

Ref	Ref	Recommendation	Action	Priority	Officer	Delivery Date	RAG	Progress & Issues Report	Status
				H/M/L	Resp.		Status		
2	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.	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. 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.	M	SG	01\11\2018		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 be 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. 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) 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) 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) 28/6/17- Update, contact with GMFRS has been established and a visit agreed, (dates to be confirmed to suit both parties). (KC) 18/10/17- WC McIntosh and CC Burch visited GMFRS in late July and were provided with an overview of the system in use. The information gathered will provide a platform from which the creation of the e- safety system can commence. Delay in progress has been due to difficulty in gaining access to appropriate staff from software provider combined with extended annual leave of CC Burch who is the department lead on this project. This is a priority task for when CC Burch returns. 2/1/2018 – Training dates have been sent to Warwick but they will not book them until they have received the PO. This is now with Keith to approve. 12/1/2018 - Dates have been booked for the 28th Feb-1st March 2018 for Adam Burch and Elias Williams to attend for initial training on the e-safety system. (KC)	In Progress
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.	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	01\11\2018		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) 16/01/2018- Model reviewed and agreed, this to be communicated to staff through station screens, monthly bulletin and station visits. Guidance note incorporating all elements of Operational Assurance currently being developed. (SW) 14\5\2018 – A draft procedure has been prepared by SC Stuart Grosse, a copy will in the coming days be forwarded to SW, so can be reviewed. A request has been made to ICT for the Operational Assurance model to be displayed on all BFRS computer screens, this will coincide with publication of a corresponding article within the next bi-monthly newsletter. (SW) 7\6\2018 – Draft Operational Assurance procedure was sent to SW during the middle of last month. This is currently being reviewed, before being circulated for wider consultation. Displaying the revised OA model on all BFRS computer screens is technically unachievable, therefore one option being explored is to display the model on the larger screen within ICT. This will as previously stated will coincide with a corresponding article being published within the next bi-monthly newsletter. (SW) 20\7\2018 – Comments provided in respect to the content of the draft Operational Assurance procedure. Once the relevant changes and formatting has been completed, the procedure will then be circulated for wider consultation at the earliest opportunity. The timeframe in which this will occur is dependent upon completion of the preliminary Debrief procedure, as both are very much connected. (SW) 19\9\2018 – The 'Exercise' procedure has been approved, having gone through	In Progress
6.4		External Assurance Model: Issue Resolution							

	6.4.1	BMKFRS should review its Procedure Note: 'Operational Assurance; Incident Monitoring and Improvement' at the earliest opportunity to ensure it aligns more closely with the service's new ways of working. Any revised guidance issued should clearly set out the Monitoring Officer role and re-establish the 'Thematic Reviews' process.	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	SG	01\11\2018		16/1/2018 - Guidance note consolidating all elements of Operational Assurance, currently in the process of being developed, which in turn will then progress through the various stages of governance, before being published. 14\5\2018 – A draft procedure has been prepared by SC Stuart Grosse, a copy will in the coming days be forwarded to SW, so can be reviewed. Once the content of the procedure has been finalised, it will then be subject to the normal governance processes, before being published. (SW) 7\6\2018 – Draft procedure is currently under review, was content agreed will be circulated for wider consultation. Revised completion date 1\9\2018 (SW) 20\7\2018 – See comments in relation to 5.4.1. (SW) 19\09\2018 – See comments in relation to 5.4.1. (SW)	In Progress
	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.	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	01\11\2018 Refer to P.2		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) 7/7/2017 – Licence to use eSafety has been utilised for Adam and administration rights granted, however he is not going to be able to use the system until he has received training from Warwick International. They can provide 1 day training course at their head office in Derbyshire in a relatively short time frame at a cost of £500 per day. 18/9/2017 – Following the visit to Greater Manchester discussions have taken place with Warwick to identify suitable dates for the training to take place. As it has been the holiday season there has been no availability but this should improve towards the end of this month beginning of next. (AC) 18/10/17- The content of the training provision requires further clarification prior to commencement. CC Burch is liaising with Amanda Bamford of H and S to progress this. 2/1/2018 – Training dates have been sent to Warwick but they will not book them until they have received the PO. This is now with Keith to approve. 