutiny through Infrastructure Board, progressing to Capital Programme Panel. 16. Select Committee sign off budget prior to submission to Corporate Leadership Team (CLT)/Cabinet.	**Complete**	CLT Assurance SLT Monthly Finance Meetings Select Committee Full Council	Assurance SLT I&A PB

					Budget will go to full council February. 17. CRMP planning underway. Consultation to feedback value for money and meeting community needs.			
16b	Support from Corporate Finance to develop benchmarking	ACFO Service Support	Finance Business Partners	Mar 2024	1. Working with Fire Finance Network to develop benchmarking return. To compare pay budget, non-pay and grants. 2. Develop a productivity and efficiency plan for 23/24.	**Complete**	Monthly Finance Meeting I&A PB Assurance SLT	Assurance SLT I&A PB
16c	Procurement and Contract Management	ACFO Service Support	Procurement Manager	1. Jul 2023 2. Jul 2023 3. Oct 2023 4. Oct 2023 5. Dec 2023	6. Procurement Plan and Capital Programme reviewed monthly at RWG. 7. Contract register reviewed at RWG. 8. Implement procurement and contract management training 9. Deliver the action plan as an outcome from the contract management internal audit. 10. Internal audit to undertake a review of the audit outcomes.	**Complete**	RWG I&A PB Assurance SLT Monthly Finance Meetings	Assurance SLT

Area for improvement 17: The service needs to make sure it regularly reviews and evaluates its fleet and estate strategies to make the most of potential efficiencies

OWNERS: Head of Data, Digital and Property, AC Logistic Support, Operational Development

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance
17a	Review AT project to inform Phase 3 (Phase 3 rollout, to include equipment procurement, training etc).	Head of Logistics and Capital Programme	Rosenbauer Head of Logistics and Capital Programme Capital Programme Manager	1. Dec 2024 2. Feb 2024 3. Mar 2025	1. Collate outcomes from Phase 1 and 2 including user experience. 2. Create end user network specifically relating to the AT project from existing network. 3. Deliver outcomes from internal audit of contract. 4. Look at lessons learned to inform next procurement process.	1. **In progress** 2. **Complete** 3. **In progress**	Resources Working Group Assets Board I&A PB	Assurance SLT I&A PB
17b	Implement capability to enable us to track our fleet and improve driving standards across the organisation.	Head of Logistics and Capital Programme	Questar Change Project Manager Logistics Team	1. Dec 2024 2. Jun 2025	1. Complete and implement Telematics Project outcomes. 2. Review and evaluate Telematics Project outcomes to ensure effective use across all Fleet.	1. **In progress** 2. **Not started**	Resources Working Group Assets Board	Resources WG

| 17c | Develop medium/long term Estates Plan, forming part of overall Assets Strategy. | Head of Logistics and Capital Programme | SFRS Property Team

SCC Land and Property Team | Sep 2025 | 1. Work collaboratively with SCC land and property team to develop a plan for the SFRS estate. This will include the approach to refurbishment, 'greening' and making best use of our assets as a service and with others. | **In Progress** | I&A PB

Resources WG | Assurance SLT

I&A PB |

Inspection key line of enquiry: Promoting the right values and culture

Area for improvement 18: The service should monitor secondary contracts to make sure staff don't work excessive hours

OWNER: Head of People and Organisational Development

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance
18a	**Quality Assurance:** Ensure staff register any secondary employment and audit results. (Comms push required.) Annual check.	POD Lead	POD Comms Team Data and Digital	Dec 2023 and annually thereafter	1. Set up communications to all employees outlining the requirement to do this. 2. Establish schedule for annual audit and place on business plan.	**Complete**	Workforce Working Group I&A PB	Assurance SLT I&A PB
18b	Increase understanding of Working Time Regulations (WTR) sufficient to ensure adherence with the regulations (inc. Secondary contracts).	POD Lead	POD Team AC Response Trade Unions L&D	Jun 2024	1. Design and deliver basic training on Working Time Regulations to all On -all support officers and middle managers managing on call stations. 2. Design and deliver training to all staff which covers a more in-depth knowledge of working time regs in order to monitor working time of their employees.	**In Progress**	Workforce Working Group I&A PB	Assurance SLT I&A PB
18c	Ensure all working time is monitored to ensure we align with requirements of the WTR	POD Lead	Data and Digital Team AC Response	Dec 2024	1. Establish engineered controls in Firewatch to better manage and monitor hours (Audit function) for all required sections of the regulations (4, 10) and Grey Book requirements.	**In Progress**	Workforce Working Group I&A PB	I&A PB Assurance SLT

