



Surrey Fire and Rescue Service Cause of Concern Action Plan – appendix 2

Cause of concern: The service can't assure itself that its risk-based inspection programme prioritises the highest risks and includes proportional activity to reduce risk.

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

Recommendation 1: The service should review its risk-based inspection programme to make sure it identifies its highest-risk premises and meets its own targets.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Status	Quality Assurance (QA)	Governance	Sign Off
1a	Create Terms of Reference for project brief.	Area Commander (AC) Prevention and Protection	Senior Risk Intelligence Officer/Group Commander (GC) Protection	05 Sep 2023	Terms of Reference.	COMPLETE	Assistant Chief Fire Officer (ACFO) Delivery of Services	Intelligence and Assurance Programme Board	ACFO Delivery of Services 05 Sep 2023
1b	Review Risk-Based Inspection Programme (RBIP) across Fire and Rescue Services (FRSs) community, looking at a range of options.	AC Prevention and Protection	Senior Risk Intelligence Office	13 Sep 2023	A Surrey Fire and Rescue Service (SFRS) RBIP cross referenced with other FRSs. Applied best practice methodologies.	COMPLETE	ACFO Delivery of Services	Principal Officers	AC Prevention and Protection 08 Sep 2023
1c	Review data within the Community Risk Information System (CRIS) system and apply National Fire Chiefs Council (NFCC) draft risk methodology for other buildings.	AC Prevention and Protection	Senior Risk Intelligence Office	13 Sep 2023	Very high (VH) and High risk (HR) premises data set. Relative risk-rating for all premises.	COMPLETE	ACFO Delivery of Services and ACFO Service Support /GC Protection	Principal Officers	AC Prevention and Protection 08 Sep 2023

1d	Present findings and draft RBIP to Principal Officers.	AC Prevention and Protection	AC Prevention and Protection	15 Sep 2023	Draft RBIP.	COMPLETE	Chief Fire Officer (CFO) and ACFOs	Principal Officers	AC Prevention and Protection 08 Sep 2023
1e	Develop draft of new RBIP documentation, explaining methodology application of data, including guidance on how to deliver.	AC Prevention and Protection	GC Protection NFCC Protection Policy and Reform Unit (PPRU) West Sussex Regional Lead	30 Sep 2023	Document explaining data sets, methodology, process and delivery of the RBIP. Initial Peer Review of methodology through the NFCC PPRU and Regional Leads. Feedback and assurance on methodology and process. Guidance document on risk and delivery of RBIP.	COMPLETE Subject to QA	Peer Review ACFO Delivery of Services AC Protection	Intelligence and Assurance Programme Board	
1f	Develop a programme to reality test understanding of new risk methodology with our inspectors and advisers.	AC Prevention and Protection	GC Protection/ Station Commander Quality Assurance and Policy (Protection)	30 Sep 2023	Defined approach to test understanding (process embedded within RBIP).	COMPLETE Subject to QA	Operational Policy Assurance Working Group (OPAWG) Service Leadership Team (SLT)	Intelligence and Assurance Programme Board	
1g	Refine, quality assure and stress test data (from 1c).	AC Prevention and Protection	Senior Risk Intelligence Officer	26 Sep 2023	Fit for purpose, reproducible and resilient data set. Consistent method of search within the CRIS to identify VH and HR premises.	COMPLETE Subject to QA	ACFO Delivery of Services and Service Support /GC Protection	Intelligence and Assurance Programme Board	
1h	Engage with West Sussex for final review/ endorsement.	AC Protection	AC Protection/ GC Protection	30 Nov 2023	Final feedback and assurance from Subject Matter Expert (SME) – Former PPRU.	ON TARGET West Sussex Regional Lead responded – amendments made. Returned with final amendments and awaiting final response. Awaiting OPAWG QA – 06 Dec 2023 And sign off – Dec 2023	OPAWG	Intelligence and Assurance Programme Board	
1i	Finalise revised Key Performance Indicator (KPI) measures aligned to the new RBIP, and performance requirements of the Protection team.	AC Protection	Performance and Intelligence Specialist	30 Nov 2023	Revised suite of KPIs reported through governance.	ON TARGET Revised KPIs to be reviewed at OPAWG 06 Dec 2023	OPAWG	Assurance SLT	