12/1/2018- Dates have been booked for the 28th Feb-1st March 2018 for Adam Burch and Elias Williams to attend for initial training on the e-safety system. (KC) Active Monitoring System (AMS) ready for live trial 1st June 2018. Expected ready for FDO training and go live August 2018. Further discussion required with esafety on software development-maybe cost implication. Active Monitoring System-Adam Burch to receive more training on E-Safety to enable the system to produce reports-cost £950. Active Monitoring System update training provisionally booked for 9th August 2018 for Adam Burch. This is to enable the system to produce better reports(SG	In Progress
6.5	External Assurance Model: Debriefing Activities								

	6.5.1	<p>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:</p> <p>(i) Addressing current poor practises to ensure the onus for initiating a timely debrief sits firmly with incident commander.</p> <p>(ii) Continuing efforts to simplify the existing processes.</p> <p>(iii) Producing regular outcome reports to inform staff, promote inclusion and demonstrate the value of the process.</p> <p>(iv) Ensuring non-compliance is identified and valued contribution recognised and rewarded.</p>	<p>Debrief training to be provided to Operational Assurance team members - this will be captured in the department training needs analysis</p>	M	SG	31\10\2018		<p>BFRS have only has one person trained in the operational debrief process, so this would need to be rectified in due course.</p> <p>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)</p> <p>Debrief training captured in department TNA, research underway to identify provider. (KC)</p> <p>9/6/2017- 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)</p> <p>28/6/2017- Update, JP provided contact details and initial communication has been established. Contact is currently out of the country and KC is awaiting response. (KC)</p> <p>12/7/2017- Update- Further communication scheduled for 14th July upon return to country of contact. (KC)</p> <p>26/7/2017- Further communication generated by KC, Jon Wort agreed to scope a bespoke course for four OAT members, details to be provided by mid-August, likely cost £3-500 per person.</p> <p>15/9/17- A proposed 2 day training programme for debrief training has been forwarded to BFRS by Jon Wort. The course can accommodate 16 candidates and is priced at £3000. This proposal to be heard at the TSG meeting and suitable candidates beyond the OAT members to be identified.</p> <p>18/10/17- Following a more detailed response and suggested programme content by Jon Wort, an amended proposal for a two day course was offered capable of accommodating 16 candidates at a cost of approx. £3500. This was subsequently debated and authorised for progress at the September TSG meeting. Subject to suitable candidates being identified and agreed upon, the course is to be scheduled for Jan/ Feb 2018.</p>	In Progress
6.7		External Assurance Model: Maintenance of Operational Skills							
	6.7.1	<p>BMKFRS should seek to place greater emphasis on the individuals' responsibility for completion and maintenance of their own skill-set.</p>	<p>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.</p>	M	SW	30\11\2018		<p>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.</p> <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 reinforce 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 eight core operational skills detailed within the Fire Professional Framework (FPF). (SW)</p> <p>16/1/2018 - Performance and knowledge criteria continue to be devised that are aligned to the operational competencies detailed within both the National Operational Guidance (NOG) programme and Fire Professional Framework (FPF). For each performance criteria there will be a unit amplification created, these are intended to assist the user in planning, delivering and evaluating the local training being undertaken more effectively. (SW)</p> <p>14\5\2018 – The refined competency framework for operational front-line staff that has been incorporated within HEAT, as new Core Training Records (CTR) went</p>	In Progress

	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.	To be reviewed by both Service Delivery and Operational Resourcing. Outcome to be captured within a revised procedure note for the Bank system.	M	PS	31\12\2018		<p>Interaction with the competency framework within HEAT continues to be monitored, with minor adaptations being made in respect to functionality, following staff feedback. (SW)</p> <p>20/10/2017. Paul Scanes is in the process of completing the report as a result of the service wide engagement project. This will further inform and evidence if we have significant issues in this area. The target date has been revised to January 2018. This is to allow full consideration of the outcomes of this report and changes to policy.