Appendix 3

SFRS
Inspection Improvement Plan

Layout of the plan

Each of the areas within the plan relate to the three key pillars focused on by the HMICFRS during the inspection. These are:

- How **effective** is the Service at keeping people safe and secure
- How **efficient** is the Service at keeping people safe and secure, and
- How well does the Service look after its **people**

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.

The plan was reviewed in April 2023.

Inspection Area: How effective is the service at keeping people safe and secure

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.

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
1a	Community Risk Management (CRM) replacement	Award contract in Oct 2022 Scoping Implementation approach Jan - May 2023 Phased implementation Jun 2023 Completion date to be confirmed. May 2023	Fit for purpose data base that will coordinate all SFRS risk data, visits, prevention and protection activity.	Managed through project board during delivery of product. Once business as usual (BAU). This will be part of Data and Intelligence Team's remit.	**IN PROGRESS** Contract award delayed. Awarded in Dec. On target for Jan 2023 implementation. Update: Implementation project commenced with supplier on 2 Feb 23. Currently scoping implementation with the supplier to agree achievable delivery dates. 2 key decisions being considered that will influence the timeline are: • What and how much data to migrate • How do we want to phase the implementation Data migration: Data stewards have been assigned. SCC Data governance best practice process will be used for migration, and which sets need to be migrated. Phasing and training: Initial phasing discussions identified that the project team needed a greater understanding to the Prevention and Protection system before deciding the best approach for implementation. Familiarisation sessions have taken place

					to build understanding, and planning workshops are scheduled from 19th April. Target date for presenting an implementation timeline to project board is 9 May 2023.
1b	Review and report on high-risk premises data (Community Intelligence)	Complete	Premises risk data, OPS, reviewed and up to date	Monitored through Rapid Improvement Exercise and sits in OPAWG as BaU	**COMPLETE**
1c	Implement recommendations from High-Risk Premises Report	Complete	Updated risk premises database	Borough Commanders/Matt's team	**COMPLETE**
1d	Review cross-border data/info access	Complete	SFRS 10km cross-border risk data on Resilience Direct Bordering FRSs to populate RD and SFRS to ensure easy access to data information	Will remain live data when complete. SEORRG Risk Data Board	**COMPLETE** Update: Alternative technology to receive LFB and Hampshire data is on the Data Intelligence Joint Fire Control Roadmap for delivery by 2025.
1e	Risk Information Improvement Action Plan	Plan in place. Ongoing activity	-	-	**COMPLETE**

Inspection key line of enquiry: Preventing fires and other risks

Area for improvement 2: The service should evaluate its Prevention work, so it understands what works.

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
2a	National Fire Chiefs Council (NFCC) project - *on-boarding of Home Fire Risk Checks/Safelincs*	Complete	An online, national standardised, home fire risk check, allowing members of the public to check their risk of fire and the safety measures needed. The most vulnerable will be referred directly to SFRS to book a Safe and Well Visit (SaWV).	NFCC, Safelincs and regular review by SFRS prevention teams.	**COMPLETE** Preventing fires at home - Surrey County Council (surreycc.gov.uk)
2b	Develop internal evaluation framework	May 2023 (following Brunel Report)	The Service Evaluation Framework to allow teams to work effectively and efficiently	To be considered during development	**IN PROGRESS** Brunel report reviewed. Utilising parts of Kent FRS model for Service evaluation framework. Scoping exercise carried out incorporating existing methods of evaluation. Update: SFRS Evaluation Framework is in draft. Meetings are being held with internal stakeholders in Prevention to work through logic models in the draft Service evaluation Framework. Draft job specification in place for Evaluation Lead and Researcher. Role is to develop and embed the Service Evaluation Framework – post to be progressed.
2c	Review Community Safety Team structure	May 2023 (following Brunel Report)	Revised structure	The Service evaluation framework	**IN PROGRESS** Dependant on 2b Update: New structure in place within CST – impacts to be evaluated once Evaluation Framework is in place.

| 2d | Safe Drive Stay Alive (SDSA) evaluation | Complete | Delivering road safety information and advice to young people in line with national standards | Via National Research Project | **COMPLETE**

Update: Evaluation carried out and report completed January 2023. Existing SDSA is being redesigned to take account of evaluation and national research. With CFO Quin as lead for NFCC Road Safety and Road Rescue, SFRS is looking to work with partners to create the next evolution in road safety awareness that is curriculum compliant as well as being trauma informed. |

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

Area for improvement 3: The service should make sure it has an effective quality assurance process, so staff carry out audits to an appropriate standard.

