Inspection Improvement Plan HMICFRS Report 2023 - 2025

SFRS Inspection Improvement Plan May 2024

Layout of the plan

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

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	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
1a	Implementation of the Prevent and Protect (P+P) system	Head of Data, Digital and Property	Data and Digital Team AC Prevention	Feb 2024	1. Put in place a workshop to take into account the outcomes from the HMI Cause of Concern (CoC) to inform and review the timeline to implement the P+P project.	**Complete** P+P workshop 26 Jan to review outcomes.	Resources Working Group (RWG) Assurance Service Leadership Team (SLT)	Assurance SLT	
1a	Implementation of the Prevent and Protect (P+P) system	Head of Data, Digital and Property	Data and Digital Team AC Prevention	Mar 2024	2. Develop P+P in relation to relevant Article 31 and Building Consultation information shared with Response teams.	**Complete** **Jan update:** Work continuing with development team to ensure fit for purpose. On target. **Apr update:** Approach to P+P developed.	Assurance SLT	Assurance SLT	

								Assurance SLT
1a	Implementation of the Prevent and Protect (P+P) system	Head of Data, Digital and Property	Data and Digital Team AC Prevention	Mar 2025	1. Review and identify clear accountabilities for each aspect of risk, incorporating end user feedback.	**In progress** **Jan update:** Initial scoping work underway - workshop with Kent 15 Jan to look at approach to Op risk information as Kent had been identified by NFCC as positive practice. Follow-up workshop to take place post SFRS revisit in Feb 2024. **April 2024:** Focus had centred on under-pinning risk methodology and has included regional and national research. Identifying clear accountabilities to follow.	I&A PB	

| 1b | Clarify accountabilities for risk | Head of Data Digital and Property | Data and Digital Team

AC Protection

AC Response | Sep 2024 | 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 Jan update:** Initial scoping work underway - workshop with Kent 15 Jan to look at approach to Op risk information as Kent had been identified by NFCC as positive practice. Follow-up workshop to take place post SFRS revisit in Feb 2024.

April 2024: Focus had centred on under-pinning risk methodology and has included regional and national research. Identifying clear accountabilities to follow. | I&A PB | I&A PB

Assurance SLT | |

| 1b | Clarify accountabilities for risk | ACFO Delivery of Services and ACFO Service Support | Data and Digital Team

AC Protection

AC Response | Oct 24 | 1. Clarify different types of risk information and purposes. | **In Progress**

April 2024 Initial presentation to ACFOs and AC Response - setting out the proposal to use the "NFCC Developing a National Risk Methodology, Definition of Risk" to identify risk to fire fighters to replace the current method of operational risk visit prioritisation.

Business Case in development to set up a project team to develop the methodology and define roles and responsibilities. Business Case to be presented to Operational Policy & Assurance | I&A PB | I&A PB

Assurance SLT | |

						Working Group (OPAWG).		
1b	Clarify accountabilities for risk	ACFO Delivery of Services and ACFO Service Support	Data and Digital Team AC Protection AC Response	Dec 24	1. Identify training requirements, where required, for each role.	**Not Started** Dependent on 1b.2		
1b	Clarify accountabilities for risk	ACFO Delivery of Services and ACFO Service Support	Data and Digital Team AC Protection AC Response	Dec 24	2. Update policies and procedures as required.	**Not Started** Dependent on 1b.2		
1b	Clarify accountabilities for risk	ACFO Delivery of Services and ACFO Service Support	Data and Digital Team AC Protection AC Response	Dec 24	3. Develop methodology using national best practice.	**In Progress** (See 1b.2)		

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.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
2a	Set clear objectives and include within Borough Plans (Risk and Exercise Plan)	AC Response	GC's Response	Mar 2024	1. Develop Exercise Plan aligned to local high-risk sites.	**Complete** **Jan update:** Local high-risk sites will be incorporated into exercise plan from Apr 2024. **Apr 2024:** Local-risk sites now included in exercise plan. Local-risk sites review incorporated in P+P project and Exercise Plan will be reviewed as part of BAU.	Operational Policy & Assurance Working Group (OPAWG)	I&A PB Assurance SLT	

2a	Set clear objectives and include within Borough Plans (Risk and Exercise Plan)	AC Response	GC's Response	Mar 2024	2. Develop a planned approach to risk information visits for inclusion in Borough Plans 2024/25.	**Complete** Mar 2024	Operational Policy & Assurance Working Group (OPAWG)	I&A PB Assurance SLT	
2a	Set clear objectives and include within Borough Plan (Risk and Exercise Plan)	AC Response	GC's Response	Jun 2024	3. Borough/Fire Station teams to also include understanding of local risks when developing Borough Plans.	**Complete** **Jan update:** Links with above 1 and 2. Local risks being incorporated into Borough Plans from Apr 2024 **Apr 2024:** Plans in place and include understanding of local risks.	Operational Policy & Assurance Working Group (OPAWG)	I&A PB Assurance SLT	
2b	Put in place quality assurance process	AC Professionalism	Operational Assurance	Sep 2024	Develop Quality Assurance (QA) process to enable Ops Support Team to assure operational risk understanding and preparedness.	**In progress** **Jan update:** Operational Support Team being established – limited	OPAWG	I&A PB Assurance SLT	

| | | | | | | resource at this time.

Apr update:

Work has commenced – meeting with watches to discuss operational risk, which is already forms part of the Operational Assurance process. This is to assure operational risk understanding and preparedness.

Team to be expanded to 3 – recruitment process to start by the end of April, to be in place in May. | | | |

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.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
3a	Ensure evaluation and quality assurance processes identify areas for further improvement	AC Prevention	SC Partnerships and Volunteers GC Prevention GC Response SC Fire Stations	Dec 2024	1. Deliver workshop to prevention and response managers to reinforce understanding and expectations in regards the PMF – linked to action 14a.	**Complete** **Jan update:** Underpinning work in progress (see 14a.1) Workshop planning to start when capacity allows. **Apr update:** Workshop taken place to detail the performance targets for 2024/25 and how these fit into SFRS and SCC strategic aims. Also discussed GC and SC responsibilities in managing and meeting the Key Performance Indicators (KPIs). Follow up email sent 05 April 2024, with KPIs and how they have been derived.	OPAWG Assurance SLT	I&A PB Assurance SLT	

3b	Review and update policies and procedures to align with risk and Person-centred Framework (PCF)	AC Prevention	SC Partnerships and Volunteers GC Prevention Data & Digital	Dec 2024	1. Review PCF and scoring system to ensure that those at greatest risk are prioritised. 2. Training and communications on the PCF to ensure staff are aware of the process and scoring. 3. Review all teams deliverables and workloads to ensure that it aligns with risk.	**In Progress** **Jan update:** Not started due to capacity demands **Apr update:** 1. NFCC PCF model has been reviewed and those at greatest risk are prioritised. SFRS continue to use this model. 2. In 2023/24 Q4, all station-based staff received Prevention Continuous Professional Development (CPD) input on Safe and Well Visits (SAWV) and Vulnerability. This input was PCF focused. 3. New GC appointed 01 April – will pick this up as part of the role responsibilities.	I&A PB	I&A PB Assurance SLT
3b	Review and update policies and procedures to	AC Prevention	SC Partnerships	Dec 2024	4. Create risk maps in conjunction with Data and Digital to show demographic risk across	**In Progress** **Jan update:**	I&A PB	I&A PB Assurance SLT

	align with risk and Person-centred Framework (PCF)		and Volunteers GC Prevention Data & Digital		the county to allow targeted activity at a local level.	Not started due to capacity demands within the Data & Digital Team **Apr update:** Using NFCC risk methodology for domestic dwellings, risk maps and scoring for each domestic dwelling in Surrey (circa 500,000) have been produced. Details presented to AC Prevention 09 April, to consider implementation in SFRS. This will enable local fire crews to identify individual dwellings and streets, to target risk.		
3c	Ensure team and station plans reflect risk in communities	AC Prevention	SC Fire Stations SC Partnerships and Volunteers	May 2024	1. Review central prevention plan to ensure deliverables align with risk 5. Review local station plans in line with above.	**Not started** **Jan update:** Dependent on reviewing team 2024/25 plans when they are circulated for comments **Apr update:** Work aligned to appointment of new	I&A PB	BI&A PB Assurance SLT

					GC. Awaiting local team plans April/May.			

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.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
4a	Ensure evaluation processes identify areas for further improvement	AC Prevention	SC Partnerships and Volunteers	Sep 2024	1. Review recommendations of the Surrey County Council (SCC) Internal Audit report. 2. Review and carry out gap analysis on Prevention Fire Standard. **COMPLETE**	**In Progress** **Jan update:** Unable to resource currently. **Apr update:** Station staff have provided feedback via the CPD SAWV sessions. SFRS are currently trialling a SAWVs evaluation form for the NFCC. This provides feedback from the public for improvements.	OPAWG	I&A PB Assurance SLT	

4a	Ensure evaluation processes identify areas for further improvement	AC Prevention	SC Partnerships and Volunteers	Sep 2024	3. Facilitate a Peer Review of SAWV processes.	**Not Started** **Jan update:** Dependent on P+P module implementation **Apr update:** Requires a greater number of evaluations to be completed and an initial quality assurance to have taken place. (Ref 5a)	OPAWG Assurance SLT	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.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
5a	Ensure quality assurance processes are in place to identify areas for further improvement	AC Prevention	SC Partnerships and Volunteers GC Prevention SC Fire Stations	Mar 2024	1. Evaluate current QA process and refresh based on learning outcomes.	**Complete** **Jan update:** QA form and process in draft for comment. **Apr update:** Process has been evaluated and refresh linked to 5a.2	OPAWG I&A PB Assurance SLT	I&A PB Assurance SLT	
5a	Ensure quality assurance processes are in place to identify areas for further improvement	AC Prevention	SC Partnerships and Volunteers	Sep 2024	2. Develop and implement Service wide QA of existing SAWV pre, during and post visit. This will capture all staff who deliver SAWV.	**In Progress** **Jan update:** QA form and process in draft for comment. **Apr update:** QA form progressing with IT, before being submitted to OPAWG.	OPAWG I&A PB Assurance SLT	I&A PB Assurance SLT	

| 5b | Ensure review processes are in place to support continuous improvement | AC Prevention | SC Partnerships and Volunteers

GC Prevention

NFCC | Jun 2024 | 1. Research the systems used in other FRSs, regarding quality assurance methods for SAWV's. | **Not Started**

Jan update: Insufficient resources currently.

