

Highlight Report



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|------------------------|--|--|--|
| Name & Role | Operational Assurance and Assessment - GM Craig McLellan | | |
|------------------------|--|--|--|

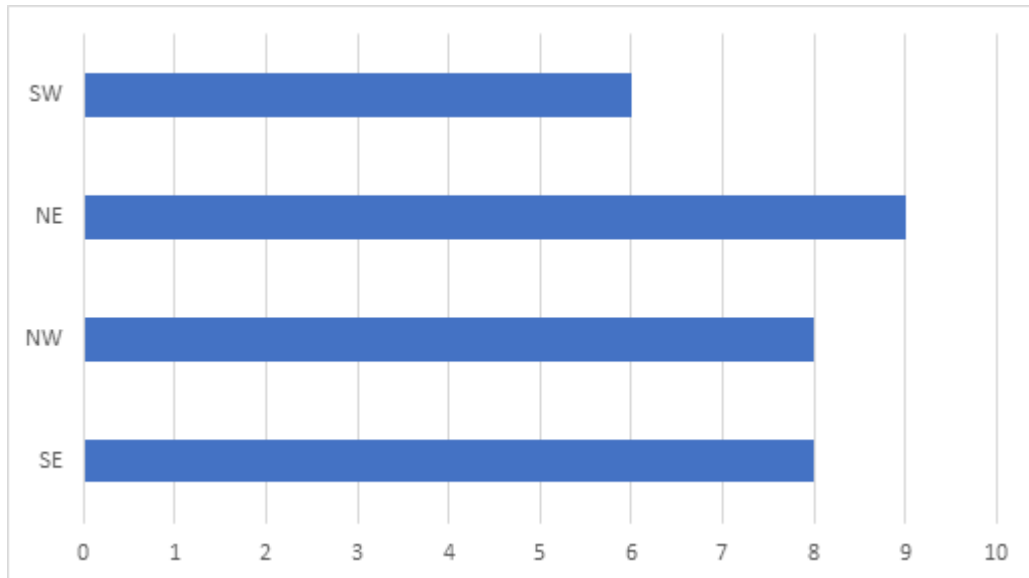
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|-------------------|-------------------|-----------------|-------------------|
| Date from: | 01/01/2022 | Date to: | 31/03/2022 |
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Highlights/Achievements this period

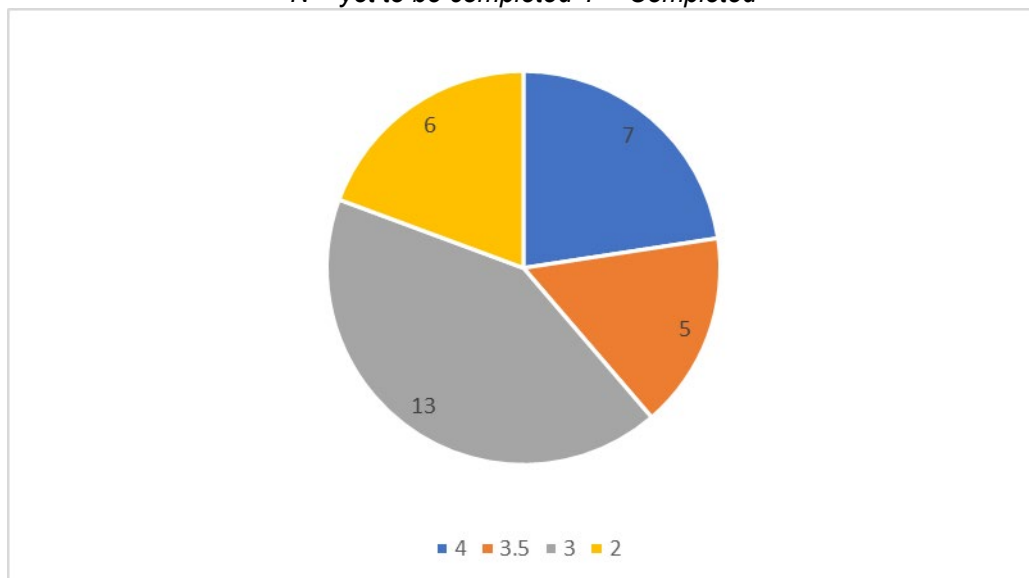
1. Station Audits – *Make best use of our resources (benchmark our performance)*

