



LONDON FIRE BRIGADE

Report title

Independent Operational Assurance Outcome Report: Operational Learning and Improvement

Report to	Date
Commissioner's Board	9 March 2022
Deputy Mayor's Fire and Resilience Board	29 March 2022

Report by	Report number
Alastair Hay – IOAA on behalf of Director for Transformation	LFC - 0671

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I agree the recommended decision below.

Andy Roe
London Fire Commissioner

Date This decision was signed remotely on 23 May 2022

Executive Summary

As part of its response to the recommendations of the Grenfell Tower Inquiry (GTI) and Her Majesty's Inspectorate of Constabulary & Fire and Rescue Services (HMICFRS), London Fire Brigade (LFB) commissioned the services of an Independent Operational Assurance Advisor (IOAA), Alasdair Hay to provide independent assurance on a range of operational areas.

This report provides the outcome of assurance activities undertaken by the IOAA linked to Operational Learning and Improvement. Appendix A provides the full report submitted by the IOAA.

Recommended decisions

For the London Fire Commissioner

That the London Fire Commissioner accept the recommendations included within the report and task the persons outlined within Section 2 entitled 'Summary of report recommendations'



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to produce plans to meet the recommendations; including how proposals would impact equalities, workforce, budget, etc.

1. Delivery Confidence Assessment

Delivery Confidence Assessment	Amber (see Appendix D for RAG status definitions)
<p>The IOAA finds that LFB recognises the need for and has a strong commitment to Operational Learning and Improvement. LFB understands and articulates well, the role Operational Learning and Improvement plays in meeting its commitment to protect the health, safety and welfare at work of all its employees and any other persons who may be affected by its operations.</p> <p>Although established within a wider set of organisational change processes the primary guide to Operational Learning and Improvement is Policy Number 825 - Operational Improvement Process. This policy sets out the mechanisms, collective and individual responsibilities as well as the governance structures associated with this process. The challenges associated with the effective delivery of this policy are not fundamentally a strategic understanding issue, but are linked to the implementation of a range of interdependent projects and individual areas of work, some of which are still in development, including the vital remit of training evaluation. This highlights the criticality of the ongoing implementation of the Transformation Delivery Plan and the Programme Management approach.</p> <p>This programme of work will take time to deliver and in relation to the terms of reference set out in Appendix B, the Brigade although making progress, cannot yet be assured that it has these in place.</p>	

2. Summary of report recommendations

The IOAA makes the following recommendations which are prioritised using the definitions below.

Ref.	Recommendation	Critical/ Essential/ Recommended	Recommended Date Directorate lead
01	LFB should continue to support the ongoing development of a portfolio approach and consider within its governance review where it	Essential	30/6/2022 Fiona Dolman

	can strengthen its prioritisation of work and the allocation of resource.		
02	Early consideration is given to the Human Factors element of culture and how they impact on operational improvement & learning.	Essential	30/6/2022 Tim Powell
03	LFB should invest more in soft skills training for first and second line managers.	Essential	30/6/2022 Miriam Heppell
04	The Operational Professionalism Board (OPB) should consider what its performance information needs are in order that they can be assured that progress is being made in addressing identified operational learning and improvement.	Critical	31/3/2022 Dominic Ellis
05	The training evaluation framework needs to be progressed as a matter of urgency and its appropriate use considered as a standing item at OPB.	Critical	31/3/2022 Miriam Heppell Dominic Ellis
06	An appraisal system for operational staff should be introduced with a section allowing for identification of an individuals operational training and learning needs.	Critical	31/3/2022 Kate Bonham
07	The use of guided learning exercises should be considered for new or amended operational policies that have a high degree of complexity or are expected to be highly impactful on Firefighter or Community Safety.	Essential	30/6/2022 Miriam Heppell
08	Consider developing a proof of concept and outline business case for an Urban Firefighting Course.	Recommend	30/6/2022 Dominic Ellis

Critical (Do now) – To increase the likelihood of a successful outcome it is of the greatest importance that you should take action immediately.

