



Appendix 4

SFRS Inspection Improvement Plan November 2023

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.

Key

White	Not yet started
Green	In progress
Amber	In progress with concern of meeting target completion date
Red	Off target completion date
Grey	Complete

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.

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
1a	Policy/Procedure: Implementation of the Prevent and Protect (P&P) software system	Head of Data, Digital and Property	Data and Digital Team AC Prevention	Mar 2024	<ol style="list-style-type: none"> Undertake review of risk information as part of P&P implementation and cleanse data as required. Put in place a workshop to take into account the outcomes from the HMI Cause of Concern (CoC) to inform and review the timeline to implement the P&P project. Develop P&P in relation to relevant Article 31 and Building Consultation information shared with Response teams. 	In Progress	Resources Working Group (RWG) Assurance Service Leadership Team (SLT)	Assurance SLT	
1b	Governance: Compliance with the Data Management Fire Standard	Head of Data, Digital and Property	Data and Digital Team	Mar 2024	<ol style="list-style-type: none"> Undertake a review and gap analysis of the Data Management Fire Standard. Create action plan to deliver the improvements identified. 	In Progress	Assurance SLT	Assurance SLT	

1c	Clarify accountabilities for risk	ACFO Delivery of Services and Service Support	Data and Digital Team AC Protection AC Response	Dec 2024 Jun 2024	<ol style="list-style-type: none"> 1. Review and identify clear accountabilities for each aspect of risk, incorporating end user feedback. 2. Clarify different types of risk information and purposes. 3. Develop methodology using national best practice. 4. Update policies and procedures as required. 5. Identify training requirements, where required, for each role. 	Not Started	Assurance SLT	Assurance SLT	
1d	Ensure a Key Performance Indicator (KPI) is put in place to ensure high risk premises inspections are carried out in date	Head of Data Digital and Property	Data and Digital Team	Mar 2024	<ol style="list-style-type: none"> 1. Put KPI in place to align with Risk-Based Inspection Programme (RBIP) and Performance Management Framework (PMF). 2. Monitor KPI compliance. 3. Handover to Business as Usual (BAU). 	In Progress	Assurance SLT	Assurance SLT	

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

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

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
2a	Governance: Community Risk Profile (CRP)	Head of Data and Digital	Data and Digital Team	Sep 2024	1. Annual refresh of CRP; last update completed August 2023.	In Progress	Assurance SLT	Assurance SLT	
2b	Compliance with the Operational Preparedness Fire Standard	AC Response	AC Response AC Professionalism	Dec 2024	<ol style="list-style-type: none"> 1. Undertake a review and gap analysis of the Operational Preparedness Fire Standard. COMPLETE 2. Create action plan to deliver the improvements identified. 3. Policies, procedures and training aligned to relevant Fire Standards. 4. Develop P&P in relation to relevant Article 31 and Building Consultation information shared with Response teams (Action 1a). 	In Progress	Assurance SLT	Assurance SLT	

2c	Set clear objectives and include within Borough Plan (Risk and Exercise Plan)	AC Response	GC's Response	Jun 2024	<ol style="list-style-type: none"> 1. Borough/Fire Station teams to also include understanding of local risks when developing Borough Plans. 2. Develop a planned approach to risk information visits for inclusion in Borough Plans 2024/25. 3. Develop Exercise Plan aligned to local high-risk sites. 	In Progress	OPAWG	Assurance SLT	
2d	Quality Assurance	AC Professionalism	Operational Assurance	Jun 2024	<ol style="list-style-type: none"> 1. Develop Quality Assurance (QA) process to enable Ops Support Team to assure operational risk understanding and preparedness. 	Not Started	OPAWG	Assurance SLT	

Inspection key line of enquiry: Preventing fires and other risks

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

Owner: AC Prevention

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
3a	Governance: Compliance with Prevention Fire Standard	AC Prevention	Data and Digital Team GC Prevention SC Partnership and Volunteers Fire Standards Board	Mar 2024	<ol style="list-style-type: none"> Undertake a review and gap analysis of the Prevention Fire Standard. COMPLETE Review the Prevention Team Plan and Borough/Station Plans 2024/25, to ensure that all prevention activities are clearly aligned to the Service's CRP and that more activity is apportioned to areas of greater vulnerability. Review the structure of the Prevention Team to focus on risk and not geographical boundaries. Refine and formalise working with key partners such as Adult Social Care (ASC), have agreed protocols (MOUs and SLAs) for referrals, safeguarding and attending partner meetings. 	In Progress	OPAWG Intelligence and Assurance Programme Board Assurance SLT	Assurance SLT	

3b	<p>Policy/Procedure: Ensure policies and procedures align with the outputs of Action 3a</p>	AC Prevention	<p>Data and Digital Team</p> <p>EDI Team</p> <p>GC Prevention</p> <p>SC Partnerships and Volunteers</p> <p>Events Manager</p> <p>P&P project team</p> <p>SC Fire Stations</p>	Jun 2024	<ol style="list-style-type: none"> 1. Update policies and procedures to align to the Prevention Fire Standard. 2. Gap analysis to assess that People Impact Assessments (PIAs) are completed for all prevention activities. 3. Deliver greater numbers of Safe and Well Visits (SAWVs) to vulnerable persons while promoting other prevention support such as Safelincs. 4. Develop a 'Prevention Day/Week' concept, to orientate the whole Service to delivering prevention activities. 5. Update guidance and workflows within the community toolbox to reinforce and clarify referral process. 6. Review post incident protocols, support mechanisms and recording of activity. 	In Progress	<p>OPAWG</p> <p>EDI Programme Board</p> <p>Assurance SLT</p> <p>ACFO Service Delivery</p>	Assurance SLT	
3c	<p>Quality Assurance: Ensure evaluation and quality assurance processes identify</p>	AC Prevention	SC Partnerships and Volunteers	Dec 2024	<ol style="list-style-type: none"> 1. Deliver workshop to prevention and response managers to reinforce understanding and expectations in regards the PMF – linked to action 14a. 	Not Started	<p>OPAWG</p> <p>Assurance SLT</p>	Assurance SLT	

	areas for further improvement		GC Prevention						
			GC Response						
			SC Fire Stations						



Inspection key line of enquiry: Preventing fires and other risks

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

Owner: AC Prevention

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
4a	<p>Governance:</p> <p>Ensure governance arrangements align with Prevention Fire Standard expectations and tasks.</p>	AC Prevention	<p>Data and Digital Team</p> <p>SCC Internal Audit</p> <p>SC Partnerships and Volunteers</p> <p>GC Prevention</p>	Jun 2024	<ol style="list-style-type: none"> Review recommendations of the Surrey County Council (SCC) Internal Audit report. Review and carry out gap analysis on Prevention Fire Standard. <p>COMPLETE</p>	In Progress	<p>OPAWG</p> <p>Intelligence and Assurance Programme Board</p> <p>Assurance SLT</p>	Assurance SLT	