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
3a	Continued adoption of Competency Framework	Complete and On-going	A professional Protection Team that follows national guidance and aligns with Fire Standards	Through Virtual Learning Environment (hosted by NFCC) and continued qualifications and 3rd party accreditation	**COMPLETE**
3b	Ensure alignment to Protection Fire Standard	Complete	A professional Protection Team that follows national guidance and aligns with Fire Standards	Through Service evaluation framework and via Virtual Learning Environment (hosted by NFCC)	**COMPLETE** Update: Gap analysis complete. Focussing on those areas that are non-compliant as part of BaU.
3c	Peer Review (internal)	July 2023	A professional Protection Team that follows national guidance and aligns with Fire Standards	Through Service evaluation framework	**IN PROGRESS** Update: Although linked to the completed SFRS evaluation framework, office managers are reviewing their teams work and standardising Quality Assurance (QA) approach across all Protection offices. Newly appointed Protection Support Officer will continue to lead on this to ensure a thorough QA process is in place that reports through governance and assurance pathways. Evaluation to follow under BaU
3d	Utilise maturity models	Dec 2023	A professional Protection Team that follows national guidance and aligns with Fire Standards	Through Service evaluation framework	**IN PROGRESS** Update: Awaiting evaluation process (see 2b)

				A SFRS Evaluation Framework is in draft, working with other FRS colleagues and NFCC Prevention Evaluation group. The maturity model is the 'steady state' delivery of services, post evaluation and implementation of learning outcomes Deadline extended awaiting evaluation framework.

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

Area for improvement 4: The service should make sure it has an effective system for learning from operational incidents.

Ref	Action/Project	Target Completion Date		Deliverables	Quality Assurance	Status
4a	Continuous review delivery of Operational Assurance	Complete and ongoing		Reviewed Ops Assurance policy	Operational Policy Assurance Working Group (OPAWG)	**COMPLETE**
4b	Improve data to National Organisational Learning/Joint Operational Learning	Complete and ongoing		Process embedded for monitoring and sharing information SPOC in place to share information	OPAWG	**COMPLETE**
4c	Review post event review process – ensure inclusion of all stakeholders	Complete and ongoing		Reviewed Ops Assurance policy Use of external facilitators to maintain impartiality	OPAWG	**COMPLETE**
4d	Increase visibility of learning	Oct 2023		Learning added to e-learning – auditable system. Learning shared with L&D to inform future training. Introduction of Operational Professionalism team to support learning processes.	OPAWG	**IN PROGRESS** Update: Due to impact of improvements to organisational culture, the team has been under-staffed for much of the year, resulting in a reduction in team outputs. New team members in place and currently reviewing visibility of learning.

4e	Review governance process	Oct 2023		Review Ops Assurance Policy Introduction of Operational Professionalism team to support learning processes.	OPAWG	**IN PROGRESS** Update: Due to impact of improvements to organisational culture, the team has been under-staffed for much of the year, resulting in a reduction in team outputs. New team members in place and currently reviewing the governance process.
4f	Benchmark process against another Service who does well in this area	Jul 2023		Exercise and operational incident recording tool. Improved usage of incident debriefs. Due to impact of improvements to organisational culture, the team has been under-staffed for much of the year, resulting in a reduction in team outputs.	Monthly and quarterly regional groups to benchmark OPAWG	**IN PROGRESS** Update: Initial contact made with Merseyside but looking to revisit once Exercise Programme evaluated following implementation. Peer review to take place (see 4g). Benchmarking to follow.
4g	Peer review of processes via 3Fs (Surrey, East and West Sussex FRSs) network	Jul 2023		Improvement action plan Due to impact of improvements to organisational culture, the team has been under-staffed for much of the year, resulting in a reduction in team outputs.	OPAWG	**IN PROGRESS** Update: Peer review to follow implementation of Exercise Programme (see Area for Improvement 6)
4h	Ensure Critical Incident Stress Debrief (CISD) included in the Post Event Review	Complete and ongoing		Control trigger CISD process. Two separate processes – CISD separate from PER for reasons of confidentiality	N/A	**COMPLETE**

Area for improvement 5: The service should make sure it understands what it needs to do to adopt national operational guidance, including joint and national learning, and put in place a plan to do so.

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
5a	Review existing plan for National Operational Guidance delivery	Dec 2024	Ongoing work with 3Fs	Oversight from 3Fs collaboration board	**IN PROGRESS** 3F Project re-set December 2022 Update: 3F NOG delivery plan established. NOG to be implemented in tranches and all concluded by December 2024.
5b	Wider service communication to improve visibility across our staff	Complete. Ongoing as part of NOG Delivery Plan	Articles in service newsletter Process to communicate urgent information by emails and e-learning to all ops staff	E-learning monitored with regular reporting	**COMPLETE** Update: Service activity complete. Ongoing: Communication Plan included as part of NOG Delivery Plan.
5c	Review governance	Complete	Governance agreed across 3Fs	Oversight provided by collaboration board.	**COMPLETE** Update: Governance included as part of new NOG delivery plan – to be concluded December 2024.

