

OPERATIONAL ASSURANCE IMPROVEMENT PLAN

Ref.	Recommendation	Action	Priority H/M/L	Officer Resp.	Delivery Date	RAG Status	Progress & Issues Report	
P.1	BMKFRS should continue to develop and resource effective internal processes through which matters arising from significant external and internal events are captured, communicated and effectively managed through to a conclusion that is acceptable to the service. This should include (for example) processes for undertaking gap analysis, communicating findings to operational staff and informing resultant training delivery.	<p>Agree: Operational Assurance Group (OAG), once established, will provide the governance for ensuring these processes are in place and implemented.</p> <p>Create a standardised approach toward the undertaking of any gap analysis resulting from both external and internal events.</p> <p>Identified shortcomings from a training, learning and development perspective to be presented at Training Strategy Group (TSG) meetings, in order to inform decision making.</p> <p>Recruit individuals for vacant positions within the re-structured Operational Assurance Team (WC and 2 x CC)</p> <p>The reintroduction of the Operational Assurance monthly reports, to highlight to staff areas of notable best practice or requiring improvement.</p>	<p>H</p> <p>H</p> <p>M</p> <p>H</p> <p>M</p>	<p>JP</p> <p>SW</p> <p>SW</p> <p>SW</p> <p>KC</p>	<p>Feb 2017</p> <p>Oct 2017</p> <p>April 2017</p> <p>April 2017</p> <p>April 2017</p>		<p>Issue: Currently information relating to significant external and internal events comes in through a variety of means and to various people with the potential for information to be missed. Consideration should be given as to how best to streamline this perhaps making the OAT the recipient for all such information and the OAG to oversee the resultant process.</p> <p>WC and 1 x CC appointed commencing the 1st Feb 2017. Following the offer of the final vacant CC post being declined by the identified individuals there are options to fill this vacancy - either to go external or consideration could be given to appointing a second WC and utilising the post to support the Area Trainer role.</p> <p>Progress: 21/2/2017- Date of the inaugural Operational Assurance Group (OAG) meeting (JP)</p> <p>28/3/2017- Operational Assurance Team will be fully established by 1 May 2017(SW)</p> <p>28/3/2017- The first publication to be issued late April 2017(SW)</p>	Complete
P.2	In support of recommendation 1, BMKFRS should develop the use of an active monitoring system to act as a smart, service-wide tool. This system should incorporate a user-friendly database that is capable of providing auditable records and is easily accessible to all staff.	<p>Agree: The H&S e-Safety system will provide the active monitoring system which can follow the suggested Ops Assurance model and provide a robust audit trail from inception to completion. The system will be accessible to all staff through a web based portal. Building of appropriate question sets to commence in January 2017.</p> <p>The development process to be supported by Ops Assurance representative viewing the Greater Manchester FRS system, this may well be made available to us at no cost if required.</p>	<p>H</p> <p>M</p>	<p>AC\KC</p> <p>KC</p>	<p>Jan 2018</p> <p>June 2017</p>		<p>BFRS has developed a new Internal Assurance Model. This model began its introduction into the Service prior to the visit by OAL. OAL found that the model was starting to being used and has the potential to deliver excellent assurance benefits. The development of e-Safety will compliment this new model and the delivery of its aspirations.</p> <p>Progress: 27.3.17. Adam Burch has been identified as the appropriate person to have administration rights to eSafety and has been in discussions with Amanda to arrange access through Warwick International. A basic questionnaire has been built which will be refined once information is added. (AC)</p> <p>28/3/2017- A visit to GMFRS to be arranged following period of leave during April, likely to be May/ June due to station visit commitments (KC)</p> <p>9/6/17- Visit to GMC delayed due to recent events in Manchester, opportunity to team up with the BASI team to visit explored but not viable- potential dates of week commencing 26/6/17 being followed up. (KC)</p> <p>28/6/17- Update, contact with GMFRS has been established and a visit agreed, (dates to be confirmed to suit both parties). (KC)</p>	In Progress
P.3	BMKFRS should consider re-establishing an effective Operational Assurance forum, with the necessary direction and authority to assist in the formal management and progression of issues arising, through to meaningful resolution.	<p>Agree: Operational Assurance Group to be established, meeting regularly at agreed intervals and attended by appropriate representatives. This group will report directly to the Performance</p>	<p>H</p>	<p>JP</p>	<p>Feb 2017</p>		<p>Progress: Appropriate representatives identified for inclusion by Stuart Gowanlock. It has also been identified where the OAG will sit within the governance structure.</p> <p>21/2/2017- Date of the inaugural Operational Assurance Group (OAG)</p>	Complete

