



# Buckinghamshire & Milton Keynes Fire Authority

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**Meeting and date:** Overview and Audit Committee, 10 November 2021

**Report title:** Operational Assurance Improvement Plan

**Lead Member:** Councillor Steven Lambert

**Report sponsor:** AC Calum Bell, Head of Protection, Assurance and Development

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**Action:** Noting

**Recommendations:** That the progress made against each improvement detailed within the updated OAIP is noted.

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## **Executive summary:**

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).

The OAIP is a dynamic document, used to enhance the Service's ability to capture, scrutinise and respond to operational learning originating from events such as 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.

The internal approach towards how the Service now gathers and assess learning from operational activity, has better enabled it to effectively identify emerging issues and then implement practical and corrective solutions, in order to enhance operational performance.

The Service had been trialling an electronic monitoring system, the trial has now ended, and the contract with Effective Command has ended. The Operational Assurance Team have built an Incident monitoring and feedback form which is now being trialled by monitoring officers.

The main areas of focus for the OAIP continue to be operational learning from incidents and this is not limited to just those that Buckinghamshire Fire and Rescue Service (BFRS) has attended. As part of the Joint Emergency Services Interoperability Programme (JESIP) information is shared across all CAT 1 and 2 Responders through the Joint Operational Learning (JOL) portal and via the National Fire Chiefs Council (NFCC) the Service can access and share "Learning Events" through the National Operational Learning (NOL) framework.

Most recently, BFRS has completed a number of High-rise exercises including a large-scale exercise at the Fire Service College, recommendations from these are currently being actioned. Good progress continues to be made with the work

and actions produced from the Grenfell Tower Inquiry and the project lead will provide further detail.

The OAIP is reviewed by the Operational Assurance Group (OAG), an agenda item is to re-visit archived recommendations of interest to confirm actions, as a consequence of the OAG held 26/05/2021 three recommendations were returned to the live OAIP to be reviewed, these are currently now showing as "in progress" with an expectation to close them at the next OAG.

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### **Financial implications:**

There are no direct financial implications associated with this report, as all expenditure is contained within existing budgets. The trial for the electronic monitoring system is now complete and the cost was £2,950 for two trial periods of 6 months.

### **Risk management:**

Delivery of the OAIP will contribute towards 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.

Failure to deliver the OAIP could expose:

- 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.

The OAIP will inform the ongoing development of the operational workforce plan particularly in relation to areas such as maintenance of operational skills, acquisition training and assessment.

### **Legal implications:**

There are no negative legal implications associated with this report.

### **Privacy and security implications:**

The OAIP does not raise any privacy or security issues.

### **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 implications:**

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.

### **Environmental implications:**

Delivery of the OAIP will enhance the Service's ability to identify and manage potential environmental hazards in both the internal and external surroundings.

**Equality, diversity, and inclusion implications:**

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.

**Consultation and communication:**

Learning from operational activity or recommendations following debrief and assurance visits are routinely published and communicated to all staff, utilising either the Intranet 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.

From a monitoring and reporting perspective, the Head of Protection, Assurance and Development 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.

**Background papers:**

Overview and Audit Committee: 17 March 2021 (item 14)




<https://bucksfire.gov.uk/documents/2021/03/oa-item-14.pdf/>

Appendix	Title	Protective Marking
1	Operational Assurance Improvement Plan	

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		
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	SCun / JN	Ops Assurance	05/06/2019			18-Complete, 19.-Complete, 20.-Complete, 21.-Complete, 22.-Complete, 23.-Complete, 24 Open, 25. Complete, 26. Complete Revised quote received, Effective Command update to be presented at OAG by SC OA 26/05/2021 (JN 06/05/2021) OAG 26/5/2021 JN advised that whilst the 'K Lamb Associates' software provides a highly effective command system it does not meet the broader requirements of an active monitoring system and that it has therefore been necessary to maintain the existing paper based / spreadsheet / email process in parallel during the pilot. It was therefore agreed that: <ul style="list-style-type: none"> <li>the pilot for this be terminated with the proviso that a check be carried out to ensure that this can be done free of any contractual obligations to K Lamb Associates -&gt; JN: pilot terminated free of contractual obligations</li> <li>we fully revert to reliance on the current paper based process;</li> <li>other options for providing an active monitoring system be explored e.g. MS365 (also JN to liaise with Steve Leonard at RBFRS who has been involved in procuring / developing similar); -&gt; JN: see below</li> <li>SC to liaise with Finance to establish any implications of the above for the £40k funding provision set aside for the system over the next four years -&gt; 27/08/2021</li> <li>SC: no financial implications, £10,000 allocated to ICT for effective command, to be re-allocated</li> <li>Details to be confirmed and provided to CB who will brief SMT in advance of any new proposal being submitted -&gt; 03/09/2021 JN: MS Forms documents (monitoring and feedback report forms) have been edited following feedback from user groups. This is zero cost as it is part of our existing MS365 licence to be presented at OAG 08/09/2021</li> <li>Biasing with Emily Hilling regarding the branding;</li> <li>Preparation of supporting guidance on completing the forms;</li> </ul>	In-Progress
<b>OAL report November 2019 Arrangements for incidents involving high-rise procedures and initial command support (consolidated actions)</b>												
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 information available on RD.	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 cleanse 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 07/03/2021) Have consulted with Simon Harris – Mobilising officer does not require access to the full risk information on an agreed template, however risk information has been made available via Resilience Direct mapping and can be opened up to TVFCS staff if they require it. (ST 06/05/2021) OAG 26/5/2021 – feedback awaited from Sha on mapping tool. However, action can be marked as complete given no requirement for mobilising officer to have access to SSRI template.	Complete