18d	Ensuring those who need to opt out commit to this including those on the Flexible Duty System.	POD Lead	POD Team Comms Team Data and Digital	Dec 2024	1. Create a crib sheet outlining the basics on WTR. 2. Run a report to establish which employees have already opted out. 3. Monitor responses to see if the number of those having opted out has increased.	**1. In progress** **2. Complete** **3. Not started**	Workforce Working Group I&A PB	Assurance SLT I&A PB
18e	Ensure we review our onboarding processes to request new starters (Operational) to opt out of the 48 hours working week.	POD Lead	POD Data and Digital	Sep 2024	1. Include a letter in the welcome pack requesting people to opt out with guidance as to why we are asking. 2. Record the outputs in Firewatch.	**Complete**	Workforce Working Group I&A PB	Assurance SLT I&A PB
18f	**Policy/Procedure:** Establish guidance taking into account all of the above for managers.	POD Lead	AC response Trade Unions POD	Dec 2024	1. Draw up a guidance document on WTR to support the WTR policy.	**In progress**	Workforce Working Group I&A PB	Assurance SLT I&A PB

Inspection key line of enquiry: Getting the right people with the right skills

Area for improvement 19: The service should ensure operational officers use its competence recording system and e-learning platform effectively.

OWNER: Area Commander Professionalism

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance
19a	Ensure policy and procedures for recording training (including officer training requirements) are understood and followed by all operational personnel	AC Learning and Development	L&D AC Learning and Development	1.Dec 2023 2. Jan 2024 3. Jun 2024	1. Undertake a review and gap analysis of the Operational Learning Fire Standard. 2. Undertake a review and gap analysis of the Operational Competence Fire Standard. 3. Create an action plan. 4. Complete outstanding tasks from action plan. 5. Monitor action plan through OPAWG and Assurance SLT.	**Complete**	L&D OPAWG Occupational Health, Safety and Wellbeing Working Group (OHSWWG) I&A PB	Assurance SLT I&A PB
19b	Ensure processes support continuous improvement.	AC Learning and Development	L&D Operational Assurance Operational Support	1. Nov 2024 2. Mar 2025 3. Dec 2024	1. In scope of L&D review/system/monitoring. 2. Create a clear development programme for each role. 3. Operational Support to perform reality testing	**1.Complete 2. In progress 3. Complete**	L&D OPAWG OHSWWG I&A PB	Assurance SLT I&A PB

Inspection key line of enquiry: Ensuring fairness and promoting diversity

Area for improvement 20: The service should ensure that all staff understand the benefits of equality, diversity and inclusion and their role in promoting it.

OWNER: Equality, Diversity and Inclusion (EDI) Lead

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance
20a	Clarify, improve and further develop the understanding of benefits of EDI and all staff roles in promoting it into all our EDI training.	EDI Lead	EDI Team Learning and Development Comms Team Staff Network Groups POD Team	1. Jun 2024 2. Jun 2024 3. Jul 2025	1. Develop an EDI training package ensuring there is a focus on educating staff about the benefits of EDI and how they can actively promote them in their day-to-day roles. 2. Develop case studies based on lived experiences (including bullying and harassment) to be delivered in a programme of learning 3. Evaluate the outcomes from the training package.	1. **Complete** 2. **Complete** 3. **Not started**	EDI Programme Board	Assurance SLT

Area for improvement 21: The service should identify and overcome barriers to equal opportunity so that its workforce better represents its community. This includes making sure staff understand the value of positive action and having a diverse workforce. The service should also improve the way it collects equality data to better understand its workforce demographic and needs.