OPERATIONAL ASSURANCE IMPROVEMENT PLAN

Ref.	Recommendation	Action	Priority H/M/L	Officer Resp.	Delivery Date	RAG Status	Progress & Issues Report	
		Management Board (PMB).					meeting. (JP)	
5.4	Key Findings: Policy and Guidance							
5.4.1.	It is recommended that the Operational Assurance model is clearly published and communicated, that roles and responsibilities are clearly identified and finally, that understanding is confirmed.	Agree: The intention is to write a new Operational Assurance procedure, which, once published a range of established methods will be considered to determine how best to ensure the content of the document has been understood by staff. Options available include creating a 'HEAT' package or face to face input conducted locally and captured within training records.	M	SW	Dec 2017		Progress: 28/3/17- An initial piece of work has been commenced in relation to drafting a new procedure note that defines the agreed assurance model. (SW) 12/6/2017 – Content of new procedure note continues to be formulated, prior to it being circulated for wider consultation. (SW)	In Progress
5.7	Key Findings: Operational Briefing and Handover							
5.7.1	OAL recommend that BMKFRS gives consideration to revising or replacing the 'OTHERS' methodology, to ensure the procedure includes the following points. Any revised handover methodology should be adopted for training BMKFRS staff at the FSC: • Situation • Hazards identified • Objectives • Plan to meet the objectives • Resources present and requested • Incident command structure • Tactical mode(s) in use	Disagree: It is generally accepted that 'OTHERS' is well embedded and recognised at all command levels. The change indicated to SHOPRIT offers limited benefit and will have a training and embedding implication for BFRS. Outcomes from Ops Alignment may require this approach to be reviewed. However, the strengthening of the understanding and use of the 'OTHERS' methodology, will to be delivered to FDO officers at training days and cascaded to operational staff.	L	OAT	Dec 2017		Progress: 28/3/2017- Arrangements have been made to deliver this to Officers during June FDO training days as part of the refresh of the Monitoring Officer Role. This will also be addressed during station visits to On- Call and Wholtime operational staff up to and including Watch Commanders during April, May and early June. (KC) 28/6/17- Update, The refresh to FDO's has been moved to September in order to allow for a collaborative approach with our TV partners to be investigated in relation to documentation and increased sharing of feedback. The initial meeting has taken place which indicated total alignment is unlikely in the short term however closer alignment is probable. (KC)	Complete
6.2	Assurance Model: External Inputs							
6.2.1	BMKFRS should review the processes currently employed to capture, scrutinise, manage and communicate matters arising from external inputs. This should include consideration of the service's current process for undertaking gap analysis of these external reports in order to manage identified risks to conclusion or acceptance on the service risk register.	Agree: This particular recommendation is aligned to ref P1 and therefore will be subject to the same proposed actions.	H	JP	Feb 2017		Progress: See P1	Complete
6.4	External Assurance Model: Issue Resolution							
6.4.2	BMKFRS should consider re-establishing an effective Assurance Forum with the necessary direction and authority to manage and progress OA issues arising through to meaningful resolution and involving: a) The application of a recognised and	Agree: Operational Assurance Group (OAG), once established will provide the governance for ensuring these processes are in place and implemented. One of the invited members onto the OAG will be the H&S Manager.	H	JP	Feb 2017		Progress: 21/2/2017- Date of the inaugural Operational Assurance Group (OAG) meeting (JP) 28/3/2017- Being as the Head of Operational Training and Assurance chairs the TSG, it stands to reason that any identified shortcomings will be	Complete