		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	SH	Response Policy	30/09/2020			This will be actioned once the new module is being trialled, ready for implementation (DT 13/10/2020). Active are still building the test platform/database- training will take place as part of the roll out in 2021-22. (ST 07/03/2021) No further update. Active still building platform. Training will be provided as part of the new SSRI database rollout (ST 06/05/2021) OAG 26/5/2021 – keep open pending roll-out of SSRI database training. 02/09/2021 SH: training package is being built with the expectation the system will be live by April 2022 08/09/2021 SH: System will be piloted with 3 stations during October / November with a view to roll out to all stations by April 2022.	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 evacuation.	M	JN	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). The first exercise to look at the instigation and set up of high rise procedures is planned for High Wycombe on the 26/04/2021 (SG 17/03/2021). A simulated High Rise exercise was conducted by HWYC crews at the Eden Centre on the 27/04/2021; WAS conducted a High Rise exercise at the Jurys Inn on 12/05/2021; SC Operational Training has arranged a High Rise exercise at FSC on the 19/06/2021, OAT have/ will be in attendance at all exercises, feedback will be collated and a thematic review conducted. OAT are encouraging Operational Staff to consider high rise scenario planning as part of the ongoing exercise programme (JN 19/05/2021) OAG 26/5/2021 Recommendation to consolidate all high-rise exercise related actions into one. Also ensure that all learning from planned exercises is captured cumulatively to inform future exercise planning and debriefing. 03/09/2021 JN: LRC Stephenson House, Ex Eden High-Rise, Ex Nakatomi, Ex Hyatt Regency recommendations provided to OAG for review at meeting 08/09/2021. 08/09/2021 CB: asked that all of the key lessons identified from recent high-rise incidents and exercises be consolidated and reported back to the January OAG meeting for discussion and consideration of further steps required to embed within operational procedures and practice. It was also confirmed that TVLRF has not been included within the scope of the recent high-rise exercise conducted at the FSC. Suzanne (SC) to liaise with Phill Mould and Shaun Cunningham (SCun) regarding potential to include TVLRF within scope of future exercise plans and then liaise with Ben Axelson as required.	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 for this.	M	Scun	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). The FSC has a High Rise scenario that they can use as one of the scenarios for recertification course (AB 16/03/2021) Following a conversation with the FSC, this has been actioned. The request for a Highrise scenario to be added to future level 2 will start with the next refreshers. (DG 06/05/2021) 26/5/2021 OAG - remain open to ensure exercise scenario is 'fit for purpose' - await feedback from next L2 refresher. 02/09/2021 DG: feedback has been requested from latest L2 refresher delegates, awaiting response.	In-Progress
6	Command Support	R12, R14	Produce and deliver a Command Support training package to all operational crews	M	JN	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). The Command Support package is now being rolled out and is expected to be complete by end of April 2021. (SG 07/03/2021). The Command Support package has been rolled out, the last presentation was on the 11 May, this item is now complete - CLOSE (JN 11/05/2021) OAG 26/05/2021 – confirmed as complete.	Complete
6		R13	Produce an Operational Assurance newsletter article promoting the Decision Control Process for L1 commanders	L	JN	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

High Rise (LRC Stephenson House; Ex Eden; Ex Nakatomi consolidated actions)

