

Surrey Fire and Rescue Service



Inspection Improvement Plan

December 2021

Please note that this report is a live document and subject to change as the plan progresses

Plan reviewed: 01 Dec 2022

Layout of the Inspection Improvement Plan:

Each of the 3 different coloured areas within the plan directly relate to the 3 key pillars focused on by the HMICFRS during the inspection. These are:

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

Noted 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.

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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	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
1a Page 67	Community Risk Management (CRM) replacement	KT	Data and Digital Team	Award contract in Oct 2022 Phased implementation from Jan 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 BaU, this will be part of Data and Intelligence Team's remit.	Out to tender end of w/c 11 June 2022 – 30days for responses. Contract award to follow. Delay due to ensuring tender is comprehensive, following key stakeholder engagement. Nov: Contract awarded and with supplier for sign-off. On target for Jan 2023 implementation.
1b	Review and report on high-risk premises data (Community Intelligence)	DW	Group Commanders	Complete	Premises risk data, OPS, reviewed and up to date	Monitored through Rapid Improvement Exercise and sits in OPAWG as BaU	COMPLETE Review will be an ongoing activity via BAU
1c	Implement recommendations from High-Risk Premises Report	DW/DN	Group Commanders	Sept 2022	Updated risk premises database	Borough Commanders/Matt's team	COMPLETE Implementation of any new recommendations following ongoing review, to sit within BAU

1d	Review cross-border data/info access	DN	Data Intelligence Team	June 2022	<p>SFRS 10km cross-border risk data on Resilience Direct</p> <p>Bordering FRSs to populate RD and SFRS to ensure easy access to data information</p>	<p>Will remain live data when complete.</p> <p>SEORRG Risk Data Board</p>	<p>COMPLETE</p> <p>SFRS info now live on Resilience Direct (RD) and freely accessible to bordering FRSs.</p> <p>Alternative technology required to receive some neighbouring FRS data (LFB & Hants) is on the Data Intelligence Joint Fire Control Roadmap.</p>
1e	Risk Information Improvement Action Plan	DN	Various	<p>Plan in place.</p> <p>Ongoing activity</p>	-	-	<p>COMPLETE</p> <p>Ongoing annual activity to sit within BAU</p>

HOW EFFECTIVE IS THE SERVICE AT KEEPING PEOPLE SAFE AND SECURE

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	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
2a	National Fire Chiefs Council (NFCC) project - <i>on-boarding of Home Fire Risk Checks/Safelincs</i>	DW	Community Safety Team	May 2022	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.	Aug: Awaiting approval through SCC governance. Nov: Safelincs live on the website from 10 Nov. Preventing fires at home - Surrey County Council (surreycc.gov.uk)
2b	Develop internal evaluation framework	DW	Community Safety Team	May 2023 (following Brunel Report)	The Service Evaluation Framework to allow teams to work effectively and efficiently	To be considered during development	Aug: Brunel report received. Awaiting resources to be identified to develop the evaluation framework Nov: Brunel report feedback reviewed. Progressing Kent APEASE model for Service evaluation framework. Scoping exercise underway, incorporating existing methods of evaluation.
2c	Feedback and review structure	DW	Community Safety Team	May 2023 (following Brunel Report)	Revised structure	The Service evaluation framework	Aug: Brunel report received. Awaiting resources to be identified to develop the evaluation framework Nov: Dependant on 2b
2d	Safe Drive Stay Alive (SDSA) evaluation	DW	Children and Young People Team	Nov 2023	Delivering road safety information and advice to young people in line with national standards	Through Service Evaluation framework	Aug: Outcomes received from national research project – undergoing assessment to modify Safe Drive performances to align with recommendations Nov: Following national research outcomes, some modifications included in

							2022 SDSA. Evaluation to take place early 2023. (Dependant on 2b)
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HOW EFFECTIVE IS THE SERVICE AT KEEPING PEOPLE SAFE AND SECURE

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	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
3a	Continued adoption of Competency Framework	DW	Group Commander – Protection	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 3 rd party accreditation	Nov: All staff on relevant training courses or have qualified. 2 inspectors going through third party accreditation.
3b	Ensure alignment to Protection Fire Standard	DW	Group Commander – Protection	April 2023	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)	Aug: Awaiting resources to be identified to develop the evaluation framework Nov: Work continues to identify gaps in compliance and to develop the activity required to meet Fire Standard criteria.
3c	Peer Review (internal)	DW	Group Commander – Protection	Dec 2022	A professional Protection Team that follows national guidance and aligns with Fire Standards	Through Service evaluation framework	Aug: Awaiting resources to be identified to develop the evaluation framework Nov: Awaiting evaluation process
3d	Utilise maturity models	DW	Group Commander – Protection	Dec 2022	A professional Protection Team that follows national guidance and aligns with Fire Standards	Through Service evaluation framework	Aug: Awaiting resources to be identified to develop the evaluation framework Nov: Awaiting evaluation process