4b	<p>Policy/Procedure: Ensure policies and procedures align with the Prevention Fire Standard and tasks</p>	AC Prevention	<p>SC Partnerships and Volunteers</p> <p>GC Prevention</p> <p>Data and Digital Team</p> <p>SCC IT</p> <p>P&P Project Team</p> <p>Fire Standards Board</p>	Aug 2024	<ol style="list-style-type: none"> 1. Develop logic model for Safe and Well visits. 2. Develop a revised notification and booking system for Safe and Well Visits. 3. Ensure evaluation process and outcomes support the tasks detailed in the Prevention Fire Standard. 	In Progress	<p>OPAWG</p> <p>Assurance SLT</p>	Assurance SLT	
4c	<p>Quality Assurance: Ensure evaluation processes identify areas for further improvement</p>	AC Prevention	<p>SC Partnerships and Volunteers</p> <p>GC Prevention</p>	Jun 2024	<ol style="list-style-type: none"> 1. Undertake a dedicated feedback exercise with staff delivering Safe and Well Visits, to establish process improvements. 2. Facilitate a Peer Review of SAWV processes. 3. Implementation Lead Manager (ILM) to contact the ILM network and connect SFRS to services who are evaluating prevention activity well. 	Not Started	<p>OPAWG</p> <p>Intelligence and Assurance Programme Board</p>	Assurance SLT	

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

Owner: AC Prevention

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
5a	<p>Governance:</p> <p>Ensure governance arrangements align with Prevention Fire Standard expectations and tasks.</p>	AC Prevention	<p>Evaluation Project Team</p> <p>SC Partnerships and Volunteers</p> <p>GC Prevention</p>	Sep 2024	<ol style="list-style-type: none"> 1. Review Prevention Fire Standard and identify any further gaps or changes needed. COMPLETE 2. Embed Service Evaluation Framework to support evaluation and subsequent QA of Safe and Well visits. 	In Progress	<p>Intelligence and Assurance Programme Board</p> <p>Assurance SLT</p>	Assurance SLT	
5b	<p>Policy/Procedure:</p> <p>Ensure policies and procedures align with the Prevention Fire Standard and tasks</p>	AC Prevention	<p>SC Partnerships and Volunteers</p> <p>GC Prevention</p>	Dec 2024	<ol style="list-style-type: none"> 1. Embed the understanding of prevention and delivery of prevention activities into Learning and Development stages, including apprenticeships, promotions and Maintenance of Standards/Competence. 2. Develop process and policy for quality assurance. Training and communications to embed understanding. 	In Progress	<p>OPAWG</p> <p>Intelligence and Assurance Programme Board</p>	Assurance SLT	

			L&D				Assurance SLT		
5c	<p>Quality Assurance: Ensure evaluation and quality assurance processes to identify areas for further improvement</p>	AC Prevention	<p>SC Partnerships and Volunteers</p> <p>GC Prevention</p> <p>SC Fire Stations</p>	<p>Mar 2024</p> <p>Jun 2024</p>	<ol style="list-style-type: none"> Evaluate current QA process and refresh based on learning outcomes. Develop and implement Service wide observation of existing Safe and Well Visits pre, during and post visit. This will capture all staff who deliver SAWV. 	In Progress	<p>Operational Policy & Assurance Working Group (OPAWG)</p> <p>Intelligence and Assurance Programme Board</p> <p>Assurance SLT</p>	Assurance SLT	
5d	<p>Review: Ensure review processes are in place to support continuous improvement</p>	AC Prevention	<p>SC Partnerships and Volunteers</p> <p>GC Prevention</p>	Sep 2024	<ol style="list-style-type: none"> ILM to connect SFRS to Royal Berkshire FRS, and research the systems used in Hampshire and Isle of Wight FRS regarding quality assurance methods for SAWV's. 	Not Started	Intelligence and Assurance Programme Board	Assurance SLT	

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

OWNER: AC Protection

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
6a	<p>Governance:</p> <p>Ensure a robust evaluation and quality assurance processes, via policy, guidance, and procedure to identify areas of best practise and learning.</p> <p>Align with Protection Fire Standard expectations and tasks.</p>	AC Protection	<p>GC Protection</p> <p>CCAP 2023</p> <p>Peer review partners (WSFRS)</p>	Sept 2024	<ol style="list-style-type: none"> 1. Review current Protection Assurance Framework 2023 (Policy – SFRS402), to ensure that a QA of audits, inspections and consultations is carried out. 2. Undertake a review and gap analysis of the Protection Fire Standard. COMPLETE 3. Implement and embed the QA process. 4. Peer Review of SFRS QA aligned to partners. 	In Progress	<p>OPAWG</p> <p>ACFO Service Delivery</p> <p>Assurance SLT</p>	Assurance SLT	

6b	Policy/Procedure: Align with Protection Fire Standard expectations and tasks.	AC Protection	Partner Fire and Rescue. PPRU CCAP2023	Jun 2024	1. Ensure clear policy is applied in conjunction with new Risk-Based Inspection Programme (RBIP) including the level of record-keeping, timeframes for completion, limitations of 'adjusting' audit outcomes through quality assurance.	In Progress	OPAWG Assurance SLT ACFO Service Delivery	Assurance SLT	
6c	Quality Assurance: Align with Protection Fire Standard expectations and tasks.	AC Protection	GC Protection/ GC Ops Assurance	Sep 2024	1. Fire Safety Managers to monitor, deliver and evaluate QA process. 2. QA process to ensure all Fire Safety Inspectors / Advisors deliver upon all legislative powers, with the correct equipment and support.	In Progress	Assurance SLT OPAWG	Assurance SLT	

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

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

OWNER: AC Protection

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
7a	Governance: Ensure arrangements align with Protection Fire Standard expectations and tasks.	AC Protection AC Response	GC Protection SCC legal NFCC Protection Policy and Reform Unit (PPRU)	Jun 2024	<ol style="list-style-type: none"> 1. Seek specialist and legal advice on legislative requirements for out of hours (OOH) in protection to inform outcomes of specialist advice delivery models. 2. Deliver a system to ensure provision of specialist protection advice as per current policy. 	In Progress	OPAWG ACFO Service Delivery Assurance SLT	Assurance SLT	
7b	Policy/Procedure: Ensure arrangements align with Protection Fire Standard expectations and tasks.	AC Protection	Operational Management Centre (OMC) GC Protection	Jun 2024	<ol style="list-style-type: none"> 1. Review Policy and Procedure considering the Governance work above. 2. Review current arrangements and where necessary design/refresh system to allow for specialist advice OOH delivery. 3. Review best practice nationally and link in with ILM and NFCC for support. 	In Progress	OPAWG Assurance SLT	Assurance SLT	