Essential (Do by) – To increase the likelihood of a successful outcome you should take action in the near future.

Recommended – you would benefit from the uptake of this recommendation.

Appendix A

Independent Operational Assurance Outcome Report: Operational Learning and Improvement

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Recommended – you would benefit from the uptake of this recommendation.

3. Background

The aims of the work in this area:

London is a dynamic world city with constantly changing social, built and natural environments which result in existing risks faced by its citizens evolving and new risks emerging. This requires LFB to become a learning organisation constantly adapting and evolving its operational capabilities and competencies in order to meet these changing risks.

LFB recognises this and is committed to enabling individuals and teams to acquire and develop the knowledge, skills and experience to attain competence in their roles and through continuous professional development evolve their individual and collective competence as risks change. They are particularly focused on the operational environment, where personnel are required to work in inherently dangerous environments and whose actions most directly affect London's citizens. They therefore commit a substantial amount of effort, time and financial resource to this goal. However, a number of recent reports including the Grenfell Tower Inquiry Part 1, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) 2018/19 reports and the independent review of Training (Conducted by Ribband Star Ltd) have raised serious concerns regarding LFB's delivery of this commitment. With the failure to embed lessons from the tragic loss of six lives in the Lakanal House fire being a particularly relevant case in point.

The Commissioner and the Principal Management have clearly articulated their understanding and commitment to operational learning and improvement. They also accept fully that LFB is not yet a learning organisation and are committed to understanding why this is the case and to making any necessary changes. LFB recognises the complexity and implications of achieving this in an emergency service, requiring Firefighters and Officers to work in very dangerous and dynamic operational situations. This includes, at times, exposure to dangerous and unpredictable situations when attempting to save life and mitigate the impact of emergencies. The Brigade must therefore, as it evolves operational capabilities and competencies, 'Strike the Balance' between Operational and Health and Safety responsibilities at emergency incidents.

The aim of this report is therefore to consider whether or not LFB can be assured that it is addressing the concerns highlighted in the above findings and is delivering on its commitment to operational learning and improvement.

Current position regarding reviews:

A number of recent reports including the Grenfell Tower Inquiry Part 1, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) 2018/19 reports and the independent review of Training (Conducted by Ribband Star Ltd) have raised serious concerns regarding LFB's ability to deliver effective Operational Learning and Improvement.

The Terms of Reference for this review is included as Appendix B.

4. Conduct of the review

The fieldwork was carried out between 20/9/2021 - 23/9/2021 and 18/10/2021 - 20/10/2021, with a number of follow up and confirmation meetings taking place using MS Teams up to the 16/12/2021. This work focused on understanding the vision, culture, structure and resourcing of operational learning and improvement. The fieldwork consisted of a series of meetings with representatives from Operational Delivery, People and Transformation Directorates. With a particular focus on Operational Policy & Assurance.

The IOAA also attended a Fire Survival Guidance exercise at Leytonstone Fire Station – Operation Overload, followed by a walkthrough on High Rise and Evacuation Procedures at a local high rise domestic premises. This walkthrough was undertaken with operational crews involved in the exercise, guided by operational training support officers. Additionally, the IOAA visited Soho and Paddington Fire Stations to discuss with frontline officers and crews their perspective on operational learning and improvement.

The following documents were also reviewed:

- The Grenfell Tower Inquiry Part 1, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) 2018/19 reports and the independent review of Training (Conducted by Ribband Star Ltd)
- Development and Maintenance of Operational Professionalism (DaMOP) for fire stations, specialist appliances, control, specialist roles and senior officers Policy Number 427.
- Operational improvement process Policy Number 825
- Operational News Issue 01: August 2006.
- Operational News Index of contents Issue(s) 30 – 40
- Operational Professionalism Board Agenda 9 September 2021
- Incident Monitoring Report – Q1 2021/22
- Operational Improvement Oversight Panel Agenda 03 August 2021
- Operations Review Team Policy Number 413
- Guided Learning Practical Experience Station Commander Exercise Guidance Pack including Policy Numbers 633, 790, 970
- Operation 'Overload' Station Exercise Pack 7
- Terrorist Related Incidents Policy Number 259
- Railway Procedures Policy Number 216
- Breathing Apparatus in Sub Surface Railways Policy Number 487
- Search and Rescue Procedures within Structures Policy Number 803
- High Rise Firefighting Policy Number 633
- Phased Evacuation Policy Number 120
- Evacuation and Rescue from Fires in Premises Policy Number 970
- London Fire Brigade- Health and Safety Advisory Panel – Dispute PN 633
- Assessment of Risk (DRAFT) 31 August 2021

- Commissioners Briefing on Independent Review of Culture
- New Providence Wharf Draft Report

The individuals interviewed are listed in Appendix C.

Utilising the recent reviews of High Rise Procedures, Evacuation Procedures and Fire Survival Guidance as working examples the Independent Operational Advisor considered operational learning and improvement and the wider question of LFB as a learning organisation. Utilising the recent HMI and Grenfell reports on LFB as the background and through the fieldwork described above the Independent Operational Advisor gathered the observations, conclusions and recommendations set out below.

5. Findings and recommendations

Governance

Although established within a wider set of organisational change processes the primary guide to Operational Learning and Improvement is Policy Number 825 - Operational Improvement Process. This policy sets out the mechanisms, collective and individual responsibilities as well as the governance structures associated with this process. It is not a new policy, originally issued in April 2013, but it has been reviewed as current in November 2018 reflecting major changes in governance. It is a comprehensive policy and when fully implemented and resourced will be fit for purpose. It does however require updating to reflect changes in Directorate structures and Principal Management roles and responsibilities within LFB.

Assurance Statement 1

Policy number 825 appears to be fit for purpose and should help facilitate operational learning in LFB.

The governance of this policy has to be considered in strengthening the methodology to governance being taken by LFB. Particularly around developing a portfolio approach which is intended to provide a better understanding of all the change work currently happening across the Brigade. This will provide a basis for prioritising and allocating resource to ensure that the Brigade and individuals are not over stretched, providing the best opportunity to maximise the amount of work that can be collectively effectively delivered.

In all meetings with LFB personnel there comes across a commitment to deliver. However there is a clear stress in the Brigade with the volume of work required to implement the transformation plan and maintain 'business as usual', this work on effective prioritisation and the allocation of resources is therefore essential. As good practice LFB regularly reviews its governance arrangements. It is important in this review process to support the ongoing development of a portfolio approach and to consider the overall effectiveness of prioritisation arrangements and how these are used to allocate

resource. **With projects that directly impact on operational learning and improvement receiving consideration as high priority work.**

Failure to get this right will lead to frustration and an increased tendency for Directorates and Heads of Service to commission their own solutions without the governance structures in place. This will result in a lack of strategic oversight and an inefficient use of resource.

Recommendation 1

LFB should continue to support the ongoing development of a portfolio approach and consider within its governance review where it can strengthen its prioritisation of work and the allocation of resource.

Culture

In March 2021 the Commissioner announced that LFB would carry out [an independent Review of its Culture](#) with the Independent Chair Nazir Afzal OBE being appointed in November 2021. The Commissioner shared that the review was triggered by an internal investigation following the suicide of a Firefighter on Development, Jaden Matthew Francois-Esprit in August 2020, however, there were other reasons for the review.

The case for a wider review of culture is clear and evidence based. In the past five years, LFB have had feedback from Staff, Equality Support Groups, Trade Unions and reports from external bodies, including the [Grenfell Phase One](#) and [Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services \(HMICFRS\)](#) reports. Previous data from LFBs People Survey, LFB Culture Audit and data from the internal HR team also pointed to the need for action on culture.

The surveys and investigations revealed a number of areas that require improvement, including promotion processes, performance management, psychological safety, experience of specific staff groups and management style.