Apr update: Recruiting into administration roles – to be in place by July. This will free up capacity to start research. | OPAWG

I&A PB

Assurance SLT | I&A PB

Assurance SLT | |

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
6a	Ensure a robust evaluation and quality assurance processes, via policy, guidance, and procedure to identify areas of best practise and learning.	AC Protection	GC Protection SC Protection Support	Mar 24	1. Review current Protection Assurance Framework 2023 (Policy – SFRS402), to ensure that a QA of audits, inspections and consultations is carried out.	**Complete** **Jan update:** SFRS policy was created in line with East Sussex. Policy was reviewed in September 2023 and no amendments were deemed needed. Carrying out monthly QA checks via the Fire Safety Managers with each inspector. This also now involves peer to peer assurance. Links to the forms are in	Assurance SLT OPAWG	Assurance SLT	

					the Standard Operating Procedure (SOP) and can be accessed for evidence. **Apr update:** Now part of BAU			
6a	Ensure a robust evaluation and quality assurance processes, via policy, guidance, and procedure to identify areas of best practise and learning.	AC Protection	GC Protection SC Protection Support	Sep 2024	2. 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**	Assurance SLT OPAWG	Assurance SLT
6a	**Quality Assurance:** Align with Protection Fire Standard expectations and tasks.	AC Protection	GC Protection/ GC Ops Assurance	Sep 2024	3. Peer Review of SFRS QA aligned to partners.	**Not Started** SOP is due for annual review in September 2024. Review carried out with East Sussex Fire and Rescue Service (ESFRS) to align to a similar system	Assurance SLT OPAWG	Assurance SLT

					across partners. The outcomes of the above will be reviewed in August 2024 and results shared with Assurance SLT, with advice peer review from ESFRS planned. **Apr update:** No change to above as action requires 6-month embedding period (from Feb 2024) before review in August 2024.			

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.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
7a	Deliver a system to ensure provision of specialist protection advice as per current policy	AC Protection AC Response	GC Protection	Dec 2023	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.	**Complete** Currently working with neighbours to achieve interim measure.	OPAWG ACFO Service Delivery Assurance SLT	I&A PB Assurance SLT	
7a	Deliver a system to ensure provision of specialist protection advice as per current policy	AC Protection AC Response	GC Protection SCC Legal NFCC Protection Policy and Reform Unit (PPRU)	Jun 2024	3. Seek advice (NFCC and SCC Legal) to ensure SFRS provide the correct level of specialist protection advice OOH. 4. Develop in-house OOH protection advice process. 5. Implement agreed process.	**Complete** Currently working with neighbours to achieve interim measure.	OPAWG ACFO Service Delivery Assurance SLT	I&A PB Assurance SLT	

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

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
8a	Ensure evaluation and quality assurance processes to identify areas for further improvement, to incorporate all operational activities and not just large incidents.	AC Professionalism	Operational Assurance Team Learning and Development Team (L&D) Operational Support Team	Jun 2024	1. Benchmark / peer review processes with another FRS as well as relevant Fire Standard expectations.	**In Progress** **Jan update:** Operational Support Team being established. **Apr update:** Initial meeting took place in March 2024, with ESFRS, West Sussex FRS, SeCamb and Surrey and Sussex police to develop a unified approach to operational debriefing. This group will continue to meet quarterly to share best practice and to offer peer review	OPAWG Assurance SLT	I&A PB Assurance SLT	

						scrutiny and benchmarking.			
8a	Ensure evaluation and quality assurance processes to identify areas for further improvement, to incorporate all operational activities and not just large incidents.	AC Professionalism	L&D	Jun 2024	2. Monitor use of e-learning and receipt of operational learning communications.	**In Progress** **Jan update:** This is being established as BAU within L&D team. Next step to create reporting process. **Apr update:** Reporting process is now in place enabling use of e-learning to be monitored. Next step is to agree monitoring group and move into BAU.	OPAWG Assurance SLT	I&A PB Assurance SLT	
8a	Ensure evaluation and quality assurance processes to identify areas for further improvement, to incorporate all operational activities and not just large incidents.	AC Professionalism	Operational Support Team	Jul 2024	3. Operational Support Team to introduce regular station-based reality testing to check understanding and highlight further process improvements.	**In Progress** **Jan update:** Operational Support Team being established. **Apr update:** Work has commenced with station watches.	OPAWG Assurance SLT	I&A PB Assurance SLT	

						Action to further progress once team is fully established by end of May 2024.		
8a	Ensure evaluation and quality assurance processes to identify areas for further improvement, to incorporate all operational activities and not just large incidents.	AC Professionalism	Operational Support Team	Jul 2024	4. Operational Support Team to regularly seek ideas for improvement from all areas of Service. 1.	**In Progress** **Jan update:** Operational Support Team being established. **Apr update:** Requests for ideas for improvement communicated in March SFRS Newsletter. Suggestions being picked up via station visits. Process to action suggestions to be further developed once team fully established.	OPAWG Assurance SLT	I&A PB Assurance SLT	

						Status/Update			
8a	Ensure evaluation and quality assurance processes to identify areas for further improvement, to incorporate all operational activities and not just large incidents.	AC Professionalism	AC Professionalism	Jul 2024	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.	**In Progress** **Jan update:** Operational Support Team being established. **Apr update:** Information received via station visits, feedback and OPAWG meetings to be shared with the relevant teams/areas and reality tested where appropriate.	OPAWG Assurance SLT	I&A PB Assurance SLT	
8b	Ensure evaluation and quality assurance processes to identify areas for further improvement, to incorporate all operational activities and not just large incidents.	AC Professionalism	Operational Assurance Team	Jul 2024	6. Operational Assurance Team to review use of 'Effective Command' as a recording tool with staff involvement.	**Not Started** **Jan update:** Unable to resource currently. **Apr update:** Team requires the resource to progress this action. Current 'secondment' vacancy to be filled.	Monitor use of JOL/NOL Report to OPAWG	I&A PB Assurance SLT	

| 8b | Ensure evaluation and quality assurance processes to identify areas for further improvement, to incorporate all operational activities and not just large incidents. | AC Professionalism | AC Professionalism | Jul 2024 | 7. Ensure structured, regular and recorded meetings occur between Operational Assurance, L&D, and Operational Support Teams to share learning – report to OPAWG. | **In Progress**

Jan update: Awaiting establishment of Operational Support Team.

Apr update: Initial meeting has taken place – requires robust and effective governance to be put in place. | | | |

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.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
9a	Ensure there is robust oversight and governance arrangements to oversee the implementation and maintenance of NOG	AC Professionalism	AC Professionalism	Mar 2024	1. Progress reports from 3F Strategic Board and Tactical Board to be shared through OPAWG.	**Complete** **Jan update:** Papers from Ops Alignment Board to be shared with OPAWG for consistency. **Apr update:** Progress reports now being shared through OPAWG.	OPAWG Assurance SLT Ops Alignment Board	I&A PB Assurance SLT	
9b	Ensure operational policies are aligned with NOG outcomes	AC Professionalism	AC Professionalism GC L&D	May 2024	1. Communication strategy so staff understand process for implementation of NOG with timeline on SharePoint with access to all staff.	**In Progress** **Jan update:** Comms strategy agreed with 3F partners. Will publish updates aligned with 3F partners.	OPAWG Assurance SLT	I&A PB Assurance SLT	

					Apr update: Timely communication to be published in May SFRS Newsletter. Communication in draft ready to go.			
9b	Ensure operational policies are aligned with NOG outcomes	AC Professionalism	AC Professionalism GC L&D	Mar 2024	2. Ensure L&D align practical and e-learning training with NOG with a plan to introduce individual NOG policies.	**Complete** **Jan update:** Training strategy being agreed. This will then be ongoing throughout the life of the project – and beyond implementation to create sustainable approach. **Apr update:** Training strategy now agreed by NOG Delivery Team. Progress of the process now in place is to be monitored as part of BAU within the L&D team	OPAWG Assurance SLT	I&A PB Assurance SLT	

9c	Ensure there are review processes in place to create continuous improvement for NOG post-implementation	AC Professionalism	L&D 3F NOG Delivery Group Operational Assurance Team Operational Support Team	Jun 2024	1. 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** **Jan update:** Awaiting establishment of Operational Support Team. **Apr update:** Training strategy incorporates amendments to training brought in because of NOG. Operational Assurance and Operational Support Teams will monitor the impact of the new policies as they come online, but this won't start until May/June 2024, when the first tranche comes into effect.	OPAWG 3F Strategic Board Ops Alignment Board Assurance SLT	I&A PB Assurance SLT	

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

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
10a	Ensure policies and procedures are in place and training is provided accordingly, to meet expectations of SLRF and external partners	AC Response AC Professionalism	LRF L&D	May 2024	1. Integrate Incident Command Training into LRF Courses, for multi-agency experiences.	**In Progress** **Jan update:** Incident Command training to be integrated in LRF training calendar from Apr 2024	OPAWG Assurance SLT	I&A PB Assurance SLT	
10a	Ensure policies and procedures are in place and training is provided accordingly, to meet expectations of SLRF and external partners	AC Response AC Professionalism	L&D Operational Assurance EMRT	May 2024	2. Exercise Framework to incorporate Local Resilience Forum (LRF) Training and Exercise Group.	**Complete** **Jan update:** To be incorporated from Apr 2024 **Apr update:** In place. Now part of the Exercise Framework.	OPAWG Assurance SLT	Assurance SLT	

