Inspection Improvement Plan
HMICFRS Report 2023 - 2025

SFRS Inspection Improvement Plan April 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.

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done
1a	Implementation of the Prevent and Protect (P+P) system	Head of Data, Digital and Property	Data and Digital Team AC Protection	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.
1a	Implementation of the Prevent and Protect (P+P) system	Head of Data, Digital and Property	AC Protection	Mar 2024	2. Develop P+P in relation to relevant Article 31 and Building Consultation information shared with Response teams.

1a	Implementation of the Prevent and Protect (P+P) system	Head of Data, Digital and Property	AC Protection	Sep 2024	1. Undertake review of risk information as part of P+P implementation and cleanse data as required.
1b	Clarify accountabilities for risk	ACFO Delivery of Services and ACFO Service Support	Data and Digital Team AC Protection AC Response	Mar 2024	1. Review and identify clear accountabilities for each aspect of risk, incorporating end user feedback.
1b	Clarify accountabilities for risk	ACFO Delivery of Services and ACFO Service Support	Data and Digital Team AC Protection AC Response	Mar 2024	2. Clarify different types of risk information and purposes.
1b	Clarify accountabilities for risk	ACFO Delivery of Services and ACFO Service Support	Data and Digital Team AC Protection AC Response	Jun 2024	3. Identify training requirements, where required, for each role.

1b	Clarify accountabilities for risk	ACFO Delivery of Services and ACFO Service Support	AC Response	Dec 2024	Update policies and procedures as required.
1b	Clarify accountabilities for risk	ACFO Delivery of Services and ACFO Service Support	AC Response AC Professionalism	Dec 2024	Develop methodology using national best practice.

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

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

Owners: AC Protection, AC Response**.**

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done
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.
2a	Set clear objectives and include within Borough Plans (Risk and Exercise Plan)	AC Response	AC Response	Mar 2024	2. Develop a planned approach to risk information visits for inclusion in Borough Plans 2024/25.

2a	Set clear objectives and include within Borough Plans (Risk and Exercise Plan)	AC Response	AC Response	Mar 2024	Borough/Fire Station teams to also include understanding of local risks when developing Borough Plans.
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.

Inspection key line of enquiry: Preventing fires and other risks

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

Owner: AC Prevention

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done
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.

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.
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. Create risk maps in conjunction with Data and Digital to show demographic risk across the county to allow targeted activity at a local level.
3c	Ensure team and station plans reflect risk in communities	AC Prevention	SC Fire Stations	May 2024	1. Review central prevention plan to ensure deliverables align with risk. 2. Review local station plans in line with above.

			SC Partnerships and Volunteers		

Inspection key line of enquiry: Preventing fires and other risks

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

Owner: AC Prevention

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done
4a	Ensure evaluation processes identify areas for further improvement	AC Prevention	SC Partnerships and Volunteers	Sep 2024	1. Undertake a dedicated feedback exercise with staff delivering Safe and Well Visits, to establish process improvements.
4a	Ensure evaluation processes identify areas for further improvement	AC Prevention	GC Prevention	Sep 2024	2. Facilitate a Peer Review of SAWV processes.

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

Owner: AC Prevention

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done
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.
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 Safe and Well Visits pre, during and post visit. This will capture all staff who deliver SAWV.

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.

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

OWNER: AC Protection

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done
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 2024	1. Review current Protection Assurance Framework 2023 (Policy – SFRS402), to ensure that a QA of audits, inspections and consultations is carried out.
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	Jun 2024	2. Implement and embed the QA process.

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	Peer Review of SFRS QA aligned to partners.

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

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

OWNER: AC Protection

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done
7a	Deliver a system to ensure provision of specialist protection advice as per current policy	AC Protection AC Response	GC Protection	Dec 2023	Put interim measures in place with partner FRSs to ensure Out of Hours (OOH) protection advice.
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	1. Seek advice (NFCC and SCC Legal) to ensure SFRS provide the correct level of specialist protection advice OOH. 2. Develop in-house OOH protection advice process. 3. Implement agreed process.

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

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

OWNER: AC Professionalism

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done
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.
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.

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.
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.
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.

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	Jul 2024	6. Operational Assurance Team to review use of 'Effective Command' as a recording tool with staff involvement.
8b	Ensure review processes are in place to support continuous improvement	AC Professionalism	Operational Assurance Team L&D Operational Support Team	Jun 2024	1. Review process to capture learning from local and national incidents and ensure full participation in National Operational Learning (NOL)/Joint Organisational Learning (JOL) processes.
8b	Ensure review processes are in place to support continuous improvement	AC Professionalism	AC Professionalism	Jul 2024	2. Ensure structured, regular and recorded meetings occur between Operational Assurance, L&D, and Operational Support Teams to share learning – report to OPAWG.