The Brigade has already started acting on the feedback received by creating the [Transformation Delivery Plan](#) and the [Togetherness Strategy](#), embedding Compassion, Togetherness and Accountability in internal processes and introducing a [revised Major Incident Procedure](#). However, more work needs to be done to truly understand all the aspects of the Brigade's culture that affects people's experiences, so that LFB keeps what is good and improves upon what it is currently not doing so well. This is crucial for the future of the organisation and the welfare of people who work here. Therefore, the independent Review of Culture will commence in early 2022.

The Commissioner has clearly articulated that a number of improvements have already been instigated but there is a considerable way to go in terms of culture. However when the question was asked why the approach to operational learning & improvement will succeed this time, when it hasn't previously the response was consistently **improved governance, culture and performance management**. Governance was covered in the previous section and performance management will be covered in the next section. This section, notwithstanding any findings and recommendations from the Independent Review, will cover culture.

Assurance Statement 2

There is a strong recognition of the importance of culture in delivering operational learning and improvement.

Organisational leadership, line management, employees and collaboration between functions (particularly in People Services e.g. Human Resources & Training) are the critical groups which if they play their part will help create a learning culture. Considering these groups, the area of culture that emerged as requiring attention and would assist with operational learning is focused on Human Factors set out below.

Lack of Communication – With a preference for face to face communication with senior leaders.

Distraction – Focusing on non time critical low priority work. Time management skills.

Lack of Resources – Not just financial but knowledge and knowhow allied to enabling technologies.

Stress – Change based on critical reports and a high workload with tight deadlines. Working throughout a pandemic.

Complacency – This is LFB, we are the best and things don't need to change or change will happen without making it happen.

Lack of Teamwork – Directorates and functions competing with each other or blaming the other for slow progress.

Pressure – Balancing 'business as usual' with change priorities.

Awareness – drivers for change, what good looks like, progress to date and individual and collective contribution.

Recommendation 2

Early consideration is given to the Human Factors element of culture and how they impact on operational learning.

Another area of culture to highlight is the work commissioned by AC Fire Stations and being led by GC Verona Clarke – Fire Station Togetherness and Respect Chats. A team of 15 members of staff visiting Fire stations and other locations initiating the uncomfortable conversations about behaviours, where we fall short and share real stories and events reported by colleagues.

This work is helping to establish a culture of openness and respect, it acknowledges the challenges, actively surfaces tensions and disagreements so that they can be addressed transparently. The approach continually checks that all the issues are aired and reminds those taking part of their shared goals and purpose within LFB. Whilst this is ongoing work and will be part of a wider Equality, Diversity and Inclusion approach. There is no doubting its value, and its contribution to creating the

right environment and approach to learning, by increasing openness and collaboration to achieving the Brigade's goals.

Assurance Statement 3

Not only is the importance of culture in organisational learning recognised, initiatives are underway to improve openness and a shared approach to achieving the Brigade goals. Essential elements of any learning culture.

The final element of culture to mention is that there is an element of a 'By-Stander' culture in LFB. This is where individuals or teams can see that improvements are needed, and understand how they could be delivered and embedded. Unfortunately they do not make the necessary intervention and speak up. This could be for a number of reasons; past experiences of nothing being done, expecting others to take the issue forward or a feeling that they are not empowered. This is a real barrier to organisational learning and will take time, effort and money to address. However a useful first step, which would also help with addressing some of the human factors, would be to invest in soft skills training particularly for first and second line managers.

Recommendation 3

LFB should invest in soft skills training for first and second line managers.

Performance Management

This is an area that is currently under review within LFB, with a new Head of Performance recently appointed. During the fieldwork it emerged that the necessity of good performance information is recognised, with the OIB using the improvement mind set questions:

- 1) What is our shared understanding of operational improvement responsibilities?
- 2) How do we know we are getting there ?
- 3) How can we do it better?

