



Highlight Report

Name & Role	Operational Assurance and Assessment - GM Craig McLellan		
Date from:	01/04/2022	Date to:	30/06/2022

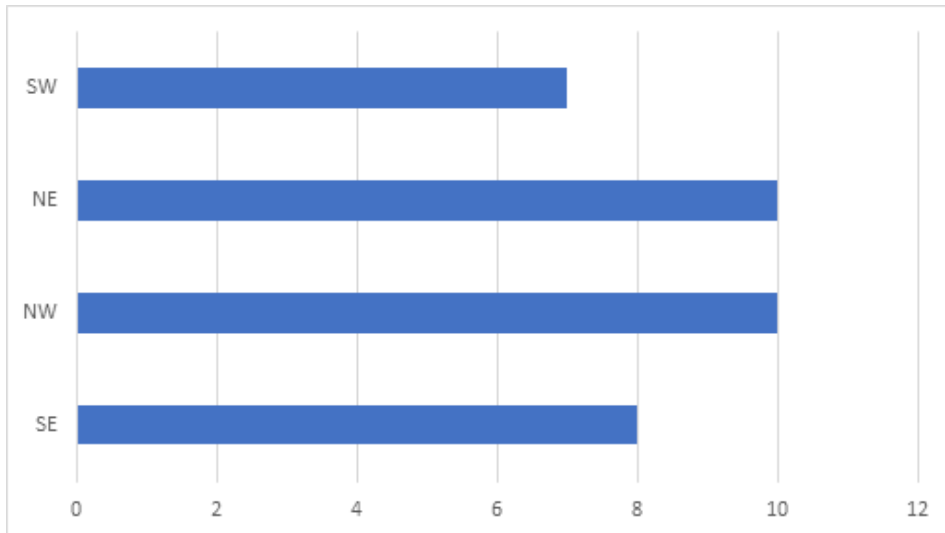
Highlights/Achievements this period

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

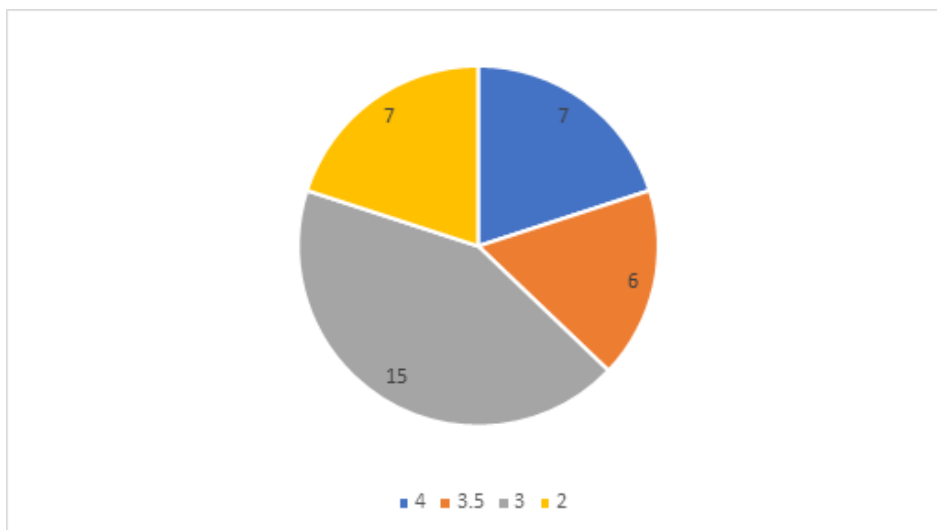
The Operational Assurance team have carried out 4 audits and 2 revisits in this quarter, all at on-call stations. One of the stations revisited still has 6 of 13 action points to complete but is making good progress, the other had completed all outstanding actions.

The following tables show data from all audits carried out so far this year (April 21-March 22)

Number of audits by Area in this cycle



Scores for the service this cycle



Audits scored on a matrix of 1 to 4 (1= Low standard, risk critical, 4 = High, exceeds expectations)

Average scores by command.

Area	Average Score
SE	3.5
NW	3
NE	2.9
SW	2.9
ECFRS	3.075

The audit team continue to experience a high level of engagement in the audit process from Crews and Station Managers.

The team continue to gather information pre audit, utilising the power Bi dashboard and also work with OCAT for quality assurance of ARAs post audit, and the OCRM team who quality assure the SSRIs pre audit.

