

Performance against Improvement Objectives in Operational and Peer Assessments

Report of the Chief Fire Officer

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1 Purpose of Report

This report provides an update on performance against improvement objectives in Operational and Peer Assessments. It also informs the Audit and Performance Committee of a proposed request to the Service Management Team to agree the closedown of the Operational Assessment and Peer Review Action Plan.

2 Recommendations

The Committee is asked to note:

- a) The update on performance against improvement objectives in Operational and Peer Assessments; and
- b) The proposed request to the Service Management Team to agree to the closedown of the Operational Assessment and Peer Review Action Plan.

3 Background

The fire and rescue sector has a strong and longstanding commitment to sector-led improvement. As part of this, in 2009 the Chief Fire Officers Association developed the concept of Operational Assessment (OpA), in partnership with the Local Government Association and the Chief Fire and Rescue Adviser. This process, which has a robust operational focus, comprises a self-assessment and external peer challenge and is designed to allow a 'whole system' look at how a fire and rescue authority leads, prioritises and delivers the inter-related functions of Prevention, Protection and Response.

In October 2012 a peer review of Shropshire Fire and Rescue Service was conducted, which produced a subsequent Action Plan.

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Summary of Thematic Areas for Action to Improve Service Delivery (arising from Operational Performance Assessment 2012)	This action supports the following SWFRA Aims	This action is addressed via STP, MoU, 2020, PV	Collaborative action between HWFRS & SFRS (Yes or No)	Priority	Lead Officer(s)	Comments (Summary of expected outcome / benefits)
<p>Theme Incident Command / Management</p> <p>Description A collaborative review of Incident Command / Management arrangements leading to enhanced command resilience, competence, inter / intra-operability, debriefing, monitoring and peer audit.</p>	1a, 1b, 2a, 2b, 3a, 3b, 4a	STP MoU 2020	Yes	High	Kev Faulkner	Through collaboration, the outcome will result in seamless cross-border working, improved inter-agency command arrangements and increased officer capacity and resilience through mutual shared command / specialist officer functions.
<p>Progress The NILO officers, from both Services, have been working well together for some time, with clear improvements to joint working between all West Mercia blue-light services, arising as a consequence. In addition, the two Services also share HAZMAT fall-back, Command Support, Accident Investigation and Fire Investigation officers, across the border, as demand arises. Both Services have also recently joined the SE Ops collaboration (now the National Collaborative Programme). Joint incident command management will be even easier to achieve going forward.</p> <p>July 2015 - A joint project for the purchasing of a new incident command unit with HWFRS has been initiated. This is an ongoing area for improvement, which is now included within the Service IRMP 2015/2020.</p>						
<p>Theme Integrated Risk Management Planning</p> <p>Description The development of a collaborative approach to IRMP necessary to address requirements of the FRS National Framework, including the review / development of community focused Response, Protection and Prevention targets and standards.</p>	1a, 1b, 2a, 2b, 3a, 3b, 4a,	STP 2020	Yes	High	Andy Johnson	Sharing knowledge, expertise and resource, the outcome will result in a common agreed approach to IRMP, seamless cross-border working, improved inter-agency command arrangements and increased officer capacity and resilience through mutual shared command / specialist officer functions.

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Progress

SFRS has shared the risk information process with HWFRS along with the risk assessment tool, used to assess current position against the National Framework. SFRS is partway through compiling a portfolio of risks against incident types.

July 2015 – Both Services have published their respective IRMP's, implementation is ongoing with all opportunities for collaboration being explored. This is an ongoing area for improvement, which is now included within the Service IRMP 2015/2020.

Theme

Training & Development

Description

A co-ordinated collaborative approach to training and formal accreditation / peer review (where appropriate) to enhance service delivery in Incident Command, Cross-Border / Inter-Agency working, Business Fire Safety and Health and Safety.

1b,
2a, 2b,
3b, 3b,
4a

Department
Business Plan

Yes

High

Andy
Perry

The delivery of a collaborative training policy and joint training (where appropriate), leading to uniformity of approach and service delivery efficiencies. The outcome will also include formal accreditation / peer review (where appropriate) to provide community assurance.