<p><b>Stephenson House</b> <b>Ex Eden</b> <b>Ex Nakatomi</b></p>   	High-Rise	R1 SSRI	Review of High-Rise SSRI database to confirm if information regarding siting and reach of the TTL is recorded within. Review question set to ensure that siting and reach of TTL is assessed and recorded.	M	SH	Response Policy	08/09/2021		SH to share TTL siting / reach information with Kevin Dell. New SSRI database has access, siting and location information to include siting plans. Training package will mention TTL siting.	In-Progress
		R2 Sector Roles/Responsibilities	Commanders to be reminded that they should stay within their sector locations and are familiar with expected roles and responsibilities.  Review available information for each High-Rise Sector Commander role update/publish/standardise relevant operational information notes relating to sectorisation, cross reference in station improvement plans.	M	SH/Scu	Response Policy/GC Training & Assurance	08/09/2021		High-Rise training/exercises to be carried out regularly to monitor and improve - SCU Review of available information - SH This is linked to Grenfell recommendation 41 High-Rise improvement plan - self assessment received, Territorial GCs North and South, audits to be carried out.	In-Progress
		R3 ICS	Commanders to be reminded of the requirement to wear the correct tabard and inserts.	M	JN	Operational Assurance	08/09/2021		Follow up article in OAT newsletter.	In-Progress
		R4 Waste	Commanders to be reminded of the responsibility to remove waste produced as a result of FRS activities.	M	JN	Operational Assurance	08/09/2021		Follow up article published in JUN-JUL 2021 OAT newsletter	Complete
		R5 EPO	Discussion with TVFCS to clarify which EPO needs to be contacted for each geographical area. Confirmation of EPO details held.  Establish roles and responsibilities through discussion with MK/Bucks EPO liaison.	M	BA	GC Resourcing	08/09/2021		SHa / JN / SC to liaise regarding information currently held by TVFCS to ensure that it is correct and up-to-date.	In-Progress
		R6 H-R Procedures	Commanders and crews should have necessary situational awareness/familiarity with/able to adapt High-Rise procedures to suit incident.	M	Scu	GC Training & Assurance	08/09/2021		High-Rise training/exercises to be carried out regularly to monitor and improve. Training Dept. sessions at the Gables. Next T&A FSC exercises 16/17 November planned to be multi-agency/TVFRS High-Rise exercises.	In-Progress
		R7 Procedures 2/3 line attack	Review of current High-Rise training, procedures and the understanding of how they are implemented by operational crews and ensure guidance addresses mitigation of wind driven fire risk.	M	Scu	GC Training & Assurance	08/09/2021		High-Rise training/exercises to be carried out regularly to monitor and improve. Training Dept. sessions at the Gables. Next T&A FSC exercises 16/17 November planned to be multi-agency/TVFRS High-Rise exercises.	In-Progress
		R8 ARAs	H&S to liaise with OAT after reviewing ARAs from incidents.  Refresh/discussion of OAT ARA presentation when on stations/add ARA presentation to HEAT/follow up OAT newsletter article and quiz to confirm learning.	M	JN	Operational Assurance	08/09/2021		JN / CB to have follow-up meeting to review underlying issues with ARA non-completion. ARA thematic quiz to be released by OAT.	In-Progress

R9 Communications	Remind all of the importance of having a communications strategy in place especially at larger, more complex incidents.  Commanders to be familiar with radio equipment and procedures of neighbouring Services/other agencies and use of multi-agency talk groups/Airwave Tac-Ads.	M	SH	Response Policy	08/09/2021		Work ongoing by Technical Department to publish TVOB - SH to report on progress. Follow up article in OAT newsletter. New cadre of Airwave Tac-Ads being investigated by GC Thames Valley.	In-Progress
R10 ICS/ICU	Prepopulate the ICU white boards with headings, PLAN, OTHERS, HAZARDS etc...  Confirm whether appropriate training given to the ICU crew.	M	SH	Response Policy	08/09/2021		Ongoing review of Command Support function and Incident Command Unit - SH to report on progress.	In-Progress
R11 Safety Observer role	The Safety Observer (SO), once nominated, must conduct and maintain specific external fire condition monitoring - review available information for the SO role/update/publish.  Promote the role and difference between safety observer and safety officer, - recommendations are also applicable to other incident types.	M	SH	Response Policy	08/09/2021		Safety observer, safety officer, safety sector commander - OAT newsletter article.	In-Progress
R12 ICS	Review of current High-Rise procedures and the understanding of how they are implemented by operational commanders.  Commanders to ensure hand up of command occurs without compromising incident progression at critical times.	M	SCu	GC Training & Assurance	08/09/2021		High-Rise training/exercises to be carried out regularly to monitor and improve. Training Dept. sessions at the Gables. Next T&A FSC exercises 16/17 November planned to be multi-agency/TVFRS High-Rise exercises.	In-Progress
R13 Loggist Trg	Provision of loggist training for commanders.  Explore opportunity to standardise format across the Thames Valley FRS.	M	SCu / SH	GC Training & Assurance	08/09/2021		Loggist training secured, booked in for FDO training in the near future. Add to Command Support project - SH	In-Progress
R14 H-R/ Grenfell	JN / DT liaise to identify synergies between high-rise and Grenfell project recommendations and consolidate into single plan and communications strategy.	M	DT / JN	Response Policy	08/09/2021		Meeting 12 OCT to discuss synergies.	In-Progress
R15 Risk Register	SW to review risks associated with high-rise review findings and consider for inclusion in PRR Risk Register.	M	SW	AC Service Delivery	08/09/2021			In-Progress