OPERATIONAL ASSURANCE IMPROVEMENT PLAN

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	accountable health and safety process linked directly to OA, which includes suitable arrangements to manage these elements. b) The progression of issues to inform the service Risk Register, Training Needs Analysis (TNA), Integrated Risk Management Plan (IRMP), etc.	Identified shortcomings from a training, learning and development perspective to be presented at Training Strategy Group (TSG) meetings, in order to inform decision making.	M	SW	April 2017		appropriately presented at those meetings, so to ensure the training to be procured/ delivered addresses the specific needs. (SW) 24/4/2017- Presented to TSG 24/4, now accepted as business as usual. (SW)	
6.4.3	BMKFRS should ensure the process of OA is adequately supported by an effective, user-friendly Information Technology (IT) system that incorporates an intelligent and auditable database.	Agree: eSafety will, in the first instance, be piloted in order to determine its appropriateness. It has the ability to be managed locally (H&S staff can administer the system in order to improve the functionality following feedback once the system is trialled). As a system, it has resilience as it is 'hosted' by the manufacturing company with a full support system available to users.	H	AC\KC	Jan 2018		Progress: 28/3/2017- Adam Burch has been identified as the appropriate person to have administration rights to eSafety and has been in discussions with Amanda to arrange access through Warwick International. A basic questionnaire has been built which will be refined once information is added. (AC)	In progress
6.5	External Assurance Model: Debriefing Activities							
6.5.1	BMKFRS should review and re-energise its debriefing process. This should be promoted to the operational staff as a key element of continuous service improvement. Any review undertaken should consider: (i) Addressing current poor practises to ensure the onus for initiating a timely debrief sits firmly with incident commander. (ii) Continuing efforts to simplify the existing processes. (iii) Producing regular outcome reports to inform staff, promote inclusion and demonstrate the value of the process. (iv) Ensuring non-compliance is identified and valued contribution recognised and rewarded.	Agree: A positive feature of the eSafety is that completed debrief forms can be attached to the specific subject, created within the system, thereby allowing all pertinent information to be captured in a single place. Debrief training to be provided to Operational Assurance team members - this will be captured in the department training needs analysis	M M	KC\OAT KC	Oct 2017 April 2017		Issue: BFRS have only has one person trained in the operational debrief process, so this would need to be rectified in due course. Progress: 28/3/2017- Further research to be undertaken by OAT to inform the best format for the e-safety system (likely visit to GMFRS May/June) (KC) Debrief training captured in department TNA, research underway to identify provider. (KC) 9/6/17- Debrief training provider no longer operating, JP indicated that he would contact former colleagues at Dorset & Wilts FRS to see who their supplier is and whether they might provide a suitable alternative. (KC) 28/6/17- Update, JP provided contact details and initial communication has been established. Contact is currently out of the country and KC is awaiting response. (KC)	In progress
6.7	External Assurance Model: Maintenance of Operational Skills							
6.7.1	BMKFRS should seek to place greater emphasis on the individuals' responsibility for completion and maintenance of their own skill-set.	Agree: There is a collective responsibility amongst all operational staff to ensure their professional competencies are effectively maintained. Therefore this subject is to be a matter of discussion during an individual's appraisal, which is then documented and subsequently monitored by their respective line manager.	M	SW	Oct 2017		Issue: It has generally been customary for a supervisory manager to be responsible for recording the maintenance of skills for a number of staff on their watch. However, due to the increasingly flexible approach to working within BFRS, individuals undertaking competency training are not always aligned to their own watch. Therefore, whilst having one person responsible for data input can be time effective, it nonetheless distances an individual from their own training records and recognising their own development needs. Timely access to computers, in order to complete these records has previously been cited as a barrier. Progress:	In progress

