

Buckinghamshire & Milton Keynes Fire Authority



MEETING	Overview and Audit Committee
DATE OF MEETING	17 March 2021
OFFICER	Area Commander Calum Bell, Head of Protection & Assurance
LEAD MEMBER	Councillor Steven Lambert
SUBJECT OF THE REPORT	Operational Assurance Improvement Plan
EXECUTIVE SUMMARY	<p>The purpose of this report is to provide an update on the progress that continues to be made, with regard to the delivery of the Service's approved Operational Assurance Improvement Plan (OAIP).</p> <p>The OAIP is a dynamic document, used to enhance our ability to capture, scrutinise and respond to operational learning originating from events such as our own operational debriefs and Learning Review of Command (LRC) which are now customary for all notable incidents, assurance visits and external reviews, such as the Grenfell enquiry.</p> <p>Our internal approach towards how we now gather and assess learning from operational activity, has better enabled us to effectively identify emerging issues and then implement practical and corrective solutions, in order to enhance operational performance.</p> <p>The recommendations for action from the final Operational Assurance Limited (OAL) audit, have now been added to the OAIP.</p> <p>The main areas of focus for the OAIP continue to be operational learning from incidents and this is not limited to just those we have attended. As part of the Joint Emergency Services Interoperability Programme (JESIP) we share information across all CAT 1 and 2 Responders through the Joint Operational Learning (JOL) portal and via the National Fire Chiefs Council (NFCC) we access and share "Learning Events" through the National Operational Learning (NOL) framework.</p> <p>Most recently we have started to migrate the work and actions we have been taking, in response to the Grenfell Tower enquiry, into the OAIP.</p>
ACTION	Noting.

RECOMMENDATIONS	It is recommended that the progress made against each improvement recommendation detailed within the updated OAIP is noted.
RISK MANAGEMENT	<p>Delivery of the OAIP will contribute toward ensuring the Service's operational safe systems of work are continuously improved to conform to the latest safety standards and are efficient, effective and responsive to significant changes in the external or internal environments.</p> <p>Failure to deliver the OAIP could expose:</p> <ul style="list-style-type: none"> • the Service, its personnel and the public to operational, health and safety risks; • Buckinghamshire & Milton Keynes Fire Authority (BMKFA) to reputational and / or financial risks. <p>The OAIP will inform the ongoing development of our operational workforce plan particularly in relation to areas such as maintenance of operational skills, acquisition training and assessment.</p> <p>Furthermore, the OAIP does not appear to raise any immediate privacy issues.</p>
FINANCIAL IMPLICATIONS	There are no direct financial implications associated with this report, as all expenditure is contained within existing budgets. Previously, a £50,000 per annum investment resulted in a contractual three-year (two years, with the option to extend by a further year) programme of assurance visits, intended to drive continual service improvement. This programme has now been completed.
LEGAL IMPLICATIONS	There are no negative legal implications associated with this report.
CONSISTENCY WITH THE PRINCIPLES OF THE DUTY TO COLLABORATE	Although the Authority has committed to a default position of collaboration with Thames Valley Fire and Rescue Authorities (FRAs). The OAIP relates specifically to BFRS operational activity, however any opportunity to collaborate will be explored, as will the sharing of any identified operational learning.
HEALTH AND SAFETY	There are no negative implications on health and safety associated with this report. The delivery of the OAIP will continue to promote and enhance the existing health and safety culture within the Service.
EQUALITY AND DIVERSITY	No immediate issues identified in relation to the OAIP, however, IIAs and DPIAs will be completed for any changes that result from any subsequent activity, where there is the potential for equality, diversity and privacy issues to arise.
USE OF RESOURCES	Communication with stakeholders

Learning from operational activity or recommendations following debrief and assurance visits are routinely published and communicated to all staff, utilising either the I:Drive or Operational Assurance newsletter. This approach is intended to ensure there is a clear understanding and appreciation of the collective responsibility there is toward continuous improvement in respect to operational performance.

The system of internal control

From a monitoring and reporting perspective, the Head of Protection & Assurance leads on the improvement plan and is chair of the Operational Assurance Group (OAG).

The Head of Operational Training and Assurance has responsibility for delivering the OAIP in conjunction with the OA team.

The medium-term financial strategy

It is intended that delivery of the OAIP, continues to be achieved within the existing budget.

The balance between spending and resources

Coordinated visits to other fire services and informal discussions with suppliers have taken place, in order to identify the different active monitoring systems commercially available. This has resulted in a further 6-month trial being commenced utilising Effective Command commencing on 1 January 2021 that will then be subject to evaluation, before a final decision is made in respect to its suitability.