HOW EFFECTIVE IS THE SERVICE AT KEEPING PEOPLE SAFE AND SECURE

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	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
4a	Continuous review delivery of Operational Assurance	RP	Operational Assurance Team	Complete and ongoing	Reviewed Ops Assurance policy	Operational Policy Assurance Working Group (OPAWG)	COMPLETE Initial review carried out and review of Ops Assurance Policy. Resulting actions complete.
4b	Improve data to National Organisational Learning/Joint Operational Learning	RP	Operational Assurance Team	Complete and ongoing	Process embedded for monitoring and sharing information SPOC in place to share information	OPAWG	COMPLETE Loop of submission, review, communicate and confirm in place.
4c	Review post event review process – ensure inclusion of all stakeholders	RP	Operational Assurance Team	Complete and ongoing	Reviewed Ops Assurance policy Use of external facilitators to maintain impartiality	OPAWG	COMPLETE
4d	Increase visibility of learning	RP	Operational Assurance Team	Complete and ongoing	Learning added to e-learning – auditable system Learning shared with L&D to inform future training	OPAWG	COMPLETE
4e	Review governance process	RP	Operational Assurance Team	Complete and ongoing	Review Ops Assurance Policy	OPAWG	COMPLETE
4f	Benchmark process against other Service who does well in this area	RP	Operational Assurance Team	Review following publication of second tranche of HMICFRS reports – July 2023	Next tranche to be published end July 2022 Ongoing collaborative work with 3 Fs for NOG implementation	Monthly and quarterly regional groups to benchmark OPAWG	Yet to start
4g	Peer review of processes via 3Fs (Surrey, East and West Sussex FRSs) network	RP	Operational Assurance Team	Ongoing to align with NOG in a collaborative approach.	Ongoing collaborative work with 3 Fs for NOG implementation	OPAWG	Tranche 1 is currently in the consultation phase with the first NOG package, risk assessments and documentation to be agreed and published. Nov:

4h	Ensure Critical Incident Stress Debrief (CISD) included in the Post Event Review	RP	Wellbeing Champion	Complete and ongoing	Control trigger CISD process Two separate processes – CISD separate from PER for reasons of confidentiality	N/A	COMPLETE
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HOW EFFECTIVE IS THE SERVICE AT KEEPING PEOPLE SAFE AND SECURE

INSPECTION KEY LINE OF ENQUIRY: RESPONDING TO FIRES AND OTHER EMERGENCIES

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	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
5a	Review existing plan for National Operational Guidance delivery	RP	Operational Assurance Team	This has been delayed	Ongoing work with 3Fs	Oversight from 3Fs collaboration board	Ongoing Work with 3Fs will be ongoing Project re-set December 2022 – new timeframe to be agreed
5b	Wider service communication to improve visibility across our staff	RP	Operational Assurance Team	This has been delayed	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 Methodology in place to communicate urgent information by emails and e-learning to all operational staff. E-Learning to be monitored with regular reporting
5c	Review governance	RP	Operational Assurance Team	This has been delayed	Governance agreed across 3Fs	Oversight provided by collaboration board	Ongoing Governance agreed across 3Fs - Project re-set December 2022 – new timeframe to be agreed

HOW EFFECTIVE IS THE SERVICE AT KEEPING PEOPLE SAFE AND SECURE

INSPECTION KEY LINE OF ENQUIRY: **RESPONDING TO FIRES AND OTHER EMERGENCIES**

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	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
6a	Develop/scope exercise programme	RP	GC Community Safety and Risk Reduction Learning and Development (L&D) Team	Sep 2022 – delayed until February 2023	Operational Exercise Framework Exercise Programme implementation plan	OPAWG	Initial plan developed – currently reviewing scope Nov – Exercise Framework in place – to be reviewed to align scoping with methodology being developed.
Page 75	Exercise programme implementation	RP	GC Community Safety and Risk Reduction L&D Team	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	Aug: Implementation started November 2022 Ongoing BAU for L&D to support Nov – Target date for full implementation Aug '23

