Highlight Report

| Name & Role	Operational Assurance and Assessment - T/GM Craig McLellan		
Date from:	**01/10/2021**	**Date to:**	**31/12/2021**

Highlights/Achievements this period

1. Station Audits – *Make best use of our resources (benchmark our performance)*

The Operational Assurance team have carried out 8 audits in this quarter – 1 whole time and 7 on-call, including the re-audit of a station that fell short of the Services expectation and were spread through all four command areas.

The following tables show data from all audits carried out so far this year (April 21-March 22)
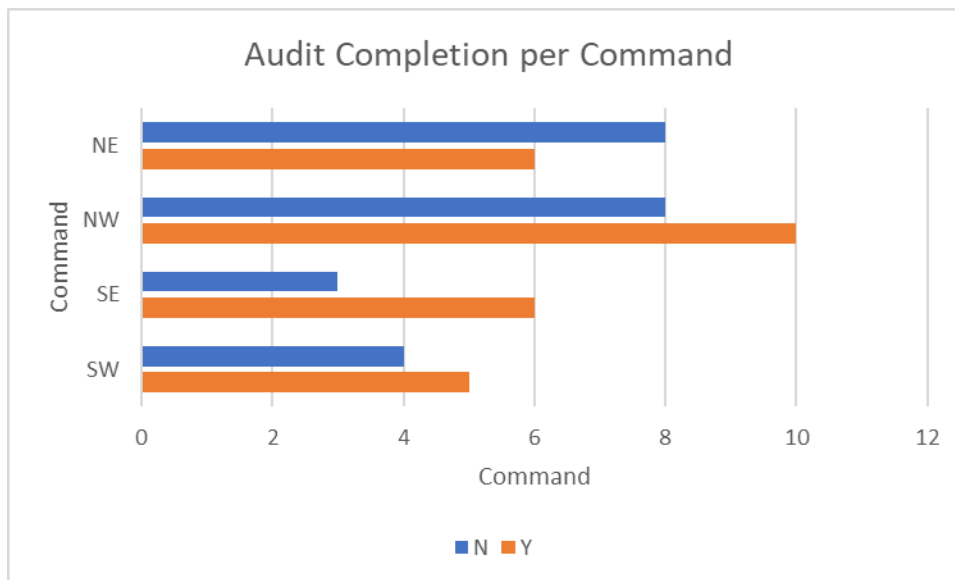
N = yet to be completed Y = Completed
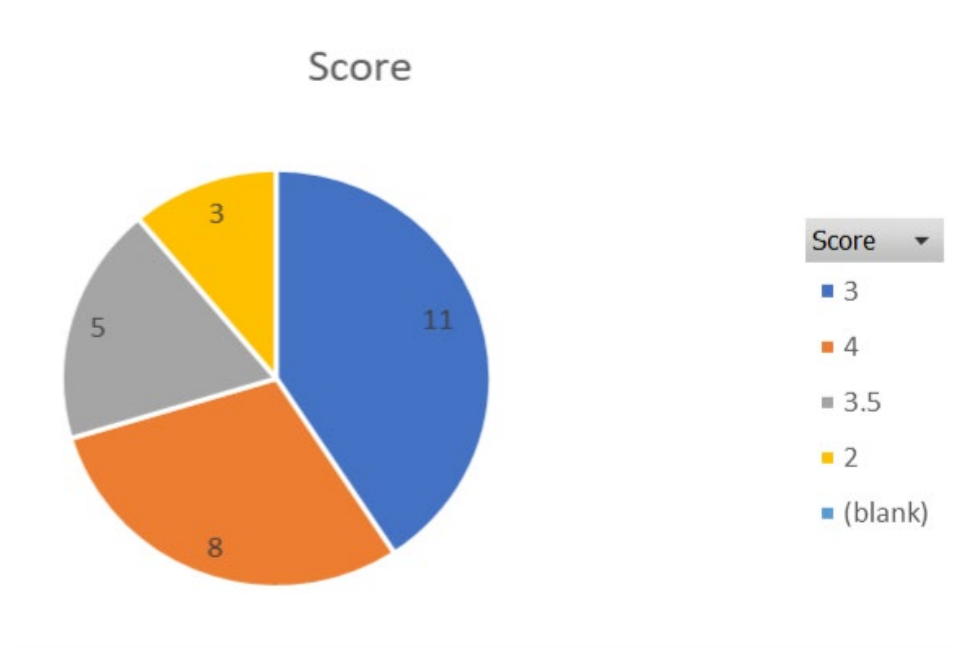
*Audits scored on a matrix of **1 to 4** (1= Low standard, risk critical, **4** = High, exceeds expectations)*