Area for improvement 6: The service should make sure it participates in a programme of cross-border exercises, with learning from them captured and shared.

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
6a	Develop/scope exercise programme	Complete	Operational Exercise Framework Exercise Programme implementation plan	OPAWG	**COMPLETE** Update: Exercise Framework reviewed. Defines the exercising Tier system (Tier 1 – 3) Tier 1: Local station-based exercises, Tier 2: Borough Exercise and Tier 3: Over the border and multi-agency.
6b	Exercise programme implementation	Aug 2023	A systematic approach for planning, design, delivery of and learning from exercises within SFRS and with partner agencies. Evidenced (on SharePoint) learning from incidents and exercises	OPAWG	**IN PROGRESS** Target date for full implementation August 2023. Update: Exercise tracker awaiting sign off, along with accompanying documents SFRS Post event reviews, SFRS391 Operational Assurance Framework and SFRS 392 Station based Quality Assurance Framework. These identify the process for incident and exercising from the development of the exercise, and through the delivery, capture the learning, communication of the learning and the assurance that the learning has been embedded. This will enable delivery of an agreed exercising programme linked to local, regional and national risks and trends and link to the CRMP and borough planning.

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

Area for improvement 7: The service should make sure it is well-prepared to form part of a multi-agency response to major incidents, its procedures for responding are understood by all staff and are well tested.

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
7a	Stronger links with Local Resilience Forum (LRF)/Emergency Management Team (ensure sufficient representation at LRF delivery group)	Complete	Quarterly attendance by Area Commander or above FRS Chair LRF Executive Board & Risk Group. SFRS representatives on all LRF Boards and sub-groups.	LRF Minutes/Record of Attendance	**COMPLETE**
7b	Implementation of a SFRS exercise programme	Aug 2023	(See Area for Improvement 6) Large scale and joint exercises learning monitored through SLRF exercise group	OPAWG SLRF Board	**IN PROGRESS** (See Area for Improvement 6) Update: SFRS is an active member of the Local Resilience Forum's Training & Exercising Group. Multi-agency exercise Comet took place end of March 2023. Debrief and Lessons Learned to follow.

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
7c	Review National Interagency Liaison Officer (NILO) capability	Jun 2023	Implementation of National Maintenance of Competence (MoC) requirements Review of integration of NILO role into LRF processes Enable inter-operability of NILOs between 3F partners Course for all operational staff to understand their role in MTA-type incidents	Alignment to national MoC requirements Confirmation from LRF of integration of NILO roles Section 16 agreement established between 3F partners to share NILOs	**IN PROGRESS** MoC document issued nationally relating to NILO roles and responsibilities – for review by 3Fs to align training where possible. Update: Review of NILO MoC document now complete. E-Learning package in place as part of MoC for all operational staff. MTA type incidents - Majority of staff trained already – all training to be completed by mid-April 2023. Interoperability in place with a JFC single call-handling document for all 3Fs for MTA.
7d	Review of Post Event Review to include cross-border issues	Complete	Working with 3Fs – agreed BA search procedures	Collaboration Board	**COMPLETE**

Area for improvement 8: 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.

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
8a	MTA inclusion in SFRS exercise programme	Aug 2023	(See Area for Improvement 6)	OPAWG	**IN PROGRESS** (Linked to Area for Improvement 6)

		Large scale and joint exercises learning monitored through SLRF exercise group	SLRF Board	Update: SFRS is an active member of the Local Resilience Forum's Training & Exercising Group. Multi-agency exercise Comet took place end of March 2023. Debrief and Lessons Learned to follow.
8b	Review plans and processes for responding to MTAs	Complete	Revised plans and processes as needed in line with national joint operating procedures (JOPS2)	OPAWG	**COMPLETE**
8c	Ensure staff receive relevant training for role	May 2023 Ongoing training to sit within BaU	Course for all operational staff to understand their role in MTA-type incidents	OPAWG	**IN PROGRESS** Update: MTA type incident training for all operational staff in progress. To be completed by mid-April 2023.
8d	Integration of outcomes from Manchester Arena Inquiry (incl updates from impacts of Martyn's Law)	Dec 2024	Reviewed and amended policies	OPAWG SLRF Board	**IN PROGRESS** Update: NFCC working on how to align recommendations.

