

Oxfordshire County Council Fire and Rescue Service

Operational Assessment Fire Peer Challenge 2014

Action Plan/Areas to Explore

No.	Key Assessment Areas	Action/Area to Explore	By Whom	By when	comments
1	Leadership, governance and scrutiny	Reinvigorate and re-launch the 365 Alive vision for the next 2 years – stretch targets, be specific and focus to fully demonstrate OFRS ambition for the county for the future.	DCFO and ACO	Sept 2014	Reviewed targets and submitted to Performance Scrutiny Committee on 25.09.14 for endorsement
2	Leadership, governance and scrutiny	Continue the positive work on communication and engagement to ensure a fully inclusive and consistent approach across OFRS.	AM Cleary to set up SLT twitter	Dec 2014	Twitter account being investigated and considered by Community Risk Team for sign off by Corporate Comms. Yammer being considered for Internal broadcasts.
3	Leadership, governance and scrutiny	Continue to improve the understanding of OFRS across all members through more formal development.	DCFO	2015	To be linked to OCC member development
4	Leadership, governance and scrutiny	Support Scrutiny to further add value and to challenge performance across OFRS.	Principle Officers	2015	Liaise with Scrutiny Committee to create appropriate opportunities to challenge performance.
5	Organisational capacity	Undertake an annual review and evaluation of the restructure and role names to assess effectiveness, the impact on capacity and understanding.	ACO Furlong	March 2015	Review of re-structure on-going.
6	Organisational capacity	Continue to embed the culture of empowerment and accountability throughout OFRS.	Principle officers	On-going	Regular Principle officer briefings to teams and communications with staff established.
7	Organisational	Ensure the 'can do' attitude is maintained but	GM Coupar	2014/15	The planned stress survey is due to be

	capacity	does not negatively impact on staff welfare.			completed by end 2014 (due to start Sept) this will highlight any issues arising, which may impact on staff welfare.
8	Organisational capacity	Consider exploring the opportunities for volunteering to maximise capacity and community engagement.	AM Cleary	March 2015	This is in this year's HCS Annual plan for county wide volunteer availability which will be considered and completed by March 2015.
9	Organisational capacity	Apply a consistent and robust approach to programme/project management to deliver the needs of a modern FRS.	AM Carlile	March 2015	Project to go live December 2014 with steady state running and reviewed by March 2015.
10	Outcomes for local citizens Safeguarding	Refresh the safeguarding training package to reflect learning from recent cases such as Operation Bullfinch and domestic abuse.	AM Cleary/ GM Garner	2014/15	On-going, action plan had already been agreed to implement. This safeguarding training will now be progressed through to April 2015.
11	Outcomes for local citizens Safeguarding	Establish a programme of on-going training for new staff and refresher training for existing staff.	AM Cleary/ GM Garner	2014/15	On-going, action plan had already been agreed to implement. This safeguarding refresher training will now be progressed through to April 2015.
12	Outcomes for local citizens Safeguarding	Consider flagging addresses of previous safeguarding incidents in the address based gazetteer for the information of crews attending subsequent reports at those addresses.	AM Cleary/ GM Garner	Closed 05.09.14	C&C system cannot determine individual premises mobilising – (street mobilising only) No action required at this stage but to be considered as part of the Thames Valley Fire Control systems.
13	Outcomes for local citizens Safeguarding	Review capacity, resilience and working arrangements for staff providing the advice and contact with OCC Social and Community Services staff.	AM Cleary/ GM Garner	Closed 05.09.14	Two Safeguarding advocates are in place plus the Duty Officer provides flexibility for referrals and actions within the policy. No further action required. Closed
14	Community Risk Management	Review consultation and engagement processes to ensure that the IRMP/CRM proposals are fully understood to best inform the final decisions.	AM Carlile	March 2015	Review of current CRMP consultation arrangements during 2014/15 consultation.
15	Community	Promote the benefits to community risk	AM Cleary	Closed	The new Community Risk Newsletter