OWNERS: EDI Lead, Head of Data, Digital and Property.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance

21a	Implement Positive Action Plan to ensure wider awareness and understanding	CRMP and EDI Engagement Lead	EDI Team
			
			People and Organisational Development (POD) team
				Jun 2024	1. Create Myth Busting Video to address confusion about what Positive Action is and is not.
					2. Video shared in SFRS Newsletter
					3. Develop targeted 'have a go' days for under-represented groups
					4. Develop Positive Action Plan
					5. Implement the plan
					   a. Have a Go days
					   b. Outreach programme
					   c. Taster sessions
						1 Complete 5 In progress	EDI Programme Board
							
							I&A PB
								I&A PB Assurance SLT

21b	Evaluate our Positive Action activities. (activity - staff training)	CRMP and EDI Engagement Lead/ POD Lead	EDI Team Staff Support Network Groups Comms Team POD team	Mar 2025	1. Establish a series of reality testing, to evaluate whether staff understand what Positive Action is and is not. 2. Facilitate interactive workshops and discussions where staff can share their thoughts and concerns regarding positive action and positive discrimination. 3. Conduct regular assessments on positive action and positive discrimination to reinforce knowledge and identify any knowledge gaps. 4. Provide feedback and additional training as necessary. 5. Provide easily accessible resources such as brochures, fact sheets, or	**1. Not started 2. In progress 3. Not started 4. Not started 5. In progress**	EDI Programme Board	Assurance SLT

					online materials that staff can refer to whenever they have questions or need clarification on positive action and positive discrimination.			
21c	**Review:** Create Myth Busting Video to address concerns about disclosing EDI data.	EDI Lead and Comms Lead	EDI Team Comms Team	Mar 2024	Video to be shared in SFRS Staff Newsletter	**Complete**	EDI Programme Board I&A PB	Assurance SLT I&A PB
21d	Continue to review and improve our recruitment processes to enable an increasingly diverse workforce.	EDI Lead CRMP and POD Lead	EDI Team POD Team	Dec 2024	1. Ensure a robust induction is in place. 2. Develop EDI workforce performance measures and the process for monitoring/reviewing them (links to PMF/see AFI 14) 3. Open days and career events aimed at underrepresented groups considering a career in the Fire Service (recruitment) 4. Apply the tie breaker rule in promotions. 5. Evaluate recruitment process following next recruitment campaign	1. **In progress** 2. **Not started** 3. **Complete** 4. **Complete** 5. **In progress**	EDI Programme Board I&A PB	I&A PB Assurance SLT

Inspection key line of enquiry: Managing performance and developing leaders.

Area for improvement 22: The service should improve the way staff understand and apply the performance development review process.

OWNER: Head of People and Organisational Development

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance
22a	**Review:** Ensure all managers carry out and record Performance Conversations. Completion data to be readily accessible and included within our assurance process.	POD Lead	Service Leadership Team Middle leaders Supervisory leaders Comms Team	1. Oct 2023 2. Dec 2024 3. Sep 2024 4. Sep 2024 5. Sep 2024	1. Communicate the dates and frequency of conversations to take place. 2. Ensure soundbite training on Performance Conversation for all employees is mandatory. 3. Review the format of our current performance conversation form and approach to ensure it enables delivery of a meaningful and robust performance conversation across the entire workforce. 4. Measure outputs both qualitative of Performance Conversations – Mar 2025 5. Measure outputs quantitative of Performance Conversations - complete 6.	1. **Complete** 2. **Complete** 3. **In progress** 4. **In progress** 5. **In progress**	WWG-KPIS-(CLT)	Assurance SLT

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance
22b	Ensure all managers have Performance Conversation as an objective in their Performance Conversation	POD Lead	POD Team	Mar 2024	Communication out to all managers to ensure they are adding this into their Performance conversations.	**Complete**	WWG I&A PB	I&A PB Assurance SLT

Area for improvement 23: The service should assure itself it has an effective way in place for succession planning including senior leadership roles.