HOW EFFECTIVE IS THE SERVICE AT KEEPING PEOPLE SAFE AND SECURE

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	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
7a	Stronger links with Local Resilience Forum (LRF)/Emergency Management Team	RP	Emergency Management Team	Sep 2022 – to ensure sufficient representation at LRF delivery group	Quarterly attendance by Area Commander or above FRS Chair LRF Delivery Group & Risk Group	LRF Minutes/Record of Attendance	COMPLETE
7b	Implementation of a SFRS exercise programme	RP	GC Community Safety and Risk Reduction	Aug 2023	(See Area for Improvement 6) Large scale and joint exercises learning monitored through SLRF exercise group	OPAWG SLRF Board	In progress Initial scope under review. (See Area for Improvement 6) Nov: on target
7c	Review National Interagency Liaison Officer (NILO) capability	RP	Area Commander Professionalism	April 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	Alignment to national MoC requirements Confirmation from LRF of integration of NILO roles Section 16 agreement established between 3F partners to share NILOs	MoC document issued nationally relating to NILO roles and responsibilities. To be reviewed by 3Fs to align training where possible. Nov: on target
7d	Review of Post Event Review to include cross-border issues	RP	Operational Assurance Team	Complete	Working with 3Fs – agreed BA search procedures	Collaboration Board	COMPLETE

HOW EFFICIENT IS THE SERVICE AT KEEPING PEOPLE SAFE AND SECURE

INSPECTION KEY LINE OF ENQUIRY: **MAKING BEST USE OF RESOURCES**

AREA FOR IMPROVEMENT 8: The service should make sure it effectively monitors, reviews, and evaluates the benefits and outcomes of any collaboration activity.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
8a	Create/develop/enhance Evaluation Skills – <i>not limited to collaboration</i>	RP	NFCC and other – TBC	Jun 2023	<p>Brunel University London Report for Jun/Jul 2022</p> <p>Service Evaluation Team as part of interim structure</p> <p>Use of evaluation outcomes to inform targets and activity types</p>	<p>Use of academically approved evaluation tool</p> <p>Alignment to NFCC evaluation mechanisms</p>	<p>Interim structure approved, to include Service Evaluation Team</p> <p>Final draft of Brunel Report shared with the Service</p> <p>AC Prevention and Protection part of NFCC evaluation workstream</p> <p>Nov: ongoing / on target</p>
8b	Service Evaluation Methodology	DW	External Supplier – Brunel	Report due April 2022	See Area For Improvement no.2	See Area For Improvement no.2	<p>Aug :Brunel report received – reviewed the feedback provided</p> <p>Recruitment activity put in place to recruit to Evaluation Officer – unsuccessful as no applicants.</p> <p>Nov: Progressing Kent APEASE model for Service evaluation framework. Scoping exercise underway, incorporating existing methods of evaluation.</p> <p>Brunel Report feedback reviewed.</p>
8c	Clear processes to capture methodology and benefits at the beginning and track against success criteria	RP	Transformation Programme	July 2023	<p>Clear guidance structure for collaboration</p> <p>Clear exit strategy if unsuccessful</p>	Programme Boards	<p>Collaboration is being monitored via boards. Evaluation methodology in development.</p> <p>Nov: See 8b</p>

8d	Programme Management Framework	BB	Head of Change	Complete	Framework agreed and published	Review annually at Change SLT	COMPLETE
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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 have effective measures in place to assure itself that its workforce is productive and that their time is used as efficiently and effectively as possible to meet the priorities in the integrated risk management plan (the Making Surrey Safer Plan).

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
9a	Performance Management Framework – including SMART targets, clear methodology, accountability, and time based.	KT	Area Commanders	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
9b	Assurance Framework	RP	Data Intelligence Team	Complete	Framework agreed and published	Review annually at Assurance SLT Working Group Chairs met December 2022 to discuss outcomes	COMPLETE
9c	Create capacity by reducing waste – Automatic False Alarms (AFA)	DQ	Group Commander Protection and Joint Fire Control	Oct 2022	Joint working strategy across the 3Fs (Surrey, East and West Sussex) Revised and implemented AFA SOP to include assurance More robust process for AFA call handling in Vision system	Call volume, calls attended and call outcomes. Prevention and Protection Programme Board	Aug: All 3Fs involved to agree call handling alignment. Vision training for Joint Fire Control scheduled for Sept 2022. SOP complete – for final review in Sept and roll-out across 3Fs. Comms plan in place. Nov: Strategy agreed across 3Fs. Revised SOP published. Vision training for Joint Fire Control complete. Call challenge now in place for all AFAs from Oct 22, reducing attendance by over 100, down to single figures for Commercial and Public