Average scores by command.

Row Labels	Average of Score
SE	3.75
SW	3.2
NW	3.2
NE	3
Grand Total	3.27

One station had a second audit and of the 28 areas of concern – there are 22 improvements (this is over three months).

There is now a structured pre-audit check process in place which involves analysing station specific information through a PowerBi dashboard that has been designed by performance and review.

The audits are promoting open and honest discussions, allowing for clear reports on the work being carried out.

Summary of findings from station audits.

Positive Findings	Areas for improvement
Change of watch/Roll Call procedures	Lack of specialist appliance CPD assessments
Use of 60 sec briefings	Test records for acceptance and after use testing
Good adoption of PDR-Pro	Hose testing (solution planned for Feb 2022)
Use of Exercise Planner Power App	Individual sign off within PDR Pro (when training delivered in groups)
Good understanding of operational risk subjects	Lack of engagement with DDOR
Good awareness of Safety Flash 19 (seatbelts)	Completion of Quarterly BA training
ARA completion and submission	Exercise recording on planner
Engagement with online Debrief forms	

Day Duty Officers Riding (DDOR's)
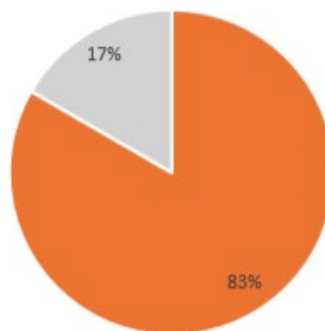
Although there were 78 DDOR requests across audited stations – only 13 requests were filled which has adversely affected On Call appliance availability.

In order to drive improvement and to communicate and share good practice from the Station Audit process the Operational Assurance team will continue to;
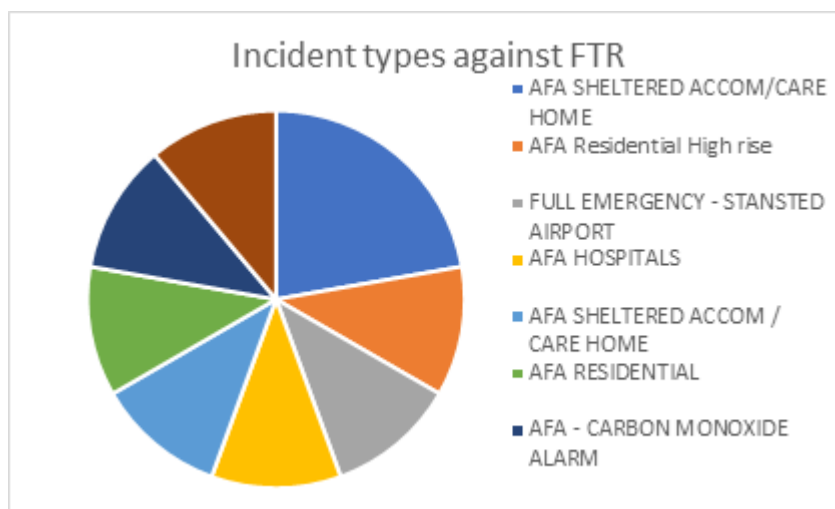- report all findings to the relevant Command Group and Station Managers
- Work with the following departments through the Operational Assurance Group (OAG) to deliver and action improvements
  - Health & Safety
  - Emergency Planning
  - Operational Training
  - Ops policy
  - Area Commands
  - Service Control
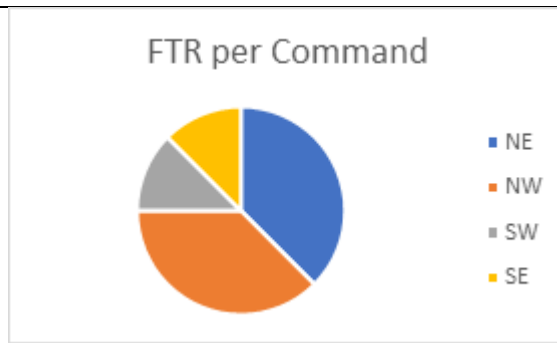 - Technical Services
  - Operational Risk
  - ICT