10a	Ensure policies and procedures are in place and training is provided accordingly, to meet expectations of SLRF and external partners	AC Response AC Professionalism	L&D	Jun 2024	3. Delivery of a Joint Emergency Services Interoperability Programme (JESIP) Training Programme for all operational staff including On-Call and Joint Fire Control (JFC), at all levels. Built into future Learning and Development stages, including apprenticeships, promotions, and Maintenance of Standards/Competence.	**In Progress** Joint training for JESIP completed Feb-Mar 2024 **Apr update** JESIP training for Officers (JESIP Tactical) complete. JESIP training for JFC and supervisory managers (JESIP Awareness) online – completion in progress.	OPAWG Assurance SLT Resilience Working Group	I&A PB Assurance SLT
10a	Ensure policies and procedures are in place and training is provided accordingly, to meet expectations of SLRF and external partners	AC Response AC Professionalism	L&D Operational Assurance Operational Support	Mar 2024	4. Building upon the Service Exercise Framework, develop a detailed Exercise Plan for Service, Borough, local risks, including multi-agency partners; ensuring all levels of exercises, using differing delivery methods and that all Commanders have to participate in a minimum number for Maintenance of Standards/Competence.	**Complete** **Jan update:** Exercise Framework complete. New Borough Plans for April 2024 are to be incorporated. **Apr update:** Exercise Plan in place (See 2a.1)	OPAWG Assurance SLT Resilience Working Group	Assurance SLT
10b	Ensure evaluation processes are in place to capture	AC Professionalism	Operational Assurance	Jul 2024	1. Ensure Exercise Plan includes multi-agency and major incident testing arrangements. Exercise planner to be monitored by Operational Assurance,	**In progress** **Jan update:** Awaiting establishment of Operational Support Team.	OPAWG Assurance SLT	

	learning for all incident types		Operational Support L&D		Operational Support, L&D, with oversight from OPAWG. 2. Align policies and procedures with recommendations from major incident inquiries	**Apr update:** 1. Exercise plan includes multi-agency and major-incident testing arrangements. Governance around monitoring to be more robust – requires full establishment within the teams and agreed process for reporting into OPAWG. Quarterly reporting to NFCC taking place on progress of recommendations from Grenfell and Manchester Arena Inquiries. These include alignment of policies and procedures. Now part of BAU.		I&A PB Assurance SLT
10c	Create and embed review processes to ensure continuous improvement	AC Professionalism	Operational Assurance Operational Support	Jul 2024	1. Operational Assurance, Operational Support and L&D to monitor exercise outcomes and ensure recommendations are sent to OPAWG for scrutiny, recording, and monitoring. •	**In Progress** **Jan update:** Although Operational Support Team is not yet in place, this is already happening. **Apr update:**	OPAWG Assurance SLT	I&A PB Assurance SLT

			L&D			Governance to be more robust – requires full establishment within the teams and agreed process for reporting into OPAWG.			

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.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
11a	Ensure policies and procedures are in place and training is provided accordingly, to meet expectations of SLRF and external partners	AC Response	L&D	Jul 2024	1. Develop and deliver a training package relating to National Inter-agency Liaison Officer (NILO)'s Marauding Terrorist Attack (MTA) skills/knowledge, to all operational staff.	**Complete** **Jan update:** Currently working with Unions to review approach. **Apr update:** All staff operational and JFC training received but decision made to develop further and expand capability.	OPAWG Assurance SLT	I&A PB Assurance SLT	

11a	Ensure policies and procedures are in place and training is provided accordingly, to meet expectations of SLRF and external partners	AC Response	L&D	Mar 2024	2. Develop and deliver a training package relating to NILO's MTA skills/knowledge, to all operational staff. 3. 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 . 4. SFRS NILOs training to be conducted with partners within the region. .	**Complete** Mar 2024**In Progress**	OPAWG Assurance SLT	I&A PB Assurance SLT	
11a	Ensure policies and procedures are in place and training is provided accordingly, to meet expectations of SLRF and external partners	AC Response	L&D	Mar 2024	5. SFRS NILOs training to be conducted with partners within the region.	**Complete** Nov 2023 and ongoing monthly	OPAWG Assurance SLT	I&A PB Assurance SLT	

11b	Ensure evaluation processes are in place to capture learning for all incident types	AC Response	Staff Office L&D JFC Trainer Operational Assurance Operational Support	Jul 2024	1. Introduce reality testing to ensure a clear understanding of Service policy position, in regards response to MTA situations. Aligned to clear risk assessments, people impact assessments, etc. linked to Joint Operating Procedures (JOP).	**In Progress**	OPAWG Assurance SLT	Assurance SLT	
11b	Ensure evaluation processes are in place to capture learning for all incident types	AC Response	L&D	Jul 2024	2. Annual training (Online) regarding MTA, to be incorporated into annual maintenance of competencies.	**Complete** Mar 2024	OPAWG Assurance SLT	Assurance SLT	
11b	Ensure evaluation processes are in place to capture learning for all incident types	AC Response	L&D	Jul 2024	3. Annual training (Online) regarding MTA, to be incorporated into annual maintenance of competencies.	**Complete** Mar 2024	OPAWG Assurance SLT	Assurance SLT	
11b	Ensure evaluation processes are in place to capture learning for all incident types	AC Response	Operational Assurance	Jul 2024	4. Terror-related incidents to be included in the delivery of action 10a.4 (Detailed Exercise Plan)	**Complete** **Jan update:** Exercise Plan in draft for publication Apr 2024 **Apr update:** Terror related incidents are incorporated in Exercise Plan.	OPAWG Assurance SLT	Assurance SLT	

| 11c | Create and embed review processes to ensure continuous improvement. | AC Professionalism | Operational Assurance

L&D

Operational Support | Jun 2024 | 1. Ensure learning is captured from exercises, local and national incidents, and shared via reports from Operational Assurance. | **In Progress**

Jan update: Learning is being captured and shared. Once Operational Support Team is in place, they will establish whether this is consistent and if learning is shared and understood on stations.

Apr update: Although learning is already being captured and shared, governance arrangements need to be more robust. This requires full establishment within the teams and agreed process for reporting into OPAWG. | OPAWG

Assurance SLT | I&A PB

Assurance SLT | |

| 11c | Create and embed review processes to ensure continuous improvement. | AC Professionalism | | Jul 2024 | 2. Recommendations from reports to be scrutinised, recorded, and monitored by OPAWG. | **In Progress**

Jan update: This is already happening. Once Operational Support Team is in place, they will establish whether this is consistent and whether learning is shared and understood on stations.

Apr update: Robust governance arrangements to be agreed and implemented. | OPAWG

Assurance SLT | I&A PB

Assurance SLT | |

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
12a	Ensure policies and procedures align with Operational Competence expectations and take account of recommendations from NFCC and the Grenfell Inquiry, for example, a digital solution for information exchange at high-rise incidents.	AC Professionalism	L&D (NOG)	Jul 2024	1. Establish a clear Evacuation Policy for Tall Buildings (When to change evacuation methods), reflective of current policies and procedures in Joint Fire Control, etc	**In Progress** **Jan update:** Policy going through final stage of consultation. This is Surrey-specific and NOG-compliant. Agreed ahead of 3F agreement to ensure SFRS has appropriate policy in place. **Apr update:** Interim policy (pre NOG) in place. Still in consultation with 3Fs awaiting agreement on NOG.	OPAWG	I&A PB Assurance SLT	

						Status / Updates			
12a	Ensure policies and procedures align with Operational Competence expectations and take account of recommendations from NFCC and the Grenfell Inquiry, for example, a digital solution for information exchange at high-rise incidents.	AC Professionalism	L&D (NOG)	Jul 2024	2. Implement NOG for Tall Buildings	**In Progress** **Jan update:** Awaiting agreement with 3Fs. Potential issue – HSE guidance being challenged by FBU. **Apr update:** Awaiting agreement with 3Fs but in discussion about training alignment and working together. Guidance challenge still in place.	OPAWG	I&A PB Assurance SLT	
12a	Ensure policies and procedures align with Operational Competence expectations and take account of recommendations from NFCC and the Grenfell Inquiry, for example, a digital solution for information	AC Professionalism	L&D (NOG) Data & Digital	May 2024	3. Exercises involving Tall Buildings to include evacuation procedure changes, multiple fire survival guidance and information exchange between Control Unit, Bridgehead and Joint Fire Control.	**Complete** **Jan update:** Part of Exercise Framework.	OPAWG Assurance SLT	Assurance SLT I&A PB	

							Assurance SLT I&A PB	
	exchange at high-rise incidents.							
12a	Ensure policies and procedures align with Operational Competence expectations and take account of recommendations from NFCC and the Grenfell Inquiry, for example, a digital solution for information exchange at high-rise incidents.	AC Professionalism	Operational Assurance Operational Support L&D	Dec 2024	4. Implement a digital solution for information exchange between Control Unit, Bridgehead and Joint Fire Control and identify future approaches.	**In Progress** **Jan update:** Funding set out in the Capital Plan for next year. Options to be explored. **Apr update:** Meetings taken place with Merseyside FRS and London Fire Brigade, to explore 2 viable options. Project lead identified and project in scoping phase. Collective position to be agreed with East and West Sussex FRSs.	OPAWG Assurance SLT	

12a	Ensure policies and procedures align with Operational Competence expectations and take account of recommendations from NFCC and the Grenfell Inquiry, for example, a digital solution for information exchange at high-rise incidents.	AC Professionalism	L&D (NOG)	Dec 2024	5. Tall Building-related incidents to be included in the delivery of Action 8c (Detailed Exercise Plan).	**Complete** **Jan update:** Part of Exercise Framework.	OPAWG Assurance SLT	Assurance SLT I&A PB	

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.