							Retail. Monthly reviews in place. Continuing to support East and West Sussex FRSs to align. Next steps/Summer 23 - to further reduce attendance at Domestic and Residential premises AFA.
9d Page 80	More efficient application of people processes eg Promotion/transfer, discipline, capability, secondary employment.	DL	All Managers	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
9e	Ensuring right digital systems in place to measure and enhance productivity	KT	Data and Digital Team	Mar 2023	CRM Replacement FireWatch upgrade New devices at stations Replacement of IGels Station laptops Replacement fleet asset management system	Performance Management Framework Assurance SLT quarterly through performance reporting Business Intelligence Framework	Aug: Research in place to define business case. Station pilot on mobile devices, laptops and tablets. Asset Strategy in place. Nov: CRM replacement awaiting contract sign off from awarded supplier. FW upgrade – initial rollout to On Call trial stations complete. Roll-out to remaining On Call stations Dec 22 – Jan 23. Suitable replacement for iGels have been identified. Order in place for a trial, to be installed prior to year end. To be rolled out across

							<p>all stations subject to satisfactory evaluation.</p> <p>2 stations currently trialling station laptops.</p> <p>Implementation of a new Fleet Asset Management system is in progress to improve administrative processes for our fleet, and our asset tracking and management.</p>
9f	Benchmarking KPIs established – linked to NFCC workstream	KT	Data and Digital Team	Jun 2022	Benchmarking reported through Assurance SLT and included within the Service Plan	Assurance SLT	<p>COMPLETE</p> <p>Aug: Process established but finalising reporting periods</p> <p>Nov: Annual benchmarking report for Assurance SLT based on Inspectorate Data Analysis pack – reporting annually in September.</p>

HOW EFFICIENT IS THE SERVICE AT KEEPING PEOPLE SAFE AND SECURE

INSPECTION KEY LINE OF ENQUIRY: MAKING THE FIRE AND RESCUE SERVICE AFFORDABLE, NOW AND IN THE FUTURE

AREA FOR IMPROVEMENT 10: 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	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
Page 82 40a	Support the development of a Corporate Horizon Scanning capability	DQ	SCC Strategy Team/NFCC Finance	Jun 2023	<p>Establishment involvement in a Corporate Horizon scanning offer</p> <p>Use of outcomes of Horizon scanning to inform Service planning</p> <p>Horizon Scanning integrated into Business planning cycle</p>	Any PESTLE analysis will be scrutinised by the Corporate Head of Strategy	<p>Aug: Meetings held with Sarah Richardson (Corp Head of Strategy) to inform development of Horizon scanning capability. Futures workshop planned for PESTLE analysis with middle managers.</p> <p>SLT members now a part of the national Heads of Horizon Scanning Network, delivered by Go Science</p> <p>Horizon scanning integrated into Business Planning cycle.</p> <p>Nov: PESTLE Futures Thinking exercise took place at Leaders Forum 14 Sep, 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.</p> <p>Leaders Forum 14Sep22</p> <p>A meeting took place 20 Oct to review next steps post PESTLE analysis.</p> <p>The next meeting is scheduled 23 Mar 23 to continue.</p>
10b	Review Economy Improvement Plan (EIP) – review annually as part of Value for Money (VfM) review and include scenario planning	DQ	Finance	Jun 2023	<p>New Economy Improvement Plan</p> <p>Updated VfM review</p>	EIP approved by Corp Finance	<p>VfM Review integrated into the Business Planning cycle</p> <p>In preparation for the 2023-24 Financial Year, as part of next CRMP</p>