It was also recognised early on that by transferring the information held on the OAIP, within its current spreadsheet type format, onto 'Viper' would make it easier to both interpret and report on the progress being made, in relation to the different improvement recommendations. However, progress has unfortunately been delayed, primarily due to the other work commitments involving the Data Intelligence Manager.

The management of the asset base

There are currently no identified impacts on the asset base.

The arrangements to promote and ensure probity and propriety

Delivery of the OAIP is expected to have a positive impact against these criteria by creating a more vigorous and transparent operational assurance environment within the Service.

Environmental

Delivery of the OAIP will enhance the Service's ability to identify and manage potential environmental

Operational Assurance Improvement Plan

	hazards in both the internal and external surroundings.
PROVENANCE SECTION & BACKGROUND PAPERS	Background Overview and Audit Committee: 22 July 2020 (see pages 297 - 300) Agenda Document for BMKFA Overview & Audit Committee, 22/07/2020 10:00 (bucksfire.gov.uk)
APPENDICES	Appendix A: Operational Assurance Improvement Plan
TIME REQUIRED	10 minutes
REPORT ORIGINATOR AND CONTACT	Shaun Cunningham, Head of Operational Training and Assurance scunningham@bucksfire.gov.uk 01296 744426

Ref	Report Title	Section	Recommendation	Action	Priority	Lead Officer	Lead Dept	Start date (Authorised by OAG)	Delivery Date	RAG	Progress & Issues Report	Status
					H/M/L	Resp.					Status	
Operational Assurance Limited (OAL): BFRS Review of Operational Arrangements - November 2018												
ROA3	Review of Operational Arrangements	Element 18, 19, 20, 21, 22, 23, 24, 25, 26,	Operational Assurance	Actions contained within recommendations table of report.	M	SG	Ops Assurance	05/06/2019			18-Complete, 19.-Complete, 20.-Complete, 21.-Complete, 22.-Complete, 23.-Complete, 24 Open, 25. Complete, 26. Complete	In-Progress
Fire at the Gables, Wolverton: Operational Incident Report - 12/7/2019												
G 04	The Gables Report		Command support ineffective in early stages.	Instigate Command Support training focusing on the early stages of an incident.	M	SW	Ops Training & Assurance	11/09/2019	31/03/2020		Training package to be developed by Operational training incident command lead in discussion with OAT. Content to be considered when the OAL audit outcomes are delivered. (SG 22/11/19) PowerPoint presentation has been developed, final training details to be confirmed (SC 28/01/2010) Training package is in-development. The outcomes of the Station thematic audit for Command Support will be included into this package when published (SG 04/08/2020) The draft Command Support was presented to OAT on the 30/09/2020. Following amendments, this will be rolled out in January 2021 (SG 17/09/2020).	In-Progress
OAL report November 2019 Arrangements for incidents involving high-rise procedures and initial command support (consolidated actions)												
1	OAL report 2019	High-rise	R1 & R2	OIN-TV-619 Fires in Tall Buildings now published to replace TOG. This will be split into the following OINs: Fires in tall buildings, Evacuation of complex buildings, Wind driven fires, FSG.	M	ST	Response Policy	30/09/2020			These are written, but need to go through consultation and approval processes (ST 20/09/2020) Consultation ends 6th November, with a view to approve @ PSG 19th November, published ASAP after this. Liaison with TVFCS ongoing for Evacuation and FSG documents (DT 13/10/2020). OINs Published: Fires in tall buildings, Wind driven fires, Evacuation and rescue Complete- Close (ST 07/12/20)	Complete
			R3	BFRS to review contingency storage of risk information, as vision does not support the downloading of large quantities of information. Consider removing risk information from the tip sheet and making this	M	ST	Response Policy	30/09/2020			Risk information is backed up by Vision, with a review beginning to ensure this is relevant and effective. Over the border information stored and shared on RD (DT 13/10/2020). The Operational Risk Information Assistant has been tasked to clean unnecessary data from the Vision system in liaison with stations reviewing risks. Vision has been the duplicate platform for risk information for many years, so should be able to store and transmit the information as it always has. Detailed risk information is shared across border via Resilience Direct (ST 01/12/2020).	Complete
			R4	BFRS to consult with TVFCS and have an agreed SSRI template which can assist mobilising officers	M	ST	Response Policy	30/09/2020			Liaison with TVFCS on template, inputting into implementation of new SSRI module within PRM. This is being worked regionally to ensure an aligned approach (DT 13/10/2020). Work continues to bring an aligned methodology and risk information template together across the Thames Valley. Oxfordshire and Buckinghamshire have developed similar methodology, which includes the same risk information. Consulting with TVFCS to ascertain the value of this information to the mobilising officer. (ST 07/12/2020)	In-progress