2. Failure to Respond (FTR's) – *Make best use of our resources (benchmark our performance)*

There was a total of 9 reported FTR's in this quarter which is a **43% reduction** compared with 16 in Q2.

	Oct 2021	Nov 2021	Dec 2021	Total for Quarter
North East	0	2	1	3
North West	2	1	0	3
South East	0	0	1	1
South West	1	0	1	1

All "Failure to Respond's" are available on the Power Bi Station Audit – any Station Manager actions are added to the report.

Incident types against FTR
- AFA SHELTERED ACCOM/CARE HOME
- AFA Residential High rise
- FULL EMERGENCY - STANSTED AIRPORT
- AFA HOSPITALS
- AFA SHELTERED ACCOM / CARE HOME
- AFA RESIDENTIAL
- AFA - CARBON MONOXIDE ALARM

FTR per Command

Actions:

Operational Assurance department will continue to;

- Monitor the progress of the new FTR reporting procedure implemented to simplify the FTR notification process.
- to monitor and report on the time taken to mobilise an alternative resource to the incident.

3. Monitoring Officer (MO) incident reporting – *Make best use of our resources (ensure there is an effective risk management process in place)*

	Current quarter	Previous quarter
MO mobilisations	70 (42 booked IA)	64
Hot Debrief reports received	17	23

Total MO mobilisations
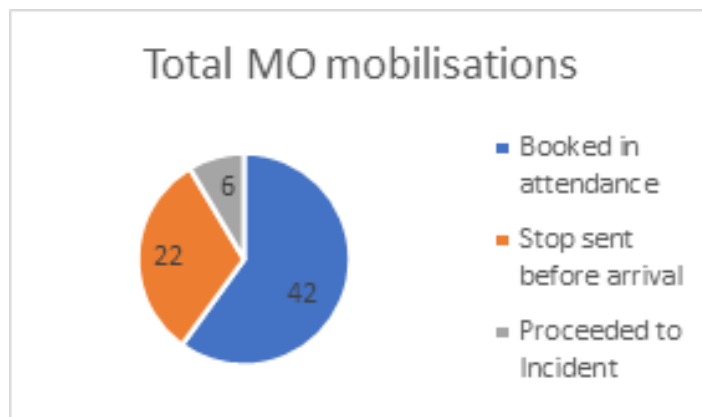
The reduced completion is expected during the change from IAuditor to internal recording systems. There is no necessity for Monitoring Officer to complete a report as the role is to support the Incident Commander, they would only report on any shared findings. **These shared findings are now being actioned and reported within Hot Debriefs.**

The Operational Assurance department are continuing to test and implement a new debrief reporting process utilising Power Apps which will allow the MO reports to run in conjunction with the debrief process to record monitoring officer findings within the same data set.

By use of a specific Ops Assurance dashboard this will facilitate trend analysis across a multitude of criteria from incident type to equipment use or by address or attending appliances.

4. Debriefs – *Make best use of our resources (benchmark our performance)*

The Operational Assurance team are continuing to develop a smarter debrief process using Power Apps and associated dashboards to improve the efficiency and effectiveness of operational learning from both operational incidents and training environments. We are continuing to test the new process on and are developing a specific dashboard in conjunction with the performance and data team utilising Power Bi. This will improve our ability to identify learning and carry out trend analysis against a multitude of specific criteria which will in turn improve our ability to report back internally across the Service and externally through NOL and JOL.