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 Actions detailed in Area for Improvement (AFI) 3 and 7	AC Prevention (AFI 3) AC Protection (AFI 7)	GC Prevention GC Protection	Dec 2024	1. See description of work detailed in AFI 3 and 7	**In Progress** See AFI 3 and 7	ACFO Delivery of Services	I&A PB Assurance SLT	

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
.14a	Improve productivity/targets aligned to station-based activity	ACFO Delivery of Services and ACFO Service Support	Data and Digital Team	Mar 2024	1. Reaffirm individual responsibilities and expectations within PMF e.g. monthly performance meetings in addition to quarterly performance conversations.	**Complete** **Jan update:** To be published in March 2024 Reminder to be issued by end of Jan 2024 to advise that all strategies to be reviewed. **April update:** Targets have been set for 24/25. Performance Management Workshop with Group Commanders and Station Commanders completed in February. Supervisory Engagement Forums with all watches throughout March.	Assurance SLT	I&A PB Assurance SLT	

						Quarterly Performance conversations completed for Q4.			
14a	Improve productivity/targets aligned to station-based activity	ACFO Delivery of Services and ACFO Service Support	Data and Digital Team AC Prevention	Aug 2024	2. Review the delivery of Protection & Prevention for SAWVs to accelerate the central booking facility and put in place the resources to deliver it.	**In Progress** **Jan update:** Discussed at P&P delivery project board 19 Jan – Project Manager to feed back to project board following the review. **April update:** P+P Project Board signed off Change Request to include booking of Safe and Well Visits and increase in resources. Job evaluation and recruitment process have commenced.	Resources Working Group Assets Programme Board	Assurance SLT	
14a	Improve productivity/targets aligned to station-based activity	ACFO Delivery of Services and ACFO Service Support	Data and Digital Team	Mar 2024	3. Review quarterly performance workshops and embed in business planning cycle.	**Complete** Mar 2024	Assurance SLT	I&A PB Assurance SLT	

14a	Improve productivity/targets aligned to station-based activity	ACFO Delivery of Services and ACFO Service Support	Data and Digital Team POD	Jul 2024	4. Include PMF awareness and expectations within management induction programmes (Operational and non-operational).	**In Progress** **Jan update:** Included within SC Pool Brief, more work to be undertaken. **Apr 2024:** No progress.	Assurance SLT	I&A PB Assurance SLT	
14a	Improve productivity/targets aligned to station-based activity	ACFO Delivery of Services and ACFO Service Support	Data and Digital Team AC Response AC Prevention AC Protection	Mar 2024	5. Review 2024/25 target setting with Group Commanders and SCs as part of business planning process	**Complete** **Jan update:** Workshop taking place 8 Feb 2024. **Apr update:** See 3a	Assurance SLT	I&A PB Assurance SLT	
14a	Improve productivity/targets aligned to station-based activity	ACFO Delivery of Services and ACFO Service Support	AC Response	Mar 2024	6. Review time and motion/station routines to update 'Station Work Routines and Standards' policy.	**Complete** Dependent on 14a.5 – complete Mar 2024 **Apr 2024:** Target setting methodology complete (see 14c.2) Activity linked to Borough Plans – review	Assurance SLT	I&A PB Assurance SLT	

						complete and policy in place.		
14b	Logistic functions to support effective use of resources, aligned to support the Community Risk Management Plan (CRMP)	AC Logistic Support/ Operational Development	Workshop team	Feb 2024	1. Review ways of working within the Workshop function to provide better effective and efficient use of resources to support legal compliance.	**Complete** Changes to team activity being developed, trialed and integrated in ways of working. **Jan update:** Safety Checks and Annual Servicing trials in place – on target for completion of trial and implementation by end of Feb 2024. **Apr 2024:** Trials completed – Safety Checks and Annual servicing now in place. Further efficiencies will be achieved once new	Resources Working Group (RWG) Assets Programme Board	I&A PB Assurance SLT	

						Asset Management system is in place (SFRS and SCC) – procurement and implementation to be complete by Nov 2024.		
14b	Logistic functions to support effective use of resources, aligned to support the Community Risk Management Plan (CRMP)	AC Logistic Support/ Operational Development	Logistics team	Dec 2024	1. Review of whole logistics team functions	**In Progress** Overall team strategy and delivery, outcome focus functions being developed to support Service needs for the short medium and long term. **Jan update:** Capital Programme and Logistics Manager appointed. Work continuing with SCC regarding appointment of a Procurement Manager. Workshops Manager recruitment to be completed	Resources Working Group (RWG) Assets Programme Board	I&A PB Assurance SLT	

					by end of Mar 2024. A 6-month consultant started in Dec, to review Asset Management and Supply Stores functions – review to be finalised by end Jul 2024. **Apr 2024:** Further development of team structure for senior management is in progress. This is to include a Contracts and Commissioning Manager and Asset Manager. Workshops Manager role has been re-evaluated prior to going live to advert. Consultation still in progress – key efficiencies already identified.		

								I&A PB	
14b	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	2.	Review of all Asset provision across functions to include supplies and stores.	**In Progress** Linked to point 2 above. Consultation excise underway to review all stores supplies and asset life cycles under way. **Jan update:** (Linked to 14b.2)	Resources Working Group (RWG) Assets Programme Board	Assurance SLT
14b	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	3.	Review of all Asset provision across functions to include supplies and stores.	**In Progress** Linked to point 2 above. Consultation excise underway to review all stores supplies and asset life cycles under way. **Jan update:** (Linked to 14b.2)	Resources Working Group (RWG) Assets Programme Board	I&A PB Assurance SLT
14b	Logistic functions to support effective use of resources, aligned to support the Community Risk	AC Logistic Support/ Operational Development	Logistics team	Dec 2024	4.	Review policies and processes to support organisation.	**In Progress** **Jan update:** (Linked to 14b.1, 2 and 3)	Resources Working Group (RWG)	I&A PB Assurance SLT

					Apr 2024: The Out-of-Hours policy for On Call technicians has been developed and is currently undergoing consultation with workshop staff, linked to Working Time regulations.	Assets Programme Board	
14b	Logistic functions to support effective use of resources, aligned to support the Community Risk Management Plan (CRMP)	AC Logistic Support/ Operational Development	Logistics team	Dec 2024	5. Review key stakeholder's responsibilities.	**In Progress** **Jan update:** (Linked to 14b.1, 2 and 3) **Apr 2024:** As posts are developed, responsibilities are defined.	Resources Working Group (RWG) Assets Programme Board	I&A PB Assurance SLT
14b	Logistic functions to support effective use of resources, aligned to support the Community Risk Management Plan (CRMP)	AC Logistic Support/ Operational Development	Logistics team	Dec 2024	6. Implementation of review recommendations including ongoing performance targets and KPI's.	**In progress** Pending point 1 and 3 above. **Apr 2024:** Outcome from point 1 above has highlighted key performance indicators, linked into	Resources Working Group (RWG) Assets Programme Board	I&A PB Assurance SLT

						compliance and appliance availability.

Point 3 ongoing, linked to consultation exercise outcomes. | | |
| 14c | Response-based Teams target setting to develop achievable, but still stretching, targets with end users. | Head of Data, Digital and Property | Data and Digital Team

AC Response | Mar 2024 | 1. Review existing measures and targets with relevant teams. | **Complete**

Jan update: Discussed with Group and Station Commanders on 2 Nov. Requested feedback by 1 Dec 2023 | Assurance SLT | I&A PB

Assurance SLT |
| 14c | Response-based Teams target setting to develop achievable, but still stretching, targets with end users. | Head of Data, Digital and Property | Data and Digital Team

AC Response | Mar 2024 | Develop an enhanced set of measures with clear evidence base. | **Complete**

Jan update: 08 Feb workshop with Station and Group Commanders to develop new set of targets, based on feedback received (see 14c.1)

Apr 2024: New set of targets | | |

					established, with clear evidence base. Q4 Supervisory Engagement Session carried out to advise of new targets.			

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
15a	Develop a consistent Governance approach for collaborative working	ACFO Delivery of Services, ACFO Service Support	SLT	May 2024	1. Develop a Service Collaboration Strategy	**In Progress** **Jan update:** To published alongside the updated strategies in April. **April update:** Follow up workshop 18 April. Draft Service Collaboration strategy will be circulated to SLT in May 2024.	Assurance SLT CRMP SLT	I&A PB Assurance SLT	
15a	Develop a consistent Governance approach for collaborative working	ACFO Delivery of Services, ACFO Service Support	SLT	Mar 2024	2. Engage with 4F and wider collaboration partners to ensure consistent approach.	**Complete** **Jan update:** Regular discussions underway through the current governance arrangements.	Assurance SLT CRMP SLT	I&A PB Assurance SLT	

						April Update: This is well embedded through existing governance, through 4F Strategic Board, 4F Ops Alignment Board and JFC Strategic Board		
15a	Develop a consistent Governance approach for collaborative working	ACFO Delivery of Services, ACFO Service Support	AC Protection	Jun 2024	Articulate clear position and ambitions in 2025 CRMP	**In Progress** **Jan update:** Narrative for CRMP currently being collated. **April Update:** Narrative for CRMP is being drawn together, timeline amended to match the CRMP delivery timeline	Assurance SLT CRMP SLT	I&A PB Assurance SLT	
15b	Develop Policy and Procedure for collaborative working with Partners	ACFO Delivery of Services,	Partnership Leads	Mar 2024	Develop a 'Partnership and Collaborations' Register, to ensure a comprehensive record of joint working and enabling future reviews.	**Complete** **Jan update:** Resource to be identified.	Assurance SLT	I&A PB Assurance SLT	

		ACFO Service Support				**Apr update:** Register in place that records formal joint working arrangements.			
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	1. Undertake cost/benefit analysis for each partnership/collaboration.	**In Progress** **Jan update:** Reviewing current arrangements. **April Update:** Continuing to review current arrangements – linked to 15b.1, Efficiency Plan – 16b.2	Assurance SLT	I&A PB 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.