			SC Protection support				ACFO Service Delivery		
			PPRU						
7c	Quality Assurance: Ensure arrangements align with Protection Fire Standard expectations and tasks.	AC Protection	GC Operational Assurance	Sep 2024	1. Develop process and feedback mechanisms to provide SLT with confidence that fire safety risks are dealt with OOH.	Not Started	OPAWG	Assurance SLT	
			SC Protection Support						

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

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

OWNER: AC Professionalism

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
8a	Governance: Ensure governance arrangements for operational learning align with Operational Learning Fire Standard expectations	AC Professionalism	Operational Assurance Team Learning and Development (L&D) Team Operational Support Team	Mar 2024	<ol style="list-style-type: none"> 1. Undertake a review and gap analysis of the Operational Learning Fire Standard. 2. Undertake a review and gap analysis of the Operational Competence Fire Standard. 3. Create action plan for full alignment. 	In Progress	Report to OPAWG for scrutiny Report to Assurance SLT	Assurance SLT	

8b	Policy/Procedure: Ensure policies and procedures align with the Operational Learning and Operational Competence Fire Standards	AC Professionalism	Operational Assurance Team Operational Support Team	Mar 2024	<ol style="list-style-type: none"> 1. Monitor and report compliance with policies and procedures, e.g. attendance at incident debriefs, completion of operational feedback forms. 2. Develop KPIs for OPAWG. 	In Progress	Report to OPAWG Report to Assurance SLT	Assurance SLT	
8c	Quality Assurance: Ensure evaluation and quality assurance processes to identify areas for further improvement	AC Professionalism	Operational Assurance Team Learning and Development Team Operational Support Team	Mar 2024	<ol style="list-style-type: none"> 1. Benchmark / peer review processes with another FRS as well as relevant Fire Standard expectations. 2. Monitor use of e-learning and receipt of operational learning communications. 3. Operational Support Team to introduce regular station-based reality testing to check understanding and highlight further process improvements. 4. Operational Support Team to regularly seek ideas for improvement from all areas of Service. 5. Develop 'learning loop' through co-ordination of Operational Assurance, L&D and Operational Support teams activities. Record outcomes from regular meetings and report to OPAWG. 6. Operational Assurance Team to review use of 'Effective Command' as a recording tool with staff involvement. 	In Progress	OPAWG Assurance SLT	Assurance SLT	

8d	<p>Review:</p> <p>Ensure review processes are in place to support continuous improvement</p>	AC Professionalism	<p>Operational Assurance Team</p> <p>Learning and Development Team</p> <p>Operational Support Team</p>	Mar 2024	<ol style="list-style-type: none"> 1. Review process to capture learning from local and national incidents and ensure full participation in NOL/JOL processes. 2. Ensure structured, regular and recorded meetings occur between Operational Assurance, L&D, and Operational Support Teams to share learning – report to OPAWG. 	In Progress	<p>Monitor use of JOL/NOL</p> <p>Report to OPAWG</p>	Assurance SLT	
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Inspection Area: Responding to fires and other emergencies

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

OWNE R: AC Professionalism

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
9a	Governance: Ensure there is robust oversight and governance arrangements to oversee the implementation and maintenance of NOG	AC Professionalism	L&D 3F (Surrey, East and West Sussex Fire and Rescue Services) Strategic Board	Jan 2024	<ol style="list-style-type: none"> 1. Review Operational Competence Standard and create gap analysis for governance aspects. 2. Progress reports from 3F Strategic Board and Tactical Board to be shared through OPAWG. 	In Progress	OPAWG Assurance SLT Ops Alignment Board	Assurance SLT	
9b	Policy/Procedure: Ensure operational policies are aligned with NOG outcomes	AC Professionalism	L&D 3F NOG Delivery Group	Dec 2024	<ol style="list-style-type: none"> 1. Review Operational Competence Standard and create gap analysis for policy aspects. 2. Communication strategy so staff understand process for implementation of NOG with timeline on SharePoint with access to all staff. 3. Ensure L&D align practical and e-learning training with NOG 	In Progress	OPAWG Assurance SLT	Assurance SLT	

					with a plan to introduce individual NOG policies.				
9c	<p>Evaluation/ Quality Assurance:</p> <p>Ensure there are QA and evaluation processes in place aligned with the Operational Competence Fire Standard</p>	<p>AC Professionalism</p>	<p>L&D</p> <p>3F NOG Delivery Group</p> <p>Operational Assurance</p> <p>Operational Support</p>	<p>Mar 2024</p>	<ol style="list-style-type: none"> 1. Review Operational Competence Standard and create gap analysis for evaluation and QA aspects. 2. Use 3F partners to create and instigate peer review processes. 	<p>In Progress</p>	<p>OPAWG</p> <p>3F Strategic Board</p> <p>Assurance SLT</p>	<p>Assurance SLT</p>	

9d	<p>Review:</p> <p>Ensure there are review processes in place to create continuous improvement for NOG post-implementation</p>	AC Professionalism	<p>L&D</p> <p>3F NOG Delivery Group</p> <p>Operational Assurance</p> <p>Operational Support</p>	Mar 2024	<ol style="list-style-type: none"> 1. Review Operational Competence Standard and create gap analysis for continuous improvement aspects. 2. Develop internal processes to learn from implementation of NOG policies by ensuring Operational Assurance and Operational Support capture learning at incidents and from station-based staff, and report to OPAWG. L&D to monitor impact of this learning and amend training where necessary following OPAWG direction. 	In Progress	<p>OPAWG</p> <p>3F Strategic Board</p> <p>Ops Alignment Board</p> <p>Assurance SLT</p>	Assurance SLT	
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Inspection key line of enquiry: Responding to major and multi-agency incidents

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

OWNERS: AC Professionalism and AC Response

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
10a	Governance: Ensure oversight and governance arrangements align with Operational Preparedness and Operational Learning Fire Standards	AC Professionalism	Operational Assurance	Feb 2024	<ul style="list-style-type: none"> Undertake a review and gap analysis of the Operational Learning Fire Standard. Undertake a review and gap analysis of the Operational Preparedness Fire Standard. COMPLETE <ul style="list-style-type: none"> Create an action plan. Complete outstanding tasks from action plan. 	In Progress	OPAWG Assurance SLT	Assurance SLT	
10b	Policy/Procedure: Ensure policy is aligned with Operational Preparedness Fire Standard and reflects expectations of SLRF and external partners	AC Response	L&D	Mar 2024	<ul style="list-style-type: none"> Delivery of a Joint Emergency Services Interoperability Programme (JESIP) Training Programme for all operational staff including On-Call and Joint Fire Control (JFC), at all levels. Built into future Learning and Development stages, including apprenticeships, promotions and Maintenance of Standards/Competence. 	In Progress	OPAWG Assurance SLT	Assurance SLT	