Debrief figures.

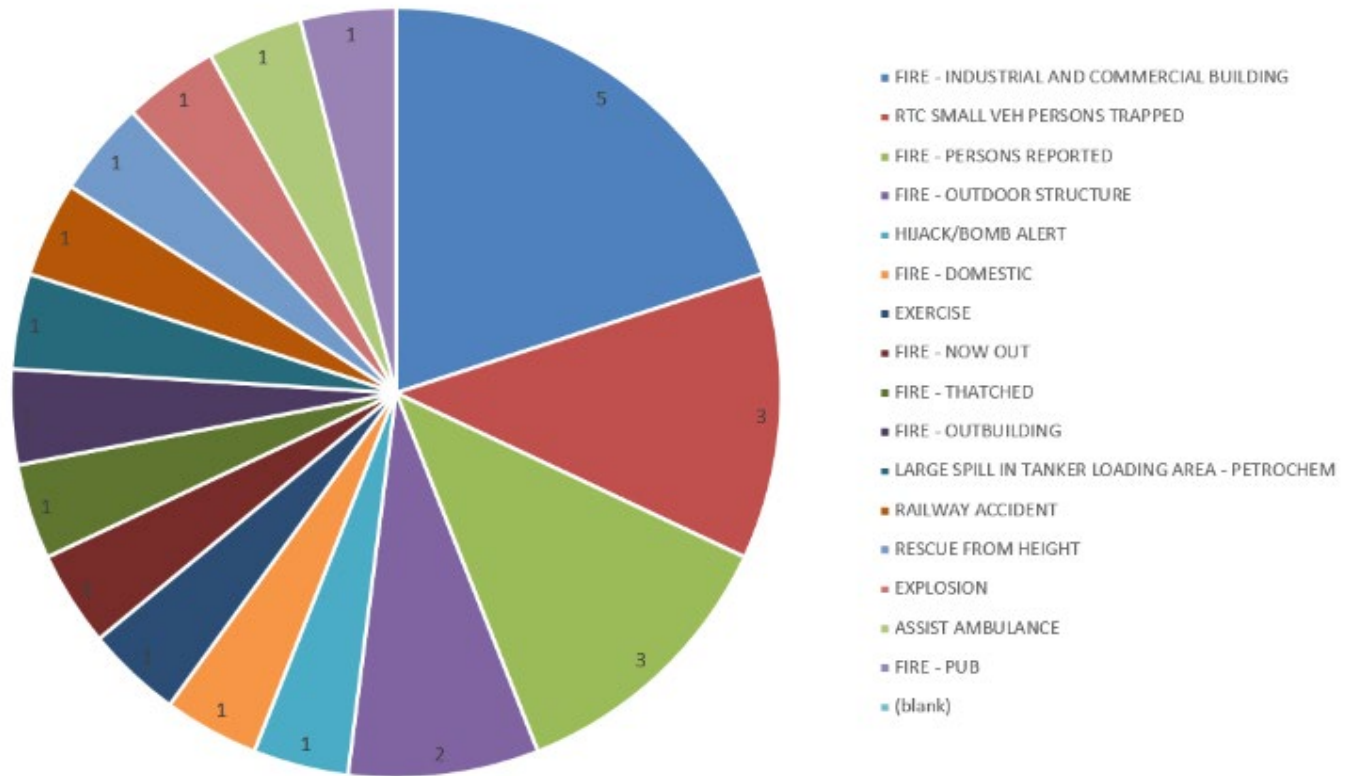| Debrief Type	Last Quarter	Current Quarter
Operational/Hot	21	44
Tactical - Incident	22	25
Strategic – Incident	0	1
JESIP		
Cross Border (OTB)		2(hot)
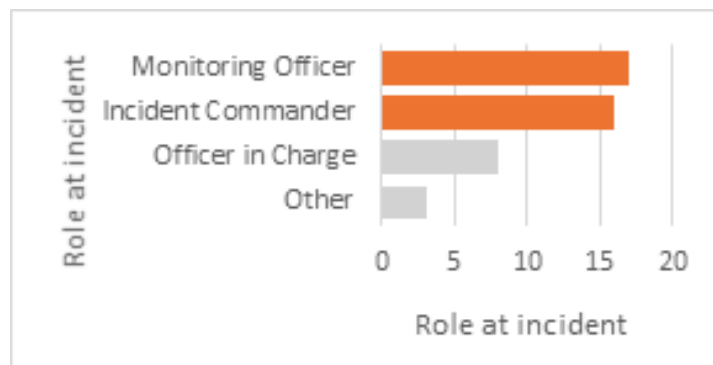
Tactical debrief reports.