Inspection Area: How efficient is the service at keeping people safe and secure

Inspection key line of enquiry: Making best use of resources

Area for improvement 9: The service should make sure it effectively monitors. reviews, and evaluates the benefits and outcomes of any collaboration activity

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
8a	MTA inclusion in SFRS exercise programme	Aug 2023	(See Area for Improvement 6) Large scale and joint exercises learning monitored through SLRF exercise group	OPAWG SLRF Board	**IN PROGRESS** (Linked to Area for Improvement 6) Update: SFRS is an active member of the Local Resilience Forum's Training & Exercising Group. Multi-agency exercise Comet took place end of March 2023. Debrief and Lessons Learned to follow.
8b	Review plans and processes for responding to MTAs	Complete	Revised plans and processes as needed in line with national joint operating procedures (JOPS2)	OPAWG	**COMPLETE**

8c	Ensure staff receive relevant training for role	May 2023 Ongoing training to sit within BaU	Course for all operational staff to understand their role in MTA-type incidents	OPAWG	**IN PROGRESS** Update: MTA type incident training for all operational staff in progress. To be completed by mid-April 2023.
8d	Integration of outcomes from Manchester Arena Inquiry (incl updates from impacts of Martyn's Law)	Dec 2024	Reviewed and amended policies	OPAWG SLRF Board	**IN PROGRESS** Update: NFCC working on how to align recommendations.

Area for improvement 10: The service should have effective measures in place to assure itself that the workforce is productive and that their time is used efficiently and effectively as possible to meet the priorities in the integrated risk management plan (the Making Surrey Safer Plan)

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
9a	Create/develop/enhance Evaluation Skills – *not limited to collaboration*	Jun 2023	Brunel University London Report for Jun/Jul 2022 Service Evaluation mechanisms established	Use of benchmarked evaluation tools Alignment to NFCC evaluation mechanisms	**IN PROGRESS**

			Use of evaluation outcomes to inform targets and activity types		Interim structure approved, to include Service Evaluation Team. Brunel Report received. AC Prevention and Protection part of NFCC evaluation workstream. Evaluation methodology and framework in development. Awaiting Service evaluation framework and methodology (see 2b) Update: A SFRS Evaluation Framework is in draft, working with other FRS colleagues and NFCC Prevention Evaluation group.
9b	Clear processes to capture methodology and benefits at the beginning and track against success criteria	Complete	Clear guidance structure for collaboration Clear exit strategy if unsuccessful	Programme Boards	**COMPLETE**
9c	Programme Management Framework	Complete	Framework agreed and published	Review annually at Change SLT	**COMPLETE**

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

Area for improvement 11: The service must make sure scenario plans for future spending reductions are subject to rigorous analysis and challenge, including the impact on services to the public.

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
10a	Performance Management Framework – including SMART targets, clear methodology, accountability, and time based.	Complete	Framework agreed and published Target methodology review Joint working with Station Managers and Area Commanders Borough Plans agreed and published	Workshop with Station Commanders, Group Commanders and Area Commanders September 2022	**COMPLETE**
10b	Assurance Framework	Complete	Framework agreed and published	Review annually at Assurance SLT Working Group Chairs met December 2022 to discuss outcomes	**COMPLETE**
10c	Create capacity by reducing waste – Automatic False Alarms (AFA)	Complete	Joint working strategy across the 3Fs (Surrey, East and West Sussex)	Call volume, calls attended and call outcomes.	**COMPLETE** Update: Work will continue under BaU to further create capacity.

			Revised and implemented AFA SOP to include assurance More robust process for AFA call handling in Vision system	Prevention and Protection Programme Board	
10d	More efficient application of people processes e.g. Promotion/transfer, discipline, capability, secondary employment.	Complete	Reviewed transfer process and new process in place New Employee Relations Advisor post Completed review of all named policies Central record of all secondary employment Reviewed promotions process and changes implemented	Workforce WG People and Culture Programme Board	**COMPLETE**
10e	Ensuring right digital systems in place to measure and enhance productivity	Timeline tbc – see 1a	CRM Replacement Timeline tbc – see 1a	Performance Management Framework Assurance SLT quarterly through performance reporting Business Intelligence Framework	**IN PROGRESS** Update: CRM replacement – see 1a.
10e	Ensuring right digital systems in place to measure and enhance productivity	Complete	FireWatch upgrade Complete	Performance Management Framework Assurance SLT quarterly through performance reporting Business Intelligence Framework	**COMPLETE** Update: FireWatch - Last On-Call Fire Stations were switched over to Firewatch on 31st January 2023. Project closed March.

