

Appendix 1

Analytical Data:

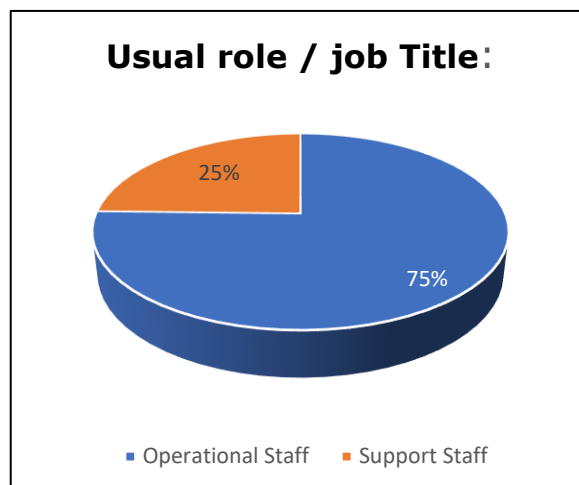
The themes and the areas to consider found within this report are derived from the following data sources:

1 - BFRS Extreme / Adverse Weather Survey Report

This survey was aimed at capturing the views and thoughts of all staff groups that were involved in these periods of extreme weather.

The responses were collated and reviewed by the Operational Assurance Team (OAT) with the aim to understand the challenges and to highlight learnings.

The diagram to the right illustrates from the **65** survey responses, **49** (75%) were from operational staff and **16** (25%) was from support staff.



The following survey headlines were chosen due to their perceived significance of what the Service wanted to establish from the results.

Nine Survey Headlines

- Preparedness
- Response
- Information available and Training provided
- Equipment and Procedures
- Communications (internal / external)
- Health Safety and Welfare
- Significant Challenges
- Support
- Understanding the strains / pressures encountered elsewhere

2 - OAT Incident Reports

- Incident Report Hedgerley Lane + M40 (Wildfire)
- Incident Report Kiddi Caru Nursery (Wildfire)
- Incident Report Wooburn Moor (Wildfire)

The OAT collated information on each of these incidents via incident and monitoring feedback forms through embedded active systems which are available to all BFRS staff following all operational incidents and exercises, during the process of collating information each of these major incidents also received a Learning Review of Command (LRC) with the aim to further establish additional details of the incident.

Invited to each LRC were operational commanders from across BFRS with invites also being sent to cross border services to ensure collaboration with our neighbours. These invites are also extended to partner agencies who were either involved or would have an interest in the learns from each incident.

These reports, along with any recommendations contained within, are presented to the Operational Assurance Group (OAG) for consideration. Recommendations accepted by the OAG are added to the Operational Assurance Improvement Plan (OAIP) which are reported on annually to the Fire Authority (FA).

The resulting actions taken are intended to improve operational effectiveness within BFRS and if appropriate, the lessons learnt are submitted to National Operational Learning (NOL) and / or Joint Organisational Learning (JOL), to ensure learning is shared throughout the UK FRS and with partner agencies.

Each of these Major Incidents occurred during the months that fall within the scope of this report on Summer Pressures that were encountered by BFRS.

Each report contains specific recommendations which have already been assigned action owners. Through the OAG, each owner will provide updates via the OAIP on an 8-weekly basis.

Data Analysis:

Staff engagement throughout BFRS was extensive in both the operational and support departments, the main objective was to gather first-hand information to build on the experiences from individuals who worked during the summer pressures.

The response to the extreme / adverse weather survey report was good and from all areas of the Service across all nine of the survey headlines. It became apparent that each response could be attributed to a specific theme, this helped to shape how the data was to be presented.

All completed areas to consider related to summer pressures will improve how BFRS deals with the risk that may be encountered in the future.

The themes with their areas to consider below do not include the recommendations found within the three incident reports as these have already been assigned and accepted by the individual action owners through the recognised governance

process, however it's important to highlight these reports and their recommendations as most of the areas for consideration below will be mirrored within these reports.

Areas to Consider:

Areas to consider have been created following analysis of the BFRS Extreme / Adverse Weather Survey responses and it focuses on the first six Survey headlines:

- Preparedness
- Response
- Information available and Training provided
- Equipment and Procedures
- Communications (internal / external)
- Health Safety and Welfare

These areas to consider have been categorised into broader themes and reflect all the recommendations from the 65 staff that responded to the BFRS Extreme / Adverse Weather Survey.

Please find below a table containing all the themes complete with examples of the areas to consider, the progress column highlights the ongoing work streams which will ensure the recommendations are delivered.