However the only standing 'performance information' on the agenda is the Incident Monitoring Quarterly Report. This does provide useful information but does not fully address question 2.

OIB should therefore consider all 3 questions and determine what in terms of qualitative and quantitative performance information would assist them to properly understand and be assured in this area.

Recommendation 4

The OPB should consider what its performance information needs are, in order that they can be assured that progress is being made in addressing identified operational learning and improvement.

Evaluation of training solutions is highlighted in 8.10 of PN 825. However, currently the four evaluation levels referenced are not properly in place. This is being addressed as a matter of priority by Training

and Development. The importance of this work is fully covered in the Independent Operational Advisor's Training Assurance Report, without these multiple levels of evaluation it is not possible to be assured that learning is embedded in the Brigade.

Recommendation 5

The training evaluation framework needs to be progressed as a matter of urgency and its appropriate use considered as a standing item at OPB.

It is clear that LFB's commitment to training has led to a culture of the Brigade taking almost complete ownership of an individual's training needs and by extension learning needs. There should be improved partnership between the Brigade and individual members of staff. When speaking with watches and individuals, many expressed a strong desire to take more ownership. They understand their roles, they understand the risks their communities face, and are able to articulate their training and learning needs. They would like more autonomy within the training programme to meet their locally identified needs, facilitated by their line managers. In this regard the introduction of an appraisal system would be beneficial, helping to empower individuals and their line managers, while at the same time ensuring the Brigade meets its responsibilities and can hold staff appropriately to account.

Recommendation 6

An appraisal system for operational staff should be introduced with a section allowing for identification of an individual's operational training and learning needs.

Areas of Good Practice

This report has previously covered the work LFB is undertaking in relation to Fire Station Togetherness and Respect Chats as being an area of good practice, in addition to this there are three other areas worthy of note.

Firstly, the work of the Operations Review Team (ORT), PN 413, consisting of a small team of sixteen officers who perform an essential part in operational learning and improvement. The ORT is tasked with reviewing the Incident Monitoring Process (see PN 414 - incident monitoring process) and all aspects of operational performance throughout the Brigade, including operational training. The review process both validates the information gathered on operational performance and verifies the level of compliance with standard operating procedures. The outcomes of the review process are used to identify areas of best practice and areas where improvement or change is necessary.

The ORT are responsible for the development and management of a process to share information with the appropriate Principal Officer to enable standard operational practices to be amended and updated in the light of experience, ensuring continuous improvement.

Secondly, the guided learning experience for the three high rise policies that builds upon the Phase 1 training (Computer Based Packages, Face to Face training and Guided Learning Exercise). Covering policies; PN 633 High Rise Firefighting, PN 790 Fire Survival Guidance and PN 970 Evacuation and Rescue from Fires in Premises. The partnership working between Borough, Training and Control Staff was exemplary. The exercises were well structured and the delivery pace was excellent. Challenging and applying pressure to the operational crews participating, but supportive to ensure that the learning

objectives were met. The initial feedback from the crews on the day was positive with comments like 'this really brings the computer based package to life' and 'I've now got a clearer understanding of my role in these situations'. Looking forward the training evaluation at levels 3 and 4 applied to the implementation of these policies will be valuable.

Recommendation 7

The use of guided learning exercises should be considered for new or amended operational policies that have a high degree of complexity or are expected to be highly impactful on Firefighter or Community Safety.

Thirdly the work being undertaken to develop an Urban Firefighting Course. This is something which is directly and indirectly raised at Fire Stations; a desire for more realistic training which is scenario based and reflects the most challenging parts of their operational environment. The course has the potential to streamline existing refresher training such as Breathing Apparatus and Incident Command inputs, and could potentially allow the more efficient use of training resource and training time. However, a proof of concept leading to an outline business case and ultimately a full business case is required.

Recommendation 8

Consider developing a proof of concept and outline business case for an Urban Firefighting Course.