Tactical debriefs are currently sent and stored using MS forms,

Number of debriefs – 25
- Forms sent – 229 (ranging between 31 and 4 per incident)
- Returns received – 126
- Return rate of 55% (5 incidents sending 100% returns and 3 incidents with less than 30% returns)

Tactical Debriefs by Incident Type

Legend:
- FIRE - INDUSTRIAL AND COMMERCIAL BUILDING
- RTC SMALL VEH PERSONS TRAPPED
- FIRE - PERSONS REPORTED
- FIRE - OUTDOOR STRUCTURE
- HIJACK/BOMB ALERT
- FIRE - DOMESTIC
- EXERCISE
- FIRE - NOW OUT
- FIRE - THATCHED
- FIRE - OUTBUILDING
- LARGE SPILL IN TANKER LOADING AREA - PETROCHEM
- RAILWAY ACCIDENT
- RESCUE FROM HEIGHT
- EXPLOSION
- ASSIST AMBULANCE
- FIRE - PUB
- (blank)

Strategic Debrief Reports

Operational Assurance team carried out one Strategic debrief this quarter for a multi-fatality RTC from quarter 2. There was engagement from both crews and flexi officers and this took place at Waltham Abbey with some attendance on the Teams platform (action points added to table below).

All outcomes and actions identified through the debrief process for both tactical and strategic debriefs are captured within the OAG action tracker and allocated and actioned accordingly (see Appendix 1). We are currently working to migrate this data onto MS Planner to improve efficiency and accountability for all actions and recommendations allocated through the OAG.

5. Cross Border Working (OTB)
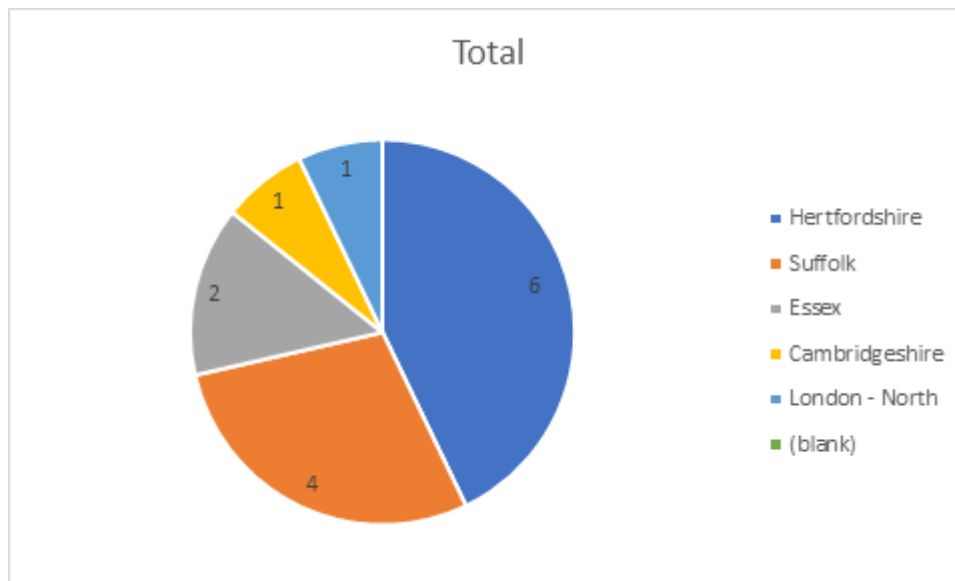
The above table shows any Cross Border working from the last quarter – 12 incidents where we supported other services and two with crews coming into Essex. This information is taken from Power Bi (Cross Border Charges).