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	Mar 2024	1. Ongoing process to revise the Medium Term Financial Strategy (MTFS). Monthly submission by services of identified pressures and service recommended savings. This includes areas for potential investment and potential service reductions.	2024-25 **– Complete** Business as Usual, budget setting for 2024-25 approved on 6 February 2024 (Full Council). Monthly reporting available via Elaine Owen	Corporate Leadership Team Assurance SLT Monthly Finance Meetings Select Committee Full Council	I&A PB Assurance SLT	
16a	Sound governance arrangements in place to scrutinise spending and future efficiencies	Chief Fire Officer	Finance Business Partner	Jul 2024 (for 2025-26)	2. Identification of initial financial planning assumptions, e.g. rates of inflation and grant funding levels	2025-26 **– In Progress** **Apr update:** Aligned with SCC budget planning process – in progress.	Corporate Leadership Team Assurance SLT	I&A PB Assurance SLT	

						Monthly returns to be submitted by each directorate to Corporate Finance. First submission due 22 May.	Monthly Finance Meetings Select Committee Full Council	
16a	Sound governance arrangements in place to scrutinise spending and future efficiencies	Chief Fire Officer	SLT	Sep 2024	3. PIAs completed on all potential efficiencies to understand the impact on communities and staff.	**In Progress** **Jan update:** New action. **Apr update:** Sample of business cases collated. Meeting scheduled in May to review.	Corporate Leadership Team Assurance SLT Monthly Finance Meetings Select Committee Full Council	I&A PB Assurance SLT
16a	Sound governance arrangements in place to scrutinise spending and future efficiencies	Chief Fire Officer	Finance Business Partner	Sep 2024	4. Review a sample of Business Cases, across Working Groups, to assess their original costings and final expenditure.	**Not started.** Process to commence spring 2024.	Corporate Leadership Team Assurance SLT	I&A PB Assurance SLT

							Monthly Finance Meetings Select Committee Full Council		
16a	Sound governance arrangements in place to scrutinise spending and future efficiencies	Chief Fire Officer	ACFO Service Support	Sep 2024	5. Capital scrutiny through Infrastructure Board, progressing to Capital Programme Panel.	**In Progress** **Jan update:** Timeline for CRMP being finalised. **Apr update:** Consultation in progress – closing 31 July	Corporate Leadership Team Assurance SLT Monthly Finance Meetings Select Committee Full Council	I&A PB Assurance SLT	
16a	Sound governance arrangements in place to scrutinise spending and future efficiencies	Chief Fire Officer	ACFO Service Support and ACFO Delivery of Services	Sep 2024	6. CRMP planning underway. Consultation to feedback value for money and meeting community needs.	**Not started.** 2025-26 process to commence spring 2024.	Corporate Leadership Team Assurance SLT	I&A PB Assurance SLT	

							Monthly Finance Meetings Select Committee Full Council		
16a	Sound governance arrangements in place to scrutinise spending and future efficiencies	Chief Fire Officer	CFO	Oct 2024	7. CLT and Cabinet Away Day/efficiency meetings to scrutinise MTFS submissions across the county and agree the approach to the MTFS.	**Not started.** 2025-26 process to commence spring 2024.	Corporate Leadership Team Assurance SLT Monthly Finance Meetings Select Committee Full Council	I&A PB Assurance SLT	
16a	Sound governance arrangements in place to scrutinise spending and future efficiencies	Chief Fire Officer	CFO	Oct 2024	8. Future MTFS planning scrutinised by a budget sub-group (Member led).	**Not started.** 2025-26 process to commence spring 2024.	Corporate Leadership Team Assurance SLT Monthly Finance Meetings Select Committee Full Council	I&A PB Assurance SLT	
16a	Sound governance arrangements in place to scrutinise spending and	Chief Fire Officer	CFO	Nov 2024	9. Select Committee sign off budget prior to submission to Corporate Leadership Team (CLT)/Cabinet. Budget will go to full council February.	**Complete** **Jan update:** This is part of the	Corporate Leadership Team	I&A PB Assurance SLT	

	future efficiencies					productivity and efficiency plans for 2024/25.	Assurance SLT Monthly Finance Meetings Select Committee Full Council	
16b	Support from Corporate Finance to develop benchmarking	ACFO Service Support	Finance Business Partner	Mar 2024	1. Work with Fire Finance Network to develop benchmarking return. To compare pay budget, non-pay and grants.	**Completed** **Jan update:** Presentation to Assurance SLT in November and publication end of March 2024. Following consultation on P&E plan guidance, we are awaiting final version from the Home Office. **April update:** Productivity and	Monthly Finance Meeting Assurance SLT	I&A PB Assurance SLT	

							Efficiency Plan published and shared with Home Office.		
16b	Support from Corporate Finance to develop benchmarking	ACFO Service Support	Data and Digital	Mar 2024		2. Develop a productivity and efficiency plan for 23/24.	**Complete** Jul 2023 No longer required to review monthly. Procurement Plan annually reviewed at Logistics Management meeting under BAU. Capital Programme reviewed at RWG as required, following changes/new information etc.	Monthly Finance Meeting Assurance SLT	I&A PB Assurance SLT	
16c	Progress Procurement and Contract Management	ACFO Service Support	Procurement Manager	Jul 2023		1. Procurement Plan and Capital Programme reviewed monthly at RWG.	**Complete** Jul 2023 Register published on	RWG Assurance SLT	I&A PB Assurance SLT	

						Sharepoint monthly.	Monthly Finance Meetings		
16c	Progress Procurement and Contract Management	ACFO Service Support	Procurement Manager	Jul 2023	2. Contract register reviewed at RWG.	**Complete** **Jan update:** First phase of training complete. E Modules in place. Additional training being monitored via Resources Working Group	RWG Assurance SLT Monthly Finance Meetings	I&A PB Assurance SLT	
16c	Progress Procurement and Contract Management	ACFO Service Support	AC Logistic Support/ Operational Development Head of Data, Digital and Property. Finance Business Partner Procurement Manager	Oct 2023	3. Implement procurement and contract management training	**Complete** Oct 2023	RWG Assurance SLT Monthly Finance Meetings	I&A PB Assurance SLT	

16c	Progress Procurement and Contract Management	ACFO Service Support	AC Logistic Support/ Operational Development Head of Data, Digital and Property. Finance Business Partner Procurement Manager	Oct 2023	4. Deliver the action plan as an outcome from the contract management internal audit.	**Complete** Dec 2023	RWG Assurance SLT Monthly Finance Meetings	I&A PB Assurance SLT	
16c	Progress Procurement and Contract Management	ACFO Service Support	SCC Internal Audit Team	Dec 2023	1. Internal audit to undertake a review of the audit outcomes.		RWG Assurance SLT Monthly Finance Meetings	I&A PB Assurance SLT	

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

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 AC Logistics Support, Operational Development Capital Programme Manager	Oct 2024	1. Collate outcomes from Phase 1 and 2 including user experience.	**In Progress** **Jan update:** WC returned to Operational duties, reducing capacity within team. Report not yet developed. **Apr 2024:** Delay in delivery of phase 2 linked to staff training and long-term support in the development of Phase 3. Delivery of phase 2 scheduled for completion September 2024. Outcomes report will follow as part of project delivery.	RWG Assets Board	I&A PB Assurance SLT	17a

17a	Review AT project to inform Phase 3.	AC Logistic Support/ Operational Development	Rosenbauer AC Logistics Support, Operational Development Capital Programme Manager	Feb 2024	2. Create end user network specifically relating to the AT project from existing network.	**Complete** **Jan update:** (dependent on 17a.1 – see above) **Apr update:** Network completed, including all key stakeholders within the Service. This highlighted key documentation, training and risk assessments that were missing resulting in a change to completion date of 17a.1.	RWG Assets Board	I&A PB Assurance SLT	
17a	Review AT project to inform Phase 3.	AC Logistic Support/ Operational Development	Logistics Team	Mar 2025	3. Look at lessons learned to inform next procurement process. 1.	**Not Started** Linked to point 1 above. Linked to Phase 2 Outcomes report (Sep 2024) and Phase 3 Closure Report (Jan 2025)	Resources WG	Assurance SLT	

	17b	Implement capability to enable us to track our fleet and improve driving standards across the organisation.	AC Logistic Support/ Operational Development	Questar Change Project Manager Logistics Team	Jun 2024	1. Complete and implement Telematics Project outcomes.	**In Progress** **Jan update:** Complete review of assets linked to the the Questar system has been completed. Anomalies being rectified. Considering use of a cloud system to support ongoing use and functionality of the system. Policy development is linked into use of digital media (eg. Body Worn camera). Telematics system to be trialled on vehicles prior to final implementation. **Apr update:** Delays with trial. Full review of contract instigated to determine if still fit-for-purpose.	RWG Assets Board	I&A PB Assurance SLT	

17b	Implement capability to enable us to track our fleet and improve driving standards across the organisation.	AC Logistic Support/ Operational Development	Logistics Team Project Manager	Jun 2025	Review and evaluate Telematics Project outcomes to ensure effective use across all Fleet.	**Not started** Pending implementation of full system (17b.1)	RWG Assets Board	I&A PB Assurance SLT	
17c	Develop medium/long term Estates Plan, forming part of overall Assets Strategy.	AC Logistic Support/ Operational Development	SFRS Property Team SCC Land and Property Team	Sep 2025	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** **Jan update:** Monthly meetings taking place with SCC Land & Property to build relationships. New Facilities Management provider appointed 20 Nov 2023. **Apr update:** Monthly meetings with all key stakeholders from SFRS and SCC ongoing, with all capital and upgrade projects included as part of the update. This includes progress from	RWG	Assurance SLT	

					the Greener Futures team. New capital programmes linked to SFRS workshops, and collaboration with Surrey Police and income generation in progress. Project Initiation Document for SFRS workshops, to Property Panel 16 Apr 2024.			