10b	Policy/Procedure: Ensure policy is aligned with Operational Preparedness Fire Standard and reflects expectations of SLRF and external partners	AC Professionalism	L&D Operational Assurance EMRT	Mar 2024	Exercise Framework to incorporate Local Resilience Forum (LRF) Training and Exercise Group.	In Progress	Resilience Working Group	Assurance SLT	
10b	Policy/Procedure: Ensure policy is aligned with Operational Preparedness Fire Standard and reflects expectations of SLRF and external partners	AC Response	L&D Operational Assurance Operational Support	Apr 2024	<ul style="list-style-type: none"> Building upon the Service Exercise Framework, develop a detailed Exercise Plan for Service, Borough, local risks, including multi-agency partners; ensuring all levels of exercises, using differing delivery methods and that all Commanders have to participate in a minimum number for Maintenance of Standards/Competence. 	In Progress	OPAWG Assurance SLT Resilience Working Group	Assurance SLT	
10b	Policy/Procedure: Ensure policy is aligned with Operational Preparedness Fire Standard and reflects expectations of SLRF and external partners	AC Response	LRF L&D	Feb 2024	Integrate Incident Command Training into LRF Courses, for multi-agency experiences.	In Progress	OPAWG Resilience Working Group	Assurance SLT	
10c	Quality Assurance: Ensure evaluation processes are in	AC Professionalism	Operational Assurance	Feb 2024	<ul style="list-style-type: none"> Align with evaluation criteria from Operational Preparedness Fire Standard through creation of action plan. Action plan to be monitored through OPAWG. 	In Progress	OPAWG	Assurance SLT	

	place to capture learning		Operational Support L&D		<ul style="list-style-type: none"> Ensure Exercise Plan includes multi-agency and major incident testing arrangements. Exercise planner to be monitored by Operational Assurance, Operational Support, L&D, with oversight from OPAWG. 		Assurance SLT		
10d	<p>Review:</p> <p>Create and embed review processes to ensure continuous improvement</p>	AC Professionalism	Operational Assurance Operational Support L&D	Feb 2024	<ul style="list-style-type: none"> Align with evaluation criteria from Operational Preparedness Fire Standard through creation of action plan. Action plan to be monitored through OPAWG. Ensure Exercise Plan includes multi-agency and major incident testing arrangements. Exercise planner to be monitored by Operational Assurance. 				

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

OWNER: AC Response and AC Professionalism

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
11a	Governance: Ensure oversight and governance arrangements align with the Operational Preparedness and Operational Learning Fire Standards	AC Professionalism	Operational Assurance	Mar 2024	<ol style="list-style-type: none"> Undertake a review and gap analysis of the Operational Preparedness Fire Standard. COMPLETE Create an action plan. Complete outstanding tasks from action plan. Action plan to be monitored through OPAWG and Assurance SLT. 	In Progress	OPAWG Assurance SLT	Assurance SLT	
11b	Policy/Procedure: Ensure policy is aligned with Fire Standards and reflects expectations of SLRF and external partners	AC Response	L&D	Apr 2024	<ol style="list-style-type: none"> Develop and deliver a training package relating to NILO's MTA skills/knowledge, to all operational staff. Multi-agency training in the form of JESIP training, to be completed by tactical commanders, to include the use of National Inter-agency Liaison Officer (NILO)'s . SFRS NILOs training to be conducted with partners within the region. 	In Progress	OPAWG Assurance SLT	Assurance SLT	

11c	<p>Quality Assurance: Ensure evaluation processes are in place to capture performance outcomes and learning</p>	AC Response	<p>Staff Office L&D JFC Trainer Operational Assurance Operational Support</p>	Jul 2024	<ol style="list-style-type: none"> 1. Introduce reality testing to ensure a clear understating of Service policy position, in regards response to Marauding Terrorist Attack (MTA) situations. Aligned to clear risk assessments, people impact assessments, etc. linked to Joint Operating Procedures (JOP). 2. Deliver a Joint Fire Control specific exercise linked to MTA. 3. Ensure staff complete annual training (Online) regarding MTA. 4. Terror-related incidents to be included in the delivery of Action 8c (Detailed Exercise Plan). 	<p>In Progress</p>	<p>OPAWG Assurance SLT Resilience Working Group</p>	Assurance SLT	
11d	<p>Review: Create and embed review processes to ensure continuous improvement.</p>	AC Professionalism	<p>Operational Assurance L&D Operational Support</p>	Apr 2024	<ol style="list-style-type: none"> 1. Align with review criteria from the Operational Preparedness Fire Standard. 2. Ensure learning is captured from exercises, local and national incidents, and shared via reports from Operational Assurance. 3. Recommendations from reports to be scrutinised, recorded, and monitored by OPAWG. 	<p>In Progress</p>	<p>OPAWG Assurance SLT</p>	Assurance SLT	

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

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
12a	Governance: Ensure oversight and governance arrangements align with the Operational Competence Fire Standard expectations.	AC Professionalism	Operational Assurance L&D	Apr 2024	<ol style="list-style-type: none"> Undertake a review and gap analysis of the Operational Competence Fire Standard. Create an action plan. Complete outstanding tasks from action plan Action plan to be monitored by OPAWG and the Resilience Working Group and outcomes reported to Assurance SLT. 	In Progress	OPAWG Resilience Working Group	Assurance SLT	
12b	Policy/Procedure: Ensure policies and procedures align with Operational Competence expectations and take account of recommendations from NFCC and the Grenfell Inquiry.	AC Professionalism	L&D (NOG)	Dec 2024	<ol style="list-style-type: none"> Implement NOG for Tall Buildings Establish a clear Evacuation Policy for Tall Buildings (When to change evacuation methods), reflective of current policies and procedures in Joint Fire Control, etc. Tall Building-related incidents to be included in the delivery of Action 8c (Detailed Exercise Plan). Exercises involving Tall Buildings to include evacuation procedure changes, multiple fire survival guidance and information exchange between Control Unit, Bridgehead and Joint Fire Control. Implement a digital solution for information exchange between Control Unit, Bridgehead and Joint Fire Control and identify future approaches. 	In Progress	OPAWG	Assurance SLT	