OPERATIONAL ASSURANCE IMPROVEMENT PLAN

Ref.	Recommendation	Action	Priority H/M/L	Officer Resp.	Delivery Date	RAG Status	Progress & Issues Report	
							<p>28/3/2017- An evaluation into how maintenance of competence is being captured within the Core Training Records (CTR) has been commenced. Draft CTR structures are in the process of being reviewed by Area Trainers and other SME's to ensure they reflect current training. One option being considered is the introduction of 'competency statements' to support each performance criteria, in order to re-inforce to staff how they achieve competence. (SW)</p> <p>12/6/2017 – This piece of work continues to be progressed, with regular discussions\meetings taking place between both Operational Training and the Training Design team. The maintenance of competence requirements are being aligned to the nine core operational skills detailed within the Fire Professional Framework (FPF). (SW)</p>	
6.7.2	BMKFRS should consider incentivising the process through making the completion of Maintenance of Skills (i.e. competence), a prerequisite for being able to access the bank working system.	Agree: To be reviewed by both Service Delivery and Service Transformation. Outcome to be captured within a revised procedure note for the Bank system.	M	JP\PH	Oct 2017		9/6/17- (Bank System procedure) PS to provide an update on progress to KC for inclusion in the OAIP (with copy to SG). (JP)	
7.1	Acquisition Training and Assessment							
7.1.1	BMKFRS should give consideration to making the qualification acquisition process more attractive to its prospective candidates.	Agree: Service Delivery and Service Transformation to review application of the 'Bank' system, so to ensure this doesn't become a determining factor toward discouraging staff to obtain professional qualifications in the future.	L	JP\PH	Jan 2018		22/5/2017 - This issue is currently being monitored. The outcome of future appointment boards will provide a strong indication as to how much of an issue this is and what might be required by way of remedy. (JP)	
7.3	Staff Opinion							
7.3.1	BMKFRS should explore a joint enterprise with neighbouring FRS in order to share facilities and provisions at FSC. Such a joint enterprise should seek to explore: a) Economic savings by combining appraisal assessment with other FRS. b) Potential renegotiation of the service level agreement between FSC and BMKFRS. c) Greater flexibility in the provision of larger scale scenarios with the consequent strengthening of the functional role competences. d) Opportunities to include risk critical functions such as Operational Support Units and Incident Command Units. e) Shared operational awareness between FRS. f) Shared operational awareness between all emergency services and other first responders. (this will have the added benefit of meeting JESIP exercising requirements). g) A strengthening of inter-service working and	Agree: <p>Much of what has been highlighted in respect of this particular recommendation has already been incorporated within the operational training specifications that will be subject to a full tendering process.</p> <p>The training specifications have been shared with the other Thames Valley FRS and it is expected that further collaboration opportunities will increasingly become apparent as we progress through the Ops Alignment process.</p>	H	SW	April 2017		Progress: <p>28/3/2017- Tender evaluation and supplier presentations were conducted on the 15/3/2017, the intention being to have in place by April 2017 a three year contract to support the delivery of operational training. (SW)</p> <p>12/6/2017 – Contract awarded to Fire Service College (Capita), this three year arrangement will commence from the 1 June 2017. (SW)</p>	Complete

OPERATIONAL ASSURANCE IMPROVEMENT PLAN

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	coordinated operational procedures.							
7.4	Management of FSC Outcome Reports							
7.4.1	BMKFRS should review its processes for monitoring staff during their development phase. In particular the service should consider strengthening its feedback process to include organisational awareness of an individual's performance through to completion of any related development needs and/or associated development plans.	Agree: Further investigation required, however initial indications are this is most likely relevant to On Call staff, who perhaps experience the greatest difficulty in both creating and completing development plans. To re-issue development plan forms to managers, as well as set up monitoring system to record when plans are issued and completed.	M	AP	Oct 2017		Progress: 28/3/2017- E-mail sent to SC's detailing all the individuals in Service with outstanding development plans for either ICS or BA (30/1/17) e-mail included detailed guidance on action required, timescales and relevant templates. Initial discussions undertaken on how to best re-introduce formal debriefs following validation. Should we continue to bring staff down per station or watch then this could be facilitated through joint working between Training and Ops Assurance teams, should we move towards more random groups attending the view is this would not be feasible. Validation Training Procedure Note to be drafted once new contract is signed which will contain detailed guidance on development plans etc. Issue: 28/3/2017- Lack of responses in terms of closed development plans prior to 31/3/2017 deadline. AP to produce a summary and pass to SW for further action within Service Delivery. 12/6/2017 – Whilst some progress has been with regard to the completion of development plans, a number still remain outstanding. AP will be requested to provide a current update, this information will then be presented at the TSG meeting being held on the 14 July 2017. (SW)	In progress
7.8	QA of Station Based Training							
7.8.1	BMKFRS should review (and potentially reduce) the quota of 288 QA assessments (summative sampling) per year to a more achievable figure.	Agree: The intention is to establish a closer working relationship with H&S in order to ensure the QA processes/procedures take into account both safety events/near misses. A review of the current number of Quality Assurance audits to be undertaken, to make certain the figure for the training year 2017\18 is more realistic, in terms of what can be reasonably attained, without undermining performance standards.	M	SG	June 2017		Progress: 28/3/2017- To have a target of 80 QA audits per training year. This is based on the training and assurance visits that each On-Call and Wholetime watch will receive during the training year in collaboration with the OAT. This target will be a 53% increase on the total QA observed in the 2016/17 training year but should be achievable with the Area Trainers spending more time in service and the potential to use Associate Trainers to QA targeted areas. 12/06/17- Quarterly meetings booked with H&S Department to review training and incident safety events, look for trends and decide if follow up QA/training is appropriate. (SG) 12/06/17 - QA process currently on track to hit the set target of 80 QA visits in the 2017/18 training year. Currently Area Trainers are quality assuring the delivery of training by both Whole time and On-Call staff. (SG)	In progress
7.8.2	It is recommended that BMKFRS consider extending the QA role in line with the service's	Agree: Further investigation/ consideration required.	L	SG	Jan 2018		Progress: 28/3/2017- E-mail sent 28/2/2017 to selected Associate Instructors to	