					Economy Imp Plan includes scenario planning	Outcomes of VfM review inform Service priorities and programmes	Nov: The VfM review took place 23 Nov 22. The EIP (SFRS medium-term financial strategy) remains the same from 2021-24. The Corporate MTFS is being developed for 2023 for 5 Years.
10c	Participate in corporate KLOEs/scenarios/twin track processes	DQ	Finance	As per each process Ongoing activity under BAU	N/A	Resources working group (RWG) SCC Finance team meeting Property and Procurement team meetings	COMPLETE Ongoing activity to sit within BAU Regularly review to look at improved economy of scales for purchasing via twin track processes – part of MTFP SCC Finance and Business partner (Rose Ellerton) attends SFRS RWG
Page 83 10d	Support from corporate procurement to develop benchmarking capability	DQ	SCC Procurement (Rob Davis)	Dec 2022	Developed user knowledge on Benchmarking and Reporting systems (Atamis) Developed SFRS budget holder procurement knowledge Comprehensive contracts register/spend profile in place (for both capital and revenue)	Strategic Procurement Manager/Procurement partner	Atamis rolled out – upskilling required. Training package being reviewed to better fit SFRS. Contracts register in development Nov: Atamis roll-out slightly delayed awaiting dedicated procurement manager now in place. Training for Procurement Manager to be completed by end of year. 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.
10e	Support from corporate finance to develop benchmarking capability	DQ	SCC Finance (Andy Tink)	Dec 2022		Fire Finance Network (FFN)	SCC attending FFN working group to determine how to compare different authorities.

					Benchmark for highlighting comparisons between FRAs	Senior Leadership Team	<p>This is linked to the review of funding for FRSs. Initially reviewing drivers for costs.</p> <p>Nov: FFN have developed a draft template to capture costs – for review at the next FFN meeting 7 Dec.</p>
10f	Greater commitment to participate in the NFCC Fire Finance Network - Active not passive	DQ	Finance	<p>Complete</p> <p>Ongoing attendance</p>	<p>FFN messaging board in place – membership</p> <p>FFN News Feed providing presentations and meeting information</p>	SLT	<p>Complete.</p> <p>Attendance ongoing as BAU.</p> <p>Linked with above. SCC/SFRS are members of the FFN messaging board online - receiving and sending messaging to other FRAs.</p> <p>Monitoring agendas to determine value of attendance.</p>

HOW WELL DOES THE SERVICE LOOK AFTER ITS PEOPLE

INSPECTION KEY LINE OF ENQUIRY: PROMOTING THE RIGHT VALUES AND CULTURE

AREA FOR IMPROVEMENT 11: The service should assure itself that senior managers are visible and demonstrate service values through their behaviours.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
11a	Create shadowing opportunities at Service Leadership Team (SLT) meetings	BB	People and Organisational Development Lead	31 July 2022	Non SLT attendance at SLT meeting monthly from September onwards	Feedback to be sought on the value of attending	COMPLETE Aug: Invite in SFRS Newsletter for volunteers wanting to attend/shadow SLT. Working on a first come first served basis beginning with first attendance at Assurance SLT on the 20July2022 Nov: Empty chair offer for Assurance and Change SLT in place. Positive feedback received from those who have taken the offer.
11b	Adoption and embedding of Core Code of Ethics (CCoE) throughout the Service	BB	SLT	On-going – linked into Fire Standard	Joint video with unions – all in agreement to embed CCoE Revised recruitment processes Revised Performance Conversations Implementation plan being developed (DL/RP/JB) for delivering across other areas	People and Culture Programme Board	Aug: 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. Nov: Using the CCoE Fire Standard implementation tool, gaps are being identified and actions developed. Relevant activity will be incorporated into the SFRS Culture Roadmap Delivery Plan to embed Service wide.

11c	Culture sessions – SLT, Middle Managers and Joint Committee for Consultation and Negotiation (JCCN)	DL	Group Commanders, Station Commanders	Complete	<p>SFRS Together project</p> <p>Action Learning Sets established to deliver against culture work</p> <p>ACAS session on Consultation and Negotiation</p> <p>JCCN Reviewed Supporting Trade Unions Policy</p> <p>Joint Comms (Unions and Service) on Code of Ethics</p>	<p>JCCN</p> <p>Workforce WG</p> <p>People and Culture Programme Board</p>	COMPLETE
11d	Develop Culture Road Map	BB	Transformation Team	Complete	Culture Roadmap	Plan agreed at Change SLT, JCCN and Middle Managers meeting - complete	<p>COMPLETE</p> <p>Culture Roadmap in place</p> <p>(See 11e)</p>
11e	Review Culture Roadmap	BB	JB	Dec 2022	Revised Culture Roadmap	People and Culture Programme Board	Nov: Reviewed and revised Culture Roadmap to be agreed by end of 22.
11f	Agree actions and implementation of actions	BB	SLT	July 2022	Success measures developed	People and Culture Programme Board	<p>Aug: Workshops held with JCCN, Middle Managers and SLT to review actions, identify any additional requirements and consider success criteria. Next steps are to look at how to measure success.</p> <p>Nov: The Culture Delivery Plan and full Engagement Plan to be in place by end Mar 23</p>
11g	Evaluate culture within the service	BB	SLT	Annually	<p>Review of actions by 31ten – report of findings.</p> <p>Survey and evaluation report</p>	<p>SLT, MMs and JCCN</p> <p>People and Culture Programme Board</p>	Initial meetings held with 31ten to scope out review, detail the evaluation and determine next steps.