12c	<p>Quality Assurance: Ensure QA processes align with Operational Competence Fire Standard and NFCC/Grenfell Inquiry expectations.</p>	AC Professionalism	Operational Assurance Operational Support L&D	Apr 2024	<ol style="list-style-type: none"> 1. Check understanding and application of policies and procedures through regular exercising and testing, planned and monitored through the Exercise Framework. 2. Direct specific exercises to test understanding of all aspects of procedures. 3. Monitor e-learning compliance and report to OPAWG. Consider creation of a specific KPI. 4. Operational Support team to check understanding through reality testing on stations and with JFC. 	In Progress	OPAWG Assurance SLT	Assurance SLT	
12d	<p>Review: Ensure continuous improvement processes are built into this work and align with the expectations of the Operational Competence Fire Standard.</p>	AC Professionalism	Operational Assurance Operational Support L&D	Apr 2024	<ol style="list-style-type: none"> 1. Ensure recommendations from exercises are scrutinised, recorded, and monitored at OPAWG. 2. Create ongoing feedback from station-based and JFC personnel. 3. Operational Assurance team to gain learning from East and West Sussex FRSs following exercises, incidents and learning from their FRSs. 	In Progress	OPAWG Assurance SLT	Assurance SLT	

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

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

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
13a	Deliver swiftly and comprehensively Actions detailed in Area for Improvement (AFI) 3 and 7	AC Prevention (AFI 3) AC Protection (AFI 7)	GC Prevention GC Protection	Dec 2024	1. See description of work detailed in AFI 3 and 7	In Progress	ACFO Delivery of Services	Assurance SLT	
13b	Evaluate effectiveness of increased resources in L&D	AC Professionalism	L&D Team	Sep 2024	1. To be established as part of the L&D review.	Not Started	ACFO Service Support	Assurance SLT	
13c	Complete review of all Logistic functions to support effective use of resources, aligned to support the Community Risk Management Plan (CRMP)	AC Logistic Support/ Operational Development	Logistics team	Jul 2024	1. Review of whole logistics team functions. 2. Review ways of working within the workshops function to provide better effective and efficient use of resources to support legal compliance. 3. Review of all Asset provision across functions to include supplies and stores.	Not Started	ACFO Service Support	Assurance SLT	

					<ul style="list-style-type: none">4. Review policies and processes to support organisation.5. Review key stakeholder's responsibilities.6. Implementation of review recommendations including ongoing performance targets and KPI's.				
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Area for improvement 14: The service should have effective measures in place to assure itself that its workforce is productive and that its time is used as efficiently and effectively as possible to meet the priorities in its CRMP.

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
14a	Refresh the Performance Management Framework (PMF) to reflect corporate priorities, reaffirm understanding and application across the organisational workforce.	ACFO Delivery of Services and Service Support	Data and Digital Team	TBC	<ol style="list-style-type: none"> 1. Reaffirm individual responsibilities and expectations within PMF e.g. monthly performance meetings in addition to quarterly performance conversations. 2. Review PMF to ensure corporate alignment and performance golden thread. 3. Review quarterly performance workshops and embed in business planning cycle. 4. Include PMF awareness and expectations within management induction programmes. 5. Explore and develop scheme of recognition process to support performance improvements and local ownership. 6. Review time and motion/station routines to update 'Station Work Routines and Standards' policy. 7. Develop a suite of 'Workforce Productivity Measures' (a sub-set of PMF KPIs and reflective of all teams/functions) and process for monitoring/ review explicitly within the PMF and via Performance Conversations. 	In progress	Assurance SLT	Assurance SLT	

14b	Implement full Asset Management System to increase productivity and ensure efficient processes across Logistic functions.	AC Logistic Support/ Operational Development ACFO Service Support SCC Fleet	Data and Digital Team SCC fleet team Logistics team	Jan 24 TBC	<ol style="list-style-type: none"> 1. Development of key deliverables for both SFRS and SCC. 2. Tender for Fleet Asset Management System 3. Implement the Fleet Asset Management System 	In Progress	Resources Working Group Assets Programme Board	Assurance SLT	
14c	Review Response-based Teams target setting to develop achievable, but still stretching, targets with end users.	Head of Data, Digital and Property	Data and Digital Team AC Protection	Apr 2024	<ol style="list-style-type: none"> 1. Review existing measures and targets with relevant teams. 2. Develop an enhanced set of measures with clear evidence base.. 	In Progress	Assurance SLT	Assurance SLT	

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

OWNERS: ACFO Delivery of Services, ACFO Service Support.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
15a	Governance	ACFO Delivery of Services, ACFO Service Support	SLT	Mar 2024	<ol style="list-style-type: none"> 1. Develop a Service Collaboration Strategy 2. Engage with 4F and wider collaboration partners to ensure consistent approach. 3. Articulate clear position and ambitions in 2025 CRMP 	In Progress	Assurance SLT	Assurance SLT	
15b	Policy/Procedure	ACFO Delivery of Services, ACFO Service Support	Partnership Leads	Mar 2024	<ol style="list-style-type: none"> 1. Develop a 'Partnership and Collaborations' Register, to ensure a comprehensive record of joint working and enabling future reviews. 	In Progress	Assurance SLT	Assurance SLT	
15c	Review and Quality Assure existing Partnerships and Collaborations to either enhance, pause, stop	ACFO Delivery of Services, ACFO Service Support	Partnership Leads	Dec 2024	<ol style="list-style-type: none"> 1. Undertake cost/benefit analysis for each partnership/collaboration. 	In Progress	Assurance SLT	Assurance SLT	

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

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

OWNERS: ACFO Service Support, Chief Fire Officer.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
16a	Sound governance arrangements in place to scrutinise spending and future efficiencies	Chief Fire Officer	SLT Corporate Finance	Sep 2024	<ol style="list-style-type: none"> 1. Ongoing process to revise the MTFS. Monthly submission by services of identified pressures and service recommended savings. This included areas for potential investment and potential service reductions. 2. PIAs completed on all potential efficiencies to understand the impact on communities and staff. 3. CLT and Cabinet Away Day/efficiency meetings to scrutinise MTFS submissions across the county and agree the approach to the MTFS. 4. Identification of financial planning assumptions, e.g. rates of inflation and grant funding levels. 5. Future MTFS planning scrutinised by a budget sub-group (Member led). 6. Capital scrutiny through Infrastructure Board, progressing to Capital Programme Panel. 7. Select Committee sign off budget prior to submission to Corporate Leadership Team (CLT)/Cabinet. Budget will go to full council February. 	In Progress	<p>CLT</p> <p>Assurance SLT</p> <p>Monthly Finance Meetings</p> <p>Select Committee</p> <p>Full Council</p>	Assurance SLT	