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
18a	Ensure staff register any secondary employment and audit results. (Comms push required.) Annual check.	POD Lead	POD Team Comms Team Data and Digital	Dec 2023 and annually thereafter	1. Set up communications to all employees outlining the requirement to do this.	**Complete** Oct 2023	Workforce Working Group (WWG)	I&A PB Assurance SLT	
18a	Ensure staff register any secondary employment and audit results. (Comms push required.) Annual check.	POD Lead	POD Team Data and Digital	Dec 2023	2. Establish schedule for annual audit and place on business plan.	**Complete** **Jan update:** On business plan and annual review programmed on POD Outlook calendar.	Workforce Working Group (WWG)	I&A PB Assurance SLT	

18b	Increase understanding of Working Time Regulations (WTR) sufficient to ensure adherence with the regulations (inc. Secondary contracts).	POD Lead	POD Team AC Response Trade Unions L&D	Jun 2024	1. Design and deliver basic training on Working Time Regulations to all On -all support officers and middle managers managing on call stations.	**In Progress** **Jan update:** Training designed. Meeting to discuss and agree with Union taking place 25 Jan 2024. Training to be rolled out from Feb 2024, subject to agreement with Union. **Apr update: ON HOLD** awaiting WTR compliance assessment.	WWG	I&A PB Assurance SLT	
18b	Increase understanding of Working Time Regulations (WTR) sufficient to ensure adherence with the regulations (inc. Secondary contracts).	POD Lead	POD Team AC Response Trade Unions L&D	Oct 2024	2 Design and deliver training to all staff which covers a more in-depth knowledge of working time regs in order to monitor working time of their employees.	**In Progress** **Jan update:** Wider training to commence following completion and evaluation of 18b.1 **Apr update: ON HOLD** awaiting WTR compliance assessment.	WWG	I&A PB Assurance SLT	

18c	Ensure all working time is monitored to ensure we align with requirements of the WTR.	POD Lead	Data and Digital Team AC Response	Dec 2024	1. Establish engineered controls in Firewatch to better manage and monitor hours (Audit function) for all required sections of the regulations (4, 10) and Grey book requirements.	**In Progress** **Jan update:** Conversations are ongoing to establish Firewatch's capability to monitor working time. **Apr update: ON HOLD** awaiting WTR compliance assessment.	WWG	I&A PB Assurance SLT	18c
18d	Ensuring those who need to opt out commit to this including those on the Flexible Duty System.	POD Lead	POD Team Comms Team Data and Digital	Dec 2024	1. Create a crib sheet outlining the basics on WTR and communicate out to all current employees inc. those on Flexible Duty System, who haven't opted out, inviting them to do so alongside the crib sheet.	**In Progress** **Jan update:** Letter to be finalised and sent to Flexi-Duty Officers. **Apr update: ON HOLD** awaiting WTR compliance assessment.	WWG	I&A PB **Assurance SLT**	

18d	Ensuring those who need to opt out commit to this including those on the Flexible Duty System.	POD Lead	POD Team Data and Digital	Mar 2024	2. Run a report to establish which employees have already opted out. 3.	**Complete** Dec 2023	WWG	I&A PB **Assurance SLT**	
18d	Ensuring those who need to opt out commit to this including those on the Flexible Duty System.		POD Team	Jul 2024	4. Monitor responses to see if the number of those having opted out has increased. 5.	**Not started** **Jan update:** Dependent on 18d.1 **Apr update:** No further update (see above)	WWG	I&A PB **Assurance SLT**	
18e	Ensure we review our onboarding processes to request new starters (Operational) to opt out of the 48 hours working week.	POD Lead	POD Team	Jul 2024	1. Include an Opt Out form in the welcome pack, requesting people to opt out with guidance as to why we are asking. 6.	**In Progress** **Jan update:** Opt Out form to be finalised. Activity to align with new recruits from May. **Apr update:** May course cancelled. ICT course in July 2024. Opt Out form to be in welcome pack ready for July.	WWG	I&A PB Assurance SLT	

18e	Ensure we review our onboarding processes to request new starters (Operational) to opt out of the 48 hours working week.	POD Lead	POD Team	Jul 2024	7. Record the outputs in Firewatch.	**Not started** Dependent on completion of 18e.1	WWG	I&A PB Assurance SLT	
18f	Establish guidance taking into account all of the above for managers.	POD Lead	AC response Trade Unions POD Team	Dec 2024	8. Draw up a guidance document on WTR to support the WTR policy.	**In Progress** **Jan update:** Guidance in draft form and awaiting FBU feedback. **Apr update: ON HOLD** awaiting WTR compliance assessment.	WWG	I&A PB Assurance SLT	

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.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
19a	Ensure policy and procedures for recording training (including officer training requirements) are understood and followed by all operational personnel	AC Professionalism	L&D	Dec 2023	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.	**Complete** **Dec 2023**	L&D OPAWG Occupational Health, Safety and Wellbeing Working Group (OHSWWG)	I&A PB Assurance SLT	

19a	Ensure policy and procedures for recording training (including officer training requirements) are understood and followed by all operational personnel	AC Professionalism	L&D	Jan 2024	2. Notify all officers who have areas of non-compliance for mandatory training elements.	**Complete** **Dec 2023**	L&D OPAWG Occupational Health, Safety and Wellbeing Working Group (OHSWWG)	I&A PB Assurance SLT	
19a	Ensure policy and procedures for recording training (including officer training requirements) are understood and followed by all operational personnel	AC Professionalism	AC Professionalism	Jun 2024	1. Develop KPIs for this specific AFI to support monitoring and future planning	**Complete** **Jan update:** Part of ongoing L&D review. **Apr update:** KPIs in place and monitoring carried out monthly – reporting to Corporate Leadership Team	L&D OPAWG Occupational Health, Safety and Wellbeing Working Group (OHSWWG)	I&A PB Assurance SLT	

19b	Ensure processes support continuous improvement.	AC Professionalism	L&D Operational Assurance Operational Support	Nov 2024	1. In scope of L&D review/system/monitoring.	**In Progress** **Jan update:** L&D review ongoing with weekly meetings. **Apr update:** L&D review is ongoing and expected to be completed by November 2024. The scope for the review includes identifying how the Operational Assurance, Operational Support, and L&D teams will work together to create a robust structure to ensure the service learns from operational incidents. This work has already started, and processes are in place. The review will	OPAWG OHSWWG	I&A PB Assurance SLT	

						evaluate the current processes and identify appropriate improvements.			
19b	Ensure processes support continuous improvement.	AC Professionalism	L&D	Nov 2024	Create a skills log to monitor/provide oversight of skills mix.	**In Progress** **Jan update:** Working with POD on this element as part of L&D review. This will be linked to NFCC Frameworks. **Apr update:** Incorporated within L&D review and the Developing the Workforce for the Future project.	OPAWG OHSWWG	I&A PB Assurance SLT	
19b	Ensure processes support continuous improvement.	AC Professionalism	Operational Support	Dec 2024	Operational Support to perform reality testing.	**In Progress** **Jan update:** Awaiting establishment of Operational Support Team. **Apr update:**	OPAWG OHSWWG	I&A PB Assurance SLT	

					Visits to stations have started with reality testing on recent training to check understanding. Operational Support Team working with station-based staff to develop realistic and appropriate training scenarios.			

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.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
20a	Clarify, improve and further develop the understanding of benefits of EDI and all staff roles in promoting it into all our EDI training.	EDI Lead	EDI Team Learning and Development Comms Team Staff Network Groups POD Team	Jun 2024	1. Develop an EDI training package ensuring there is a focus on educating staff about the benefits of EDI and how they can actively promote them in their day-to-day roles.	**In Progress** **Jan update:** Developing the EDI training package. Package includes: Positive Action training sessions, People Impact Assessment (PIA) training and Banter training. Positive action and PIA training detail in development. Pre-rollout sessions to be delivered at GC Hub meetings, to evaluate training prior to rollout across the Service. PIA session to be trialled at Feb 2024 Hub and Positive Action	EDI Programme Board	I&A PB Assurance SLT	

						session to follow in Mar. **Apr update:** Positive Action, and PIA tester training taken out of the GC Hub due to time restriction. To be delivered May 2024 – date to be agreed.		
20a	Clarify, improve and further develop the understanding of benefits of EDI and all staff roles in promoting it into all our EDI training.	EDI Lead	EDI Team Learning and Development Staff Network Groups POD Team	Jun 2024	2. Develop case studies based on lived experiences (including bullying and harassment) to be delivered in a programme of learning.	**In Progress** **Jan update:** External company (Vivida) developing video content, based on lived experiences taken from national culture reports. Vivida to deliver pilot session at March Leaders Forum prior to rollout. **Apr update:**	EDI Programme Board	I&A PB Assurance SLT

						Vivida facilitated interactive learning video (pilot session), based on lived experiences, delivered at March Leader's Forum. Some final minor improvements taking place. On target for Jun 2024 rollout.		
20a	Clarify, improve and further develop the understanding of benefits of EDI and all staff roles in promoting it into all our EDI training.	EDI Lead	EDI Team

POD Team | Dec 2024 | Evaluate the outcomes from the training package. | **Not Started**

Dependant on completion of 20a.1 and .2. Due to begin evaluation process Oct 2024. | EDI Programme Board | I&A PB

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.

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	EDI Lead	EDI Team People and Organisational Development (POD) team	Oct 2023	1. Create Myth Busting Video to address confusion about what Positive Action is and is not. 1.	**Complete** Sep 2023	EDI Programme Board	Assurance SLT	
21a	Implement Positive Action Plan to ensure wider awareness and understanding	EDI Lead	EDI Team	Oct 2023	2. Video shared in SFRS Newsletter	**Complete** Sep 2023	EDI Programme Board	Assurance SLT	
21a	Implement Positive Action Plan to ensure wider awareness and understanding	EDI Lead	EDI Team POD Team	Oct 2023	3. Develop targeted 'have a go' days for under-represented groups	**Complete** Oct 2023	EDI Programme Board	Assurance SLT	

21a	Implement Positive Action Plan to ensure wider awareness and understanding	EDI Lead	EDI Team POD Team	Jan 2024	4. Develop Positive Action Plan	**Complete** Oct 2023	EDI Programme Board	Assurance SLT	
21a	Implement Positive Action Plan to ensure wider awareness and understanding	EDI Lead	EDI Team POD Team	Mar 2025	5. Implement the plan a. Have a Go days b. Outreach programme c. Taster sessions	**In progress** **Jan update:** Have a Go days implemented. Community groups identified for consultation – looking to combine with Feb-Mar CRMP consultation where possible. **Apr update:** Q1 utilise CRMP public consultation for feedback on Have a Go days for under-represented groups. Q2 – in collaboration with POD, confirm dates for	EDI Programme Board	Assurance SLT	

						implementing 2024 Have a Go days. Plan in place for delivery of outreach programme but currently reviewing collaborative working with voluntary sector to coordinate the outreach programme workshops. Fire fit sessions **continue. Further work to be carried out to develop further – more targeted and increase locations.**			
21b	Evaluate our Positive Action activities.	EDI Lead POD Lead	EDI Team Staff Network Groups	Nov 2024	1. Establish a series of reality testing, to evaluate whether staff understand what Positive Action is and is not.	**Not started** To follow rollout of Positive Action training June 2024	EDI Programme Board	I&A PB Assurance SLT	