							Nov: Following approval of the Culture Road Map, engagement will take place across the service. The Culture Delivery Plan and Engagement Plan will be developed by end of Mar23. The Delivery Plan will include success measures and evaluation methodology from 31Ten.
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HOW WELL DOES THE SERVICE LOOK AFTER ITS PEOPLE

INSPECTION KEY LINE OF ENQUIRY: **GETTING THE RIGHT PEOPLE WITH THE RIGHT SKILLS**

AREA FOR IMPROVEMENT 12: The service should make sure operational officers use its competence recording system and e-learning platform effectively.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
Page 2a 88	Restructure Learning Pool (LP) to be applicable by role	RP	L&D Team	Scoping to start September 2022	<p>Maintenance of Competence (MoC) courses aligned to job role/rank</p> <p>L&D review and action plan</p> <p>Action Learning Set 7 MoC</p>	<p>Ops Assurance review</p> <p>SME review prior to e-learning packages going live</p> <p>Feedback from e learning</p> <p>Firewatch Project Board</p> <p>Firewatch Upgrade implementation group</p>	<p>Aug: Action Learning Set 7 presented Maintenance of Competence and Recording to SLT in May 2022.</p> <p>MoC project group being established as this is a long-term piece of work.</p> <p>Considering potential options for a link between Learning Pool and FireWatch</p> <p>.Link between Learning Pool and Firewatch added to the FW Roadmap.</p> <p>Nov: Operational competence recording system and e-learning platforms are in place and in use.</p> <p>Improvement being considered via a link between them.</p> <p>Development of these is to be progressed following a review of Learning and Development.</p>
12b	Evolutions of Firewatch to include requisite training	RP	L&D Team/Digital and Data	<p>Complete</p> <p>Ongoing for subsequent evolutions</p>	<p>Firewatch Roadmap</p> <p>Reviewed FW training document (integration of OC)</p>	<p>Firewatch Project Board</p> <p>Firewatch Upgrade implementation group</p>	Activity to be reviewed.

						Assets Programme Board	
12c	Create capacity of internal assurance of staff activity within e-learning systems (LP and Olive) to include all line managers.	RP	All Line Managers	Complete	Captured within L&D review Captured within L&D action plan	Firewatch Project Board Firewatch Upgrade implementation group Assets Programme Board	Activity to be reviewed.
12d	Extend Firewatch training and recording to include support staff.	RP	All Line Managers	To be reviewed 2023	All staff training records in FW FW training roll out plan	Assets Programme Board	Linked to workforce planning. Discovery piece to start Q4. Linked with integration to MySurrey Yet to start Nov: to start January 2023

HOW WELL DOES THE SERVICE LOOK AFTER ITS PEOPLE

INSPECTION KEY LINE OF ENQUIRY: ENSURING FAIRNESS AND PROMOTING DIVERSITY

AREA FOR IMPROVEMENT 13: The service should make sure it takes timely action in response to feedback or concerns from its staff

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
13a	Feedback themes with responses published in newsletter	EL	SLT	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 Process in place to capture feedback/concerns from SLT engagement sessions and VMTs and provide responses via the staff newsletter.
Page 90 3b	Ensure other ways to feedback are implemented eg. exit interviews, surveys, 121s etc	DL/EL	All Managers	Complete and on-going TBC	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	Nov: Exit Interview and 121s processes in place – ongoing activity. Face-to-face SLT engagement with staff continuing. Culture Survey carried out and feedback is being collated.
13c	Publish Working Group and SLT decisions and rationale	BB	All Managers	July 2022	SLT minutes published Working Group Minutes published	Cultural Improvement Plan SFRS Together Network	Publishing the minutes as of Assurance and Change SLTs, having removed the core SLT meeting. Nov: Assurance and Change SLT minutes and working group minutes being published.
13d	Virtual Mess Table	BB	All	Complete and on-going	Monthly all staff Virtual Mess Table	Monthly session feedback offer for all attendees	COMPLETE VMT - monthly sessions taking place for all staff and feedback offer available for all attendees.