					8. CRMP planning underway. Consultation to feedback value for money and meeting community needs.				
16b	Support from Corporate Finance to develop benchmarking	ACFO Service Support	Corporate Finance	Apr 2024	<ol style="list-style-type: none"> Working with Fire Finance Network to develop benchmarking return. To compare pay budget, non-pay and grants. Develop a productivity and efficiency plan for 23/24. 	In Progress	<p>Monthly Finance Meeting</p> <p>Assurance SLT</p>	Assurance SLT	
16c	Procurement and Contract Management	ACFO Service Support	<p>AC Logistic Support/ Operational</p> <p>Development</p> <p>Head of Data, Digital and Property.</p> <p>Corporate Finance</p>	Nov 2023	<ol style="list-style-type: none"> Implement procurement and contract management training. COMPLETE Deliver the action plan as an outcome from the contract management internal audit. COMPLETE Internal audit to undertake a review of the audit outcomes.. Procurement Plan and Capital Programme reviewed monthly at RWG. COMPLETE Contract register reviewed at RWG. COMPLETE 	In Progress	<p>RWG</p> <p>Assurance SLT</p> <p>Monthly Finance Meetings</p>	Assurance SLT	

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

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
17a	Review AT project to inform Phase 3.	AC Logistic Support/ Operational Development	Rosenbauer	Mar 2024	<ol style="list-style-type: none"> Collate outcomes from Phase 1 and 2 including user experience. Create end user network specifically relating to the AT project from existing network. Deliver outcomes from internal audit of contract. Look at lessons learned to inform next procurement process. 	In Progress	Resources Working Group Assets Board	Resources WG	
17b	Implement capability to enable us to track our fleet and improve driving standards across the organisation.	AC Logistic Support/ Operational Development	Questar	Mar 2024	<ol style="list-style-type: none"> Complete and implement Telematics Project outcomes. Review and evaluate Telematics Project outcomes to ensure effective use across all Fleet. 	In Progress	Resources Working Group Assets Board	Resources WG	

17c	Governance: Develop medium/long term Estates Plan, forming part of overall Assets Strategy.	Head of Data, Digital and Property	SFRS Property Team SCC Land and Property Team	Mar 2025	1. Work collaboratively with SCC land and property team to develop a plan for the SFRS estate. This will include the approach to refurbishment, 'greening' and making best use of our assets as a service and with others.	In Progress	Resources WG	Assurance SLT	
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Inspection key line of enquiry: Promoting the right values and culture

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

OWNER: Head of People and Organisational Development

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
18a	<p>Quality Assurance:</p> <p>Ensure staff register any secondary employment and audit results. (Comms push required.) Annual check.</p>	Head of POD	<p>POD</p> <p>Comms Team</p> <p>Data and Digital</p>	Dec 2023 and annually thereafter	<ol style="list-style-type: none"> Set up communications to all employees outlining the requirement to do this. Check records regularly and run an annual audit- place on business plan. 	In Progress	Workforce Working Group	Assurance SLT	
18b	<p>Quality Assurance:</p> <p>Increase manager understanding of Working Time Regulations (WTR) sufficient to ensure adherence with the regulations (inc. Secondary contracts).</p>	Head of POD	<p>AC Response</p> <p>Unions</p> <p>L&D</p>	Oct 2024	<ol style="list-style-type: none"> Design and deliver basic training on Working Time Regulations to all On -all support officers and middle managers managing on call stations. Design and deliver training to all staff which covers a more in-depth knowledge of working time regs in order to monitor working time of their employees. 	In Progress	Workforce Working Group	Assurance SLT	

18c	<p>Quality Assurance:</p> <p>Ensure all working time is monitored to ensure we align with requirements of the WTR.</p>	Head of POD	<p>Data and Digital Team</p> <p>AC Response</p>	Apr 2024	<ol style="list-style-type: none"> 1. Establish engineered controls in Firewatch to better manage and monitor hours (Audit function) for all required sections of the regulations (4, 10) and Grey book requirements. 	In Progress	Workforce Working Group	Assurance SLT	
18d	<p>Review:</p> <p>Ensuring those who need to opt out commit to this including Flexible Duty System</p>	Head of POD	<p>POD</p> <p>Comms Team</p> <p>Data and Digital</p>	Apr 2024	<ol style="list-style-type: none"> 1. Create a crib sheet outlining the basics on WTR. 2. Run a report to establish which employees have already opted out. 3. Communicate out to all current employees inc. those on Flexible Duty System who haven't opted out inviting them to do so alongside crib sheet. 4. Monitor responses to see if the number of those having opted out has increased. <p>COMPLETE</p>	Not started	Workforce Working Group	Assurance SLT	
18e	<p>Review:</p> <p>Ensure we review our onboarding processes to request new starters (Operational) to opt out of the 48 hours working week.</p>	Head of POD	<p>POD</p> <p>Data and Digital</p>	Apr 2024	<ol style="list-style-type: none"> 1. Include a letter in the welcome pack requesting people to opt out with guidance as to why we are asking. 2. Record the outputs in Firewatch. 	Not started	Workforce Working Group	Assurance SLT	

18f	Policy/Procedure: Establish guidance taking into account all of the above for managers.	Head of POD	AC response Trade Unions POD	Dec 2024	1. Draw up a guidance document on WTR to support the WTR policy.	Not started	Workforce Working Group	Assurance SLT	
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Inspection key line of enquiry: Getting the right people with the right skills

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

OWNER: Area Commander Professionalism

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
19a	Governance: Ensure governance arrangements align with the Operational Learning Fire Standard and Operational Competence Fire Standards expectations.	AC Professionalism	L&D	Feb 2024	<ol style="list-style-type: none"> 1. Undertake a review and gap analysis of the Operational Learning Fire Standard. 2. Undertake a review and gap analysis of the Operational Competence Fire Standard. 3. Create an action plan. 4. Complete outstanding tasks from action plan. 5. Monitor action plan through OPAWG and Assurance SLT. 	In Progress	OPAWG	Assurance SLT	

