

*Dumfries
& Galloway*

FIRE & RESCUE SERVICE

"THE NATURAL PLACE TO LIVE"



"PROTECTING SOUTH WEST SCOTLAND"

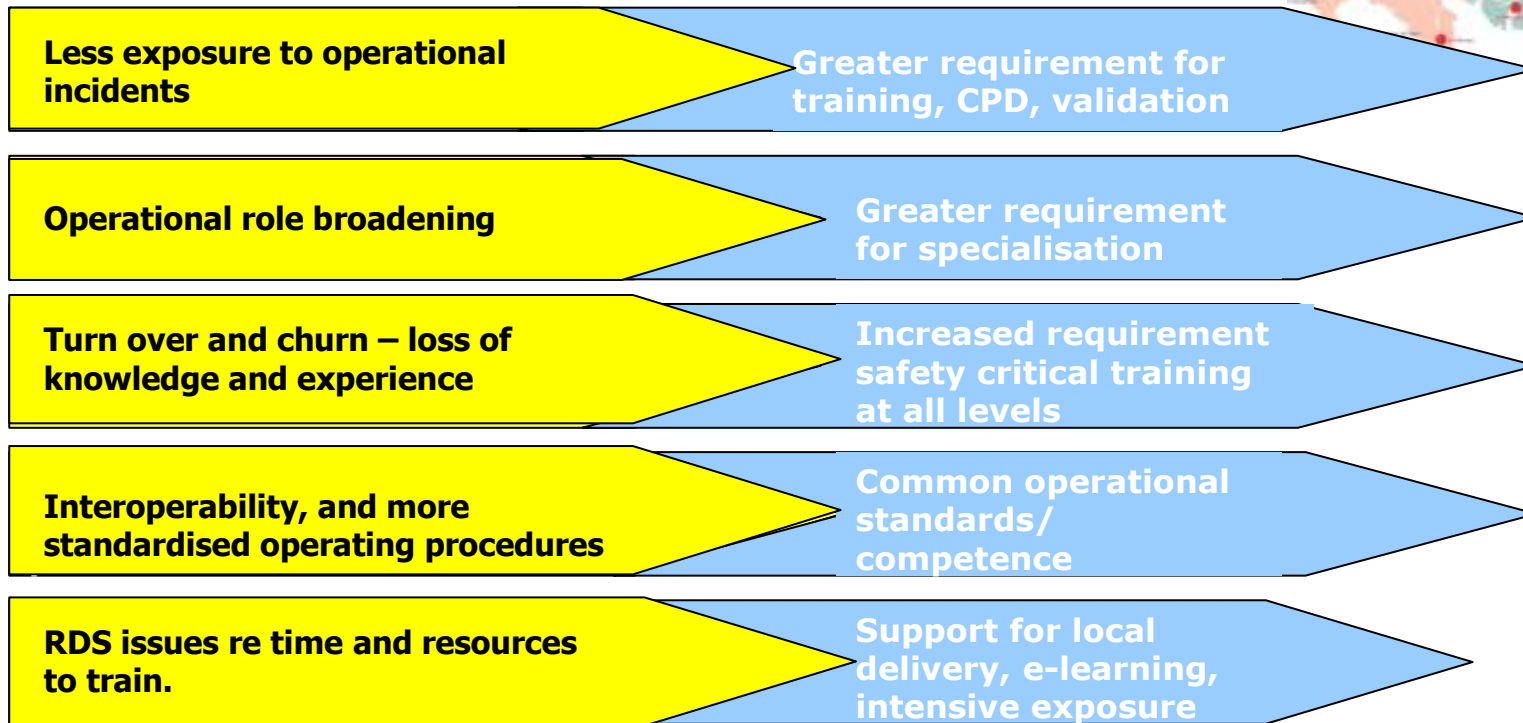
Operational Assurance

Dumfries and Galloway Fire and Rescue Service

P R O T E C T I N G S O U T H W E S T S C O T L A N D



Operational Assurance: The Changing Context



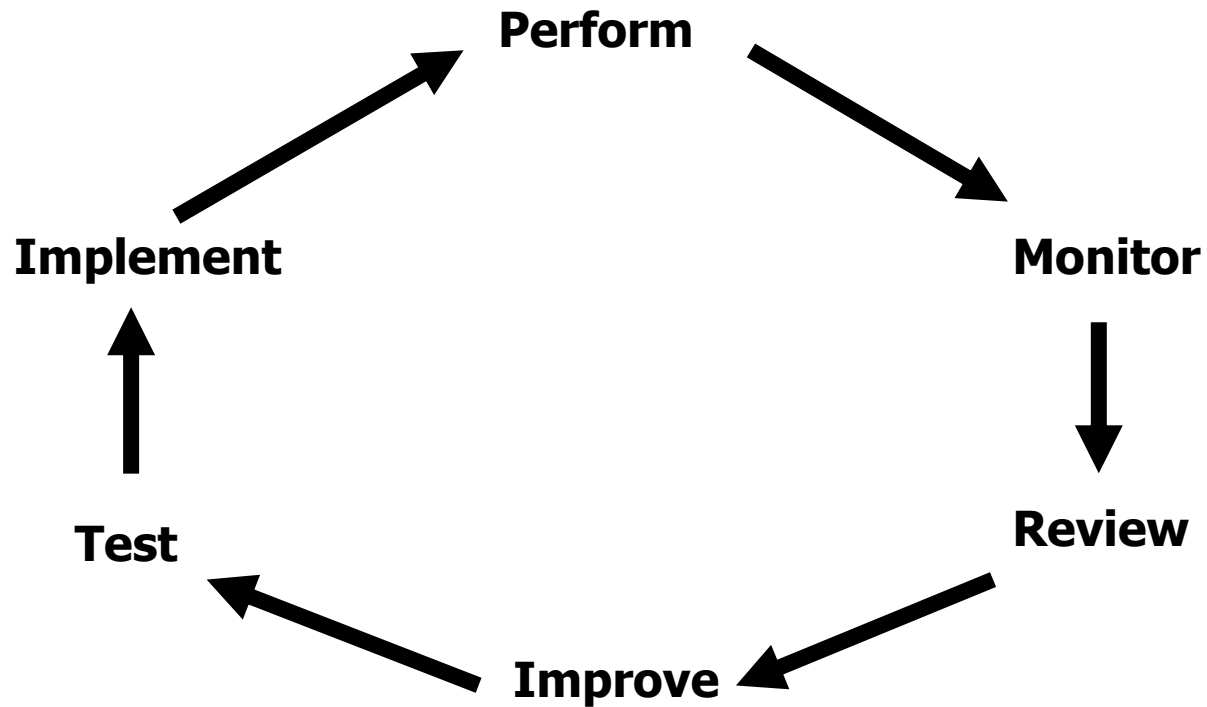
The Service is embarking on a process of **continual** audit and review.

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Cycle of Continuous Improvement

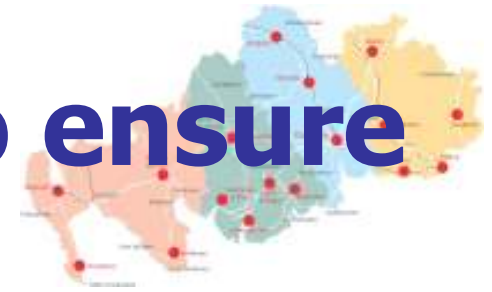


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Protecting South West Scotland



So what are we doing to ensure operational assurance ?



Service Improvement Plan Objective

Formal Adoption of –

“Seven Core Operational Threads” which will run through all that we do in operations and which are aimed at improving operational response

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"Seven" Core Operational Threads



1. Implementing new operational policy and guidance, developing and reviewing existing operational policies.
2. Responding to National guidance and ensuring it is reflected in our policies.
3. Responding to Operational Debriefs and implementing improvement where necessary.
4. Developing site specific Tactical Plans and a Training and Exercising programme that reflects our Community Risk Register.
5. Integration of specialist skills and New Dimension assets into core service delivery.
6. Ensuring our Gold, Silver and Bronze Commanders are command competent.
7. Establishing a culture of continuous improvement, through a formalised system of audit, review and performance monitoring.

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Thread 1

Implementing new operational policy and guidance, developing and reviewing existing operational policies.

- New process for drafting policies/guidance has been introduced ✓
- New policy for ensuring all operational policies are reviewed annually has been introduced ✓

Responsibility AM Service Delivery

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Thread 2

Responding to National guidance and ensuring it is reflected in our policies.



- GRA and other guidance will be used to inform the review of all operational policies ✓

Responsibility SM Operational Resilience

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Thread 3

Responding to Operational Debriefs and implementing improvement where necessary.



- Already an established policy and process however system has been improved – to provide feedback ✓

Responsibility SM L&D

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Thread 4

Developing site specific Tactical Plans and a Training and Exercising programme that reflects our Community Risk Register.