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
Drinking water is often stored in a cool area of the appliance cab or in a cool box, this limits the likelihood of contamination and keeps it cool	PDR Pro continues to see personnel without BA qualification having BA quarterly wears recorded against them.
An On - Call station is utilising a shift system to maintain availability and is achieving over 99%. The OCLOs have been informed and are exploring if it can be utilised elsewhere.	Engagement with station plans is partial or not at all. Discussions around service expectations are ongoing with OCRM team.
Good compliance of recent seatbelt campaign	Poor completion rates of 'read and sign' within PDR-Pro and Learn-Pro
In use PPE and clean PPE are being stored separately to limit contamination.	A very small percentage of COSHH folders are found to be in date, many contain out of date hazards sheets.
Pre filters for half masks are in the correct place.	There is no process within PowerApps to record the weekly hose check.
Stations are able to demonstrate and explain a good level of security.	ARA feedback is consistent however other agencies are not being considered.

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

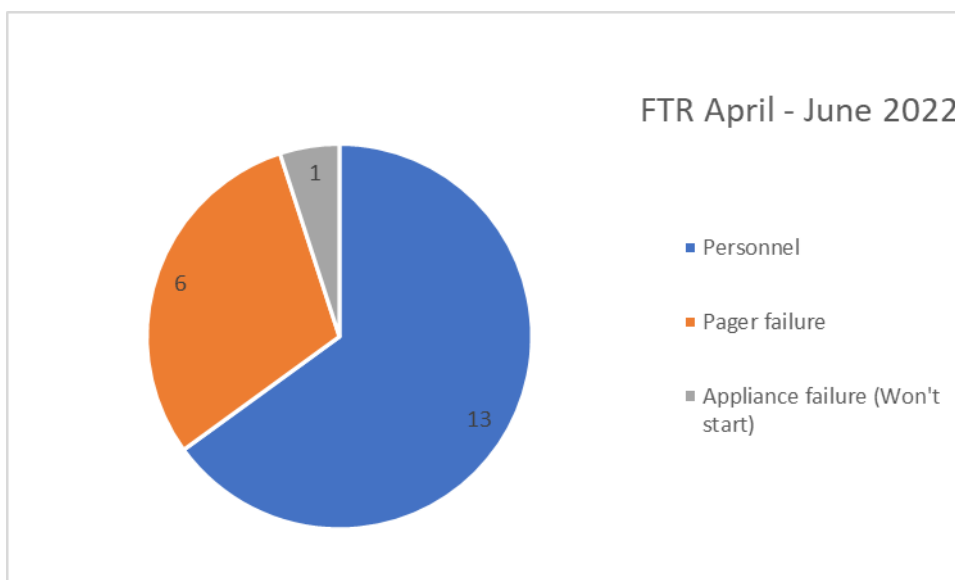
2. Failure to Respond (FTR's) – Make best use of our resources (benchmark our performance)

A total of 20 FTR reported this quarter compared with 8 in the previous quarter. 2 of these 20 FTR were Officer related. Of the 2 Officer FTR one was pager failure and one personnel. We will continue to monitor Officer FTR moving forwards.

	April	May	June	Total	Total from Previous Quarter
North East	2	2	3	7	2
North West	2	2	3	7	4
South East	1	0	0	1	0
South West	0	2	1	3	2
Officer	1	0	1	2	0
TOTAL	6	6	8	20	8

All Failure to Respond data is available on Power Bi within the Station Audit App and Station Manager comments are available in the Power Bi report.

The below chart shows both, the previous quarters FTR alongside this quarters for appliances across the service. This can be further broken down into stations if required, command areas are shown in the above table.