21b	Evaluate our Positive Action activities.	EDI Lead POD Lead	EDI Team	Nov 2024	2. Facilitate interactive workshops and discussions where staff can share their thoughts and concerns regarding positive action and positive discrimination	**In progress** **Jan update:** Currently facilitate discussions according to business need. **Apr update:** Continuing to develop Positive Action training with a presentation for delivery at interactive workshops. Interactive discussions further developed via Vivida (see 20a.2)	EDI Programme Board	I&A PB Assurance SLT	
21b	Evaluate our Positive Action activities.	EDI Lead POD Lead	EDI Team	Nov 2024	3. Conduct regular assessments on positive action and positive discrimination to reinforce knowledge and identify any knowledge gaps.	**Not started** To follow rollout of Positive Action training June 2024	EDI Programme Board	I&A PB Assurance SLT	

21b	Evaluate our Positive Action activities.	EDI Lead POD Lead	EDI Team Comms Team	Nov 2024	4. Provide feedback and additional training as necessary.	**Not started** To follow rollout of Positive Action training June 2024	EDI Programme Board	I&A PB Assurance SLT	
21b	Evaluate our Positive Action activities.	EDI Lead POD Lead	EDI Team Comms Team	Nov 2024	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.	**In Progress** **Jan 2024** To follow rollout of Positive Action training **Apr update:** Some resources now available via Sharepoint EDI site. Will continue to be developed and updated.	EDI Programme Board	I&A PB Assurance SLT	

21c	Create Myth Busting Video to address concerns about disclosing EDI data.	EDI Lead	EDI Team Comms Team	Mar 2024	6. Video shared in SFRS Staff Newsletter	**In Progress** **Jan update:** Video developed, to feature in Feb SFRS Newsletter. **Apr update:** Discussion with Trade Union representatives resulting in recording to be rescheduled for May's SFRS Staff Newsletter, with Trade Union support/feature in the video.	EDI Programme Board	I&A PB Assurance SLT
21d	Continue to review and improve our recruitment processes to enable an increasingly diverse workforce.	EDI Lead POD Lead	POD Team	Dec 2024	1. Ensure a robust induction is in place.	**In progress** **Jan update:** Scope being defined as part of the Workforce of the Future project. **Apr update:** New induction incorporates EDI and is to be piloted with July ICT course. .	EDI Programme Board	I&A PB Assurance SLT

21d	Continue to review and improve our recruitment processes to enable an increasingly diverse workforce.	EDI Lead POD Lead	EDI Team Data and Digital Team POD Team	Jun 2024	2. Develop EDI workforce performance measures and the process for monitoring/reviewing them (links to PMF/see AFI 14)	**Not started** Meeting to be scheduled to discuss in Feb 2024. **Apr update:** Meeting to be scheduled with POD and Digital and Data Team by May 2024	EDI Programme Board	I&A PB Assurance SLT	
21d	Continue to review and improve our recruitment processes to enable an increasingly diverse workforce.	EDI Lead POD Lead	EDI Team POD Team	Jun 2024	3. Open days and career events aimed at underrepresented groups considering a career in the Fire Service	**In progress** **Jan update:** Positive Action Plan implementation in progress. Identified underrepresented groups have been contacted and relationships established. **Apr update:** Targeted career events to be scheduled. EDI to work with POD to better establish career events for those specific under-represented groups and utilise	EDI Programme Board	I&A PB Assurance SLT	

						station open days.			
21d	Continue to review and improve our recruitment processes to enable an increasingly diverse workforce.	EDI Lead POD Lead	EDI Team POD Team	Jun 2024	4. Apply the tie breaker rule in promotions.	**Complete** Oct 2023	EDI Programme Board	I&A PB Assurance SLT	
21d	Continue to review and improve our recruitment processes to enable an increasingly diverse workforce.	EDI Lead POD Lead	EDI Team POD Team	Sep 2024	5. Evaluate recruitment process following next recruitment campaign	**In Progress** **Jan update:** Recruitment campaign closed 28 Jan 2024. Data now being drawn up to consider Return of Investment. **Apr update:** Full data only available following selection. Continuing selection process with candidates.	EDI Programme Board	I&A PB Assurance SLT	

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

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
22a	Ensure all managers carry out and record Performance Conversations. Completion data to be readily accessible and included within our assurance process.	POD Lead	POD Team Comms Team	Oct 2023	1. Communicate the dates and frequency of conversations to take place.	**Complete** Oct 2023	WWG-KPIS-(CLT)	I&A PB Assurance SLT	
22a	Ensure all managers carry out and record Performance Conversations. Completion data to be readily accessible and included within our assurance process.	POD Lead	POD Team	Dec 2023	2. Ensure soundbite training on Performance Conversation for all employees is mandatory.	**Complete** Nov 2023	WWG	Assurance SLT	

22a	Ensure all managers carry out and record Performance Conversations. Completion data to be readily accessible and included within our assurance process.	POD Lead	POD Team	Sep 2024	3. Communicate with different teams across the Service to explain the reasons for, requirements of and myth busting relating to Performance Conversations.	**In progress** **Jan update**: Time booked in with Comms in Feb 2024 to progress. **Apr update:** Conversation taken place with Comms. Session with JFC carried out as a pilot. Current resource issues slowing progress.	WWG	Assurance SLT
22a	Ensure all managers carry out and record Performance Conversations. Completion data to be readily accessible and included within our assurance process.	POD Lead	POD Team Date and Digital	Sep 2024	4. Measure outputs both qualitative and quantitative of Performance Conversations	**In progress** **Jan update:** Quantitative measures in place. Approach to qualitative defined but further work required to fully embed. **Apr update:** Need to review defined qualitative approach	WWG	Assurance SLT

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
						based on resources available to deliver.			
22b	Ensure all managers have Performance Conversation as an objective in their Performance Conversation.	POD Lead	POD Team	Mar 2024	1. Communication out to all managers to ensure they are adding this into their Performance conversations. 1.	**Complete** Jan 2024	WWG	I&A PB Assurance SLT	

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
23a	Ensure critical roles are identified for all teams across the Service.	POD Lead	POD Team	Oct 2023	1. Define criteria for establishing Critical roles.	**Complete** Sep 2023	WWG	I&A PB Assurance SLT	

23a	Ensure critical roles are identified for all teams across the Service.	POD Lead	POD Team	Oct 2023	2. Work with managers to assess all roles and whether they are critical.	**Complete** Oct 2023	WWG	I&A PB Assurance SLT	
23a	Ensure critical roles are identified for all teams across the Service.	POD Lead	POD Team	Jan 2024	3. Assure identification of all critical roles.	**Complete** Dec 2023	WWG	I&A PB Assurance SLT	
23b	Establish and embed an approach to succession planning.	POD Lead	POD Team	Sept 2024	1. Establish an approach to succession planning.	**Complete** Mar 2024	WWG	I&A PB Assurance SLT	
23b	Establish and embed an approach to succession planning.	POD Lead	POD Team	Apr 2024	2. Establish succession plans for all critical roles	**In Progress** **Jan update:** FF role draft complete. **Apr update:** 75% of succession	WWG	I&A PB Assurance SLT	

						plans for all critical roles now complete. Progress of remaining few dependent on resourcing. Recruitment process in progress for a People and OD Partner. **Change Request to May I&A PB – move completion date to Dec 2024**			
23b	Establish and embed an approach to succession planning.	POD Lead	POD Team	Jun 2024	3. Establish succession plans for all remaining roles	**Not started** **Jan update:** To follow completion of 23b.2	WWG	I&A PB Assurance SLT	
23b	Establish and embed an approach to succession planning.	POD Lead	POD Team	Jun 2024	4. Establish succession plans for all remaining roles	**Not started** **Jan update:** To follow completion of 23b.2	WWG	I&A PB Assurance SLT	

						Not started		I&A PB	

23b	Establish and embed an approach to succession planning.	POD Lead	POD Team	Mar 2025	1. Draw up guidance on inclusive succession planning which:
					
					    o Identifies successors.
					    o Evaluates the risk profile.
					    o Develops those in pipeline for succession.
					
					5.
						Not started
						
						Jan update: Dependant on 23b.2 and .3
							WWG	I&A PB
								
								Assurance SLT	

23c	Evaluate succession planning process	POD Lead	POD Team Change Programme Manager	Mar 2026	2. Draw up approach to evaluating the success of the succession planning process.	**Not started** Dependant on 23b.2 and .3	WWG	I&A PB Assurance SLT	

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

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.	POD Lead EDI lead	POD Team L&D	May 2025	1. Evaluate current attraction, selection activity.	**In Progress** **Jan update:** SCC Internal audit to be carried out. Findings to be analysed for inclusion in the scope of the Workforce for the Future project. **Apr update:** SCC Internal Audit not progressed but SFRS reviewed outcomes of previous recruitment campaign. Established a Recruitment workstream within Workforce for the Future project.	WWG	I&A PB Assurance SLT	

| 24a | Review how we resource to roles to ensure we can diversify the pool of current and future leaders. | POD Lead

EDI lead | POD Team

PM People and Culture | May 2025 | 2. Review how we retain staff within Service to ensure we don't lose them once they have been recruited. | **In Progress**

Jan update: Exit interview process merged with Surrey County Council. Stay interviews promoted and accessible.