10e	Ensuring right digital systems in place to measure and enhance productivity	June 2023	New devices at stations Replacement of IGels Jun 2023	Performance Management Framework Assurance SLT quarterly through performance reporting Business Intelligence Framework	**IN PROGRESS** Suitable replacement for IGels identified. Rolled out across all stations following satisfactory evaluation. Update: IGEL replacements – A trial on two Fire Stations was conducted in February /March 2023, which was successful, and a phased implementation will commence in May 2023.
10e	Ensuring right digital systems in place to measure and enhance productivity	June 2023	Station laptops Jun 2023	Performance Management Framework Assurance SLT quarterly through performance reporting Business Intelligence Framework	**IN PROGRESS** Station laptops trialled at 2 stations. Update: The trial is complete and the rollout of 2 laptops per Fire Station will commence in May 2023. Re-purposed and new laptops to be used. Procurement of initial 26 laptops in progress.
10e	Ensuring right digital systems in place to measure and enhance productivity	Mar 2023	Replacement fleet asset management system	Performance Management Framework Assurance SLT quarterly through performance reporting Business Intelligence Framework	**OFF TARGET** Implementation of a new Fleet Asset Management system is in progress to improve administrative processes for our fleet, and our asset tracking and management. Update: Implementation of the Fleet Asset Management system continues, and it is expected that the first modules (vehicle data upload) will be completed in July.

					Once phase 1 goes live, clarity around further phases will be evident and a detailed implementation plan will be developed.
10e	Ensuring right digital systems in place to measure and enhance productivity	Complete	Vision Boss Mobile	Performance Management Framework Assurance SLT quarterly through performance reporting Business Intelligence Framework	**COMPLETE** Update: Launched to all SFRS Officers February 2023
10f	Benchmarking KPIs established – linked to NFCC workstream	Complete	Benchmarking reported through Assurance SLT and included within the Service Plan	Assurance SLT	**COMPLETE**

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

Area for improvement 11: The service must make sure scenario plans for future spending reductions are subject to rigorous analysis and challenge. including the impact on services to the public.

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
11a	Support the development of a Corporate Horizon Scanning capability	Jun 2023	Establishment involvement in a Corporate Horizon scanning offer Use of outcomes of Horizon scanning to inform Service planning Horizon Scanning integrated into Business planning cycle	Any PESTLE analysis will be scrutinised by the Corporate Head of Strategy	**IN PROGRESS** Meetings held with Sarah Richardson (Corp Head of Strategy) to inform development of Horizon scanning capability. Futures workshop carried out for PESTLE analysis with middle managers. SLT members now a part of the national Heads of Horizon Scanning Network, delivered by Go Science Horizon scanning integrated into Business Planning cycle. PESTLE Futures Thinking exercise took place at Leaders Forum 14 Sep 22, led by Hannah Dirks and James Ashton-Bell of SCC Corporate Strategy Team (CST), to identify what future trends may impact SFRS ability to keep residents safe now and up to 2030.

					20 Oct 22 – review of next steps post PESTLE analysis. Update: Meeting undertaken on the 23 March 2023 to consider impacts of the threats identified at September 2022 Leaders Forum and how much they can be influenced. Report being produced by CST to inform next steps. Action to be closed after the above and transition to BaU.
11b	Review Economy Improvement Plan (EIP) – review annually as part of Value for Money (VfM) review and include scenario planning	Complete	New Economy Improvement Plan Updated VfM review Economy Imp Plan includes scenario planning	EIP approved by Corp Finance Outcomes of VfM review inform Service priorities and programmes	**COMPLETE** Update: Medium-Term Financial Strategy (EIP) updated. Processes now integrated into the business planning cycle.
11c	Participate in corporate KLOEs/scenarios/twin track processes	As per each process Ongoing activity under BAU	N/A	Resources working group (RWG) SCC Finance team meeting Property and Procurement team meetings	**COMPLETE**
11d	Support from corporate procurement to develop benchmarking capability	Jul 2023	Developed user knowledge on Benchmarking and Reporting systems (Atamis) Developed SFRS budget holder procurement knowledge	Strategic Procurement Manager/Procurement partner	**IN PROGRESS** Atamis roll-out slightly delayed awaiting dedicated procurement manager now in place. Training for Procurement Manager to be completed by end of year.

		Comprehensive contracts register/spend profile in place (for both capital and revenue)			Review is in progress. Training package to be delivered in Q4 Contracts register now in place – DQ and SLT have had sight. Contract managers allocated to every live contract. Update: Procurement Manager now trained in Atamis. Procurement training package delayed. SFRS hold a lower priority for training as have fewer procurement issues than others. Training delivery by end of Q2 2023-24. Followed by any contract managers and then others.
11e	Support from corporate finance to develop benchmarking capability	Dec 2023	Benchmark for highlighting comparisons between FRAs	Fire Finance Network (FFN) Senior Leadership Team	**IN PROGRESS** FFN Working Group have developed a draft template to capture costs – for review at the next FFN meeting 7 Dec. Update: Template reviewed, amended and agreed by FFN 16 March 2023. Now progressing. Progress is dependent on FFN.
11f	Greater commitment to participate in the NFCC Fire Finance Network - Active not passive	Complete Ongoing attendance	FFN messaging board in place – membership FFN News Feed providing presentations and meeting information	SLT	**COMPLETE**

Inspection area: How well does the service look after its people

Key line of enquiry: Promoting the right values and culture

Area for improvement 12: The service should assure itself that senior managers are visible and demonstrate service values through their behaviours.

