



Surrey Fire and Rescue Service Cause of Concern Action Plan

Layout of the plan

The plan details the inspection Key Line of Enquiry, followed by the Cause of Concern and then the HMICFRS Recommendation.

The service actions and/or projects required to address these are listed below the numbered Recommendations.

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

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

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables
1a	Create Terms of Reference for project brief.	Area Commander (AC) Prevention and Protection	Senior Risk Intelligence Officer/Group Commander (GC) Protection	05 Sep 2023	Terms of Reference.
1b	Review Risk-Based Inspection Programme (RBIP) across Fire and Rescue Services (FRSs) community, looking at a range of options.	AC Prevention and Protection	Senior Risk Intelligence Officer	13 Sep 2023	A Surrey Fire and Rescue Service (SFRS) RBIP cross referenced with other FRSs. Applied best practice methodologies.
1c	Review data within the Community Risk Information System (CRIS) system and apply National Fire Chiefs Council (NFCC) draft risk methodology for other buildings.	AC Prevention and Protection	Senior Risk Intelligence Office	13 Sep 2023	Very high (VH) and High risk (HR) premises data set. Relative risk-rating for all premises.
1d	Present findings and draft RBIP to Principal Officers.	AC Prevention and Protection	AC Prevention and Protection	15 Sep 2023	Draft RBIP.

1e	Develop draft of new RBIP documentation, explaining methodology application of data, including guidance on how to deliver.	AC Prevention and Protection	GC Protection NFCC Protection Policy and Reform Unit (PPRU) West Sussex Regional Lead	30 Sep 2023	Document explaining data sets, methodology, process and delivery of the RBIP. Initial Peer Review of methodology through the NFCC PPRU and Regional Leads. Feedback and assurance on methodology and process. Guidance document on risk and delivery of RBIP.
1f	Develop a programme to reality test understanding of new risk methodology with our inspectors and advisers.	AC Prevention and Protection	GC Protection/ Station Commander Quality Assurance and Policy (Protection)	30 Sep 2023	Defined approach to test understanding (process embedded within RBIP).
1g	Refine, quality assure and stress test data (from 1c).	AC Prevention and Protection	Senior Risk Intelligence Officer	26 Sep 2023	Fit for purpose, reproduceable and resilient data set. Consistent method of search within the CRIS to identify VH and HR premises.
1h	Engage with West Sussex for final review/endorsement.	AC Protection	AC Protection/ GC Protection	30 Nov 2023	Final feedback and assurance from Subject Matter Expert (SME) – Former PPRU.
1i	Finalise revised Key Performance Indicator (KPI) measures aligned to the new RBIP, and performance requirements of the Protection team.	AC Protection	Performance and Intelligence Specialist	30 Nov 2023	Revised suite of KPIs reported through governance.
1j	Final sign off through SFRS governance	AC Protection	SLT	31 Dec 2023	Approved RBIP and guidance documents.
1k	Review revised KPIs against outcomes of internal audit	AC Protection	Surrey County Council (SCC) Internal Auditor	31 Mar 2024	Revised suite of KPIs reported through governance.

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

Ref	Action/Project	Owner	Supplier/s	Target Completion Date	Deliverables
2a	Update Fire Safety Managers (FSMs) on guidance document and RBIP deliverables.	AC Protection	GC Protection	24 Jan 2024	Comprehensive understanding of RBIP. FSM training on interrogation of data sets and allocation of audits.
2b	Socialising of new RBIP and guidance with entire Protection Team, to include training on RBIP deliverables.	GC Protection	FSM	24 Jan 2024	A Protection Team that are informed and aware of the RBIP, its outcomes and the expectations of their role.
2c	Service wide communication on RBIP for identifying risk within Surrey.	AC Protection	GC Protection/ Senior Comms Officer	24 Jan 2024	Update to Leaders Forum SFRS Staff Newsletter

2d	RBIP Go-Live.	AC Protection	GC Protection	01 Feb 2024	New RBIP published.
2e	Complete a 6-month quality assurance review.	AC Protection	GC Protection/ FSMs	30 Sep 2024	<p>Staff fully aware of expectations on them in management of RBIP.</p> <p>Improved ways of working to compliment the RBIP, including a review of existing geographical hub model.</p> <p>VH and HR premises targets met.</p> <p>Ongoing monitoring via internal audit.</p> <p>Commission final Peer Review</p>

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