Inspection Area: Responding to fires and other emergencies

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

OWNE R: AC Professionalism

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done
9a	Ensure there is robust oversight and governance arrangements to oversee the implementation and maintenance of NOG	AC Professionalism	L&D 3F (Surrey, East and West Sussex Fire and Rescue Services) Strategic Board	Mar 2024	1. Review Operational Competence Standard and create gap analysis for governance aspects.
9a	Ensure there is robust oversight and governance arrangements to oversee the implementation and maintenance of NOG	AC Professionalism	AC Professionalism	Mar 2024	Progress reports from 3F Strategic Board and Tactical Board to be shared through OPAWG.

9b	Ensure operational policies are aligned with NOG outcomes	AC Professionalism	L&D 3F NOG Delivery Group	Dec 2024	1. Review Operational Competence Standard and create gap analysis for policy aspects.
9b	Ensure operational policies are aligned with NOG outcomes	AC Professionalism	AC Professionalism GC L&D	Mar 2024	2. Communication strategy so staff understand process for implementation of NOG with timeline on SharePoint with access to all staff.
9b	Ensure operational policies are aligned with NOG outcomes	AC Professionalism	AC Professionalism GC L&D	Mar 2024	3. Ensure L&D align practical and e-learning training with NOG with a plan to introduce individual NOG policies.

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.

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

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

OWNERS: AC Professionalism and AC Response

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done
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.
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.

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	Mar 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.
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.
10b	Ensure evaluation processes are in place to capture learning for all incident types	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, Operational Support, L&D, with oversight from OPAWG.

			Operational Support L&D		2.Align policies and procedures with recommendations from major-incident inquiries
10c	Create and embed review processes to ensure continuous improvement	AC Professionalism	Operational Assurance Operational Support L&D	Jul 2024	Operational Assurance, Operational Support and L&D to monitor exercise outcomes and ensure recommendations are sent to OPAWG for scrutiny, recording, and monitoring.

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

OWNER: AC Response and AC Professionalism

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done
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.
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. Multi-agency training in the form of JESIP training, to be completed by tactical commanders, to include the use of NILOs.

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	3. SFRS NILOs training to be conducted with partners within the region.
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	July 2024	4. Introduce reality testing to ensure a clear understating 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).
11b	Ensure evaluation processes are in place to capture learning for all incident types	AC Response	L&D JFC	Jul 2024	1. Deliver a Joint Fire Control-specific exercise linked to MTA.
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.

11b	Ensure evaluation processes are in place to capture learning for all incident types	AC Response	Operational Assurance	Jul 2024	Terror-related incidents to be included in the delivery of action 10a.4 (Detailed Exercise Plan)
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.
11c	Create and embed review processes to ensure continuous improvement.	AC Professionalism	Operational Assurance L&D Operational Support	Jul 2024	2. Recommendations from reports to be scrutinised, recorded, and monitored by OPAWG.

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

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done
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)	Feb 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
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)	Jul 2024	Implement NOG for Tall Buildings

	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	L&D (NOG) Data & Digital	May 2024	2. Exercises involving Tall Buildings to include evacuation procedure changes, multiple fire survival guidance and information exchange between Control Unit, Bridgehead and Joint Fire Control.
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	Jul 2024	3. Implement a digital solution for information exchange between Control Unit, Bridgehead and Joint Fire Control and identify future approaches.

	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	L&D (NOG)	Dec 2024	Tall Building-related incidents to be included in the delivery of Action 8c (Detailed Exercise Plan).

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

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

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done
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

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

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done
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.
14a	Improve productivity/targets aligned to station-based activity	ACFO Delivery of Services and ACFO Service Support	Data and Digital Team AC Prevention	Apr 2024	2. Review the delivery of Protection & Prevention for Safe and Well Visits to accelerate the central booking facility and put in place the resources to deliver it
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.

14a	Improve productivity/targets aligned to station-based activity	ACFO Delivery of Services and ACFO Service Support	Data and Digital Team POD	Mar 2024	4.Include PMF awareness and expectations within management induction programmes.
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
14a	Improve productivity/targets aligned to station-based activity	ACFO Delivery of Services and ACFO Service Support	AC Response	TBC	6.Review time and motion/station routines to update ‘Station Work Routines and Standards’ policy.
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.

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	2. Review of whole logistics team functions
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.
	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	4. Review policies and processes to support organisation.
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.
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	6. Implementation of review recommendations including ongoing performance targets and KPI's.

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 Protection	Mar 2024	1. Review existing measures and targets with relevant teams.
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 Protection	Mar 2024	Develop an enhanced set of measures with clear evidence base.