</p> <p>16/1/2018 - This piece of work now forms part of the Strategic Operational Resourcing review being led by GC P Scanes. (JP)</p> <p>10/5/18 – Development of Operational Resourcing programme has now been approved through BTB. This involves 4 key areas of focus (KoF)</p> <p>KoF 1- Improving standards on immediate response appliances</p> <p>This element of the programme involves:</p> <ul style="list-style-type: none"> • Review of existing skills and competencies required for immediate response personnel. • Analysis to identify existing skills and knowledge of personnel currently undertaking additional crewing opportunities. • Identify costs to implement and submit budget growth bid (July 2018) if necessary. • Develop bespoke training modules. • Develop training plan and identify resources to deliver training • Deliver training to ensure all staff undertaking additional crewing opportunities prove competency. • Continually review process to ensure competency is continually maintained, evidenced through the core training records. <p>Bank system procedure under review and will be subsumed into the Operation</p>	In Progress
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.	Service Delivery and Operational Resourcing 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/KM/POD	31\12\2018		<p>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)</p> <p>20/10/2017. It is acknowledge that the qualification acquisition process is causing a 'choke point' with Station Commander development. However, the recent round of examinations were attended by around 37 candidates taking 50 papers. The new Aspiring Leaders Programme assessed 65 candidates. This is a cultural change for the organisation and is gaining momentum. While it is still causing some issues with individuals who are in positions but without the qualifications this situation is easing and it is foreseeable that an expectation that our managers will have professional standards and technical qualifications will be the norm. (JP)</p> <p>16/1/2018 - Career development procedure currently under review. A particular pinch point has been identified in respect of the progression from Watch to Station Commander. (JP)</p> <p>10/5/2018- The outcomes of the review have not yet been published. However, applications for promotion are not currently a concern. (JP)</p> <p>7/6/2018. The promotion and appointments process is still underway. The IFE exams requirement is temporarily suspended.</p> <p>17/7/2018 . As above. The application rate for examinations and promotions has been on the increase so this doesn't seem to have developed into the issue we first thought it may have been. The IFE are currently looking at the format, syllabus and structure and this will take some time. (JP)</p> <p>7.1 to remain live on the OAIP until the impact of any new qualification and promotion process can be fully assessed (OAG 26/07/2018)</p>	In-Progress
7.4		Management of FSC Outcome Reports							

	7.4.1	BMKFERS 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.	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	SC	1\11\2018		<p>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.</p> <p>Validation Training Procedure Note to be drafted once new contract is signed which will contain detailed guidance on development plans etc.</p> <p>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.</p> <p>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)</p> <p>16/01/2018 – Returns of development plans has improved due to continued work by Emma Wren who collates returns. All BA and ICS reports showing either Pass with development needs or Fail will now have explicit instruction included regarding development plans and timescales for staff and managers to follow. The new Core Training Record Maintenance of Competence system and procedure note gives guidance on the implementation and monitoring of development plans – go live of MOC 11/05/2018 (SG). All area trainers have been given objective of, to support supervisory managers in the development and completion of development plans, in particular to BA after validation.(SC)</p> <p>Operational Training Department instructional staff meeting booked for</p>	In Progress
7.8		QA of Station Based Training							
	7.8.1	BMKFERS should review (and potentially reduce) the quota of 288 QA assessments (summative sampling) per year to a more achievable figure.	Target of QA for 2018/19 is 80. 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	KB	31\3\2019		<p>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.</p> <p>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.</p> <p>12/6/2017- 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)</p> <p>12/6/2017 - 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)</p> <p>10/7/2017-To be on track to hit our target the Operational Training Team needed to complete 20 QA audits in the first quarter. The actual number achieved in the first quarter is 34.</p> <p>18/01/2018-QA target has fallen behind schedule, the current figure is now at 42. 42 was the final QA result for 2016/17 training year, so we will exceed that total. The lack of completed QA reports can be partially put down to the Fire Fighter Development Programme (FFDP) and On-Call BA course and the Instructor Schedule at the Fire Service college. The Operational Training Department administrator has been tasked with booking QA visits for the Area Trainers. (SG)</p> <p>QA results as at 14/05/2018 for 2018/19 training year = 0</p> <p>QA Results as of 11/06/2018 for 2018/19 training year = 3</p> <p>FFDP ends in July so numbers should increase from there.(KB 11/06/2018)</p> <p>QA is now up to 4. FFDP finished on the 14/07/2018 and instructors are now taking back accrued time and leave. QA isn't expected to start until September after annual leave is taken in August. (KB 18/07/2018)</p>	In Progress