- Programme being implemented through District Plans ✓

Responsibility GM Service Delivery
East/West

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Thread 5

Integration of specialist skills and New Dimension assets into core service delivery.



- On going process through Service ND leads and L&D ✓

Responsibility - SM Operational Resilience and GM L&D

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Thread 6

Ensuring our Gold, Silver and Bronze Commanders are command competent.



➤ SFSC

- Supervisory Management Programme/Bronze Command
- Silver Command
- Gold Command

➤ FSC

- IMF Course

➤ D&GFRS

- Safe to Manage
- Vector Tactical Command Trainer

➤ Responsibility SM Operational Assurance

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Thread 7

Establishing a culture of continuous improvement, through a system of audit, review and performance monitoring.



- This will provide us with the facility to identify and respond to both our strengths and weaknesses.
- Public expectations and legislative developments will eventually make such activities common place if not mandatory.
- Additional drivers include:
 - Political demands: such as “Best Value”.
 - Health and Safety requirements.
 - Public expectations

It will allow us to gauge “How we are doing?” and enable target setting and prioritisation.

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How are we going to establish and develop this culture ?



- Adoption of the “seven core operational threads”
- Creation of a Operations Assurance Team (OAT) drawn from Operations and L&D
 - GM L&D
 - GM Ops
 - SM L&D
 - SM Ops Assurance
 - SM Ops Resilience
- Creation of Service Risk Management Team

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Aims

We aim to establish a policy of continuous improvement, which through a formalised system of audit, review and improvement ensures that:

- The communities of Dumfries & Galloway are provided with the very highest standards of operational performance from its Fire and Rescue Service.
- We continually develop and maintain the highest standards of health, safety and welfare for firefighters responding to emergency incidents
- We can provide evidence identifying the quality of the Service's operational standards measured against key performance indicators. This data will facilitate:
 - The setting of performance targets.*
 - Identifying development priorities.*
 - Provision of information for members of the public.*

These measures will contribute towards "Continuous improvement in Performance.

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P r o t e c t i n g S o u t h W e s t S c o t l a n d



Objectives



- Provide an effective monitoring and review system, to ensure that a process of continual improvement in the Service's general operational procedures and standards is achieved.
- Monitor, report and review health, safety and welfare issues at emergency incidents attended by the Service, thus creating an environment that is as safe as is reasonably practical for both firefighters and members of the public.
- Collate empirical and tangible data against which the Service can measure its operational performance.

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So what are we doing to improve performance?



- Incident Command Mentoring
- Operational Performance Evaluation
- Station Performance Reporting
- District Plan Reporting

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Incident Command Mentoring



New policy

- Aimed at providing peer support to acting up, newly promoted or temporarily promoted commanders
- Its what we have always done but now there is a formal process

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So what are we monitoring?



- **Operational Incident and Station Performance reporting is not about**

“Big Brother watching you”

It must take a much broader outlook if it is to be really effective and therefore will cover:

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Operational Performance Evaluation



New policy

- It will ensure that the Service's frontline performance is subject to constant review.
- Where areas of operational performance are found wanting steps will be taken to remedy and make improvement.
- Equally it ensures that we constantly monitor and review our Health and Safety policies at the "*sharp end*", ensuring that our firefighters are provided the best possible protection.

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Operational Performance Evaluation



- Health, Safety and Welfare functions.
Are the Service's H&S policies understood?
Are they being implemented?
Are they working?
- Prescriptive Service and national operational policies.
Do they work?
Should we change them?
Standards of competence.
Have we got our training right?

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Operational Performance Evaluation



- Systems of work and methodology.

Is it out of date?

Are there better ways of doing it?

- Equipment and facilities.

Is the equipment provided "fit for purpose"?

Should we change it?

Clearly many aspects, including task functions such as BA and Pump Operation will contribute towards our overall effectiveness, and where possible Monitoring Officers will provide constructive comments on all aspects of operational performance. However, it is intended that the focus of operational monitoring will concentrate principally on **Command and Control**.

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Station Performance Reporting



New policy

District staff will be required to complete a station visit report for every station visit. These reports will be submitted to the OAT and will be used for auditing and reviewing station performance. The areas that are to reported on are -

- Asset Management
- Learning & Development
- Station Routines
- Health and Safety
- Personnel and Financial Management

It is anticipated that each area will be completed for each station once per quarter!

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District Plan Reporting



- GM Service Delivery East/West will report the performance targets in their District Plans on a quarterly basis to the Service Management Team

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ANY QUESTIONS?

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