Exercise Celador

<b>Ex Celador</b> 	<b>Mass Casualty Ex</b>	<b>R3 Communications / BA Stage II</b>	Promote BA comms strategy particularly when operating with 2 or more separate BAECs.  Review of how BA Stage II procedures are implemented by operational commanders.	M	SCu / DG	GC Training & Assurance	08/09/2021			Regular training/exercises to be carried out regularly to monitor and improve.	<b>In-Progress</b>
		<b>R4 2IC Roles / Responsibilities</b>	Promote the importance of ICs giving clear briefing to include specific roles and responsibilities expected of commanders	M	SCu / JN	GC Training & Assurance	08/09/2021			Follow up article in OAT newsletter.	<b>In-Progress</b>
		<b>R5 Hose Management</b>	Review training and reinforce the importance of managing firefighting media (Branch and Hose) for subsequent crew particularly in a BA environment.	M	SCu / DG	GC Training & Assurance	08/09/2021			Regular training/exercises to be carried out regularly to monitor and improve.	<b>In-Progress</b>
		<b>R6 Debriefing BA crews</b>	Promote the importance of receiving critical information from exiting BA teams. More efficient use of BA debriefs. Follow up article in OAT newsletter.	M	SCu / JN	Operational Assurance	08/09/2021			Follow up article in OAT newsletter.	<b>In-Progress</b>