6. Equality Impact

The London Fire Commissioner and decision takers are required to have due regard to the Public Sector Equality Duty (s149 of the Equality Act 2010) when exercising our functions and taking decisions.

It is important to note that consideration of the Public Sector Equality Duty is not a one-off task. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.

The protected characteristics are: Age, Disability, Gender reassignment, Pregnancy and maternity, Marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), Race (ethnic or national origins, colour or nationality), Religion or belief (including lack of belief), Sex, and Sexual orientation.

The Public Sector Equality Duty requires us, in the exercise of all LFC functions (i.e. everything the LFC does), to have due regard to the need to:

- a) Eliminate discrimination, harassment and victimisation and other prohibited conduct.

- b) Advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
- c) Foster good relations between people who share a relevant protected characteristic and persons who do not share it.

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic;
- b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) tackle prejudice, and
- (b) promote understanding.

The author has considered the impact on equality specific to this report. The author recognises that the plans developed to meet the recommendations contained within, should fully consider equality impact and manage findings appropriately.

Procurement and Sustainability

For this paper, there are no decisions that would require new procurement activity. If the recommendations in this report are agreed plans will be developed to set out the equalities, workforce, procurement, sustainability and budget implications.

Strategic Drivers

LFB has set out and agreed a comprehensive Transformation Programme with the intention to improve overall service delivery for the people of London.

The decisions in this paper support the creation and implementation of a robust assurance and risk framework with an additional layer of assurance on this risk critical area of the organisation provided by the Independent Operational Advisor.

Workforce Impact

The decisions in this paper make no changes to the existing workforce. If the recommendations in this report are agreed plans will be developed to set out the equalities, workforce and budget implications.

7. Finance comments

This report provides the outcome of assurance activities undertaken by the IOAA linked to Operational Learning and Improvement. This report considers work prioritisation and makes recommendations to the work plan for the Independent Operational Advisor. The report recommends that the London Fire Commissioner accepts the eight recommendations included within the report. There is no direct financial implication. These include recommendations for additional training, systems and exercises. If the recommendations in this report are agreed plans will be developed to set out the equalities, workforce and budget implications, which will be considered as necessary as part of the budget process for future years.

8. Legal comments

Under S327A(2) of the Greater London Authority Act 1999 (GLAA), the London Fire Commissioner (the "Commissioner") is established as a corporation sole with the Mayor appointing the occupant of that office.

Section 1 of the Fire and Rescue Services Act 2004 (FRSA) states that the Commissioner is the fire and rescue authority for Greater London.

By S327A(7) GLAA the Mayor of London must hold the London Fire Commissioner to account for the exercise of the Commissioner's functions. Under S 327D of the GLAA the Mayor may issue to the Commissioner specific or general directions as to the manner in which the holder of that office is to exercise his or her functions.

In light of the Grenfell Tower Inquiry Phase 1 Report the Home Secretary exercised powers under S26 FRSA to require LFB to provide reports and information.

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) is the statutory inspector of the London Fire Commissioner (LFC) with a duty to inspect and report on LFC under S28 FRSA. HMICFRS is an inspectorate, and has powers to secure information, but no powers to give orders for change. It is for the London Fire Commissioner, subject to the oversight arrangements in place from the Mayor, Deputy Mayor, Greater London Assembly and Home Secretary, to take action as a result of HMICFRS's recommendations.

The Transformation Board provides internal scrutiny and assurance of agreed actions in response to the GTI and HMICFRS recommendations.

The Independent Operational Assurance Work plan was developed as part of the LFB's response to the Phase 1 Report of the GTI and to the HMICFRS report. This report provides the outcome of assurance activities linked to Operational Learning and Improvement. It is for the Commissioner to decide to accept all, some or none of the recommendations in this report.

This report sets out multiple recommendations and recommends officers be tasked with delivery of the recommendations in the section 'Summary of report recommendations'. This report does not detail any budgetary, procurement or workforce or related impacts these recommendations therefore these will have to be resolved within the Commissioner's normal governance and budgetary frameworks with, if necessary, further reporting at the appropriate level conducted by the officers or Directors tasked with delivering the recommendation.