1j	Final sign off through SFRS governance	AC Protection	SLT	31 Dec 2023	Approved RBIP and guidance documents.	ON TARGET Dependent on completion of 1a-1i. Target Assurance SLT sign off – 20 Dec 2023	OPAWG SLT	Assurance SLT	
1k	Review revised KPIs against outcomes of internal audit	AC Protection	Surrey County Council (SCC) Internal Auditor	31 Mar 2024	Revised suite of KPIs reported through governance.	ON TARGET Revised KPIs to be reviewed at OPAWG Mar 2024	OPAWG	Assurance SLT	

Recommendation 2: The service should make sure all its staff are aware of the expectations on them in the management of the risk based inspection programme.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables	Status	Quality Assurance	Governance	Sign Off
2a	Update Fire Safety Managers (FSMs) on guidance document and RBIP deliverables.	AC Protection	GC Protection	29 Dec 2023	Comprehensive understanding of RBIP. FSM training on interrogation of data sets and allocation of audits.	ON TARGET To start on completion of 1j	ACFO Delivery of Services	Intelligence and Assurance Programme Board	
2b	Socialising of new RBIP and guidance with entire Protection Team, to include training on RBIP deliverables.	GC Protection	FSM	29 Dec 2023	A Protection Team that are informed and aware of the RBIP, its outcomes and the expectations of their role.	ON TARGET To start on completion of 1j	AC Protection	AC Protection	
2c	Service wide communication on RBIP for identifying risk within Surrey.	AC Protection	GC Protection/ Senior Comms Officer	29 Dec 2023	Update to Leaders Forum SFRS Staff Newsletter	ON TARGET start on completion of 1j	Staff Engagement by SLT/GCs/Station Commanders (SC)	Intelligence and Assurance Programme Board	

2d	RBIP Go-Live.	AC Protection	GC Protection	02 Jan 2024	New RBIP published.	ON TARGET To start on completion of 1j	ACFO Delivery of Services	Intelligence and Assurance Programme Board	
2e	Complete a 6-month quality assurance review.	AC Protection	GC Protection/FSMs	30 Sep 2024	<p>Staff fully aware of expectations on them in management of RBIP.</p> <p>Improved ways of working to compliment the RBIP, including a review of existing geographical hub model.</p> <p>VH and HR premises targets met.</p> <p>Ongoing monitoring via internal audit.</p> <p>Commission final Peer Review</p>	ON TARGET Dependent on 2a-2d	Staff Engagement by SLT/GCs/SCs Monitoring of KPIs and QA process of audits and inspection programme	Assurance SLT	

Initials	Owner	Role
DW	Damian Watts	Area Commander Prevention and Protection (up to 1 Oct 2023) Area Commander Prevention (from 01 Oct 2023)
LSS	Lee Spencer Smith	Area Commander Protection (from 01 Oct 2023)
RJ	Rob Jenks	Group Commander Protection

Acronym (in alphabetical order)	Full Title
AC	Area Commander
ACFO	Assistant Chief Fire Officer
CFO	Chief Fire Officer
CRIS	Community Risk Information System
FRS	Fire and Rescue Service
FSM	Fire Safety Manager
GC	Group Commander
HR	High-Risk
KPI	Key Performance Indicator
NFCC	National Fire Chiefs Council
OPAWG	Operational Policy and Assurance Working Group
PPRU	Protection Policy and Reform Unit
QA	Quality Assurance
RBIP	Risk based Inspection Programme
SC	Station Commander
SCC	Surrey County Council

SFRS	Surrey Fire and Rescue Service
SME	Subject Matter Experts
SLT	Service Leadership Team
VH	Very High

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