Progress

July 2015

- Internal Health and Safety Peer audit was completed in HWFRS in January 2015 by the CFOA Regional Health and Safety Group.
- The Service Exercise Co-ordination Group has arranged and planned ongoing cross-border exercises and drills throughout 2014 / 2015.
- Levels 2, 3 and 4, XVR scenario and assessments have been carried out by all Shropshire Officer Groups in HWFRS.
- Liaising with other FRSSs to ensure collaboration across all Operations Teams continues, including the CFOA Regional Operations Committee. The MoU Project work, looking at the introduction of the National Operation procedures has also been adopted.
- HWFRS and Warwickshire have received SFRS templates relating to equality and diversity assessments.
- EQIA processes within SFRS have been updated.
- Develop e-learning packages – No progress to date. This will be progressed at an appropriate stage within the Service's ICT Improvement Programme through Learningpool implementation and also through the National Operational Guidance Programme and JESIP.
- Peer audit of breathing apparatus within both Services is ongoing. HWFRS attended Shropshire for RTC and Water Safety peer review.
- Regional Health and Safety Business Plan.

Theme

Data Management

Description

The effective, efficient and secure use of data to aid resilience and reliability both at incidents and corporately. The actions required will also address policy, user training and data integration (software / hardware and data sharing between agencies).

1b,
2a, 2b,
3a, 3b

STP

Yes

Medium

Sally
Edwards

The outcome will enable the seamless, secure and timely transmission of data on agreed standardised resilient software / hardware. This will aid inter / intra-operability and in particular operational intelligence between fire and rescue services and partner agencies.

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<p>Progress July 15 – Complete. The VPN is now in place and provides a connection with HWFRS. Access to each other’s operational terminal in each Control Room.</p>						
<p>Theme Data Management</p> <p>Description Improvements in the quality of our data from CFRMIS, IRS and the Command and Control System, and the ability to ‘join up’ that information to provide a holistic approach to all aspects of the Service.</p>	1b, 2a, 2b, 3a, 3b	STP	No	Medium	Sally Edwards	Accurate and timely information that is available and accessible from all areas of the organisation and can be used to target the Service’s resources at those most in need in the community.
<p>Progress There has been progress around the management of data. CFRMIS systems administration is now in place. All spreadsheets have been removed and processes rationalised reducing admin time. Made huge strides in timely reporting. Fire safety has been targeted. New IRS system has been implemented and is on the point of being handed over to Area Command. July 15 – Data Warehouse CFRMIS complete IRS complete Command and Control – Ongoing data cleansing</p>						
<p>Theme Policy Alignment</p> <p>Description A co-ordinated collaborative approach to generic service issues such as Health and Safety, Equality and Diversity (process and assessments), Risk Assessments, Personal Development Records and Brigade Orders (Protection).</p>	2a, 2b, 3a, 3b	Department Business Plan	Yes	Low	Bob Cooper & Andy Perry	As an outcome of partnership working and critical friend challenge, both Services will adopt recognised best practice and common operating procedures in a variety of policy areas where economies of scale and service improvements are identified.
<p>Progress July 15</p> <ul style="list-style-type: none"> • Incorporate new Generic (i.e. national) and Service Risk Assessment information in new and existing policies when initiating and reviewing - Ongoing with introduction of new GRAs and National Operational Guidance (NOG) as they are published nationally. • Exchange of risk assessments is continuing between the two Services. • Implementation of National Operations Guidance Programme within the region. • Monitoring of training is being undertaken of courses given to all operational personnel to confirm suitability. • SFRS attended HWFRS IOSH Course to peer review. • Review training provision and requirements – Ongoing. • Continue with the production of risk assessments in deficient areas as resources permit. The creation and review of risk assessments is ongoing. • An e-mail network for exchange of information of health and safety events has been setup within the Region. • Regional Health and Safety Business Plan 						