The Operational Assurance team have carried out 3 audits in this quarter – 1 whole time and 2 on-call, across the NE and SE command areas plus an additional revisit to 1 on call station that had previously fell short of the service expectation but has now addressed all but one area raised.

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 | 3.5 |
| SW | 3.1 |
| NW | 3.0 |
| NE | 2.9 |
| Grand Total | 3.1 |

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 |
|--|--|
| Stations and station managers have a robust method of monitoring risk information to point of submission. | Examples of risk information that has been updated and submitted by Station managers yet not appearing on the MDT. |
| Station security and practicing good security | Exercise planner not being closed off post exercise |
| Good compliance of recent seatbelt campaign | Poor completion rates of 'read and sign' within PDRPro and LearnPro |
| Most stations have good separation between in use and clean PPE. There is an increased knowledge of the PPE fit tests and "No Time to Lose" campaign | Identification of non BA qualified personnel being signed off against completing BA activities |
| Good engagement with station management PowerApp | Poor return rates on DDOR requests have led to lack of engagement by many on call stations. |
| Good general awareness of risk critical subjects to include BA initial and stage one control, High Rise procedures, Water related incidents and fires in electrical installations. | All stations audited had out of date information within COSHH folders |

In order to drive improvement and to communicate and share good practice from the Station Audit process the Operational Assurance team will continue to;

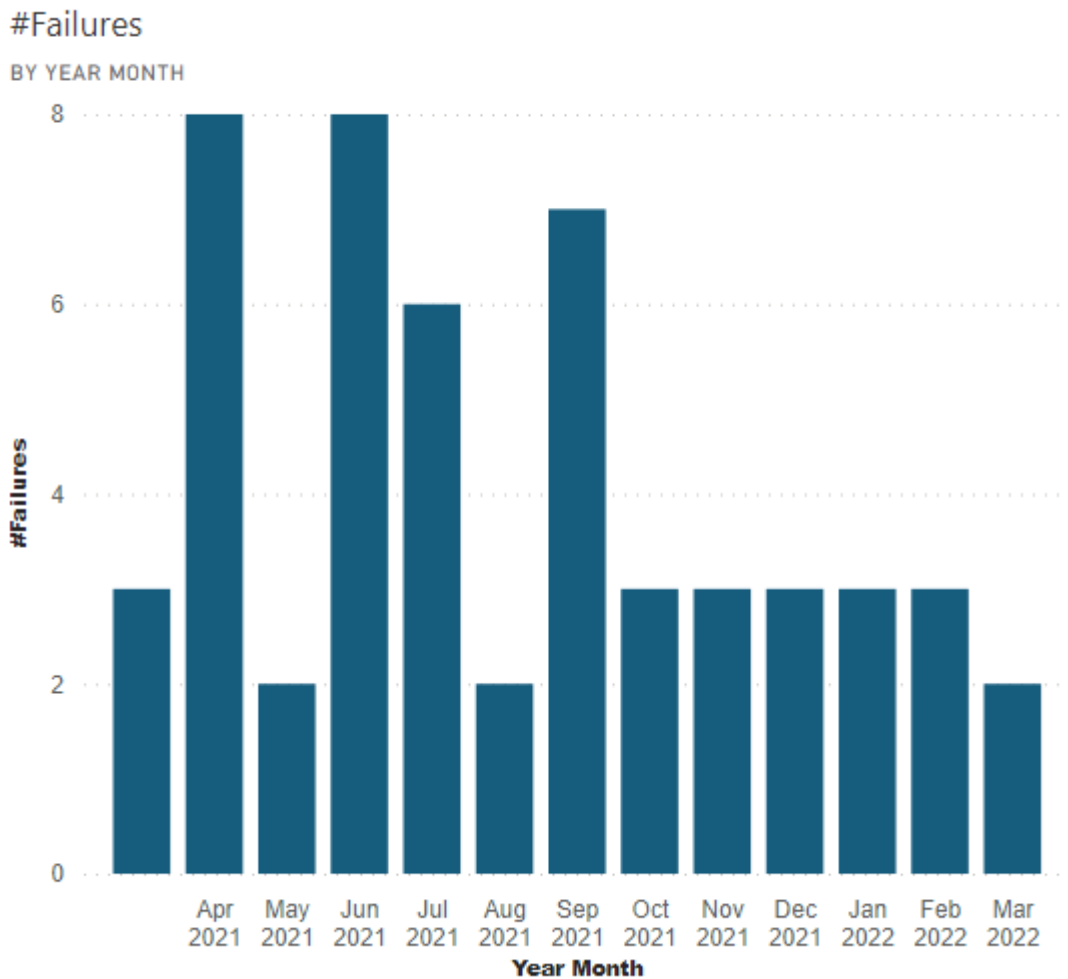
- report all findings to the relevant Command Group and Station Managers
- Work with the following departments through the Operational Assurance Group (OAG) to deliver and action improvements
 - Health & Safety
 - Emergency Planning
 - Operational Training
 - Ops policy
 - Area Commands
 - Service Control
 - Technical Services
 - Operational Risk
 - ICT