9. List of Appendices

Appendix	Title	Protective Marking
A	IOAA Full report - Operational Learning and Improvement	
B	Terms of Reference for this Review	
C	Interviewees	
D	Delivery confidence assessment RAG status definitions	

10. Consultation

Name/role	Method consulted
Fiona Dolman, Director of Transformation	Microsoft teams
Richard Mills, Deputy Commissioner, Operational Delivery	Telephone
Dominic Ellis, Assistant Commissioner, Operational Policy and Assurance	Email
Alasdair Hay, IOAA	

Appendix B

Terms of Reference for this Review

Using the recent reviews of High Rise Procedures, Evacuation Procedures and Fire Survival Guidance as working examples review the following:

- a) That LFB uses appropriate tools and sources to inform operational learning needs .
- b) That there is effective measurement to provide assurance on the skill, competence, and safety of our workforce (health and safety data, operational debriefing, PDR data etc.)
- c) The Governance Structures currently in place to help ensure effective operational learning
- d) That there is evidence of our people transferring the required knowledge, skills and behaviours from the training environment to the work environment i.e. operational learning
- e) That there is evidence of organisational capability improvements as a result of the operational learning experience
- f) That operational learning from different functions in LFB and other Fire and Rescue Services is captured, embedded and shared where necessary.
- g) That the opportunities for our people to maintain their professional competence are in place and effective. Including access to the Training facilities and courses.

Following this up with a challenge around organisational capacity. Asking the question around whether the current focus on Grenfell & HMI recommendations is leading to other risks in London's built environment (tunnels/underground rail system) inadvertently receiving less focus. Resulting in previous operational learning being lost. (e.g. Gillender Street or Kings Cross Fires).

Appendix C

Interviewees

Name	Role
AC Dom Ellis	Operational Policy and Assurance
DAC Philip Morton	Transformation
DAC Peter Rickard	TOM Team
Leah Armstrong	Portfolio Approach Team
Regina Bonas	Performance Review/Analysis
Gary Kinsman	Performance Review/ Analysis
Kathryn Robinson	Head of Legal Services
Adrian Bevan	H&S Manager
GC Rodney Vitalis	Borough Commander
SC Jon Singleton	Station Commander Soho
AC Andy Hearn	Training & Development
GC Verona Clarke	Fire Stations – Area Management
White Watch Paddington FS	Fire Stations
GC Jim Davis	Operational Policy and Assurance
GC Ben King	Operational Policy and Assurance
GC Paul Kavanagh	Operational Policy and Assurance

Appendix D

Delivery confidence assessment RAG status definitions

RAG	Definition	Governance	
	Successful delivery appears to be unachievable. There are major issues on definition, scope, budget required, quality or benefits delivery, which at this stage do not appear to be manageable or resolvable. The overall viability of the work may need to be re-assessed.	<ul style="list-style-type: none"> • The work shall be placed immediately on hold and shall not be authorised to continue • An action plan shall be endorsed by the relevant Director and Head of Service • The relevant Director and Head of Service shall be required to authorise the work to restart 	
		Successful delivery is in doubt with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed and whether resolution is feasible.	<ul style="list-style-type: none"> • The work shall continue delivery of the current stage • An action plan shall be endorsed by the relevant Director and Head of Service
	Successful delivery appears feasible but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly should not present a problem to delivery.	<ul style="list-style-type: none"> • The work shall continue delivery of the current stage • An action plan shall be endorsed by the relevant Head of Service 	
		Successful delivery appears probable however constant attention will be needed to ensure risks do not materialise into major issues threatening delivery	<ul style="list-style-type: none"> • The work shall continue delivery of the current stage • The relevant Head of Service will monitor delivery
	Successful delivery to time, cost, quality appears likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly	<ul style="list-style-type: none"> • No action required 	