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
12a	Create shadowing opportunities at Service Leadership Team (SLT) meetings	Complete	Non SLT attendance at SLT meeting on a monthly basis from September onwards	Feedback to be sought on the value of attending	**COMPLETE**
12b	Adoption and embedding of Core Code of Ethics (CCoE) throughout the Service	On-going – robust embedding required – linked into Fire Standard Mar 2026	Joint video with unions – all in agreement to embed CCoE CCoE included in all people policies and processes Revised recruitment processes Revised Performance Conversations Embedding activity inclusion in Cultural Delivery Plan	People and Culture Programme Board	**IN PROGRESS** Joint video published for all staff. CCoE built into the recruitment processes, induction review and performance conversations. Implementation plan being developed (DL/RP/JB) for how we will incorporate this into other areas. Using the CCoE Fire Standard implementation tool, gaps are being identified and actions developed. Relevant activity will

| | | | | | being incorporated into the SFRS Culture Roadmap Delivery Plan to embed Service wide.

Update: Agreement at January 2023 SLT that CCoE will replace service values with launch taking place by April 2023. Presentation to Leaders Forum and video update on 31 March 2023 to be supported by delivery of branded notice boards and lanyards to workplaces across the Service.

Email signature aligns with SCC but incorporates CCoE graphics.

Performance Conversation template updated to include CCoE.

Currently the Core Code of Ethics features in a variety of ways in both external and internal recruitment for non-operational roles. In the Ready2Recruit training there is a focus on the CCoE and importance of asking questions on this subject. In Entry Level Firefighter recruitment questions are asked on the Core Code of Ethics in the interview stage (3rd) and in promotional process for operational workforce Stage 1 of the process is focussed on the role and how they relate to the core code of ethics. Recruitment processes are to be reviewed as part of new 'Workforce for the Future' project (start date to be agreed), will include incorporation of CCoE. |

					Current Fire Standards implementation tool updated to reflect launch activity. Embedding of CCoE will be a workstream within Cultural Improvement Action Plan. Second Fire Standards implementation tool to be populated and maintained to structure workstream activity. Deadline aligned with Cultural Improvement Action Plan.
12c	Culture sessions – SLT, Middle Managers and Joint Committee for Consultation and Negotiation (JCCN)	Complete	SFRS Together project Action Learning Sets established to deliver against culture work ACAS session on Consultation and Negotiation JCCN Reviewed Supporting Trade Unions Policy Joint Comms (Unions and Service) on Code of Ethics	JCCN Workforce WG People and Culture Programme Board	**COMPLETE**
12d	Develop Culture Road Map	Complete	Culture Roadmap	Plan agreed at Change SLT, JCCN and Middle Managers meeting - complete	**COMPLETE**
12e	Review Culture Roadmap and agree actions	Apr 2023	Revised Culture Roadmap Actions identified	People and Culture Programme Board	**IN PROGRESS** Workshops held with JCCN, Middle Managers and SLT to review actions, identify any additional requirements,

12f					determine success criteria. and how to measure success. Update: Final review report received from 31ten early January 2023. Engagement sessions held with Leaders' Forum early March 2023. Deadline extended by People and Culture Programme Board due to delay in receiving report. Cultural Improvement Action Plan (formally Culture Roadmap), timeline, success measures and engagement plan currently being developed to incorporate recommendations from 31ten's review report, gaps identified against recommendations of LFB Independent Culture Review Report (Nov 2022) and outstanding activity from original Culture Roadmap. Also, now incorporating recommendations from the HMICFRS Values and Culture Report. Draft planned for end of April 23.
			Timeline and success measures developed		
12f	Implementation of actions	Mar 2026	To be defined	People and Culture Programme Board	**IN PROGRESS** Actions to be defined (linked to 12e).

					Update: Deadline extended to align with Cultural Improvement Action Plan.
12g	Evaluate culture within the service	Annually	Review of actions by 31ten – report of findings. Survey and evaluation report SCC Pulse Survey – aligned outputs	SLT, MMs and JCCN People and Culture Programme Board	**IN PROGRESS** Initial meetings held with 31ten to scope out review, detail the evaluation and determine next steps. Following approval of the Culture Road Map, engagement has been taking place across the service. The draft Cultural Improvement Action Plan and Engagement Plan is in development. The Delivery Plan will include success measures which will inform future evaluation of the plan. Update: Cultural Improvement Action plan and Engagement Plan is currently in development. The Action Plan will include other actions as outlined above. This will include success measures and evaluation methodology identified by 31ten where relevant. This will be undertaken once the draft Action Plan has been approved. Ongoing work with SCC Customer Experience Team to align SFRS Pulse Survey

				questions to enable annual evaluation against 31ten report.