	7.8.2	It is recommended that BMKFRS consider extending the QA role in line with the service's '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).	Further investigation/consideration required. 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.	L	KB	31\3\2019		<p>28/3/2017- E-mail sent 28/2/2017 to selected Associate Instructors to 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.</p> <p>9/6/2017- SG to provide update on Progress and Issues Report. SW to raise connections to TNA / appraisal process at next TSG meeting. (KC)</p> <p>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 or if Associate Trainers need to be selected for QA visits. (SG)</p> <p>18/01/2018-Arrange discussion with Head of Operational Training and Assurance options increase the number of QA audits- use of Associate trainers or OAT. (SG)</p> <p>Early in training year, no plans as yet to use Associate Trainers</p> <p>Priority at the moment is to get the current new Area Trainers up to speed with the QA process then look at the potential of utilising operational personnel. (KB 11/06/2018)</p> <p>No further update(KB 18/07/2918)</p> <p>Area trainers are still learning the QA process but progress is being made towards target. A review at the end of the training year will take place to see whether pushing it out to assessors on station will assist in hitting targets. (22/09/2018)</p>	In Progress
8.1		Operational Exercising: Obtaining Evidence							
	8.1.2	The re-establishment of the operational exercising programme at local/ station level	A programme to be devised and documentation/ guidance to be provided to support the planning and recording of operational exercising	M	SG	01\02\2019		<p>24/7/2017- Gap analysis complete, provisional documentation commenced.</p> <p>18/10/2017- WC Robinson has constructed a proposed exercise programme which will schedule 12 exercises per year across the service. He has provided a framework in order to assist with planning and responsibilities. He has also designed a comprehensive electronic form which is scalable for exercises of all levels. He is currently writing a procedure note to support the programme. This will be subject to appropriate scrutiny and consultation prior to roll out.</p> <p>12/01/2018 – WC Robinson has further developed the electronic "Exercise Planning and Notification" form following field trials at various levels within the organisation. He has designed a suite of supporting documents and templates to support this planning process. These include:-</p> <ul style="list-style-type: none"> Permission Letter (requesting site owner's permission to use premises) Permission Reply form Notification form to TVFCS and RMT Email Template (De-Brief Invitations) These are all available through hyperlinks on the form together with further links to other important documents: Liability Insurance Documents FB1.7m Risk Assessment form <p>Links to Incident Monitoring and Improvement Document He is nearing the completion of a Guidance Note which will assist both experienced and less experienced supervisory managers to plan, execute and report effective operational/non-operational exercises. Should the proposed exercise programme be deemed viable following scrutiny and consultation it will be included in this Guidance Note.</p> <p>Exercise programme to be presented to OAG, JCF and PSG prior to Watch training and lead time to first exercises Jan 2019</p> <p>Exercise programme presented to OAG, procedure and guidance note to go to</p>	In-progress
10.1		Active Monitoring: Locating Key Documents							

	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' – REFER to P2.	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.	M	SG	01\09\2018		<p>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)</p> <p>9/6/17 – Warwick International have been emailed a request to provide administration rights to Adam and access has been given. (KC)</p> <p>7/7/2017 – Licence to use eSafety has been utilised for Adam and administration rights granted, however he is not going to be able to use the system until he has received training from Warwick International. They can provide 1 day training course at their head office in Derbyshire in a relatively short time frame at a cost of £500 per day.</p> <p>18/9/1207 – Following the visit to Greater Manchester discussions have taken place with Warwick to identify suitable dates for the training to take place. As it has been the holiday season there has been no availability but this should improve towards the end of this month beginning of next. (AC)</p> <p>20/10/17 – Adam will receive training from Warwick International on how to build and manage the Ops Ass area of the system which will include how to search, filter and extract reports.</p> <p>2/1/2018 – Training dates have been sent to Warwick but they will not book them until they have received the PO. This is now with Keith to approve.