19b	<p>Policy/Procedure: Ensure policy and procedures for recording training (including officer training requirements) is aligned with the Operational Learning and Operational Competence Fire Standards.</p>	AC Professionalism	L&D	Apr 2024	<ol style="list-style-type: none"> 1. Priority action - Short-term specific response to AFI – L&D to create spreadsheet containing mandatory training for all officers, with most recent dates of completion. 2. Notify all officers who have areas of non-compliance for mandatory training elements. 3. Develop KPIs for this specific AFI to support monitoring and future planning. 4. Link compliance for individuals to access for promotions (or CPD), performance conversations (include on form). 	In Progress	L&D OPAWG OHSWWG	Assurance SLT	
19c	<p>Quality Assurance: Ensure quality assurance processes align with the expectations of the Operational Learning and Operational Competence Fire Standards.</p>	AC Professionalism	L&D Operational Assurance Operational Support	Jun 2024	<ol style="list-style-type: none"> 1. Modernise the content on the system to be current, valid, measurable and auditable. 2. Whole workforce approach so that all training and development is via L&D. 3. Create a visual RAG indicator for individual compliance. 	In Progress	OPAWG OHSWWG	Assurance SLT	
19d	<p>Review: Ensure processes support continuous improvement.</p>	AC Professionalism	L&D Operational Assurance Operational Support	Jun 2024	<ol style="list-style-type: none"> 1. In scope of L&D review/system/monitoring. 2. Create a skills log to monitor/provide oversight of skills mix. 3. Operational Support to perform reality testing. 	In Progress	OPAWG OHSWWG	Assurance SLT	

Inspection key line of enquiry: Ensuring fairness and promoting diversity

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

OWNER: Equality, Diversity and Inclusion (EDI) Lead

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
20a	<p>Review:</p> <p>Review policies and procedures to align with appropriate Fire Standards.</p>	EDI Lead/Head of POD	<p>EDI Team</p> <p>POD and OD Partner</p>	Dec 2024	<ol style="list-style-type: none"> Undertake review of people policies and procedures to ensure alignment with Core Code of Ethics, Leading and Developing People, Leading the Service Fire Standards. Undertake review of above against relevant national reports that may impact our Service. 	In Progress	EDI Programme Board	Assurance SLT	
20b	<p>Quality Assurance:</p> <p>Improve and further develop the understanding of Benefits of EDI and all staff role in promoting it into all our EDI training.</p>	EDI Lead and CRMP/ EDI Engagement Lead	<p>EDI Team</p> <p>Learning and Development</p> <p>Comms Team</p> <p>Staff Support Network Groups</p> <p>POD team</p>	Dec 2024	<ol style="list-style-type: none"> Develop an EDI training package ensuring there is a focus on educating staff about the benefits of EDI and how they can actively promote them in their day-to-day roles. Develop case studies based on lived experiences (including bullying and harassment) to be delivered in a programme of learning. Evaluate the outcomes from the training package. 	In Progress	EDI Programme Board	Assurance SLT	

20c	Policy/Procedure: Implement an Allyship Programme.	EDI Lead	EDI Team Learning and Development Staff Support Network Groups	Oct 2024	<ol style="list-style-type: none"> 1. Research what other FRSs and our partner organisations have in place. 2. Develop the programme. 3. Evaluate the programme. 	Not Started	EDI Programme Board	Assurance SLT	
20d	Quality Assurance: To develop evaluation models to ensure EDI activity is providing the outcomes required.	EDI Lead CRMP and EDI Engagement Lead	EDI Team Programme and Assurance Manager	Aug 2024	<ol style="list-style-type: none"> 1. Will apply logic modelling to understand all activity purpose, strategy and expected results. 2. Create feedback mechanisms that can be objectively reviewed against benchmark data. 3. Develop toolkit to evaluate EDI activities. 4. Implement recommendations from Staff Network Group review. 	Not Started	EDI Programme Board	Assurance SLT	
20e	PIA mitigating actions monitoring and evaluating	EDI Lead	EDI Team Working Groups	Mar 2024	<ol style="list-style-type: none"> 1. Further develop PIA mitigating action monitoring via all the Working Groups. 	In Progress	Working Groups EDI Programme Board	Assurance SLT	

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

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
21a	Implement Positive Action Plan to ensure wider awareness and understanding	CRMP and EDI Engagement Lead	EDI Team People and Organisational Development (POD) team	Jun 2024	<ol style="list-style-type: none"> 1. Develop Positive Action Plan 2. Implement the plan. 3. Create Myth Busting Video to address confusion about what Positive Action is and is not. COMPLETE 4. Share video in SFRS Staff Newsletter. COMPLETE 5. Develop targeted 'have a go' days. COMPLETE 	In Progress	EDI Programme Board	Assurance SLT	
21b	Quality Assurance: Evaluate our Positive Action activities.	CRMP and EDI Engagement Lead/ Head of POD	EDI Team Staff Support Network Groups Comms Team POD team	Mar 2024	<ol style="list-style-type: none"> 1. Establish a series of reality testing, to evaluate whether staff understand what Positive Action is and is not. 2. Facilitate interactive workshops and discussions where staff can share their thoughts and concerns regarding positive action and positive discrimination. 3. Conduct regular assessments on positive action and positive discrimination to reinforce knowledge and identify any knowledge gaps. 4. Provide feedback and additional training as necessary. 5. Provide easily accessible resources such as brochures, fact sheets, or online materials that staff can refer to whenever they have questions or need clarification on positive action and positive discrimination. 	Not started	EDI Programme Board	Assurance SLT	

21c	<p>Review:</p> <p>Create Myth Busting Video to address concerns about disclosing EDI data.</p>	EDI Lead and Comms Lead	EDI Team Comms Team	Nov 2023	1. Video to be shared in SFRS Staff Newsletter	In Progress	EDI Programme Board	Assurance SLT	
21d	Continue to review and improve our recruitment processes to enable an increasingly diverse workforce.	EDI Lead CRMP and EDI Engagement Lead Head of POD	EDI Team POD Team	Sep 2024	<ol style="list-style-type: none"> 1. Evaluate recruitment process following next recruitment campaign 2. Raise awareness of role as a community focused one through testimonials/role models etc 3. Open days and career events aimed at under presented groups- consider career in Fire. 4. Implement Outreach programmes 5. Establish taster opportunities advertised through local support organisations and followed up on with offers of work placements for underrepresented groups. 6. Apply the tie breaker rule in promotions. 7. Review website pages and material. 8. Ensure a robust induction is in place. 	Not Started	EDI Programme Board	Assurance SLT	

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

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

OWNER: Head of People and Organisational Development

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
22a	<p>Review:</p> <p>Ensure all managers carry out and record Performance Conversations. Completion data to be readily accessible and included within our assurance process.</p>	Head of POD	<p>Service Leadership Team</p> <p>Middle leaders</p> <p>Supervisory leaders</p> <p>Comms Team</p>	Sep 2024	<ol style="list-style-type: none"> 1. Communicate the dates and frequency of conversations to take place. COMPLETE 2. Measure outputs both qualitative and quantitative of Performance Conversations. 3. Ensure soundbite training on Performance Conversation for all employees is mandatory. 	In Progress	WWG-KPIS-(CLT)	Assurance SLT	
22b	<p>Quality Assurance:</p> <p>Ensure all managers have Performance Conversation as an objective in their</p>	Head of POD	POD	Apr 2024	<ol style="list-style-type: none"> 1. Communication out to all managers to ensure they are adding this into their Performance conversations. 	In Progress	WWG	Assurance SLT	