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

OWNERS: ACFO Delivery of Services, ACFO Service Support.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done
15a	Develop a consistent Governance approach for collaborative working	ACFO Delivery of Services, ACFO Service Support	SLT	Mar 2024	1. Develop a Service Collaboration Strategy
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.
15a	Develop a consistent Governance approach for collaborative working	ACFO Delivery of Services, ACFO Service Support	AC Protection	Mar 2024	Articulate clear position and ambitions in 2025 CRMP
15b	Develop Policy and Procedure for collaborative working with Partners	ACFO Delivery of Services, ACFO Service Support	Partnership Leads	Mar 2024	Develop a ‘Partnership and Collaborations’ Register, to ensure a comprehensive record of joint working and enabling future reviews.

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	Undertake cost/benefit analysis for each partnership/collaboration.

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

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

OWNERS: ACFO Service Support, Chief Fire Officer.

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done
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.
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 financial planning assumptions, e.g. rates of inflation and grant funding levels
16a	Sound governance arrangements in place to scrutinise spending and future efficiencies	Chief Fire Officer	Strategic Manager Performance and Efficiency	Sep 2024	3. PIAs completed on all potential efficiencies to understand the impact on communities and staff.
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.

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.
16a	Sound governance arrangements in place to scrutinise spending and future efficiencies	Chief Fire Officer	ACFO Service Support and ACFO Delivery of Services	Sept 24	6. CRMP planning underway. Consultation to feedback value for money and meeting community needs.
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.
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).
16a	Sound governance arrangements in place to scrutinise spending and future efficiencies	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.
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.
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.

16c	Procurement and Contract Management	ACFO Service Support	Procurement Manager	Jul 2023	1. Procurement Plan and Capital Programme reviewed monthly at RWG.
16c	Procurement and Contract Management	ACFO Service Support	Procurement Manager	Jul 2023	2. Contract register reviewed at RWG.
16c	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
16c	Procurement and Contract Management	ACFO Service Support	AC Logistic Support/ Operational Development Head of Data, Digital and Property.	Oct 2023	4. Deliver the action plan as an outcome from the contract management internal audit.

			Finance Business Partner Procurement Manager		
16c	Procurement and Contract Management	ACFO Service Support	SCC Internal Audit Team	Dec 2023	5. Internal audit to undertake a review of the audit outcomes.

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

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done
17a	Review AT project to inform Phase 3.	AC Logistic Support/ Operational Development	Rosenbauer AC Logistics Support, Operational Development Watch Commander (WC) Logistics Support	Feb 2024	1. Collate outcomes from Phase 1 and 2 including user experience.
17a	Review AT project to inform Phase 3.	AC Logistic Support/ Operational Development	AC Logistics Support, Operational Development Watch Commander (WC) Logistics Support	Feb 2024	2. Create end user network specifically relating to the AT project from existing network.

17a	Review AT project to inform Phase 3.	AC Logistic Support/ Operational Development	Logistics Team	Mar 2024	3. Look at lessons learned to inform next procurement process.
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.
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	2. Review and evaluate Telematics Project outcomes to ensure effective use across all Fleet.
17c	Develop medium/long term Estates Plan, forming part of overall Assets Strategy.	Head of Data, Digital and Property	SFRS Property Team SCC Land and Property Team	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.

Inspection key line of enquiry: Promoting the right values and culture

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

OWNER: Head of People and Organisational Development

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done
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.
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.

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.
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.
18c	Ensure all working time is monitored to ensure we align with requirements of the WTR.	POD Lead	Data and Digital Team AC Response	Mar 2024	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.
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	Mar 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.

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.
18d	Ensuring those who need to opt out commit to this including those on the Flexible Duty System.	POD Lead	POD Team	Jul 2024	3. Monitor responses to see if the number of those having opted out has increased.
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 SCC Recruitment Team	May 2024	1. Include a letter in the welcome pack, requesting people to opt out with guidance as to why we are asking.
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	2. Record the outputs in Firewatch.
18e	Ensure we review our onboarding processes to request new starters (Operational) to opt out of the 48 hours working week.	POD Lead	AC response Trade Unions POD Team	Dec 2024	3. Draw up a guidance document on WTR to support the WTR policy.

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

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

OWNER: Area Commander Professionalism

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done
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.
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.

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	Develop KPIs for this specific AFI to support monitoring and future planning
19b	Ensure processes support continuous improvement.	AC Professionalism	L&D Operational Assurance Operational Support	Jun 2024	1. In scope of L&D review/system/monitoring.
19b	Ensure processes support continuous improvement.	AC Professionalism	L&D	Jul 2024	2. Create a skills log to monitor/provide oversight of skills mix.
19b	Ensure processes support continuous improvement.	AC Professionalism	Operational Support	Jul 2024	3. Operational Support to perform reality testing.

Inspection key line of enquiry: Ensuring fairness and promoting diversity

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

OWNER: Equality, Diversity and Inclusion (EDI) Lead

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done
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	Mar 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.
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.
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	3. Evaluate the outcomes from the training package.