</p> <p>12/1/2018- Dates have been booked for the 28th Feb-1st March 2018 for Adam Burch and Elias Williams to attend for initial training on the e-safety system. (KC)</p> <p>Active Monitoring System (AMS) ready for live trial 1st June 2018. Expected ready for FDO training and go live August 2018. Further discussion required with esafety on software development-maybe cost implication.</p> <p>06/06/2018-Active Monitoring System-Adam Burch to receive more training on E-Safety to enable the system to produce reports-cost £950 (SG-11/06/2018)</p>	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.	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	SG	31\12\2018		<p>28/3/2017 - Work in respect of determining the suitability of the e-Safety system remains ongoing (SW)</p> <p>12/6/2017 – Discussions remain on-going to determine the suitability of the eSafety system as an appropriate information sharing and storage platform. (SW)</p> <p>16/1/18- Progress will be dependent upon the introduction of a refined Maintenance of Competence recording system and the OA E-safety platform. (KC)</p> <p>MOC live 11/05/2018. Active Monitoring System (AMS) ready for live trial 1st June 2018. Expected ready for FDO training and go live August 2018.</p> <p>Active Monitoring System-Adam Burch to receive more training on E-Safety to enable the system to produce reports-cost £950 (SG-11/06/2018)</p> <p>Active Monitoring System update training provisionally booked for 9th August 2018 for Adam Burch. This is to enable the system to produce better reports. System trials by OAT to commence after this training.(SG 17/07/2019)</p> <p>Active monitoring trial due to start 24th of September. Trial to start with OAT and selected L2 FDO's. AMS to include the provision for recording handover forms and to be developed to record other information such as development plans (SG 18/09/2018)</p>	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).		M	KB	31\3\2019		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. Passed to KB for a decision about new officer training / continuation training 14/05/2018 Refresher training and new to role FDO training to be captured in the August 2018 FDO training covering the role of the monitoring officer and looking forward to incorporate FDO's into Validation at the fire service college (KB-11/06/2018) On-going (KB 18/07/2018) This is on-going through FDO training days (22/09/2018)	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.	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\SG	01\09\2019		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) 9/6/2017 – 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) 18/9/2017 – Following the meeting at Greater Manchester Adam and Adele have been working together to build the questionnaire. (AC) 20/1/2017 – Users are becoming more familiar with the system now and several 'tweaks' have been made to simplify the process. Access to the system via the portal is generic regardless of area they are wishing to access. Adam will have the technical knowledge following his training to assist personnel wishing to access the Ops Ass part of the system. (AC) 2/1/2018 – no further update at present. Active Monitoring System (AMS) ready for live trial 1st June 2018. Expected ready for FDO training and go live August 2018. Further discussion required with esafety on software development-maybe cost implication (SG) 11/05/18 – Now that Adam and Elias have been trained in the eSafety system and are building their questionnaires, they will be able to, at some point, train staff in how to access their area (AC) Active Monitoring System-Adam Burch to receive more training on E-Safety to enable the system to produce reports-cost £950(SG-11/06/2018)	In progress
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.	How do new to role FDO's acquire this skill/knowledge	M	KB	31\3\2019		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. 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) 9/6/2017- Delivery of presentation rescheduled to September 2017, in order to allow for exploration of a collaborative approach with Thames Valley partners. (KC) 28/6/2017- see 5.7.1 comments. (KC) Passed to KB (14/05/2018) The role of monitoring officer to be included into the FDO training days (KB 11/06/2017) On-going (KB 18/07/2018) This is on-going through FDO training days (22/09/2018)	In-progress

	10.5.2	Moving forward, the new active monitoring form should directly correspond with the WM7 NOS.		M	SG	30\11\2018		28/3/2017- 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) 28/6/2017- 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) Monitoring form used at Validation, not yet available to FDO's, this will happen when AMS comes on-line-expected August 2018 (06/06/2018 SG) The use of AMS as a tool for monitoring officers has been delayed to allow for more training on the AMS system. Following trials by the OAT this will come on line for Monitoring Officers-late September (SG 17/07/2018) Active monitoring trial due to start 24th of September (awaiting confirmation from e-Safety that the system is ready). Trial to start with OAT and selected L2 FDO's (SG 18/09/2018)	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	01\04\2019		Project plan, team and PID agreed with target completion date of April 1st 2018. Project now has standalone risk register. Public Safety Group governance arrangements have been refocussed to improve