Only 2 Hot Debrief forms were completed by crews attending OTB incidents and this an area we are aiming to improve as an action through the regional Operational Assurance Group.

6. JESIP (Joint Emergency Services Interoperability Principles)

With the use of MS forms, we other services and partner agencies in attendance at operational incidents. Operational Assurance team have made contact with the colleagues in Police and Ambulance to carry out JESIP debrief meetings (quarterly) to share any findings and recommendations from debriefs.

There have been reports of good communications between Services this quarter with JESIP meetings taking place as required.

A multi-agency debrief was carried out following Exercise Mercury Rising and the findings and recommendations have been shared with all partner agencies

7. Thematic Reviews - *Make best use of our resources (ensure there is an effective risk management process in place)*

There were no active thematic reviews within Q3.

8. National and Joint Operational Learning

a. National Operational Learning

NOL notifications fall into two categories, those requiring Service action and those provided for information only.

Action notes
- 202111117-3334-B – Care Home staffing – Evacuation issues – Actioned and closed with Prevention team.

Information notes
- None in this quarter

b. Joint Organisational Learning -

The following JOL notifications were published this quarter, all have been actioned and closed.

LI02760	LI	Tyre Fire; Air quality cell;	Fire
LI02761	LI	Tyre Fire; PHE; TCG; Waste sites	Fire
LI02762	LI	Tyre Fire; Water supply; prepopulated plans	Fire
LI02763	LI	Airwave; testing; talk groups; JESIP	CBRNe
LI02764	LI	Smoke alarms; carbon monoxide detectors	Other
LI02768	LI	BA; DSU;	Fire

PHE – Public Health England
TCG – Tactical Coordinating Group
JESIP – Joint Emergency Services Interoperability Principles
BA – Breathing Apparatus
DSU – Distress Signal Unit
CBRNe – Chemical; Biological, Radiation, Nuclear, Explosives (incident)

9. Risk Information

a. ECFRS Risk Information

	Number of SSRIs	% Of all risk	PORIS 4 & 5 (TFP)	Out of Date	% Out of date
North East Group	230	24.6%	9	2	<1
North West Group	143	15.4%	15	13 +2TFP	10.5%
South East Group	260	27.8%	10	11	5%
South West Group	301	32.2%	26	22 2TFP	8%
Total	**934**	**100**	**60**	**52**	**100**

b. Over the Border Risk Information

Nothing to report.

Appendix 1

OAG Action Tracker

Date/Quarter	Recommendation/Action	Responsible person/team	Update	Update
Q1 08/2021	Reinstate formal process of debriefs and provide update at next meeting.	Karen Nicoll - Ops Assurance	Continued evolvement of debrief process with update to OAG on Power App.	
Q1 08/2021	Remind SMs to respond to FTR and record on OSHENS as control measure fail.	(Ops response)		complete
Q1 08/2021	Link to HMA group regarding Half Mask and info for face fit.	Craig Mclellan	Not suitable to request reading during face fit test - info to be circulated on mask wearing.	complete