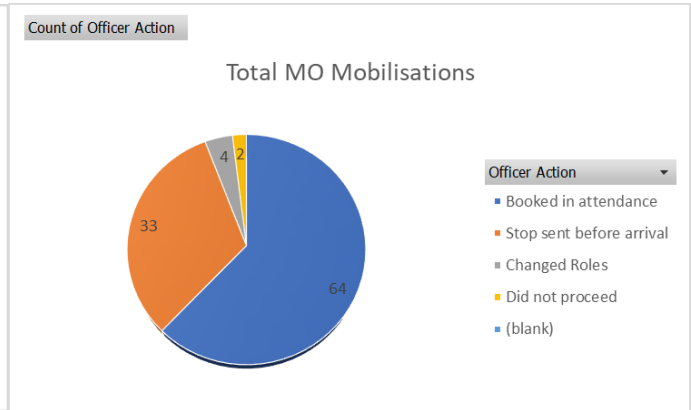
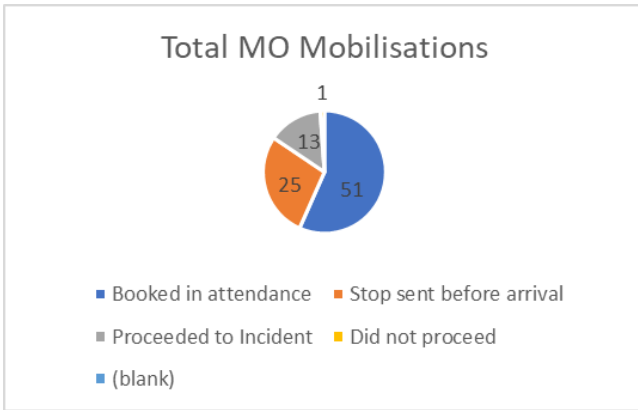
There has been an increase in FTR for this quarter, and 13 of which were due to personnel failing to respond to pagers. There is no pattern on times/call types or stations for these.

7 pager failures were reported directly onto OSHENS, these were all from one station and did not result in a failed turn out (still had adequate crew numbers).

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

Pervious Quarter

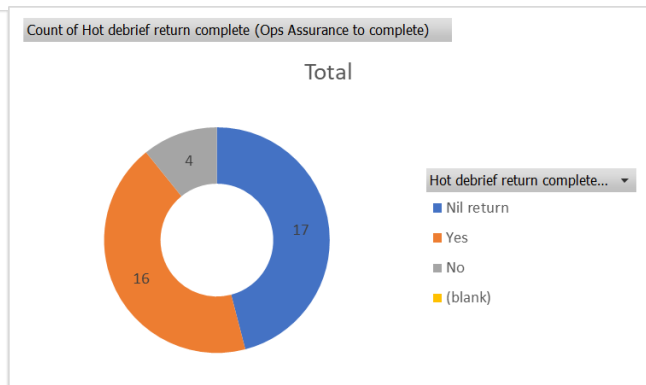
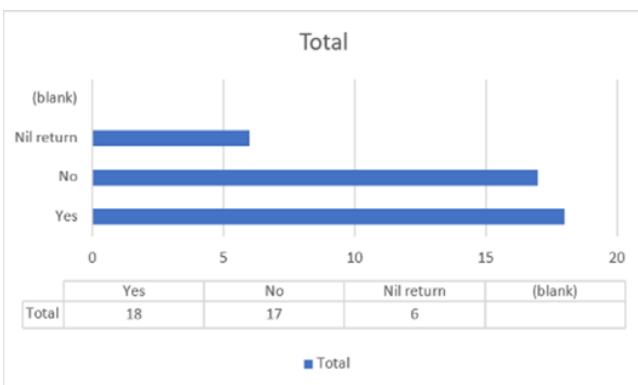
Current Quarter



We have now added Nil return.

Pervious Quarter

Current Quarter



The Operational Assurance department are now able to gather information collected from Monitoring Officers through the debrief Power-App and scrutinise and report through a Power-Bi dashboard. The addition of a Nil return option has reduced the percentage of non-completion and provided more accurate data.

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

The Operational Assurance team have now fully implemented 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.

The figures from this reporting quarter were still drawn from a combination of the legacy system and the new Power App.

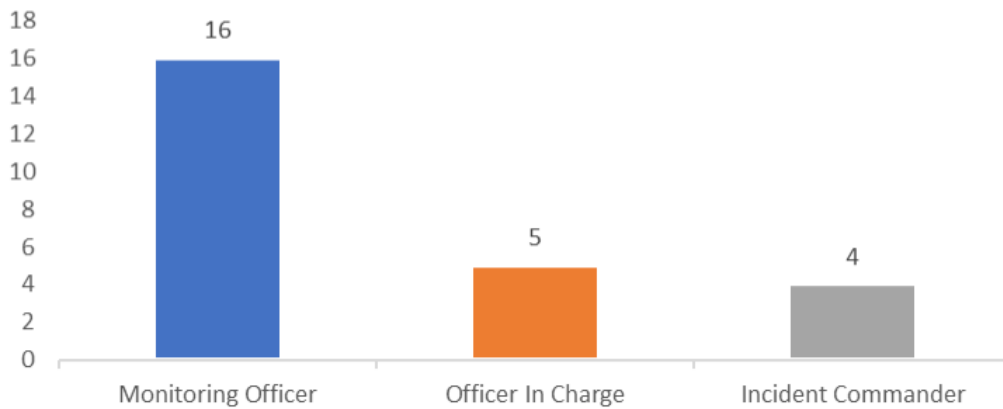
With the use of the Power-App, we are now compiling all findings as a group so some figures will not reflect full engagement – for example, if a colleague carries out a hot debrief and the incident then progresses to a tactical debrief, the hot debrief will automatically link through to a combined debrief.