mechanism for, and audit of Service Delivery decisions and documents. Departments across the Service have been tasked by the project team to review Standard Forms ahead of migration from N:Drive to I:Drive. (Quick win) SMB have agreed corporate image for branding of internal and external documents and document template has been approved at July PSG. Operational Procedure template may still differ to the standard Service template to support drive for TV ops alignment and NOG. Need to review and rationalise all operational templates in use. Disposal and retention schedules are being developed, Privacy statements are agreed. Project will include development of Document Management Procedure, this will involve consultation and stakeholder engagement, and will establish arrangements for assurance process. Project team are currently consolidating documents in preparation for relaunch on I:Drive. Team have so far identified: - 874 documents on the EDMS I:Drive - 115 Response Bulletins - 123 Standard Forms - 228 Procedure notes on the N:Drive - More documents have been located on Heat - More will be elsewhere on I:Drive departmental pages and other areas ALL in need of review Once documents are reviewed and migrated to one central location, building the	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.	See above comments.	H	JP	01\04\2019		16/1/2018- Significant progress has been made. There is enough evidence that we have satisfied the key findings of the original report however, we feel that we can deliver more than the original aspiration. With extended finish date of April 2019 to allow a comprehensive revision of our complete document library. (JP)	In Progress
	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 Wholetime and On-Call staff.	See above comments	H	JP	01\04\2019		See 12.1.1	In Progress

OAL checkpoint report									
7.4.1		As per 7.4.1 of the OAL report	see 7.4.1 of OAL report	M	SC	31\3\2019		Is the Service progressing a Validation procedure note?	In Progress
JESIP Assurance Report									
4	4.1	Request JESIP principles included in operational assurance template. This would support the capture of how front line staff and partner agencies are applying JESIP principles in multi-agency environments.	JDM to be written into debrief procedure. Jesip principles to be included into OAT procedure note	M	SG	31\3\2019		WC McIntosh briefed to include JDM in Debrief procedure. JESIP added to draft OAT procedure Debrief procedure in rough draft (Steve McIntosh 05/06/2018) First draft of debrief procedure seen, some more work required to get this finished ASAP. (SG 21/07/2018) Draft debrief procedure delayed, however it is anticipated that it will start governance process in October (SG 18/09/2019)	In Progress
6	6.1	A more user friendly Intranet to support operational staff accessing current JESIP information would support embedding across all staff. Consider using this to further promote JESIP principles and also evaluating what more could be done on the force intranet site to make it easier for staff to find out about JESIP.	Consider embedding JESIP into intranet	M	JP	31\3\2019		Should form part of the on-going work to provide a more user friendly intranet service (see 12.1.1) As above. Document Control Procedure includes process for adopting externally produced guidance intended for FRS use. As documents are approved for use e.g. JOPS, the link can be added to the EDMS to enhance access (ST 07/06/2018) The document control procedure was approved at BTB on August 2nd so will be published shortly (ST 11/09/2018)	In Progress
9		At the point of the visit, no JESIP command refresher training had taken place nor was there a plan in place for this. We would highlight this as the biggest risk for the service.	Discussion required with SC Operational Training	H	SW	31\03\2019		7\6\2018 – Despite some operational commanders participating in the four larger scale exercises at the FSC, this is understandably a key focus in terms of on-going training delivery. The intention is for discussions to take place amongst managers within Operational Training and Assurance, in order to explore the feasibility of different options that will then be used to inform an agreed plan. (SW) 20\7\2018 – Incorporating JESIP principles within the larger scale exercises, will continue, with preparations already underway for the next two exercises to take place during October 2018. Specific dates for JESIP training will be incorporated into the 2019\20 training planner for Level 1 commanders. JESIP will be a subject delivered at the upcoming FDO training days, in order to capture all other Levels of commander. The intention is to invite both TVP and SCAS to these training events.(SW) 19\9\2018 – No further updates at this time, what is required to address this particular recommendation have already been identified and will be progressed. (SW)	In Progress
10		We would suggest using the revised JESIP command product to deliver training to those identified as needing JESIP command training alongside those on promotion or requiring refresher training.	Consider using for ICL1 training and adding to HEAT IC page?	M	SW/KB/SC	31\3\2019		7\6\2018 – A reasonable option would be to utilise the available JESIP training material and incorporate within the ICL1 foundation course for aspiring supervisory managers. Furthermore, once an agreed way forward has been determined with regard to JESIP refresher training, it would again make sense to use readily available material to support learning. (SW) 20\7\2018 – No progress made at this time. (SW) 19\09\2018 – See latest comments in relation to JESIP Assurance Report recommendation 9. (SW)	In Progress