OPERATIONAL ASSURANCE IMPROVEMENT PLAN

Ref.	Recommendation	Action	Priority H/M/L	Officer Resp.	Delivery Date	RAG Status	Progress & Issues Report	
	'blended approach'. This may include offering the Vocational Assessor qualification to Wholetime and On-Call personnel and allowing them to undertake lower tier QA processes (interim sampling).	The intention is to explore the option of selecting appropriately skilled, qualified and quality assured Associate Instructors who in turn would QA principally On Call station instructors in support of the Area Trainers.					scope interest in their taking part in the Quality Assurance of Station Trainers. E-mail explained the training and the role they could fill where a trend has been identified and a number of QA audits need to be completed in a targeted and timely fashion. 9/6/17- SG to provide update on Progress and Issues Report. SW to raise connections to TNA / appraisal process at next TSG meeting. (KC) 12/6/2017 - When the Validation training and exercise programme and FFDP start, a review will be conducted to determine the effect of this additional workload on the Operational Training departments, to establish whether progress toward achieving the QA target remains achievable or if Associate Trainers need to be selected for QA visits. (SG)	In progress
8.1	Operational Exercising: Obtaining Evidence							
8.1.1	BMKFRS should review the provision of operational exercising in order to provide increased opportunity for commanders to: a) Practice command decision making b) Practice logistical controls c) Practice operational procedures etc. at larger, developing and more complex scenarios.	Agree: The provision for operational exercising has been incorporated into the training specification documentation, with a new agreement needing to be in place by April 2017. The re-establishment of the operational exercising programme.	H M	SW KC\OAT	April 2017 Sept 2017		Progress: 28/3/2017- Tender evaluation and supplier presentations were conducted on the 15/3/2017, the intention being to have in place by April 2017 a three year contract to support the delivery of operational training that includes the ability to facilitate larger scale exercise (SW) 28/3/2017 - This project has been given to WC John Robinson to complete, he is seconded into the department for a period of up to 6 months. He has just commenced the work as of 20 th March. (KC) 9/6/17- (x2) exercises planned at the FSC for the evenings of 10 th and 11 th July, liaison has taken place with RMT to ensure minimum attendance of five appliances on both evenings. JP possibly attending as observer. (KC)	In progress
9.2	Risk Management: Analytical Risk Assessment							
9.2.1	It is recommended that risk management packs be placed in line of sight of the risk entry points, so as to allow other first responders the opportunity to view their content and respond accordingly.	Disagree: From an operational perspective the consensus of opinion is that the DRA and ARA risk information is both appropriately placed clearly identified on the incident ground.	n\a	n\a	n\a			
9.3	Risk Management: Site Specific Risk Assessment							
9.3.1	BMKFRS should consider reviewing its internal communication processes to ensure the effective communication of SSRA information between Wholetime and On-Call crews.	Disagree: Operational risk information can be easily accessed through the MDTs, located within all front-line appliances.	n\a	n\a	n\a			
10.1	Active Monitoring: Locating Key Documents							