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

Area for improvement 13: The service should make sure operational officers use its competence recording system and e-learning platform effectively.

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
13a	Restructure Learning Pool (LP) to be applicable by role	Dec 2023	Maintenance of Competence (MoC) courses aligned to job role/rank L&D review and action plan Action Learning Set 7 MoC	Ops Assurance review SME review prior to e-learning packages going live Feedback from e learning Firewatch (FW) Project Board Firewatch Upgrade implementation group	**IN PROGRESS** Action Learning Set 7 presented Maintenance of Competence and Recording to SLT in May 2022. MoC project group being established as this is a long-term piece of work. Considering potential options for a link between LP and FW – added to FW Roadmap Operational competence recording system and e-learning platforms are in place and in use. Improvement being considered via a link between them. Development of these is to be progressed following a review of Learning and Development. Update: L&D restructure now complete. L&D review to start 1 June 2023.

Inspection key line of enquiry: Ensuring fairness and promoting diversity
Area for improvement 14: The service should make sure it takes timely action in response to feedback or concerns from its staff

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
14a	Feedback themes with responses published in newsletter	Complete and on-going	Quarterly newsletter updates from themes raised during SLT engagement visits	Responses QA'd by People and Culture programme Project Manager	COMPLETE
14b	Ensure other ways to feedback are implemented e.g. exit interviews, surveys, 121s etc	Complete and on-going	Exit interview offer and process in place Stay interviews offered Support for leavers Line Management Feedback via 121s Additional Culture Survey	Responses reviewed by POD team and presented to SLT Management Performance Conversations People and Culture Programme Board	COMPLETE
14c	Publish Working Group and SLT decisions and rationale	Complete	SLT minutes published Working Group Minutes published	Cultural Improvement Plan SFRS Together Network	COMPLETE
14d	Virtual Mess Table	Complete and on-going	Monthly all staff Virtual Mess Table	Monthly session feedback offer for all attendees	COMPLETE

Area for improvement 15: The service should make sure that all staff understand the benefits of equality, diversity and inclusion (EDI) and their role in promoting it.

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
14a	Feedback themes with responses published in newsletter	Complete and on-going	Quarterly newsletter updates from themes raised during SLT engagement visits	Responses QA'd by People and Culture programme Project Manager	**COMPLETE**
14b	Ensure other ways to feedback are implemented e.g. exit interviews, surveys, 121s etc	Complete and on-going	Exit interview offer and process in place Stay interviews offered Support for leavers Line Management Feedback via 121s Additional Culture Survey	Responses reviewed by POD team and presented to SLT Management Performance Conversations People and Culture Programme Board	**COMPLETE**
14c	Publish Working Group and SLT decisions and rationale	Complete	SLT minutes published Working Group Minutes published	Cultural Improvement Plan SFRS Together Network	**COMPLETE**
14d	Virtual Mess Table	Complete and on-going	Monthly all staff Virtual Mess Table	Monthly session feedback offer for all attendees	**COMPLETE**

Inspection key line of enquiry: Managing performance and developing leaders

Area for improvement 16: The service should put in place an open and fair process to identify, develop, and support high-potential staff and aspiring leaders.

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
16a	Establish Promotions Framework	Complete	Evaluation of current process Reviewed process	Workforce WG	**COMPLETE**
16b	Identify career pathways	Stage 1 complete	Career Pathways Framework	Workforce WG	**COMPLETE**
16b	Identify career pathways	Stage 2- Creation of pathways for each team Jun 2023	Career pathways for each area of the Service	Workforce WG	**IN PROGRESS** Majority of career pathways now complete. Remaining few to be progressed early 2023. Update: Continuing to identify career pathways across the Service for our whole workforce.
16c	Reward and recognition	Aug 2023	Programme of Reward and Recognition for staff	Workforce WG	**Yet to start** Target completion date to be extended via Programme Board
16d	Leadership behavioural framework	Complete	NFCC Leadership Behavioural Framework embedded in all people processes	Workforce WG	**COMPLETE** Included in promotions process, interviews, recruitment, Performance Conversations and Talent Management Framework

16e	Core Code of Ethics aligned to Fire Standards	Dec 2023	Gap analysis conducted on existing practices to determine compliance with Fire Standard outcomes Identification of actions to align to CCoE Fire Standard	Workforce WG	**IN PROGRESS** Working through completing the Fire Standard implementation tool to identify gaps and activity required. Update: Continuing to carry out gap analysis and complete Fire Standard implementation tool. Resulting actions to be included in the Cultural Improvement Action Plan, with a view to embed across all processes and pathways (see 12b) Target completion date to be extended via Programme Board to Mar 2024, due to actions sitting within Cultural Improvement Action Plan.
16f	Workforce Planning	Jul 2023	Service Workforce Plan	Workforce WG	**IN PROGRESS** SLT provided with planning tool to capture their workforce plans for their areas by 31/12/22. SLT workshop in Jan 23 with collated plans to work up overall plan for the Service. Update: Workshop has taken place and outputs are being collated. Further workshop in the diary for May 2023 to go through identified themes. Then draft Service plan will be drawn up.