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

There has been a slight reduction in reported FTR's in this quarter at 8 in Q 4 compared with 9 Q3. There has also been 3 Officer FTR's reported this quarter.

| | Jan | Feb | March | Total | Total for Previous Quarter |
|------------|-----|-----|-------|-------|----------------------------|
| North East | 1 | 1 | 0 | 2 | 3 |
| North West | 1 | 2 | 1 | 4 | 3 |
| South East | 0 | 0 | 0 | 0 | 1 |
| South West | 1 | 0 | 1 | 2 | 2 |

All "Failure to Respond's" are available on the Power Bi Station Audit – any Station Manager actions are added to the report. These can be broken down further into stations/command areas if required.

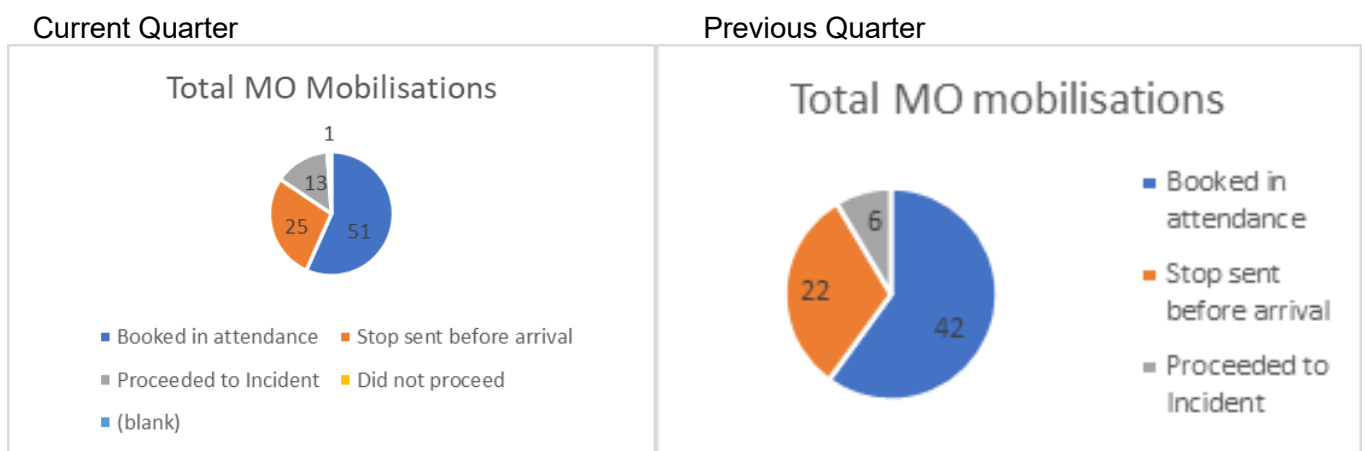


Actions:

Operational Assurance department has linked with H&S to confirm reporting of pager failures as “Control Measure Failure” and have also amended the FTR form to allow us to extract data easier in future (reason for FTR - Pager failure/Appliance failure/Personnel) This will allow us to report on the FTR and observe any patterns.

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 | 90 (51 booked IA) | 70 (42 booked IA) |
| Hot Debrief reports received | 24 | 17 |



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.

Now there is a full establishment of staff within the department there is the capacity to chase monitoring officers which has led to an increase in returns in the latter end of the quarter.

An Ops Assurance dashboard has now been developed and this will facilitate trend analysis across a multitude of criteria from incident type to equipment use or by address or attending appliances the department is hopeful that this will be reportable by the next reporting quarter.

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

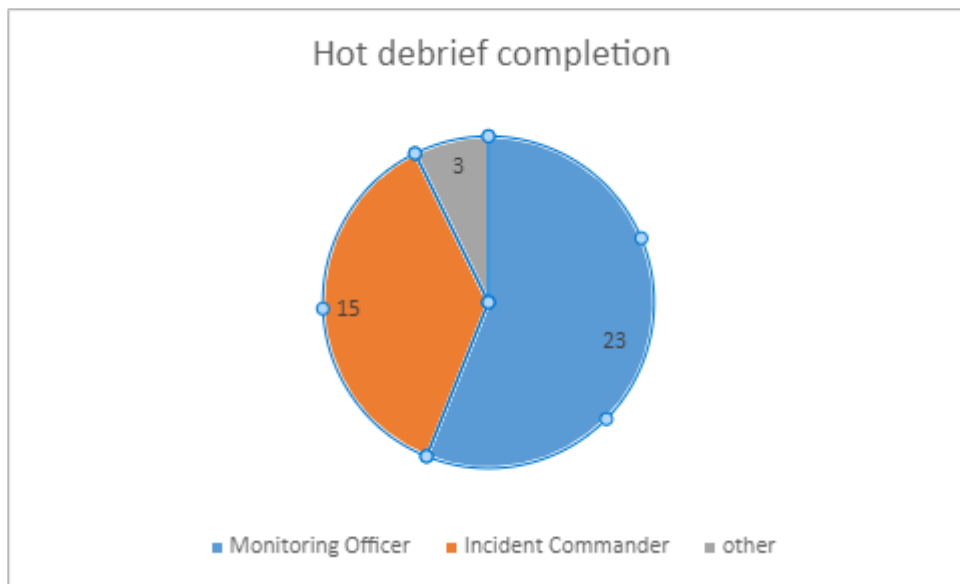
The Operational Assurance team are continuing to develop a smarter debrief process using Power Apps and associated dashboards to improve the efficiency and effectiveness of operational learning from both operational incidents and training environments. We are continuing to test the new process on and 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.

A. Debrief Figures

| Debrief Type | Last Quarter | Current Quarter |
|----------------------|--------------|---------------------|
| Operational/Hot | 44 | 47 |
| Tactical - Incident | 25 | 33 |
| Strategic – Incident | | 1 |
| Cross Border | 2 | 6 (3 OTB + 3 ECFRS) |

B. Returns from hot, tactical and strategic debriefs



There has been a wider level of service completion this quarter with hot debriefs from all four command areas

Tactical debrief reports.