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<p>Theme Fire Control</p> <p>Description Utilising the agreed 'Memorandum of Understanding' arrangements, secure an efficient, effective, robust and resilient command and control infrastructure for the West Mercia area.</p>	<p>1a, 1b, 2a, 2b, 3a, 3b, 4a, 4b</p>	<p>STP MoU</p>	<p>Yes</p>	<p>Low</p>	<p>John Harrison</p>	<p>Working in partnership through the agreed MoU project, both Services will share a single, resilient command and control infrastructure operated from two locations. The outcome will enable seamless despatch and management of resources anywhere within the 'West Mercia' area.</p>
<p>Progress July 15</p> <ul style="list-style-type: none"> • This is an ongoing area for improvement, which is now included within the Service IRMP 2015/2020. • Hereford and Worcester, and Shropshire and Wrekin Fire and Rescue Authorities have procured and implemented command and control systems from the same supplier. • Plans are well advanced to align the two command and control systems to mobilise both Authorities' assets from either of the control rooms located in Worcester and Shrewsbury. • Common operating procedures and ways of working are well advanced and continue to be further refined. • The Authorities have immediate and fully operational fall-back arrangements. • Work has progressed with Cleveland Fire Brigade to establish an agreed technical solution to provide additional remote fall-back, overflow and spate conditions. • The three Fire and Rescue Authorities involved, the deployment of an integrated solution with common operating procedures offers improved resilience and broader operational benefits. • Shropshire, and Hereford and Worcester will also allow for the deployment of the nearest incident commander / specialist officers (irrespective of their host fire and rescue authority) for improved fire-fighter safety and greater resilience at large or multiple incidents. • Closer links with system designers to ensure a joint approach to prioritising, specifying and communicating future development requirements. • Technical 'critical friend' peer assessments across the three Services has identified potential areas for improvement and the sharing of knowledge and best practice. <p>The programme was completed during December 2014 and is on track to realise joint savings of £3.382 million by the end of 2020-21. Further enhancements to the arrangements put in place are expected to continue past the programme closure date.</p>						

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Key to abbreviations

2020 – SFRS Integrated Risk Management Plan (IRMP) Programme 2012-13

CFOA – Chief Fire Officers' Association

CFRMIS – Community Fire Risk Management Information System

EQIA – Equality impact assessment

FRS – Fire and Rescue Service

GRA – Generic risk assessment

HAZMAT – Hazardous materials

IOSH – Institute of Occupational Safety and Health

IRS – Integrated Reporting System

JESIP – Joint Emergency Services Interoperability Programme

MoU – SFRS Shropshire and HWFRS Hereford and Worcester Fire and Rescue Services Memorandum of Understanding (Joint Fire Control Project)

NILO – National Inter Liaison Officer

RTC – Road traffic collision

SE Ops – South East Operations, a collaborative group set up to standardise operational guidance

STP – Service Transformation Programme

VPN – Virtual private network

XVR – Software training package

4 Progress

A full assessment of performance against the improvement objectives of the OpA and Peer Review Action Plan is now complete. An update Action Plan (attached as an appendix) provides an overview on the progress of the relevant work streams. This confirms that the main thrust of the OpA was greater collaboration with Hereford and Worcester Fire and Rescue Service, which continues to be an organisational commitment through the ongoing operational collaboration.

This ongoing collaboration has required changes in the structure of the Service and a revised Integrated Risk Management Plan (IRMP) and has incorporated the collaborative working in the form of Project Arrow. This project work now supersedes the OpA Action Plan and any outstanding work streams have been incorporated into the Service's IRMP, work packages and Project Arrow. The Service Management Team will, therefore, be requested to agree to the closedown of the Operational Assessment and Peer Review Action Plan.

5 Financial Implications

There are no financial implications arising from this report.

6 Legal Comment

There are no legal implications arising from this report.

7 Initial Impact Assessment

This report contains merely statements of fact / historical data. An Initial Impact Assessment is not, therefore, required.

8 Equality Impact Assessment

There are no equality or diversity implications arising from this report. An Equality Impact Assessment is not, therefore, required.

9 Appendix

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10 Background Papers

There are no background papers associated with this report.