HOW WELL DOES THE SERVICE LOOK AFTER ITS PEOPLE

INSPECTION KEY LINE OF ENQUIRY: ENSURING FAIRNESS AND PROMOTING DIVERSITY

AREA FOR IMPROVEMENT 14: 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	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
14a	EDI Training – all understand and able to vocalise the benefits	DL	DR/SCC	Feb 2024	<p>ED&I baseline training programme forming part of the induction process (SCC)</p> <p>Ongoing bite size chunks of learning around EDI</p> <p>E-learning modules</p> <p>To be incorporated into all leadership training- SCC</p>	<p>Staff feedback on training and for inclusion in future training.</p> <p>Pulse surveys on EDI</p> <p>31Ten Culture Survey</p> <p>Feedback on Training</p>	<p>Nov: eLearning in place.</p> <p>Induction package being reviewed (see 14c)</p> <p>Next steps:</p> <p>Pilot session to cover station banter being planned, with a view to roll out.</p> <p>Schedule 'lunch and learn' sessions, to commence early 2023</p> <p>Develop mandatory base level training to be delivered Q1-Q2 2023</p>
14b	Network group expansion	DL	DR/SCC	June 2023 – and ongoing	<p>Evaluation of current networks</p> <p>Introduce additional network by April-June 2023</p> <p>Evaluate again in Autumn</p> <p>Promote SCC networks alongside</p>	<p>Feedback from groups</p> <p>Evaluation findings</p>	<p>Nov: Diversity and Inclusion Officer started Aug '22</p> <p>3 Networks currently established. Review to take place in the new year.</p>
14c	Induction/on-boarding processes to include EDI element in behaviours	DL	POD/All Managers	Dec 2023	<p>Online Induction Package including EDI</p> <p>SCC/Service wide Induction package, to incl soft skills and behaviours</p>	<p>Learning Pool feedback from those carrying out induction</p>	<p>Nov: Online Induction package, including EDI is in place.</p> <p>A revised Induction package to be developed, in line with SCC, to be more face to face and reinforce behaviours and soft skills. To be introduced across the service and wider SCC. (SCC dependant)</p>

14d	Outreach work (engagement with the workforce and communities)	DL	D.Rai and Engagement Lead	Mar 2024	Outreach Engagement Plan	Workforce Working Group (WWG)	Nov: No response to first Engagement Lead advert. Re-advertised - closing date for applications 31 Dec.
14e	Carry out EDI Audit – feedback on gaps and recommendations	DL	External Supplier – Asian Fire Service Association (AFSA)	Complete	EDI Audit Report	SLT	EDI Audit complete Audit carried out June 22 Nov: EDI Strategy and EDI governance prioritised by SLT and in progress.
Page 92 14f	Implement actions from the EDI Audit Report	DL	All	Mar 2024	EDI action plan (incorporating outputs of AFSA audit)	People and Culture Programme Board Workforce WG	Nov: EDI strategy to be presented to SLT and Leaders Forum in Jan 23. Actions from audit to be incorporated into EDI Action Plan.
14g	Source new behaviours assessor: Arctic Shores	DL	POD Team	Complete	Implementation of Arctic Shores assessment platform	Workforce WG	COMPLETE

HOW WELL DOES THE SERVICE LOOK AFTER ITS PEOPLE

INSPECTION KEY LINE OF ENQUIRY: MANAGING PERFORMANCE AND DEVELOPING LEADERS

AREA FOR IMPROVEMENT 15: 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	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
15a	Establish Promotions Framework	DL	POD Team	Complete	Evaluation of current process Reviewed process	Workforce WG	COMPLETE
15b	Identify career pathways	DL	POD Team	Stage 1 – complete Stage 2 – Aug 2022 Stage 3 – June 2023	Career Pathways Framework Process for secondment opportunities and shadowing Career pathways for each area of the Service Clear overview for staff to understand how this applies to them- Flowchart	Workforce WG	Aug: Framework launched Mar 2022 Stages 2 and 3 underway. Nov: Majority of career pathways now complete. Remaining few to be progressed early 2023.
15c	Reward and recognition	DL	POD Team	Mar 24	Programme of Reward and Recognition for staff	Workforce WG	Yet to start
15d	Leadership behavioural framework	DL	POD Team	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
15e	Core Code of Ethics aligned to Fire Standards	RP/DL	JB	Dec 2023 On-going – robust embedding required	CCoE included in all people policies and processes Gap analysis conducted on new policies Complete CCoE Fire Standard implementation tool to inform action areas and owners	Workforce WG	Currently reviewing following issue of revised CCoE Fire Standard Nov: Working through completing the Fire Standard implementation tool to identify gaps and activity required. Actions to be included in the Cultural Delivery Plan, with a view to embed across all processes and pathways