Tactical debriefs are currently sent and stored using MS forms,

Number of debriefs – 25, (Including Storm Eunice and Control BCP)

Forms sent – 156

Returns received – 106,

Return rate of 68% (Last quarter 55%)

There has also been an increased use of the new Debrief Power App with 8 entries in March. This will now be integrated with the newly developed PowerBi dashboard to improve reportability and feedback to operational crews.

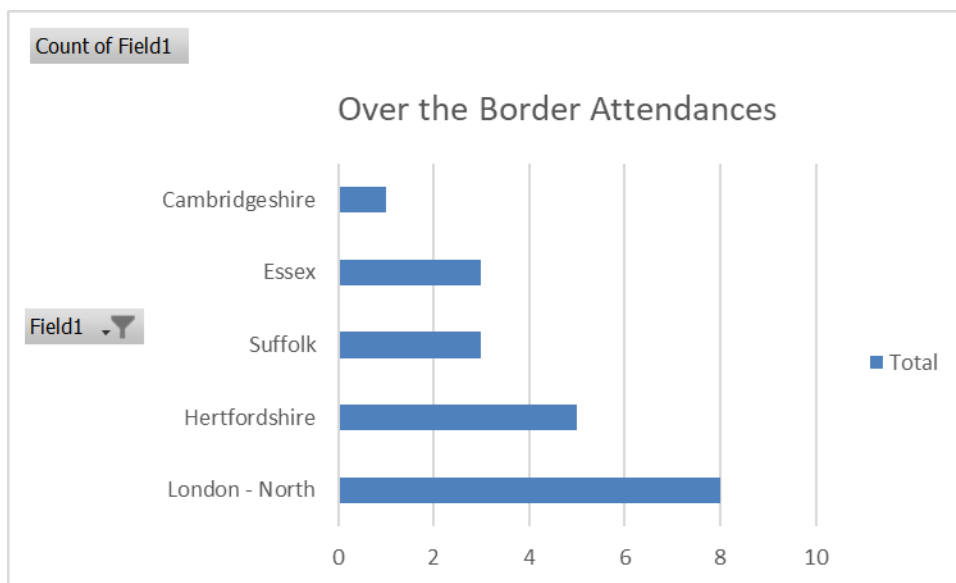
2 Formal debriefs took place in the last quarter. (Dengie Crop and Horkesly Thatch)

All action points are listed in the OAG tracker (see Appendix 1)

Strategic Debrief Reports

The Storm Eunice (high winds) debrief is currently live, internal has been complete and multi-agency debrief is due May. Reports to follow in the next quarter.

5. Cross Border Working (OTB)



The above table shows any Cross Border working from the last quarter – 20 incidents where we supported other services. This information is taken from the IRS Power Bi dashboard and has been reported back to the team.

Essex over the border incidents relate to incidents where Essex have formed part of the initial pre agreed attendance.

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 can capture learning from other services and partner agencies in attendance at operational incidents. The 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.

One incident debrief highlighted some JESIP risks and the following points have been fed back to Police Assurance;

- Need to maintain JESIP briefings and comms at all incidents.
- The need for tabards for Incident Commanders of all 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

None in this quarter

Information notes

- None in this quarter

b. Joint Organisational Learning -

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

| | | | |
|---------|----|---|---------------------------|
| LI02695 | LI | MAIC; SCG;LRF;Covid:Pandemic | Other |
| LI02784 | LI | radio; signals; booster; hospitals | Fire |
| LI02781 | LI | lithium-ion batteries; NOL action note | Hazmat |
| LI02778 | LI | Unofficial lift keys; damage | Fire |
| LI02799 | LI | Water; METHANE; JESIP | Rescue of persons animals |
| LI02796 | LI | METHANE; JESIP; Colocation | Hazmat |
| LI02788 | LI | Airwave; Mountain rescue; ESN; NPAS | Rescue of persons animals |
| LI02801 | LI | COP; Backdraught | Fire |
| LI02802 | LI | Water main; Highways agency; LRF; PAT; Cat 2 responders | Other |
| LI02803 | LI | Bottled water; locations; LA; distribution | Other |
| LI02807 | LI | LRF; MAIC; Training | Other |
| LI02808 | LI | Mapping:RD; TEAMS; symbology | Other |
| NP02820 | NP | NILOs; radios; Police | Public O |
| LI02772 | LI | Rail; power supply | Rail |
| LI02805 | LI | Major incident; clinically extremely vulnerable; data sharing; water supplies | Other |