Q2 10/2021	Move monitor officer form to Hot debrief form.	Karen Nicoll - Ops Assurance	Complete and update sent to all officers.	complete
Q2 10/2021	Update on Trauma training for all operational personnel	Training	Currently looking at trauma kit and dates for initial and refresher training for all ops being circulated.	complete
Q3 01/2022	Recommendation to look at 4i issues and call handler training, following incident 221154912	Control	Control training manager is working on several priorities, balancing experience across watches, Advanced call handling, Verification for those wishing to act up,	complete
Q1 08/2021	Provide update on PPV training (how is this carried out/PDRpro)	Training	Request on update sent to Marc Diggory and Dave Ferguson	David Ferguson will discuss with Jez Tuckwell to confirm training and recording. (12/1/2022) COMPLETE 13/1/22
Q1 08/2021	To confirm assurance procedure of Risk Information	OCRO	BT - OCRO confirmed this sits with the team - but currently no capacity to complete (email 29/9/2021)	Meeting arranged with OCRO for 01/03/22
Q1 08/2021	Review and circulate Rural Risk training and chimney fires.	Training	Dan Kirk working on PP to publish to crews - request from Ops Policy to include N.O.G. team on these actions	Chased 5/1/22 ready to publish.
Q1 08/2021	Run reports of "read and Sign" in PDRpro.	Requested by H&S	Carried out within station Audits,	Are H&S able to gain permission to carry out own reports? (PDRpro)
Q2 10/2021	Request a change in PDRpro to allow watch officers to group sign off on Read and Sign	PDRpro	To be discussed at OAG	
Q1 08/2021	Audit system for specialist appliances.	Training -	Provide update at next meeting	Still highlighted in station audits.
Q1 08/2021	To investigate hose testing management.	Technical/ H&S	Agreed plan with Power app built and comms to be circulated to all ops in Oct, to carry out service wide checks and records of all hose	Update from SF – Hose testing due to start across service from Feb 7th.
Q2 10/2021	FB272/276 to be complete by relevant SMs.	Ops Response	Request to SMs through Monday briefings.	All debriefs now migrated to MS forms process.
Q2 10/2021	Update Debrief process.	Ops Assurance Team	Ongoing evolvement of process with Power App build from Reuben Frost	Meetings with IRS and Data to confirm plans
Q3 12/2021	Request training and comms on Station Management and other Power Apps	Reuben Frost	Email sent to Reuben Frost and IT team for support.	
Q2 10/2021	To review Lone Working and Flood response.	OAG	Further incidents and debrief (MS form) Oct 2021	
Q3 01/2022	Service to explore use of Highways CCTV to support incidents	TBC		
Q3 01/2022	ECFRS to feed into Highways England around Smart Motorways project following access issues on M25.	Ops Assurance	Further info - SMART motorway project on hold - info to be fed into National program	
Q3 01/2022	Training and use of contemporaneous notes for all officers to support potential court requests.	TBC		
Q3 01/2022	Recommendation to flexi-officers to check welfare of all individuals at fatal incidents.	Ops Assurance		

Q3 01/2022	Welfare breaks for control staff dealing with sensitive incidents (especially when minimum crewing)	Control/HR		
Q3 01/2022	Request of Saffron Waldon to complete PORIS for Cornell Court following fatal incident 221154912	Stn 85	initial request sent to station 10/11 and chased 12/01.	
Q3 05/11/21 (221155872)	Recommendation to create a process pathway for Operational Discretion, to reduce pressure on IC during debrief stages.	Ops Assurance/ Ops Policy		
Q3 05/11/21 (221155872)	Request to follow up Page One/service messages with closure message (e.g. inform crews when ambulance back to normal mobilising times)	Control		
Q3 05/11/21 (221155872)	Request to provide service guidance on transporting casualties to hospital from operational incidents	Ops Policy -	Service statement has been created and awaiting agreement.	
Q3 12/11/21 156201	Review of mobilising to AFA, and risk of surrounding premises	Ops Assurance Team	reviewing statistics of AFA - confirmed fire attendances.	
Q3 4/12/2022 (221157197)	Remind all colleagues that any messages through incidents must be sent to control and logged via Command Support	Ops Assurance - Quarterly poster - and Ops Response		
Q3 4/12/2022 (221157197)	Welfare facilities - regular feedback/requests - Action to remind crews that they can request welfare support via I.C.	Ops Assurance - Quarterly poster		
Q3 4/12/2022 (221157197)	Remind all Roles to use tabards to identify roles	Ops Assurance - Quarterly poster		