Area for improvement 17: The service should put in place a system to actively manage staff careers, with the aim of diversifying the pool of future and current leaders.

Ref	Action	Target Completion Date	Deliverables	Quality Assurance	Status
17a	Career pathways embedded	Jun 2023	Process for secondments and shadowing Career pathways for each area of the Service Engagement with staff Documentation for staff on career pathway Clear overview for staff to understand how this applies to them - Flowchart	Workforce WG People and Culture Programme Board	**IN PROGRESS** Phase 1 – Career Pathways Framework complete and launched via SharePoint.. Career Pathways guidance included in Talent Management to support individuals understanding of their career pathway and how it links into the Performance Conversations terminology. Update: Career Pathways guidance video on People and Organisational Development SharePoint site. Currently visiting stations to promote Talent Management.
17b	Shadowing and secondment opportunities for all staff	Jun 2023	Process for shadowing in place Testimonials from Staff who have undertaken the option to do shadowing or are on secondment	Workforce WG People and Culture Programme Board	**IN PROGRESS** Guidance and support information on SharePoint Update: Day release for operational staff to undertake shadowing, being provided by forecasting crewing opportunities.

17c	Clear outline of training opportunities to enable advancement	Mar 2024 – requires extensive scoping	L&D offer which underpins the Talent Management framework Understanding of which training is mandatory/stretch/core etc. Wide range of training opportunities available Definition of core skills requirements for roles	Workforce WG People and Culture Programme Board	**IN PROGRESS** Defining core skills for promotion and development – waiting for L&D review to take place (from 01 Jun 23) Gap Analysis carried out looking at current Fire and SCC training. Employee Relations training soundbites delivered to ensure a consistent management approach. Update: Programme of soundbites training in place and on SharePoint. Learning offer is defined and on SharePoint as a visual. Now pending L&D review for implementation to begin. Longer term offer will be in line with the outcomes from the L&D review (L&D review starts 1 Jun 2023).

Area for improvement 18: The service should assure itself it has an effective mechanism in place for succession planning including senior leadership roles.

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
18a	Creation of an approach to identification of critical roles and succession planning	Phase 1- Critical roles identification- September 2023	Process to establish critical roles across the Service Meetings with managers to identify which of their roles are critical	Workforce WG People and Culture Programme Board	**IN PROGRESS** Supporting documents for managers currently progressing. Update: Framework for identifying critical roles has been defined. POD delivering sessions with managers to determine which roles are critical in line with framework.
18a	Creation of an approach to identification of critical roles and succession planning	Phase 2 – Succession plans in place for these roles - Mar 2024	Framework on succession planning for the service Guidance and support on how to succession plan	Workforce WG People and Culture Programme Board	**IN PROGRESS** Update: Framework for identifying critical roles has been defined. POD delivering sessions with managers to determine which roles are critical in line with framework.

Area for improvement 19: The service should improve all staff understanding and application of the performance development review process.

Ref	Action/Project	Target Completion Date	Deliverables	Quality Assurance	Status
19a	Embedding current process and increasing qualitative/quantitative return	Complete	Review of current processes inc. Focus groups Build in behaviours to the process Build in Code of Ethics to the process- key EDI objectives for individuals Spot checks on Performance Conversations and qualitative process for assurance	Workforce WG People and Culture Programme Board	**COMPLETE**
19b	Ensure logging via Firewatch and alignment to needs in Learning and Development.	Complete and On-going	Part of phase 2 of the Firewatch project- HR	Workforce WG People and Culture Programme Board	**COMPLETE**
19c	Schedule leadership training for SLT and Middle Managers	Complete	Leadership Training – Westcott MBTI Middle Management Training – Westcott MBTI	-	**COMPLETE**
19d	Middle Managers to feedback additional actions against HMIC recommendations following training	Complete	Individual presentations from each group regarding specific recommendation	External Provider SLT	**COMPLETE** Update: Specific presentations from each ALS took place in front

					of SLT last summer resulting in recommendations being fed into the IIP. 22nd Mar follow up meeting took place to present Westcott Training review outcomes, as well as capturing feedback from participants about embedding their learning.
19e	Watch Commander Leadership Training – Stanford Training Solutions	Complete	-	-	**COMPLETE**