	Risk Management	reduction and fire fighter safety provided through the protection teams.	GM Crapper	August 14	addresses some of the benefits of fire-fighter safety which is provided by the Protection teams and this publication will be used to continue to promote the value provided by the teams. Closed.
16	Community Risk Management	Ensure there is a balance between Prevention, Protection and Response.	AM Wilson/ AM Cleary	Closed 05.09.14	CRMP does this all PPR areas considered and discussed at AM meetings, TLT and SLT meetings therefore it is considered there is an on-going balance of delivery across the service. This specific item for the action plan is therefore considered closed.
17	Prevention	365 Alive provides the vision for what will be achieved, but how activities contribute to achieving the vision isn't clearly identifiable or easy for staff to articulate.	AM Cleary	March 2015	The detail, vision and activities are contained and detailed within the 365 alive policy documents. Further considerations on how to market and promote this will be sought via the Community Risk Newsletter.
18	Prevention	Demonstrate a clearer link to how 365 Alive contributes to OCC objectives.	AM Cleary	March 2015	Clearer links to County objectives will be sought and communicated to staff internally.
19	Prevention	Consider OFRS role in building community resilience.	AM Cleary	March 2015	This is an area of on-going consideration as to how the service can support community resilience further.
20	Prevention	Review how existing resources could be used to deliver planned and focused prevention activities.	AM Cleary/ GM Garner	March 2015	This is an area of on-going development to focus on vulnerable clients and young drivers as the two top priorities. Further integration is being developed with SCS and Public Health linked to the OFRS CRMP strategic direction.
21	Protection	Review fire safety training as a result of the recent restructure and forthcoming end of the existing collaborative regional approach.	AM Cleary/AM Lloyd	March 2015	Aug 14 – The Training Blueprint has been agreed and published it identifies what Fire Safety training is required for all roles with OFRS.

					A specific project to review Fire Safety training forms part of the annual delivery plan for 2014/15.
22	Protection	Consider how OFRS captures information on new risk premises from different sources to ensure that they are provided in a timely manner to operational crews.	AM Cleary GM Crapper	March 2015	There are extensive policies and procedures in place detailing the complete system and processes. Staff have been trained and the process is under constant review until the new risk management system is embedded.
23	Response	Post implementation review of the Roving Pump should be undertaken, to evaluate the impact on response attendance, training, development and on individuals.	AM Wilson	March 2015	Included in plan, 3 month review completed 4 issues highlighted, full review in Oct 14. Further six month trial with additional resilience pump and amended staffing model.
24	Response	Ensure that on-call recruitment, selection and development procedures support local on call requirements and enhance availability and firefighter development in a timely manner.	AM Lloyd	2015	Process is constantly under review following feedback from stations and each recruitment process. Bucks FRS version being reviewed re potential collaboration or sharing of test processes – unlikely to be able to collaborate as they are now moving to an on station based approach that we discarded several years ago. Changes at Customer Services may assist with speeding up admin part of process but TLT / TTM are comfortable with current 2 week course due to content and end product.
25	Response	Ensure that core and support teams work more effectively and ensure clarity of responsibility by reviewing the roles and work programmes of RSSO's, ISOs, ICTs and monitoring roles.	AM Wilson	2015	This is on-going and part of a review of WM roles, initial draft paper submitted to DCFO for further discussion.
26	Training & Development	The view of Redkite is mixed with some staff seeing it as a valuable tool that has streamlined previously time consuming	SM Sellman	April 2015	Planned re-launch for Redkite competences will ensure that this is more user friendly and will enable better use of

		processes while others view it as 'clunky' and not user friendly.			the system going forward.
27	Training & Development	Continue to ensure the consistency of operational monitoring to further support the development of incident commanders.	AM Carlile/AM Lloyd	Closed 05.09.14 Business as usual	Operational monitoring is constantly reviewed and the outcomes actioned and fed into both ICD and the operational response / training.
28	Training & Development	Operational training facilities particularly hot fire training and Compartment Fire Behaviour Training (CFBT).	AM Lloyd	2015	Under review based on what the Fire Service College (FSC) can offer and collaboration with neighbours. FSC facilities are being used for realistic scenario training at weekends and compartment fire behaviour training may be split between FSC and TRADA, dependant on geographical location / travel distances.
29	Training & Development	Anecdotal evidence of restructure and introduction of TTG improving training delivery and course attendance, consider evaluation to support this.	GM Heycock	2015	GM Heycock to review.
30	Health and Safety	Promotion of safety reps to continue to improve H&S culture.	AM Lloyd	Closed 05.09.14	Fire Risk Managers asked to raise awareness and promote additional reps to be nominated.
31	Health and Safety	Review health and wellbeing arrangements within OFRS.	AM Lloyd		PAM contract in place and developing via monthly meetings with OCC and PAM contract manager. Stress absence will be scrutinised and dealt with via new risk assessment process. Modified duties is used much more robustly than it has in the past and training for managers has been taken place, as well as the policy amended.
32	Call management	Manage the timescales as they are very challenging and ensure the deadline has	AM Carlile	December 2014	Contingency arrangements in place and regularly monitored against programme

	& incident support	room for manoeuvre.			implementation.
33	Call management & incident support	Ensure effective communication and engagement with staff about the transition to TVFCS.	AM Carlile	March 2015, including move to steady state arrangements	Regular team and individual communications and meetings.