**Grenfell Gap analysis (Grenfell project programme)**

<b>41</b>	<b>Grenfell project programme</b>	<b>All</b>	Recommendation	OAIP will hold an overview of all actions contained within the Grenfell Project Programme	M	DT	Response Policy	08/12/2020	As per Gap Analysis	1 In-progress      17 In-progress      32 In-progress 2 In-progress      18 Complete      33 Prepared for change 3 In-progress      19 In-progress      34 Complete 4 In-progress      20 In-progress      35 Prepared for change 5 In-progress      21 In-progress      36 In-progress 6 In-progress      22 In-progress      37 In-progress 7 Complete      23 Complete      38 In-progress 8 In-progress      24 Complete      39 In-progress 9 In-progress      25 In-progress      40 Complete 10 In-progress      26 Complete      41 Complete 11 In-progress      27 In-progress      42 Complete 12 Complete      28 Complete      43 Complete 13 Complete      29 In-progress      44 In-progress 14 In-progress      30 Prepared for change      45 Complete 15 Complete      31 In-progress      46 In-progress 16 In-progress KEY-Prepared for change =BFRS is ready to change procedure/policy however has to wait for external change first i.e. legislation OAG 26/5/2021 - SC / DT to liaise re: alignment of reporting for Overview & Audit meetings. 31/08/2021 DT: Not yet complete 08/09/2021 DT: annual leave and BA project commitments have slowed progress over the summer period. However, DT would liaise with Phill Mould to provide CB with forecast completion dates for the actionable elements of the programme (i.e. those not dependent on future changes to legislation).	<b>In-Progress</b>
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KR1	<b>Kerslake Report Gap Analysis</b> 	Elements 1, 4, 6, 8, 11, 12, 14, 15, 16, 30	Multi-Agency working, including JESIP.	It was agreed that our current policy in relation to the adoption of JOP4 is unclear and that this should be referred the Head of Service Delivery for further consideration.	M	SCu/ SH	Ops Training & Assurance			<p>11\12\2018 – Currently no progress made. (SW)  As discussed at the OAG held on the 13 December 2018, the review of JOP4 and ballistic protection for NILOs has been deferred, pending the outcome of a Home Office review of policy in relation to the declaration of operation 'Plato' for terrorist incidents not involving the use of firearms (SW 11/02/19)</p> <p>22\3\2019 - Recent JOL action note entitled: Marauding Terrorist Attack Joint Operating Principles for the Emergency Services Edition 1 (MTA JOPs) requests that responding agencies ensure relevant staff have an understanding of the above principles in order to provide an efficient response and reduce risk to members of the public and staff to as low as reasonably practicable. An update on progress is required by 15 April 2019 (SW).</p> <p>07\5\2019 – eLearning package being developed, awaiting version created by OFRS to be shared (SW).</p> <p>No further updates (SW 16/07/19)</p> <p>20\11\2019 - The Marauding Terrorist Attack (MTA) training package is now available on HEAT. This is a mandatory training package for all Operational Staff and is protectively marked OFFICIAL - SENSITIVE. The number of operational staff who have currently completed the training package is 162, leaving 181 outstanding. A reminder will be included within the next OA newsletter (SW).</p> <p>29\1\2020 – The number of completions have increased slightly to 198, however there continues to be a significant number that remain outstanding (SW).</p> <p>12/05/2020- This will now form part of the Station Audit plan, for looking at a wider piece of work for all mandatory reading (SH 12/05/2020)</p> <p>26/5/2021 OAG Kerslake review: action to be re-opened.</p> <p>- SC / JN to audit actions to confirm whether complete or if further work is required to embed. Also: reflect that we are now working to JOPS 2 and not 4; issue JOPS 2 package alongside relevant OIN to all operational personnel clarifying where local practice differs from national guidance, followed by OAT Heat quiz to verify understanding of procedures / guidance and degree of take-up; -&gt;</p> <p>27/08/2021 SCu: Latest JOP – MTA added to HEAT as mandatory read, follow up quiz went live beginning of September, wouldn't post earlier due to Annual leave.</p> <p>- Consider whether all OINs should, in future, be mandatory reads – DTJM to follow up with SC, CB, and SW with a view to making a recommendation re: this to the next OAG meeting (8 September).</p> <p>02/09/2021 SH: technically feasible, however still in discussion to decide the most suitable way forward.</p>	In-progress
KR3	<b>Kerslake Report Gap Analysis</b>	Element 17	Media	<ul style="list-style-type: none"> <li>Media – it was agreed that the recommendation that Level 2 Commanders be given media training be extended to include consideration of levels 3 &amp; 4 within its scope.</li> </ul>	L	SCu	Ops Training & Assurance			<p>11\12\2018 – Media training to be included within the TNA submission for the period 2019\20. (SW)</p> <p>11\2\2019 – TNA documentation recently sent to managers, returns required by 8 March 2019 (SW).</p> <p>22\3\2019 – Media training captured within TNA submission, next Training Strategy Group meeting is due 10 April 2019 and will involve agreement and approval of the 2019\20 Annual Training Plan (SW).</p> <p>07\5\2019 – TNA for 2019\20 will be signed off during the meeting being held on the 24 May 2019 (SW).</p> <p>Media Training, on-going transferred to TSG (OAG 05/06/2019)</p> <p>26/5/2021 OAG Kerslake review: (Media Training) - Although requirements for this have been included in the TNA submission to TSG, no agreement has been reached as yet as to priority and potential funding, pending outcome of review of broader media training requirements provision.</p> <p>27/08/2021 SCu: No progress made on this, to be raised at next TSG.</p> <p>08/09/2021 Referred to TSG for discussion / consideration.</p>	In-progress
KR4	<b>Kerslake Report Gap Analysis</b>	Element 3, 5, 7, 11, 19,28, 29	Communications	To liaise with TVFCS to ensure progression of this gap analysis and TVFCS gap analysis.	M	BA/ SHa	Resourcing and Projects			<p>On-going liaison (SG 06/02/2019)</p> <p>SH – Review has been started utilising the TV NILO Group. Suggestions have been received, but have not yet been agreed due to lack of full representation of all TV FRS at the TV NILO group meeting. GC Tuffley progressing this as part of Operational Alignment work (SH 09/05/2019)</p> <p>SH – Interoperability Comms between Control Rooms has now been addressed with TVP and tests are taking place, albeit not directly aligning to the JESIP recommendations. The review of system prompts is contingent on the completion of the activity in 2.1 (SH 09/05/2019)</p> <p>No further updates (SH 19/07/2019).</p> <p>All the items from my gap analysis are complete, or have a planned completion date (SH 20/11/2019)</p> <p>26/5/2021 OAG Kerslake review: 'Communications' – revert status to 'open' until confirmation of Duty Officer testing arrangements from SHa.</p> <p>02/09/2021 SH: Presently sitting with TVFCS to establish most appropriate method of testing.</p> <p>08/09/2021 SHa advised that it had been agreed that tests would be undertaken on a weekly basis (11:00 on Sundays). Start date to be confirmed following consultation with SCAS and TVP.</p>	In-progress