OWNER: Head of People and Organisational Development

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance
23a	Ensure critical roles are identified for all teams across the Service.	POD Lead	POD Team	Oct 2023	1. Define criteria for establishing Critical roles. 2. Work with managers to assess all roles and whether they are critical. 3. Assure identification of all critical roles.	**Complete**	WWG I&A PB	I&A PB Assurance SLT
23b	Establish and embed an approach to succession planning.	POD Lead	POD Managers Learning and Development Team Comms team.	Sept 2024 Apr 2025	1. Establish an approach to succession planning 2. Establish succession plans for all critical roles 3. Establish succession plans for all remaining roles	**1 & 2 Complete 3 – In progress**	WWG I&A PB	Assurance SLT I&A PB

			PM-People and Culture						
23c	Evaluate succession planning process	POD Lead	POD Team Change Programme Manager	Mar 2026	Draw up approach to evaluating the success of the succession planning process.	**Not started –** dependent on 23b	WWG I&A PB	I&A PB Assurance SLT

Area for improvement 24: The service should put in place a system to actively manage staff careers, with the aim of diversifying the pool of current and future leaders.

OWNER: Head of People and Organisational Development and EDI Lead

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance
24a	Review how we resource to roles to ensure we can diversify the pool of current and future leaders.	POD Lead EDI Lead	POD L&D	1, 2, 3, 4 5, 6 - May 2025 7 = Dec 2026	1. Evaluate current attraction, selection activity. 2. Review how we retain staff within Service to ensure we don't lose them once they have been recruited. 3. Consider approach to succession planning for future leaders. 4. Consider role v rank for those roles which do not have to be operational to be able to recruit externally and bring in specialist skill sets. 5. Consider Direct Entry schemes. 6. Put together learning offer to allow those in house to progress and develop. 7. Identify talent through performance conversations outputs and support the manager to support their development.	1. **Close** 2. **In progress** 3. **In progress** 4. **Complete** 5. **Complete** 6. **In progress** 7. **In progress**	WWG I&A PB	I&A PB Assurance SLT

24b	Continue to promote the benefits of Career Pathways across the Service	POD Lead	POD Managers L&D Comms Team	Dec 2024	1. Ensure they are in Performance Conversations as part of the development discussions. 2. Go around Service presenting the benefits of Performance Conversations to employees on stations and in teams.	**Complete**	WWG I&A PB	Assurance SLT I&A PB
24c	Establish a core skills framework which outlines the requirements which are needed at each level of the organisation to be considered for promotion. This includes Senior Leadership roles.	POD Lead	Learning and Development Team	1. Mar 2024 2. Nov 2024	1. Outline a clear framework of requirements for promotion including soft skills as well as those required for the particular role. 2. Establish a timeframe for implementation taking into account some of the qualifications will take time to gain.	**1. Complete 2. In Progress**	WWG I&A PB	IA& PB Assurance SLT
24d	Understand current workforce diversity and benchmark against others.	EDI Lead	POD EDI lead Comms Team.	1. May2024 2. Jun 2024	1. Raising awareness of how we use the data to overcome myths. 2. Encourage employees to complete diversity data request.	**Complete**	WWG I&A PB	I&A PB Assurance SLT

						Status		
24e	Allow access for individuals to have opportunities to grow, develop and progress and successfully succeed another role.	POD Lead	Learning and Development Team Communications Team PM- People and Culture SCC Careers Team	Dec 2025	1. Establish a learning offer for the workforce to underpin the talent management framework and support succession planning. 2. Set up a network with other Fire and Rescue Services to allow for external secondments and 'swaps' to other services for a limited period of time.	1. **Not Started** 2. **In progress**	WWG I&A PB	I&A PB Assurance SLT
24f	Integrate the use of the Phase 3 Direct Entry Programme, into Service Workforce Planning.	POD Lead	NFCC SFRS colleagues in other services Comms Team	Dec 2026	Engage with NFCC and pilot programme in Surrey.	**In Progress**	WWG People and Culture Programme Board I&A PB	I&A PB Assurance SLT
24g	Evaluate impact of all of the above approaches.	POD Lead	PM-Assurance POD Change Programme Manager	Dec 2026	1. Use evaluation tool to assure processes.	**Not started**	WWG I&A PB	Assurance SLT I&A PB

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