Theme	Area to Consider	Progress
Welfare	Refreshments / rehydration for people attending incidents. This includes how drinks and food is made available to crews.	Cool boxes have been purchased for every appliance and rehydration tablets are now part of the standard inventory in the welfare boxes. A growth bid for 23/24 has been submitted to Diversify and modernise the Service's Operational Support Units (OSUs), introducing a range of equipment to support incident welfare. Further progress against this action will rely on securing the funding
	Dedicated welfare unit.	A growth bid for 23/24 has been submitted to Diversify and modernise the Service's Operational Support Units (OSUs), introducing a range of equipment to support

		incident welfare. Further progress against this action will rely on securing the funding
	Toilet facilities and feminine hygiene products to be made available as standard.	A growth bid for 23/24 has been submitted to Diversify and modernise the Service's Operational Support Units (OSUs), introducing a range of equipment to support incident welfare. Further progress against this action will rely on securing the funding
	Designated rest breaks whilst at spate* conditions. *Spate – when receiving large numbers of calls in quick succession i.e. wildfire / flooding	OIN-TV-207 Managing Welfare and Reliefs at Incidents - BFRS Intranet (interactgo.com) will be reviewed and put out for consultation to see if further guidance is required to address the feedback received
Theme	Area to Consider	Progress
Extreme Heat Response	Introduce Wildfire Tactical Advisor in BFRS.	2 Station Commanders identified and initial level training delivered. (Awaiting national course dates)
	Introduce additional Operational Communications Tactical Advisors (currently 1 in BFRS).	Additional Tac Advisors approved by TSG 2023/2024
	Review Incident Command Support – ICU	Following the recruitment of a FF in the Technical Team. The FF and WC technical will look to positively crew the ICU to increase availability and resilience whilst

	availability and resourcing.	delivering the Incident Command Support collaborative review.
Theme	Area to Consider	Progress
Wildfire Equipment, PPE and Vehicles	4 x 4 Vehicles – to include procuring additional specialist appliances, training, and use of and utilisation of an existing appliance.	2 x Outdoor firefighting units are being built by Angloco to enhance the capability of the Nissan Navara 4 x 4 vehicles we have in service. This includes firefighting capability, tyre and suspension upgrades to increase the payload of the vehicle and make it more suitable for driving off road
	Review wildfire equipment availability – this could include seasonal stowage options.	A growth bid for 23/24 has been submitted to Diversify and modernise the Service’s Operational Support Units (OSUs), introducing a range of equipment to support seasonal risk, introducing enhanced wildfire capability. Further progress against this action will rely on securing the funding
	All new appliances to have air conditioning as standard.	This has been actioned through the TV collaborative Appliance contract. 3 vehicles have already been introduced to our fleet with aircon and a further 3 are in production which should begin to be introduced in October 23.
	Review drone capability – thermal image capability.	A drone review is planned for Q3 23/24 which will include a review of BFRS capability and consider the introduction of a more formal collaborative agreement with TVP and voluntary organisations like BSAR
	Uniform Review (PPE) – this is in relation to summer pressures, to include shorts	This recommendation will be factored into the service wide uniform review which will commence in June 23.

	under structural firefighting PPE, collared t-shirts and leggings that seal at the bottom.	
Theme	Area to Consider	Progress
Extreme Heat Training	Review relevant electronic training materials on HEAT.	Station Commander Training Assurance is currently reviewing the Maintenance of Operational Competencies (MOC) to include all wildfire E-learning.
	Review Relevant Maintenance of Operational Competencies (MOC) on HEAT.	Station Commander Training Assurance is currently reviewing the Maintenance of Operational Competencies (MOC) to include all wildfire E-learning.
Theme	Area to Consider	Progress
Operational Assurance	Assurance Exercises – to include tabletops.	Work In Progress to deliver multiple desktop exercises to every operational watch within BFRS.
Theme	Area to Consider	Progress
Wildfire Risk Information	Proactive use of the OSR	This factors into the current OSR review.
Theme	Area to Consider	Progress
Wildfire Strategy	Review how other services assess, review, resource, and their guidance	Info gathered: Berkshire report. Peer review from Surrey.

	regarding summer pressures / wildfires.	2 Station Commanders identified to become BFRS Wildfire Tactical Advisors and initial level training delivered.
	Media / Communications support outside of normal business hours.	This is part of ongoing work to look at the Service's incident comms response. This includes out of hours.

Not every recommendation from staff has formed an action, prioritisation has been afforded to the themes that reoccurred often.

This is not an exhausted list of actions that would potentially improve how BFRS copes with the summer pressures in the future, however each of the themes highlighted should be considered in conjunction with the other competing priorities.

Conclusions and Next Steps

Summer pressures has the potential to form part of BFRS core business, and due to the nature of these pressures they will provide several challenges moving forward.

BFRS staff were able to service the needs of these summer pressure incidents whilst maintaining operational fire cover, and this has been recognised, however there are multiple areas for improvement as can be viewed in the themes.

Some of the areas to consider may be addressed relatively rapidly and simply, however, most themes and areas highlighted will require further work, thought and financial support over a longer period and current capacity of departments must not be overlooked.

All the major incident recommendations have been added to the OAIP and action owners will update through the OAG.

This report documents credible evidence gathered from multiple reliable sources to provide recommendations to the relevant boards, the next steps will be to discuss how, and which recommendations will be accepted, considering risk, financial implications, priorities, and capacity.

Action owners have been assigned to each area at the appropriate level and time scales discussed, resulting in regular updates through one of our recognised governance pathways.