Apr update: Culture review undertaken yearly. Core Code of Ethics embedded into People Processes. Regular staff engagement sessions with SLT and avenues opened to allow employees to raise their views (ie,. Pulse Surveys, New Ideas forms, Business Cases, Speak up Service) Negotiating with Trade Unions (additional responsibility allowances for driving, continuous professional development | WWG | I&A PB

Assurance SLT | |

| | | | | | | offered at development stage, enhanced provision for parents of premature babies, increased paternity leave) Development of the workforce through participation of the NFCC's Supervisory and Middle Manager Leadership programmes. Sponsorship for employees to go on Executive Leadership programme through NFCC. Introduction of Microlink to support with reasonable adjustments for those who need them. Investment in Healthcare for operational staff to support Return to Work. Increased well being offer and yearly Honours and Awards ceremonies. | | | |

								I&A PB
24a	Review how we resource to roles to ensure we can diversify the pool of current and future leaders.	POD Lead EDI lead	POD Team	May 2025	3. Consider approach to succession planning for future leaders. (see 23b)	**In Progress** (See 23b.)	WWG	Assurance SLT
24a	Review how we resource to roles to ensure we can diversify the pool of current and future leaders.	POD Lead EDI lead	POD Team	May 2025	4. Consider rank/role for those roles which do not have to be operational to be able to recruit externally and bring in specialist skill sets. 1.	**In Progress** **Jan update:** L&D move from the focus being on rank to a role ie. Instructor not Watch Commander completed. Work underway to investigate roles within Prevention and Protection. **Apr update:** Ongoing work within P&P to facilitate this. They are currently running a recruitment drive which is open to both SCC Terms and Conditions(T&Cs)	WWG	I&A PB Assurance SLT

								I&A PB
						staff and Gey Book T&Ss		
24a	Review how we resource to roles to ensure we can diversify the pool of current and future leaders.	POD Lead EDI lead	POD Team L&D	May 2025	5. Identify talent through performance conversations outputs and support the manager to support their development. 1.	**In Progress** **Jan update:** Review of output of Performance Conversations and support being provided. Review of approach required. **Apr update:** Q4 Performance Conversation outputs due by end April. This will identify those developing and aspiring. SLT members to have conversations with leaders of those areas/Teams to identify development opportunities. SLT to discuss further interventions with the use of NFCC	WWG	Assurance SLT

						Supervisory and Middle Manager Leadership programmes.		
24a	Review how we resource to roles to ensure we can diversify the pool of current and future leaders.	POD Lead EDI lead	POD Team AC Professionalism L&D	May 2025	6. Put together learning offer to allow those in house to progress and develop. 1.	**Not started** **Jan update:** Dependant on outputs of L&D review. **Apr update:** L&D review ongoing.	WWG	I&A PB Assurance SLT
24a	Review how we resource to roles to ensure we can diversify the pool of current and future leaders.	POD Lead EDI lead	POD Team L&D NFCC	Dec 2026	7. Consider Direct Entry schemes.	**In progress** **Jan update:** Commitment to tranche 3 of the NFCC programme. **Apr update:** Tranche 3 to start in 2025	WWG	I&A PB Assurance SLT
24b	Continue to promote the benefits of Career Pathways	POD Lead	POD Team Managers L&D	Dec 2024	1. Ensure they are in Performance Conversations as part of the development discussions.	**Complete** Mar 2024	WWG	I&A PB Assurance SLT

	across the Service							
24b	Continue to promote the benefits of Career Pathways across the Service	POD Lead	POD Team	Dec 2024	2. Go around Service presenting the benefits of Performance Conversations to employees on stations and in teams.	**In Progress** **Jan update:** Part of ongoing engagement visits. Building approach to roll out across stations. (See 22a.3) **Apr update:** Career Pathways included in presentation (See 22a.3)	WWG	I&A PB **Assurance SLT**
24c	Establish a core skills framework which outlines the requirements which are needed at each level of the organisation to be considered for promotion. This includes Senior Leadership roles.	POD Lead	POD Team L&D	Nov 2024	3. Establish a timeframe for implementation considering that some of the qualifications will take time to gain.	**In Progress** **Jan update:** Timeline being drawn up in collaboration with L&D – next meeting scheduled 4th Mar 2024 to progress. Communications in draft. **Apr update:** Incorporated in L&D Review (Nov 2024)	WWG	I&A PB Assurance SLT

24c	Establish a core skills framework which outlines the requirements which are needed at each level of the organisation to be considered for promotion. This includes Senior Leadership roles	POD Lead	L&D	Mar 2024	1. Outline a clear framework of requirements for promotion including soft skills as well as those required for the role.	**Complete** Mar 2024	WWG	I&A PB Assurance SLT
24c	Establish a core skills framework which outlines the requirements which are needed at each level of the organisation to be considered for promotion. This includes Senior Leadership roles.	POD Lead	POD Team L&D	Nov 2024	2. Establish a timeframe for implementation considering that some of the qualifications will take time to gain.	**In Progress** **Jan update:** Timeline being drawn up in collaboration with L&D – next meeting scheduled 4th Mar 2024 to progress. Communications in draft. **Apr update:** Incorporated in L&D Review (Nov 2024)	WWG	I&A PB Assurance SLT

24d	Understand current workforce diversity and benchmark against others.	EDI Lead	EDI Lead	May 2024	1. Raising awareness of how we use the data to overcome myths and address current concerns regarding confidentiality at submission of details.	**In Progress** **Jan update:** Finalising video with Comms to include data issues. **Apr update:** Filming taking place early May and to be shared via SFRS Staff newsletter	**WWG**	I&A PB Assurance SLT
24d	Understand current workforce diversity and benchmark against others.	EDI Lead	EDI Lead	Jun 2024	2. Encourage employees to complete diversity data request.	**Not started** **Jan update:** Dependent on 24d.1 **Apr update:** Will be included in video – further action to develop depending on outcomes of video.	**WWG**	I&A PB Assurance SLT
24e	Allow access for individuals to have opportunities to grow, develop and progress and successfully	POD Lead	Learning and Development Team Comms Team	Dec 2025	1. Establish a learning offer for the workforce to underpin the talent management framework and support succession planning (24a/6) 3.	**Not started** **Jan update:** Dependent on the outcomes of the L&D review. **Apr update:** (See 24a.6)	WWG	I&A PB Assurance SLT

	succeed another role.		Change Project Manager SCC Careers Team					
24e	Allow access for individuals to have opportunities to grow, develop and progress and successfully succeed another role.	POD Lead	POD Team AC Professionalism	Dec 2025	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.	**In progress** **Jan update:** Network established of Heads of HR in the Southeast. Secondments being discussed on next agenda. **Apr update:** Network in place but not met since last update. No further progress – low priority.	WWG	I&A PB Assurance SLT
24f	Integrate the use of the Phase 3 Direct Entry Programme, into Service Workforce Planning.	POD Lead	NFCC SFRS colleagues in other services Comms team	Dec 2026	3. Engage with NFCC and pilot programme in Surrey.	**In Progress** **Jan update:** Part of Workforce plan Agreement for Surrey to form part of tranche 3 of the NFCC Direct level entry scheme. **Apr update:** (see 24a.7)	WWG People and Culture Programme Board	I&A PB Assurance SLT

| 24g | Evaluate impact of all of the above approaches. | POD Lead | Change Programme Manager

POD Team | Dec 2026 | 4. Use evaluation tool to assure processes. | **Not started**

Jan update: Dependent on 24a -24f - been in place an insufficient amount of time to evaluate. | WWG | I&A PB

Assurance SLT | |

Business Safety Audit (BFS) Internal Audit

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
IA1	Address the risks highlighted in the BFS Internal Audit findings	AC Protection	GC Protection	Jan 2025	1 Review Fire Safety deliverables/targets in line with the new Risk-based Inspection Programme (RBIP) and link to new Key Performance Indicators (KPIs).	**Complete** Feb 2024 4 KPIs identified and continuously monitored and reported quarterly at Fire Safety Manager meeting.		I&A PB	
IA1	Address the risks highlighted in the BFS Internal Audit findings	AC Protection	GC Protection	Jan 2025	2 Develop a new process to offer greater assurance on issuing and monitoring enforcement and prohibition notices. 3 Implement the new process to give Fire Safety Managers responsibility to quality assure,	**Complete** Feb 2024 Enforcement Register reviewed monthly. Dates of enforcement expiry amended to mid-week (not weekends).		I&A PB	

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
					review and monitor the process.				
IA1	Address the risks highlighted in the BFS Internal Audit findings	AC Protection	GC Protection	Jan 2025	4 Allocate Protection resources according to risk. 5 Implement a process to monitor the travel of Protection staff to ensure that performance is not negatively impacted.	**In progress** **Apr update:** Fire Safety Managers self-manage resources across areas – Action complete Process to monitor travel not yet started.		I&A PB	
IA1	Address the risks highlighted in the BFS Internal Audit findings	AC Protection	GC Protection SC Protection Support	Sep 2024	6. Ensure all Protection SOPs are current and in date, with a next review date identified.	**In progress** **Apr update:** Protection SOPs review taking place on approaching expiry dates. Prohibition/Enforcement, and Prosecutions SOPs reviewed and complete.		I&A PB	

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
						Protection Delivery SOP in progress.			
IA1	Address the risks highlighted in the BFS Internal Audit findings	AC Protection	GC Protection SC Protection Support	Sep 2024	6 Assign the direct line management of the Protection Business Support Team to the Station Commander Protection Support to: • improve engagement with the performance conversation process • review personal targets • enable the GC to focus on the wider Protection Team	**In Progress** **Apr update:** Station Commander Protection Support direct line manager to Fire Safety Admin Team Leader. All actions, excluding personal targets now complete. Personal Targets to be defined and agreed.		I&A PB	
IA1	Address the risks highlighted in the BFS	AC Protection			7 Assign the direct line management of the Protection Business Support	**In Progress** **Apr update:**			

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done	Status	Quality Assurance	Governance	Sign Off Date
	Internal Audit findings		GC Protection SC Protection Support	Sep 2024	Team to the Station Commander Protection Support to: • improve engagement with the performance conversation process • review personal targets • enable the GC to focus on the wider Protection Team	Station Commander Protection Support direct line manager to Fire Safety Admin Team Leader. All actions, excluding personal targets now complete. Personal Targets to be defined and agreed.			
IA1	Address the risks highlighted in the BFS Internal Audit findings	AC Protection							