Debrief figures.

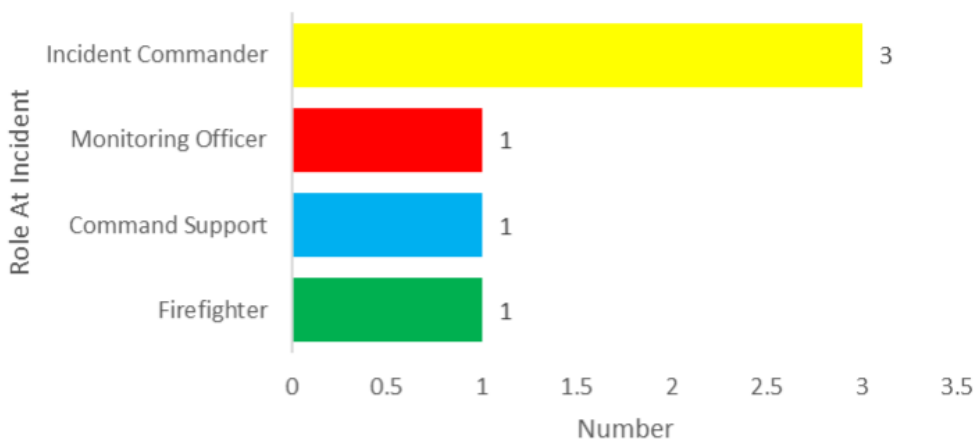
Debrief Type	Previous Quarter	Current Quarter
Operational/Hot	47	31 (25 MS Forms & 6 Power App)
Tactical – Incident	33	30
Strategic – Incident	0	1
Cross Border	6	17

Returns from hot, tactical, and strategic debriefs

Hot Debrief Completion by Role at Incident - MS Forms



Hot Debrief Completion by Role At Incident - Power App



This current quarter shows a decrease of 34.04% in Operational/Hot debrief submissions. This could be due to Operational/Hot debriefs linking in with Tactical debriefs.

Tactical debrief reports.

There have been four tactical debriefs carried out in this quarter which include

- Control BCP
- Exercise Lego
- George Tilbury House (high rise fire)
- Nightingale Island (Ship alongside)

All reports can be found at on the [Operational Assurance Library - Operational Debriefs - All Documents \(sharepoint.com\)](#)

Strategic Debrief Reports

There has been one strategic debrief completed in this quarter which was for the establishment of CIT in December 2021 for Covid.

The full report can be found at [CIT - December 2021.pdf](#)

Operational Discretion and Decision Logs.

There has been 1 Operational discretion this quarter,

17th May 2022, Incident No: 222168067, River Colne, East Street, Colchester CO1 2QT

A follow up debrief and report was carried out by Ops Assurance and found this was a water rescue incident by a water rescue crew, but without full PPE – the Incident Commander carried out a risk assessment and had qualified SRT crew enter water to carry out snatch rescue in low level water. Action points recorded below.

Key Decision Logs

Control have logged some decision logs where they have deviated from NITL. This included a situation where there is no longer a NITL for a fire on a petrol station forecourt.

5. Cross Border Working (OTB)

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

Due to ongoing work on the dashboard at the time of this report we are unable to confirm exact numbers OTB incidents that ECFRS have attended in this first quarter.

17 Hot Debrief forms were completed by crews attending OTB incidents in Q1 which compared with only 2 last quarter this a vast improvement. All actions/recommendations from OTB incidents are captured through the OAG tracker and also fed back into the Eastern Region Operational Assurance Group.

6. JESIP (Joint Emergency Services Interoperability Principles)

There has been no specific JESIP learning of note reported from operational incidents within Q1 however joint learning is still captured through JOL notifications (see sect 8).

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 Q1.