			R5, R6, R9	A full training package and programme should be developed with the new SSRI system to ensure all staff are aware how to complete SSRI audits, upload the information and complete site exercising.	M	ST	Response Policy	30/09/2020			This will be actioned once the new module is being trialed, ready for implementation (DT 13/10/2020). Activ are still building the test platform/database- training will take place as part of the roll out in 2021-22. (ST 07/12/2020)	In-progress
2			R8	Ensure high-rise procedural information and training packages are easily accessible	M	ST	Response Policy	30/09/2020			The intranet has become easier to use in the past 6 months with the use of #. Navigation of NOG takes practice (ST 20/09/2020).	Complete
3			R5, R9	Operational Assurance to promote high-rise exercising as part of the exercise programme and to look to carryout Service level exercises within Service or at the Fire Service College. To include themes of stay put to full building	M	SG	Operational Assurance	30/09/2020			OAT Watch Commander tasked with finding suitable venues. Operational Training manger also in discussion with FSC about holding high Rise exercise there (SG 03/12/2020).	In-progress
4			R7	Discuss with GC TVFCS how risk critical information is passed from TVFCS to the Incident Commander and is there a formal process	M	SC	GC Training & Assurance	30/09/2020			The requirement to pass information to crews is contained within our Fire Survival Guidance training and supporting documentation (SH 21/09/2020).	Complete
5			R9, R10	Discuss with Fire Service College the introduction of high-rise scenarios into L2 incident command re-validation both in Group discussion and as part of the assessed scenario	M	DG	Operational training	30/09/2020			I have asked for High rise exercise's to be added on the re-qualification for all level 2 incident commanders (DG 02/12/2020).	In-progress
6		Command Support	R12, R14	Produce and deliver a Command Support training package to all operational crews	M	SG	Operational training	30/09/2020			The draft Command Support was presented to OAT on the 30/09/2020. Following amendments, this will be rolled out in January 2021 (SG 17/09/2020).	In-progress
6			R13	Produce an Operational Assurance newsletter article promoting the Decision Control Process for L1 commanders	L	SG	Operational Assurance	30/09/2020			Article published in the Sept/Oct newsletter (SG 03/12/2020)	Complete
7			R14	Develop an Incident Command Unit training package, as part of the Incident Command Support Review	M	ST	Response Policy	30/09/2020			Incident Command Support Review now in the Corporate plan to be carried out over the next 2 years. Training will form a main objective of this project (DT 13/10/2020).	Complete
M40 LGV crash report												
1	M40 LGV crash	Recommendations	Use of motorway marker posts as part of TVFCS call challenge	TVFCS to see how motorway marker posts can be best used to support the mobilisation of operational crews	M	SH	TVFCS	16/12/2020	2022		Sha advised that TVFCS Data Group plan to integrate Motorway Marker Post location details into their core system as they currently have to reference an external website for this information. Sha to look to build a project to capture this. Sha will report on progress with this at future OAG meetings	Complete
2			PPE discipline was highlighted as lacking on occasion	OAT to highlight best practice in the newsletter.	M	SG	Operational Assurance	16/12/2020	31/02/2021		Details of individual passed to Territorial GC (South) (SG 30/12/2020)	In-Progress
3			Ensure crews/ officers aware of welfare facilities	OAT to promote the available welfare facilities	L	SG	Operational Assurance	16/12/2020	31/12/2020		TVFCS are fully aware of the mobilising protocols for the welfare unit and that this is available for deployment across the Thames Valley.	Complete
4			Some crews were unaware of the incident plan	Promote best practice for incident ground	M	SH	Service Delivery GC	16/12/2020	31/12/2020		SH/Ops Assurance to look to add communication to the Health and Safety questions within the station improvement (SH 30/12/2020)	Complete
5			DO?DGC? IC discussions around crews coming back on night shift following extended working	Discuss with FDO groups	L	SG	Operational Assurance	16/12/2020	28/02/2020		To be discussed in Feb FDO training	In-progress
Grenfell Gap analysis (Grenfell project programme)												
41	Grenfell project programme	Training-OrgDev-OA	Exercise/testing	Number of exercises and testing of recommendations Themes to include internal exercise programme around high rise evacuation, exercise LRF function through TEOL group. Feedback through OAG and wider LRF	M	SG	Operational Assurance	08/12/2020				In-Progress

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