| | | | |
|---------|----|---|-------|
| LI02787 | LI | Hospitals; JESIP; FCP; METHANE | Fire |
| LI02749 | LI | High Rise; evacuation policy; Police | Fire |
| NP02828 | NP | Water outage; video; ESN | Other |
| LI02744 | LI | SCG; LRF; cat 2; contact details | Rail |
| LI02754 | LI | Tall building; high rise; evacuation; LRF; holding area | Fire |

PHE – Public Health England
TCG – Tactical Coordinating Group
SCG – Strategic Coordinating Group
JESIP – Joint Emergency Services Interoperability Principles
BA – Breathing Apparatus
DSU – Distress Signal Unit
CBRNe – Chemical; Biological, Radiation, Nuclear, Explosives (incident)
MAIC – Multi agency Information cell
NPAS – National Police Air Service
ESN – Emergency Services Network
LRF – Local Resilience Forum

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 | 229 | 25% | 9 | 8 + 2 TFP | 4.3% |
| North West Group | 139 | 15% | 15 | 7 | 5% |
| South East Group | 257 | 27% | 10 | 13 | 5% |
| South West Group | 303 | 33% | 26 | 52 +2 TFP | 18% |
| Total | 924 | 100 | 60 | 80 + 4 | 8.7% |

The last quarter has seen an increase in the number of out of date risk information from 6% to 8.7%. It increased in the SW (8 – 18%) and NE (1 – 4.3%) with a reduction in the NW (10.5 – 5%) and the SE remained the same at 5%.

b. Over the Border Risk Information

Nothing to report.

Appendix 1

OAG Action Tracker

| Quarter | Recommendation/Action | Responsible person/team | Update | Update |
|---------|--|---|---|---|
| Q3 | Request for Risk Info dip sampling by OCRM to fall within station audit process. | Ops Assurance and OCRM | Meeting held to confirm assurance process for risk information and including within the audit process. | |
| Q3 | Ensure any testing and training data collected through the station audit process is made available to H&S for any safety or accident investigations. | Ops Assurance | Process added to Audit reporting | H&S to also share across to Ops Assurance any relevant investigations. |
| Q4 | To review the service PPE check requirements and ensure they | Technical services | Technical services to explore what other FRS are doing, then they will revisit the technical note to update and make clear the expectations. | The equipment manual has now been updated to ensure expectations are clear. Ops assurance will continue to monitor. Any occurrences on the incident ground should be highlighted through OSHENS or the debrief form |
| Q4 | To review the requirement to carry out daily AED checks on On-Call stations. | Technical services | Technical have agreed to amend the checks and manuals to bring in line with MDT/Tablet checks. | |
| Q4 | Request to Ops Response to remind crews/Officers to record all pager failures on OSHENS (even if this did not cause an FTR) | Ops response | Discussed in manager briefing. | |
| Q3 | Update Debrief process. | Ops Assurance Team | Power App is complete, and team are ready to trial system through March | System live and next phase underway to produce a dashboard. |
| Q3 | Training and use of contemporaneous notes for all officers to support potential court requests. | Protection manager | Protection have started looking into this process with L&D, further updates to follow. | Although this is still open, work has started into the training program across the service. |
| Q3 | Recommendation to flexi-officers to check welfare of all individuals at fatal incidents - consideration to On-Call that will be leaving incident and returning to home and families. | Ops Assurance Manager/Operational Policy team | Guidance to flexi officers during SM briefing to carry out welfare checks of all crews leaving sensitive incidents, action for Ops Policy to look at role of welfare officer. | |
| Q3 | Recommendation to create a process pathway for Operational Discretion, to reduce pressure on IC during debrief stages. | Operational Assurance. | SM Ops Assurance carrying out a review of guidance following "Operational Discretion" | Ops Policy, ready to take new reviewed policy to committee. |