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

20220729 - Emergency call filtering and redistribution plan (Operation Willow Beck)

Information notes

- None in this quarter

The Op Willow Beck note has been adopted by our service Control

b. Joint Organisational Learning -

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

LI02663	LI	JESIP; bomb; exclusion zone	CT
LI02686	LI	MTA training; non specialist responders	CT
LI02685	LI	CCS; IED; JOPS	CT
LI02680	LI	IC's; realism; Control	CT
LI02824	LI	Police; stop; caution	Rail
LI02766	LI	Ops discretion; transport of casualty; covid; ambulance	rescue of persons or animals
LI02813	LI	Airwave outage; Operation Soundwave; LRF plans; TCG; Airwave tac ad	other
LI02814	LI	METHANE; Egress	Road
LI02818	LI	High rise; fire suppression; CAFES; evacuation	Fire
LI02822	LI	Maritime; SARCO	Hot debrief
NP02829	NP	Storm; preplanning; batch mobilising	Other
LI02830	LI	Fatality; high voltage electricity	Fire
LI02835	LI	Lithium-ion batteries; bus fire; thermal runaway	Fire
LI02836	LI	Light aircraft; AAIB; G-INFO	Air
LI02804	LI	Water disruption incidents; chair	Other
LI02819	LI	Location; what3words; METHANE	Air
LI02677	LI	Police; hand signals	CT

LI02676	LI	RTC; OIC changes	CT
LI02671	LI	RVP; FCP; JOPS	CT
LI02670	LI	Radios; NILO's; Airwave	CT
LI02667	LI	FCP; casualty collection; JOPS	CT
LI02850	LI	Body in water; Police; rescue	Rescue of persons or animals
LI02756	LI	person in water; Control	Recovery
LI02780	LI	Water rescue; body in water, person in water	Rescue of persons or animals
LI02666	LI	radio; ear pieces; FCP	CT
LI02665	LI	JESIP; bomb; evacuation	CT
LI02664	LI	Comms; IC	CT
LI02662	LI	FCP; exercise; crowds	CT
LI02660	LI	What3words;	CT
LI02659	LI	Exercise; area clearance	CT
LI02658	LI	Warm zone; RVP; protected responders; JOPS	CT
LI02844	LI	water rescue; HART;	Other
LI02691	LI	Call handling; water survivability model	Other
LI02657	LI	IC; tabards	CT
NP02851	NP	SAR; heatwave; volunteers	Rescue of persons or animals
NP02856	NP	MTA; JOPS; Talk Groups; RVP;FCP; PLATO; ESICTRL	CT
LI02684	LI	PLATO; JESIP; JOPS	CT
LI02679	LI	JOPS; stay safe	CT
LI02793	LI	NILO; Talk group; ESICTRL	CT
LI02681	LI	Ambo; Fire: joint training	CT
LI02678	LI	Drone; FCP; Noise; UAV	CT
LI02683	LI	Exercise;planning; realism	CT

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

UAV – Unmanned Aerial Vehicle

AAIB – Aire Accident Investigation Board

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	227	25%	9	42 + 2 TFP	18.6%
North West Group	138	15%	15	3	2%
South East Group	249	27%	10	4	1.5%
South West Group	303	33%	25	12 + 4 TFP	4.9%
Total	917	100	59	61 + 6	8.7%

There is ongoing work to try to find an accurate way of recording the level of risk reviews, current information from Power-Bi is not accurate due to training and links with CFRIMIS.

b. Over the Border Risk Information

Operational Policy department are currently working with all neighbouring services to share and update all cross border risk information in accordance with 13/16 agreements.

Appendix 1

OAG Action Tracker

Q3	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	Manager Briefing	Radio Procedure training has started from Control colleagues/ Ops Policy are reviewing Message Procedures (including use of ETHANE)
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	The policy is guidance and does not have any weight to it almost suggesting DDOR is optional. Availability team do not have sufficient resources to facilitate many DDORs

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 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
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	
Q3 + 22216807	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 - Further Ops Discretion reported on water rescue (May2022)
Q4	To clarify the accuracy of the information on MDT's 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 trialing a new process and intend to launch it early May to eradicate this issue.	New system in place and training on new SSRP has started.
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	Policy passed back to Operational Policy for review and update.
Q4	To review options for Relief Support at Protracted incidents	On-Call Development	On-going project	
Q1	To highlight the great availability at an on call station and the methods employed to achieve this for further exploration by the service.	On Call Development	GM On call development contacted and they have confirmed that an OCLO is going to attend the station to look at the systems in place and see if it could be added to the service tool box.	

