

HMICFRS Action Plan 2025

No.	Pillar	Area for Improvement	Strategic Lead	Project Lead	Current Status	Tracking	Health Check
1	Preventing fires and other risks	The brigade should make sure staff carry out safer home visits promptly.	Lee Brown	Alan Turner	In progress	On Track	Progressing with issues
2	Preventing fires and other risks	The brigade should make sure it has an effective process to refer people at risk to partner organisations.	Lee Brown	Alan Turner	In progress	On Track	Progressing with issues
3	Protecting the public through fire regulation	The brigade should assure itself that its risk-based inspection programme prioritises the highest risks and includes proportionate activity to reduce risk.	Lee Brown	Lee Haggath	In progress	On Track	Progressing to plan
4	Protecting the public through fire regulation	The brigade should make sure it has an effective quality assurance process, so staff carry out audits to an appropriate standard.	Lee Brown	Lee Haggath	In progress	On Track	Progressing to plan
5	Protecting the public through fire regulation	The brigade should make sure it has effective arrangements to provide specialist protection advice out of hours.	Lee Brown	Lee Haggath	In progress	On Track	Progressing to plan
6	Protecting the public through fire regulation	The brigade should make sure it works with local businesses and other organisations to share information and expectations on compliance with fire safety regulations.	Lee Brown	Lee Haggath	In progress	On Track	Progressing to plan
7	Responding to fires and other emergencies	The brigade should make sure it has an effective system to learn from operational incidents.	Nicola Tranter	Marty Challenor	In progress	On Track	Progressing to plan
8	Responding to fires and other emergencies	The brigade should make sure its firefighters have access to relevant and up-to-date risk information.	Nicola Tranter	Katie Sharrow	In progress	On Track	Progressing with issues
9	Promoting the right values and culture	The brigade should assure itself that senior managers demonstrate brigade values through their behaviours.	Kristine Ward	Michelle Richards	In progress	On Track	Progressing with issues
10	Promoting the right values and culture	The brigade should proactively monitor working hours (including overtime) to improve staff well-being.	Michelle Richards	Louise Bate	In progress	On Track	Progressing with issues
11	Getting the right people with the right skills	The brigade should assure itself that all staff receive the right training for their role.	Dave Preston	Steve McAllister	In progress	Off track	Progressing with issues
12	Getting the right people with the right skills	The brigade should make sure the system to record and monitor operational staff competence is aligned to its policy for maintaining skills and knowledge.	Dave Preston	Steve McAllister	In progress	Off Track	Progressing with issues
13	Ensuring fairness and promoting diversity	The brigade should make sure it has robust processes in place to carry out equality impact assessments and review any actions agreed as a result.	Michelle Richards	Anne Skillcorn	In progress	On Track	Progressing with issues
14	Ensuring fairness and promoting diversity	The brigade should make sure it is transparent and fair when recruiting staff.	Kristine Ward	Michelle Richards	In progress	On Track	Progressing to plan
15	Managing performance and developing leaders	The brigade needs to do more to assure its workforce that promotion processes are fair.	Kristine Ward	Michelle Richards	In progress	Completed	Progressing to plan
16	Managing performance and developing leaders	The brigade should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	Kristine Ward	Steve McAllister	In progress	On Track	Progressing to plan