15f	Workforce Planning	DL	SLT	July 2023	Service Workforce Plan	Workforce WG	<p>Nov: Team plans SLT have been sent out the planning tool to capture their workforce plans for their areas by 31/12.</p> <p>All will be collated and brought together to inform overall plan.</p> <p>Workshop in Jan 23 to bring all plans together in SLT and work up overall plan for the Service.</p>
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HOW WELL DOES THE SERVICE LOOK AFTER ITS PEOPLE

INSPECTION KEY LINE OF ENQUIRY: MANAGING PERFORMANCE AND DEVELOPING LEADERS

AREA FOR IMPROVEMENT 16: 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	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
16a	Career pathways embedded	DL	POD and L&D	Jun 2023	Career Pathways Framework Process for secondments and shadowing Career pathways for each area of the Service Documentation for staff on career pathways	Workforce WG People and Culture Programme Board	Phase 1 – Career Pathways Framework complete and launched via Sharepoint.. Nov: Guidance document for Career Pathways in final draft. Flow chart being created to support individuals understanding of their career pathway and how it links into the Performance Conversations terminology.
16b	Shadowing and secondment opportunities for all staff	DL	All managers	June 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	Nov: Guidance and support information on Sharepoint Considering how to release operational staff to undertake shadowing.
16c	Clear outline of training opportunities to enable advancement	DL	All managers	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	Nov: Defining core skills for promotion and development Gap Analysis carried out looking at current Fire and SCC training. Employee Relations training soundbites delivered this year to ensure a consistent management approach and a programme of sessions is being developed for 2023.

HOW WELL DOES THE SERVICE LOOK AFTER ITS PEOPLE

INSPECTION KEY LINE OF ENQUIRY: MANAGING PERFORMANCE AND DEVELOPING LEADERS

AREA FOR IMPROVEMENT 17: The service should assure itself it has an effective mechanism in place for succession planning including senior leadership roles.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
17a	Creation of an approach to identification of critical roles and succession planning	DL	POD/SCC/Senior Communications Officer	TBC	<p>Framework on succession planning for the service</p> <p>Guidance on succession planning for managers</p> <p>Process to establish critical roles across the Service</p> <p>Guidance and support on how to succession plan</p>	<p>Workforce WG</p> <p>People and Culture Programme Board</p>	<p>Nov: Supporting documents for managers, currently in progress.</p> <p>Next steps: Engagement with managers on identifying critical roles</p>

HOW WELL DOES THE SERVICE LOOK AFTER ITS PEOPLE

INSPECTION KEY LINE OF ENQUIRY: MANAGING PERFORMANCE AND DEVELOPING LEADERS

AREA FOR IMPROVEMENT 18: The service should improve all staff understanding and application of the performance development review process.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Quality Assurance	Status
18a	Embedding current process and increasing qualitative/quantitative return	DL	POD Team	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
18b	Ensure logging via Firewatch and alignment to needs in Learning and Development.	DL	POD Team	On-going	Part of phase 2 of the Firewatch project- HR	Workforce WG People and Culture Programme Board	COMPLETE
18c	Schedule leadership training for SLT and Middle Managers	RP	External Provider	Complete	Leadership Training – Westcott MBTI Middle Management Training – Westcott MBTI	-	COMPLETE
18d	Middle Managers to feedback additional actions against HMIC recommendations following training	RP	External Provider	Complete	Individual presentations from each group regarding specific recommendation	External Provider SLT	Nov: Feedback received. Follow up meeting scheduled for Jan 23 to present review of feedback sessions and obtain feedback for evaluation of the training provided.

18e	Watch Commander Leadership Training – Stanford Training Solutions	RP	External Provider	Complete	-	-	COMPLETE
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Who’s who:

Initials	Name	Role
DW	Damian Watts	Area Commander Prevention and Protection
DN	David Nolan	Area Commander Response
RP	Richard Priest	Area Commander Professionalism
BB	Bernadette Beckett	Chief of Staff
KT	Karen Telfer	Head of Data, Digital and Special Projects
DQ	Dan Quin	Chief Fire Officer
DL	Danni Lamage	Head of People and Organisational Development
EL	Elizabeth Lacey	Head of Change