	Performance Conversation.								
22c	<p>Quality Assurance:</p> <p>Establish and complete a quality assurance process for Performance Conversations.</p>	Head of POD	<p>Programme Manager</p> <p>POD</p>	Sept 2024	<ol style="list-style-type: none"> 1. Establish a quality assurance process for performance conversations. 2. Implement the assurance process across all areas. 	Not Started	WWG	Assurance SLT	
22d	<p>Review:</p> <p>Ensure quality completion of an individual's performance conversation is an eligibility requirement for promotion or movement into different roles.</p>	Head of POD	<p>POD</p> <p>Project Manager (PM) - People and Culture</p> <p>L&D</p>	May 2025	<ol style="list-style-type: none"> 1. Ensure sufficient guidance is available for managers to refer to when undertaking performance conversations. COMPLETE 2. Create a 'mock' environment for managers to carry out performance conversations in a safe environment with support and to increase understanding of their benefit. 3. Best practice examples and coaching on how to improve the outputs and outcomes from these conversations. 	Not started	WWG	Assurance SLT	

22e	Produce a Service Video explaining the reasons for, requirements of and myth busting relating to Performance Conversations.	Head of POD	POD Communications Team	Apr 2024	<ol style="list-style-type: none"> 1. Produce content for video. 2. Record video. 3. Communicate the video. 4. Measure outputs and outcomes. 	Not Started	WWG	Assurance SLT	
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Area for improvement 23: The service should assure itself it has an effective way in place for succession planning including senior leadership roles.

OWNER: Head of People and Organisational Development

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
23a	<p>Review:</p> <p>Ensure critical roles are identified for all teams across the Service.</p>	Head of POD	POD Managers	Oct 2023	<ol style="list-style-type: none"> 1. Define criteria for establishing Critical roles. 2. Work with managers to assess all roles and whether they are critical. 	Complete	WWG	Assurance SLT	

23b	<p>Governance/Review:</p> <p>Establish and embed an approach to succession planning.</p>	Head of POD	<p>POD</p> <p>Managers</p> <p>Learning and Development Team</p> <p>Comms team.</p> <p>PM-People and Culture</p>	<p>Sept 2024</p> <p>Apr 2025</p>	<ol style="list-style-type: none"> 1. Establish an approach to succession planning and identification of critical roles. 2. Draw up guidance on inclusive succession planning which: <ul style="list-style-type: none"> ○ Identifies successors ○ Evaluates the risk profile ○ Develops those in pipeline for succession. 	In Progress	WWG	Assurance SLT	
23c	<p>Review:</p> <p>Evaluate succession planning process</p>	Head of POD	<p>POD</p> <p>PM - Assurance</p>	Apr 2026	<ol style="list-style-type: none"> 1. Draw up approach to evaluating the success of the succession planning process. 	Not started	WWG	Assurance SLT	

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

OWNER: Head of People and Organisational Development and EDI Lead

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
24a	Review how we resource to roles to ensure we can diversify the pool of current and future leaders.	Head of POD/ EDI lead	POD L&D	May 2025	<ol style="list-style-type: none"> 1. Evaluate current attraction, selection activity. 2. Review how we retain staff within Service to ensure we don't lose them once they have been recruited. 3. Consider approach to succession planning for future leaders. 4. Consider role v rank for those roles which do not have to be operational to be able to recruit externally and bring in specialist skill sets. 5. Consider Direct Entry schemes. 6. Put together learning offer to allow those in house to progress and develop. 7. Identify talent through performance conversations outputs and support the manager to support their development. 	In Progress	WWG	Assurance SLT	
24b	<p>Quality Assurance:</p> <p>Continue to promote the benefits of Career Pathways</p>	Head of POD	POD Managers L&D Comms Team	Dec 2024	<ol style="list-style-type: none"> 1. Ensure they are in Performance Conversations as part of the development discussions. 2. Go around Service presenting the benefits of Performance Conversations to employees on stations and in teams. 	In Progress	WWG	Assurance SLT	

	across the Service								
24c	<p>Policy/ Quality Assurance:</p> <p>Establish a core skills framework which outlines the requirements which are needed at each level of the organisation to be considered for promotion. This includes Senior Leadership roles.</p>	Head of POD	<p>Learning and Development Team</p> <p>SFRS Together.</p>	Apr 2024	<ol style="list-style-type: none"> 1. Outline a clear framework of requirements for promotion including soft skills as well as those required for the particular role. COMPLETE 2. Establish a timeframe for implementation taking into account some of the qualifications will take time to gain. 	In Progress	WWG	Assurance SLT	
24d	<p>Quality Assurance:</p> <p>Understand current workforce diversity and benchmark against others.</p>	Head of POD/ EDI lead	<p>POD EDI lead</p> <p>Comms Team.</p>	Apr 2024	<ol style="list-style-type: none"> 1. Raising awareness of how we use the data to overcome myths. 2. Encourage employees to complete diversity data request. 3. Address current concerns regarding confidentiality at submission of details 	In Progress	WWG	Assurance SLT	

24e	<p>Review:</p> <p>Allow access for individuals to have opportunities to grow, develop and progress and successfully succeed another role.</p>	Head of POD	<p>Learning and Development Team</p> <p>Communications Team</p> <p>PM- People and Culture</p> <p>SCC Careers Team</p>	Dec 2025	<ol style="list-style-type: none"> 1. Establish a learning offer for the workforce to underpin the talent management framework and support succession planning. 2. Set up a network with other Fire and Rescue Services to allow for external secondments and 'swaps' to other services for a limited period of time. 	Not Started	WWG	Assurance SLT	
24f	<p>Governance:</p> <p>Integrate the use of the Phase 3 Direct Entry Programme, into Service Workforce Planning.</p>	Head of POD	<p>NFCC</p> <p>SFRS</p> <p>colleagues in other services</p> <p>Comms Team</p>	Dec 2026	<ol style="list-style-type: none"> 1. Engage with NFCC and pilot programme in Surrey. 	In Progress	WWG People and Culture Programme Board	Assurance SLT	
24g	<p>Review:</p> <p>Evaluate impact of all of</p>	Head of POD	PM-Assurance POD	Dec 2026	<ol style="list-style-type: none"> 1. Use evaluation tool to assure processes. 	Not started	WWG	Assurance SLT	

	the above approaches.								
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