OPERATIONAL ASSURANCE IMPROVEMENT PLAN

Ref.	Recommendation	Action	Priority H/M/L	Officer Resp.	Delivery Date	RAG Status	Progress & Issues Report	
10.1.1	BMKFRS should develop the use of an active monitoring system to act as a smart, service-wide tool. This system should incorporate a user-friendly database that is capable of providing auditable records and is easily accessible to all staff. It should allow the rapid location and filtering of key information for any user. This issue is further covered in Section 12: 'Internal Communications'.	Agree: eSafety will provide the auditable records which can be accessed by all staff. Users will be able to extract such information and includes a 'search' filter and 'report' facility. Part of the support package provides 25 hours of report writing per year by the manufacturer which can be utilised for more complex requirements.	H	AC\KC	Jan 2018		Progress: 28/3/2017- Adam Burch has been identified as the appropriate person to have administration rights to eSafety and has been in discussions with Amanda to arrange access through Warwick International. A basic questionnaire has been built which will be refined once information is added. (AC) 9/6/17 – Warwick International have been emailed a request to provide administration rights to Adam and access has been given. (KC)	In progress
10.2	Active Monitoring: Allocation of Action Plans							
10.2.1	That any system used for this purpose should operate independently of any individual in the service and each issue should remain 'live' on the system until resolved or accepted on the risk register.	Agree: It is anticipated that e-Safety will meet these requirements. An identified issue will remain 'live' in the system until such time all actions have been completed. It is at this point when it can be closed off, although will remain accessible within the system for information and evidential purposes.	M	SW\KC	Jan 2018		Progress: 28/3/2017 - Work in respect of determining the suitability of the e-Safety system remains ongoing (SW) 12/6/2017 – Discussions remain on-going to determine the suitability of the eSafety system as an appropriate information sharing and storage platform. (SW)	In progress
10.3	Active Monitoring: Reporting by Exception							
10.3.1	It is recommended that BMKFRS extend this form of monitoring to include training events; with the consequent benefits to organisational learning and that these reports are included for staff review (commensurate to suitable anonymity measures).	Agree: Independent assessors routinely observe and record the performance of operational staff during validation exercises. The introduction of an active monitoring system to include training events will be explored further.	M	KC\AP	Jun 2017		Progress: 28/3/2017 - Inclusion of L2 & L3 assessments has been catered for within the proposed training contract and will allow SC's to take part in validation training in a monitoring / handover capacity. Will enable standardisation of monitoring process and standards. Discussion as to whether SC's should be mandated to attend validation training once every year / 2 years for CPD purposes. Plan to raise at FDO to get a view on relevance and impact on other work activities.	In progress
10.4	Active Monitoring: Staff Access							
10.4.1	Include a provision within the AMS to provide feedback on concluded issues and in particular to the source of the initially identified issue.	Agree: eSafety has the facility to allow all staff to access the system via a web based portal. It enables feedback to be 'attached' to the original issue, even after the issue is concluded.	M	AC\KC	Jan 2018		Progress: 27/3/2017 - All staff have been given access to the portal as part of the safety event reporting and investigation project. When the Ops Assurance part of the system is up and running access to those staff that need it can be 'switched on'. (AC) 9/6/17 – There are still some staff who are to set up their account in the portal though many have done this through the need to report and/or investigate a safety event. As with any new system there are teething issues and people are not confident in the use of it yet. Once Adam has visited Manchester FRS and is happy that e-Safety can deliver what is required he will undertake the training by Warwick. He will then build the questionnaire and enter the required information for crews to access using their portal sign in. (KC)	In progress

OPERATIONAL ASSURANCE IMPROVEMENT PLAN

Ref.	Recommendation	Action	Priority H/M/L	Officer Resp.	Delivery Date	RAG Status	Progress & Issues Report	
10.5	Active Monitoring: Role of the Monitoring Officer							
10.5.1	Provide formal training and/or guidance for Monitoring Officers to ensure a uniform approach to monitoring and to clarify the operational standards required from all staff.	Agree: To be delivered to existing FDS Officers during the monthly training events, by members of the OAT.	M	KC	June 2017		Issue: An established process needs to be development in order to ensure those staff new to the FDS rota are given sufficient opportunity to both acquire and consolidate the skills of a monitoring officer. Progress: 28/3/2017- Arrangements made to refresh the role of Monitoring Officer at FDO training days during June 2017. Discussion has taken place to consider the method of delivering the acquisition of skills in house, potential for focused workshops on an 'as required' basis (KC) 9/6/17- Delivery of presentation rescheduled to September 2017, in order to allow for exploration of a collaborative approach with Thames Valley partners. (KC) 28/6/17- Update, see 5.7.1 comments. (KC)	In progress
10.5.2	Moving forward, the new active monitoring form should directly correspond with the WM7 NOS.	Agree: This has been provisionally created, although will need to be reviewed, so it can be incorporated into the e-Safety system and aligned to our Thames Valley partners.	M	KC	June 2017		Progress: 28/32017- The form is in a provisional format, this will be discussed and proposed as a pilot form during the Monitoring Officer refresh. A supporting checklist form has also been identified for consideration. (KC) 28/6/17- Update, This form is being trialled at the FSC by the FSC assessors from the 28/6/17 in order to identify ease of use and suitability. It will also be trialled during the planned exercises for the 10th and 11th July by BFRS FDO's in order to gain feedback to refine prior to roll out in September. (KC)	Complete
10.5.3	Active monitoring should be expanded to the training events taking place at FSC to ensure the service is effectively capturing and progressing all available learning opportunities.	Agree: Further investigation to be undertaken, in order to develop an agreed approach. Potential for L2 and L3 officers to perform monitoring at FSC during validation exercises. Any involvement from both OFRS and RBFRS may assist with regard to achieving a consistent approach toward incident monitoring, across the whole of the Thames Valley area.	L L	SG\AP\KC SG\AP\KC	Oct 2017 Oct 2017		Progress: 28/3/2017- See comments ref. 10.3.1 Inclusion of (x4) larger exercises (4-9 pumps) at FSC has been catered for within new training contract, see this as an opportunity to exercise with OFRS and RBFRS. 12/6/2017 – (x2) exercises planned at the FSC for the evenings of 10th and 11th July, the intention is to use this opportunity to allow both L2 and L3 officers to undertake active monitoring of BFRS operational staff whilst engaged in firefighting activities. (SW)	In progress
11	National Operational Guidance for Incident Command							
11.1.1	BMKFRS should ensure all staff have awareness and understanding of the functional roles within NOGIC, and that this is tested.	Neither Agree or Disagree: The strong belief is that BFRS is already complying with NOGIC. However, this will be subject to further internal investigation with resultant findings being acted upon appropriately.	L	OAT	Jan 2018		Progress: 28/3/2017- Some preliminary research has been commenced that will ultimately determine what measures, if any, need to be taken. (KC)	In progress