| | | | | |
|----|--|---|--|--|
| Q3 | Request to provide service guidance on transporting casualties to hospital from operational incidents | Operational Policy SM | Service statement has been created and awaiting agreement. | AM Operational Assurances requests to be included in the communications of this. |
| Q3 | Request to feedback to group on completion rates for MTA training (inc-non ops) | Ops Assurance | GM Ops Assurance to run report and update at next meeting. | Reported to SLT, follow up in June to reassess completion. |
| Q3 | Assurance of frequency and effectiveness of High-Rise training | Ops Assurance with Operational Training | OCRM confirmed they are looking into the allocation of this training | 1st exercise has been carried out and debriefs links sent. Exercise tracker to be cleared for new assurance. This is now reviewed with OCRM quarterly. |
| Q3 | Assurance of frequency and effectiveness of High-Rise training | Ops Assurance with Operational Training | OCRM confirmed they are looking into the allocation of this training | 1st exercise has been carried out and debriefs links sent. Exercise tracker to be cleared for new assurance. This is now reviewed with OCRM quarterly. |
| Q4 | To clarify the accuracy of the information on MDTs with the reviews carried out on Risk Info. | System and data service | There is a glitch with the current process, Systems and data services are trialling a new process and intend to launch it early May to eradicate this issue. | |
| Q4 | Review of SUP and guidance and requirements, due to impact on resources required at incidents. | Ops Policy/Tech/Assur | Ongoing review/discussions between teams | |
| Q4 | To review options for Relief Support at Protracted incidents | On-Call Development | On-going project | |
| Q1 | Action to look at CPD requirements for specialist appliances | Training GM | Training GM to review. | |
| Q3 | Service to explore use of Highways CCTV to support incidents | Control GM | Action to look into how much this is used and how it can be evolved to support crews and officers - and post incident learning. | |
| Q3 | Review of mobilising to AFA, and risk of surrounding premises | Protection GM | Protection SM for business engagement is looking at attendance requirements for AFA. | no update from Protection. |
| Q3 | Staff team to look at DDOR process with an aim to improve efficiency rates of fulfilled DDOR requests. | Staff Office | SM from Ops Assurance facilitating | Full review of DDOR process required, Decision on who owns this process and does it still need to be in Audit if it is a workable system? |

| | | | | |
|----|--|-----------------------|--|--|
| Q3 | Technical Services and Staff Team to investigate the ability to create a digital sign off platform for equipment test records. | Tech Services Manager | GM training to share previous spreadsheet system. | no update from technical |
| Q3 | More information on Cross Border Risk information and access | OCR team | GM OCR meeting with bordering services to review and update. | |
| Q3 | Request to review driver licence checks and review to improve process. | Ops Assurance | GM Ops Assurance to update at next meeting. | No audit process for licence checks, discussions to add this to PDRpro |
| Q3 | Request to staff office to confirm service position on the use of Station Plans and update | OCR team | GM OCR to update at next meeting | |
| Q4 | To review the lighting on flexi-officer cars – when officers are in the boot retrieving their PPE they have no visible blue lights | OAG | Magnetic battery lights fail and do not hold in place. | |
| Q3 | Request update on Water Rescue review to ensure all actions from NGA have been completed and closed | Ops Assurance | GM Ops Assurance to confirm and update. | to follow |

Note – There has been a reimplementation of the Operational Policy/Technical/Assurance monthly meeting, this will allow for more action and discussion of points and recommendations brought forward from the above table.