Q1	To Highlight the use of power automate used at an on call station in saving time for the management team end ensuring the crew are kept up to date with duties and courses. Also, to explore the feasibility of utilising this across the service.	ICT/ Ryan Gibson	Ryan is exploring this to see how it could be utilised by the service to assist in routine work becoming less onerous at on call stations.	
Q1	Request from N.O.G. board to record and analyse ambulance delays at incidents causing detainment of crews.	Ops Assurance team	Emails sent to IT support and Control to discuss how to gather data for reporting.	best way to request that crews feedback data through debrief app - request through GM-SMs
Q1	Request from Station based personnel for guidance and instructions on station based maintenance testing (Fire alarms/lighting)	Property Services	7/6/22 - Property services have accepted an action to create guidance as requested.	Chased 15/7/2022

Nightingale Island

Recommendation	Action	Responsible Teams	Update
1	To train more officers for Maritime response.	Operatiional Learning/Response	Training has taken place for 12 Level 2 Officers, upskilling on Maritime Incident Management, with further training to follow.
2	To continue to remind all crews of the importance of risk assessing and sharing.	Operational Learning	OCAT briefed on action to include where possible, ARA training is ongoing via Incident Command Training.
2	To retrieve and review the ARA from incident.	Ops Assurance and Operational Learning	Email sent to station to locate Incident Command pack.
3	Publish finding to OAG report for discussion with H&S.	Ops Assurance.	H&S did not feel this incident warrants a safety flash, but will remain in debrief report, for communications to crews.
4	Review current training for crews around Maritime Incidents	Operational Learning/Response	To include the need for PFD on vessels with no secure barrier (commercial container ships v cruise/passenger ferries!)
5	To review/monitor direction around use of RVP at incidents	Operational Policy.	

Storm Eunice

Recommendation	Action	Responsible Teams	Update
----------------	--------	-------------------	--------

1 & 9 & 10	Emergency planning to look at/review pre planned Aide Memoir with communications with Essex Resilience Forum.	Emergency Planning	
2	Control Operatives have begun carrying out training in handwritten call handling requirements.	Service Control	
3 & 8	To discuss this with Technical Services/Operational Policy within monthly Policy/Tech/Assurance meeting.	Technical Services/ Operational Policy	request to flexi- officers to log issues (such as lighting) on OSHENS
4 & 5	Control are in the process of reviewing the layout of the main Control room and CIT room.	Control and Emergency Planning	
6	To discuss the use of USAR to further support operational crews, e.g. to remove trees in dangerous positions.	SM USAR	
7 & 11	Discuss with Corporate Comms, to look at a case study and publish of debrief report.	Control, Corporate Comms, Ops Assurance	Email and debrief report sent to request case study and publishing of report.
11	Development of Debrief process and reporting systems.	Ops Assurance.	Sharepoint library created to publish completed reports.

Exercise Lego

Recommendation	Action	Responsible team	update
1,2,7,	To review and include update on these recommendations within the N.O.G	N.O.G project team.	
3	Look at High Rise Exercises and Objectives – review of engagement and training against risk.	Response/ Training/ Staff	
4	Further use of 999 calls realism within exercises	Control/OCRM team	
5	To look at provided IT systems for flexi-officers, and the need for San J handheld radio.	Ops Policy and Tech services.	

6,8,9,10	To review the location/attendance time and capabilities of ICU (to include possible inclusion of Smart screen and radio headsets)	Ops Policy.	
----------	---	-------------	--

CIT – December 2021

Recommendation	Action	Responsible function	Update
1, 3,6, 8	Task and Finish group to review CIT use and requirements, including IT, Aid memoirs, templates, layout, cover, accessibility.	Emergency Planning.	Ongoing review of CIT along with quarterly inspections of CIT rooms.
2, 9	Discussions within OAG forum to action separate reviews for function Out of Hour requirements as well as cost implications of those offering volunteer support.	Operational Assurance.	
3, 6	Review training and CPD for CIT.	Learning and Development, Emergency Planning.	
4	Report to resilience review being carried out by DCFO of findings from this debrief	Operational Assurance.	
5	Review funding report carried out in July 21 in relation to use of CIT and officer cover.		
7	Discuss welfare provisions and enhanced welfare options for those working outside of BAU		