

APPENDIX A

No.	Lead area	Agreed action	Target
1	Response	Review and strengthen the Service's approach to the planning, prioritisation, recording and assurance of cross-border exercising activity.	30 Sep 2026
2	Operational Preparedness	Review and strengthen the Service's approach to the recording, categorisation and assurance of multi-agency exercising activity.	30 Sep 2026
3	Strategy & Performance	Develop and implement a Service-wide project and programme management framework.	30 Sep 2026
4	Strategy & Performance	Introduce a centralised Service-wide action and project tracking system.	1 June 2026
5	Strategy & Performance	Strengthen benefits realisation and evaluation arrangements for projects and improvement activity.	1 March 2027
6	People & Organisational Development	Review and strengthen the Service's approach to identifying, developing and supporting high-potential staff and aspiring leaders.	1 Mar 2027
7	People & Organisational Development	Improve communication and staff understanding of leadership development and progression opportunities.	1 Mar 2027
8	People & Organisational Development	Strengthen governance, monitoring and evaluation of talent management and leadership development activity.	1 Mar 2027
9	People & Organisational Development	Review and strengthen the Service's Equality Impact Assessment process, template, guidance and assurance arrangements.	1 Mar 2027
10	People & Organisational Development	Introduce proportionate governance and quality assurance arrangements for Equality Impact Assessments.	1 Mar 2027
11	People & Organisational Development	Strengthen monitoring and review of actions identified through Equality Impact Assessments.	1 Mar 2027
12	Protection	Review the current Risk Based Inspection Programme against NFCC guidance and review Protection reporting measures.	1 Oct 2026
13	Protection	Review Protection assurance activity and develop a fit-for-purpose assurance framework.	31 Dec 2026
14	Protection	Assess consistency in the use of the Enforcement Management Model and reinforce its use and management sign-off.	1 Nov 2026
15	Prevention	Review and strengthen post-incident referral, information-sharing and joint intervention arrangements across Prevention, Protection and Response.	31 March 2027
16	Prevention	Strengthen the Service's approach to identifying and engaging seldom-heard and vulnerable communities.	31 March 2027
17	Prevention	Strengthen the evaluation of Prevention activity to improve service effectiveness and continuous improvement.	31 March 2027

AGREED HMICFRS IMPROVEMENT ACTIONS

Note: Appendix A summarises action-level information. Definitions of completion, measures of success and the 73 supporting sub-actions are retained within the approved action spreadsheet and will be transferred to the Service-wide Action Tracker.