12		We would advise Bucks FRS to ensure this training commitment is included in the service Learning and Development plan. We would suggest conducting the training over a 3-year rolling programme with partner agencies,	Develop a 3 year training plan	M	SW	31\3\2019		19\9\2018 – See comments in relation to 5.4.1 with regard to the Debrief procedure. A lesson identified, resulting from a multi-agency debrief has recently been submitted on JOL. (SW)	In Progress

15		Joint Organisational Learning (JOL) / Debriefing: capturing and recording of JOL requires improvement, however action is being undertaken to resolve this process. Additionally, a more formal process to engage with partner agencies around agreement to input JOL under the national database would improve current practices.		M	SW	31\3\2019		7\6\2018 - A draft 'Debrief' procedure is currently being developed, the intention being to include content that better defines and formalises how the learning outcomes from multi-agency debriefs are shared through JOL. Whilst JOL submissions have been made, the process has been somewhat ad-hoc. (SW) 20\7\2018 – As previously stated this will be incorporated within the 'Debrief' procedure, which is currently being drafted. Expectations are for a copy to be provided within the next few weeks. (SW) 19\9\2018 – See comments in relation to 5.4.1 with regard to the Debrief procedure. A lesson identified, resulting from a multi-agency debrief has recently been submitted on JOL. (SW)	In Progress
17	17.1	We would suggest that where forms are developed through the ops assurance team, to capture lessons that JESIP / JOL be an integral part of this process i.e. a JESIP debriefing template.	JESIP & JOL to be included in the debrief process and procedure note	M	SG	31\10\2018		Debrief procedure in rough draft (Steve McIntosh 05/06/2018) to include JOL and JESIP. 21/07/2018-JESIP and Multi-agency to be included in the active monitoring system to ensure learning is captured from incidents that have a monitoring officer or OAT present (SG). Debrief procedure delayed but expected to start to go through document governance process in October. AMS which includes JESIP to go live for trial 24/09/2108 (SG 19/09/2018)	In Progress
18	18.1	Standard Airwave Test: Staff appeared unaware that it's carried out since the control room moved to Thames Valley. Control rooms may still do it, but they don't engage with Bucks officers. This should be resolved as soon as possible.	AC Powell RBFRS project lead for this	M	SW	30\10\2018		A.Burnell (OAT) to contact AC Powell for update (06/06/2018) Airwave interoperability tests discussed by TVFRS JESIP leads in late June. TVFCS Group Manager Control awaiting strategic leads to provide an appropriate contact from TVP and then TVFCS will progress the tests (SG 21/07/2018) Airwave interoperability tests to go live on the 1st of October, briefing note to be produced by TVFCS (Simon Harris TVFCS 17/09/2018) Airwave Tac Ad course bought for 2 participants from RMT to run at the end of the year. (PS 19/09/2018)	In Progress
19	19.1	We would suggest a review of the original Standard Airwave Test provided by JESIP to help increase confidence around talk group use and changing channels. This requires co-ordination between the services and should include a method that allows commanders on duty to be included, not just control rooms. The test should also be recorded in terms of it taking place and if deemed appropriate shared with the LRF partners.	AC Powell RBFRS project lead for this	M	SW\TVFCS	31\10\2018		A.Burnell (OAT) to contact AC Powell for update (06/06/2018) Airwave interoperability tests discussed by TVFRS JESIP leads in late June. TVFCS Group Manager Control awaiting strategic leads to provide an appropriate contact from TVP and then TVFCS will progress the tests (SG 21/07/2018) Airwave interoperability tests to go live on the 1st of October, briefing note to be produced by TVFCS (Simon Harris TVFCS 17/09/2018) Airwave Tac Ad course bought for 2 participants from RMT to run at the end of the year. (PS 19/09/2018)	In Progress
Wavendon Thatch Fire									
WT4		Safe to ride (not BA qualified) staff are prohibited from servicing BA sets and should be swapped to an appropriate role on the incident ground."	OAT to ensure a Hazard report is submitted to H&S	M	SG	31\3\2019		Hazard Report done (06/06/2018) H&S to make it a "That's Safe' bulletin. K.Bamford asked to consider inclusion of this in Safe to Ride booklet Will be added to the Safe to Ride booklet before the next course. (KB 22/09/2018)	In Progress
Waddesdon Aircrash									
WA2		Awareness should be raised amongst Incident Commanders the need to consider air traffic, Helicopter Emergency Medical Service (HEMS) attendance can be compromised due to the use of DRONE's and media helicopters.	Drone training package for crews and IC's?	L	SG	31\3\2019		Training package requirement to be raised at next Drone user group meeting (SG 11/06/2018) No update (19/09/2018)	In Progress