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

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done
21a	Implement Positive Action Plan to ensure wider awareness and understanding	EDI Lead	EDI Team	Oct 2023	1. Create Myth Busting Video to address confusion about what Positive Action is and is not.
21a	Implement Positive Action Plan to ensure wider awareness and understanding	EDI Lead	EDI Team	Oct 2023	2. Video shared in SFRS Newsletter
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
21a	Implement Positive Action Plan to ensure wider awareness and understanding	EDI Lead	EDI Team POD Team	Jan 2024	4. Develop Positive Action Plan
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

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.
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
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.
21b	Evaluate our Positive Action activities.	EDI Lead POD Lead	EDI Team Comms Team	Nov 2024	4. Provide feedback and additional training as necessary.
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.
21c	Create Myth Busting Video to address concerns about disclosing EDI data	EDI Lead	EDI Team Comms Team	Mar 2024	Video shared in SFRS Staff Newsletter

21d	Continue to review and improve our recruitment processes to enable an increasingly diverse workforce.	EDI Lead POD Lead	POD Team	Mar 2024	1. Ensure a robust induction is in place.
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	Mar 2024	2. Develop EDI workforce performance measures and the process for monitoring/reviewing them (links to PMF/see AFI 14)
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
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.
21d	Continue to review and improve our recruitment processes to	EDI Lead POD Lead	EDI Team POD Team	Sep 2024	Evaluate recruitment process following next recruitment campaign

	enable an increasingly diverse workforce				

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

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

OWNER: Head of People and Organisational Development

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done
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.
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.

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	Mar 2024	3. Produce a Service Video explaining the reasons for, requirements of and myth busting relating to Performance Conversations.
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
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	5. Raising awareness with specific areas of the workforce regarding the value of performance conversations

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.

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

OWNER: Head of People and Organisational Development

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done
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.
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.
23a	Ensure critical roles are identified for all teams across the Service.	POD Lead	POD Team	Jan 24	3. Assure Identification of all critical roles.
23b	Establish and embed an approach to succession planning.	POD Lead	POD Team	Sept 2024	4. Establish an approach to succession planning.
23b	Establish and embed an approach to succession planning.	POD Lead	POD Team	Apr 2024	5. Establish succession plans for all critical roles

23b	Establish and embed an approach to succession planning.	POD Lead	POD Team	Jun 2024	6. Establish succession plans for all remaining roles
23b	Establish and embed an approach to succession planning.	POD Lead	POD Team	Mar 2025	1. Draw up guidance on inclusive succession planning which: ○ Identifies successors. ○ Evaluates the risk profile. ○ Develops those in pipeline for succession.
23c	Evaluate succession planning process	POD Lead	POD Team Change Programme Manager	Mar 2026	Draw up approach to evaluating the success of the succession planning process.

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

OWNER: Head of People and Organisational Development and EDI Lead

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Description of work needing to be done
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.
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.

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)
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.
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.
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.
24a	Review how we resource to roles to ensure we can diversify the pool	POD Lead EDI lead	POD Team L&D NFCC	Dec 2026	7. Consider Direct Entry schemes.

	of current and future leaders.				
24b	Continue to promote the benefits of Career Pathways across the Service	POD Lead	POD Team Managers L&D	Dec 2024	1. Ensure they are in Performance Conversations as part of the development discussions.
24b	Continue to promote the benefits of Career Pathways across the Service	POD Lead	POD Team	Dec 2024	Go around Service presenting the benefits of Performance Conversations to employees on stations and in teams.
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.
24c	Establish a core skills framework which outlines the requirements which are needed at each level of the organisation to	POD Lead	POD Team L&D	Mar 2024	2. Establish a timeframe for implementation considering that some of the qualifications will take time to gain.

	be considered for promotion. This includes Senior Leadership roles.				
24d	Understand current workforce diversity and benchmark against others.	POD Lead EDI lead	EDI Lead	Mar 2024	1. Raising awareness of how we use the data to overcome myths and address current concerns regarding confidentiality at submission of details.
24d	Understand current workforce diversity and benchmark against others.	POD Lead EDI lead	EDI Lead	Mar 2024	Encourage employees to complete diversity data request.
24e	Allow access for individuals to have opportunities to grow, develop and progress and successfully succeed another role.	POD Lead	Learning and Development Team Comms Team Change Project Manager SCC Careers Team	Dec 2025	1. Establish a learning offer for the workforce to underpin the talent management framework and support succession planning (24a/6)
24e	Allow access for individuals to have opportunities to grow, develop and progress and successfully	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.

	succeed another role.				
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	Engage with NFCC and pilot programme in Surrey.
24g	Evaluate impact of all of the above approaches.	POD Lead	Change Programme Manager POD Team	Dec 2026	Use evaluation tool to assure processes.