OPERATIONAL ASSURANCE IMPROVEMENT PLAN

Ref.	Recommendation	Action	Priority H/M/L	Officer Resp.	Delivery Date	RAG Status	Progress & Issues Report	
		There is opportunity to provide further information to staff through FDO training days and HEAT packages.	L	OAT	Jan 2018			
11.1.2	Station and watch commanders should be provided clear guidance on the standards of NOGIC specific knowledge expected from its commanders and crews.	Agree: Whilst it is recognised the understanding of NOGIC is relatively comprehensive amongst staff. The option of providing a more detailed narrative of the responsibilities associated with particular command roles will be explored.	L	KC\OAT	Jan 2018			
11.1.3	Station and Watch Commanders and their crews should be provided opportunity under assessable and/or developmental conditions to exercise the acquired skills and underpinning knowledge set out in NOGIC.	Disagree: The incident command competencies of all supervisory commanders are independently assessed and scrutinised during validation exercises. The feasibility around this being extended to involve Station Commanders is to be explored further.	n\a L	n\a KC\AP	n\a Jan 2018		Progress: 28/3/2017- See comments for 10.3.1 and 10.5.3	In progress
12	Internal Communications							
12.1.1	Review the functionality 'I Drive' as it appears the system does not meet with service expectations with regard to ease of use.	Agree: The longer term solution in respect of the overall document management strategy will be reviewed independently and therefore will no longer form part of this particular improvement plan.	H	JP	April 2018		Progress: 24/4/2017- Two workshop meetings have taken place to develop the approach to this issue. A bespoke action plan has been developed for delivery over the next year. This will include- -Complete review of existing documentation accessibility -Relaunch of document management process -Introduction of a review and assurance process -Redesign of the way documents are accessed on the I drive -End user testing to provide assurance ongoing (JP) 9/6/17- RAG status changed to amber, so to reflect the multiplicity and complexity of addressing issues that have accumulated over a period of years. Simon Tuffley, will attend future meetings, as he will be leading the project to address the operational dimensions of this together with linkages to POD. (JP)	In progress
12.1.2	Review the content of the service's Intranet to ensure key information is easily accessible by staff, which should include a more logical hyperlink process.	Agree: See above comments.	H	JP	April 2018		See 12.1.1	As above
12.1.3	Review the methods employed for communicating and validating the passage of important messages to operational staff at fire stations. Any review should also consider the communication of key information between Wholtime and On-Call staff.	Agree: See above comments	H	JP	April 2018		See 12.1.1	As above

Officer(s) Responsible	
Initials:	Name:

OPERATIONAL ASSURANCE IMPROVEMENT PLAN

JP	AC Parsons
PH	AC Holland
SW	GC Wells
KC	SC Carmichael
AC	Ali Chart
AP	SC Pennick
SC	SC Grosse
OAT	Ops Assurance Team