

Highlight Report



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| Name & Role | Operational Assurance and Assessment - GM Craig McLellan |
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|-------------------|------------|-----------------|------------|
| Date from: | 01/07/2022 | Date to: | 30/09/2022 |
|-------------------|------------|-----------------|------------|

Highlights/Achievements this period

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

The Operational Assurance team have audited 10 stations in this reporting period (9 on call and 1 whole time).

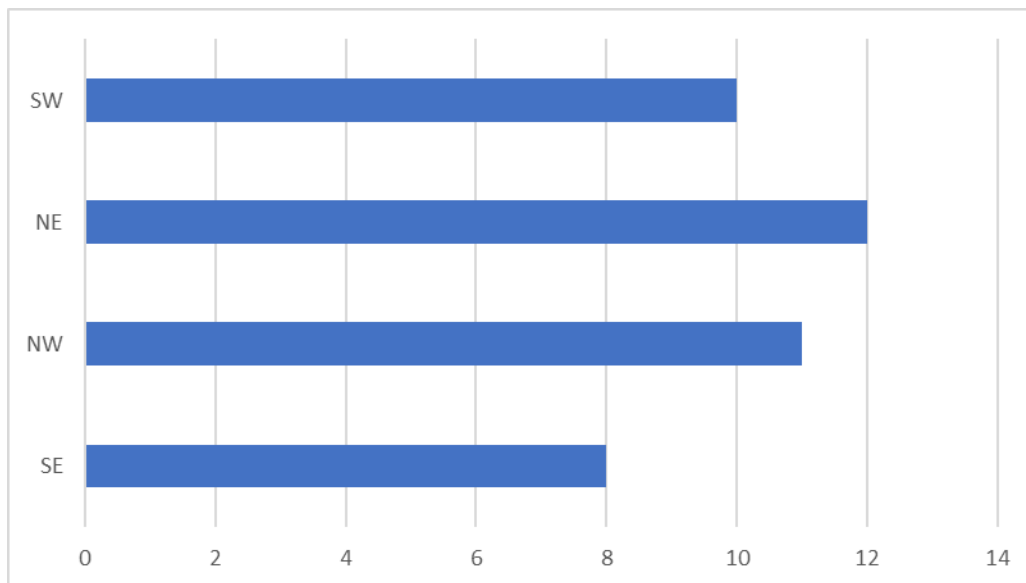
None required a revisit, with a total of 6 stations achieving a 3 and 4 achieving a 3.5.

2 revisits were conducted from previous quarters at on call stations and both had made significant progress and require no further action.

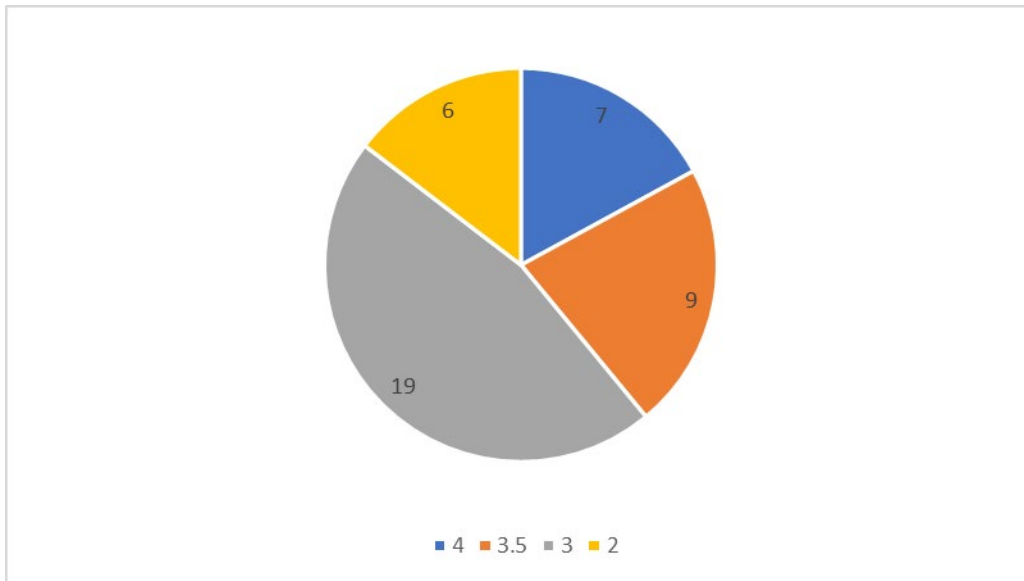
The audits this quarter have been in the NW, NE and SW areas.

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 | 3 |
| SW | 3.1 |
| ECFRS | 3.15 |

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 which is captured and shared with the station managers when they receive the final audit report. The team also works with OCAT for quality assurance of ARAs post audit and the OCRM team who quality assure the SSRIs pre audit.

We continue to experience open and honest discussions as well as appropriate challenges. This allows for clear reports on the work being carried out.

Summary of findings from station audits.

| Positive Findings | Areas for improvement |
|--|---|
| Generally the understanding of crews regarding station security is good. | ARAs continue to receive feedback with consistent omissions of who is completing the form and the sharing of risk information with other agencies. OCAT continue to use the |

| | |
|--|--|
| | completion of an ARA as part of the level 1 incident command verification. |
| On call stations appear to have a fair way to distribute weekly routines. | Although not every station, there has been evidence of PPE being stored on pegs in a contaminated state. |
| Mostly crews demonstrate a good level of operational knowledge and are able to demonstrate good use of the MDT and appliance tablet. | There are examples of insufficient numbers or out of date hot packs on appliances as well as non-standard issue food. Also examples of food and water being stored in equipment lockers in a fashion that could lead to contamination. |
| All stations are embracing PowerApps and there is an indication that crews are open to embrace more within the platform, such as electronic test records or inventories. | Some equipment is being missed from test records and some stations are using one test record sheet for more than one item. I.e. MDT and Tablet. |
| The understanding of decision logs is good across those audited this quarter. | COSHH folders continue to contain out of date information. |
| Whilst some stations struggle with physical space, stations demonstrate good practice in separating in use and clean PPE. | PDR Pro on stations continues to evidence inaccurate recording of training, e.g. Non BA wearers having BA wears recorded against them. |

Ops Assurance are currently reviewing all aspects of the Station Audit process and have created a dashboard in liaison with performance and review to improve the reportability of findings through the next reporting period. Further updates will be included in future reports.

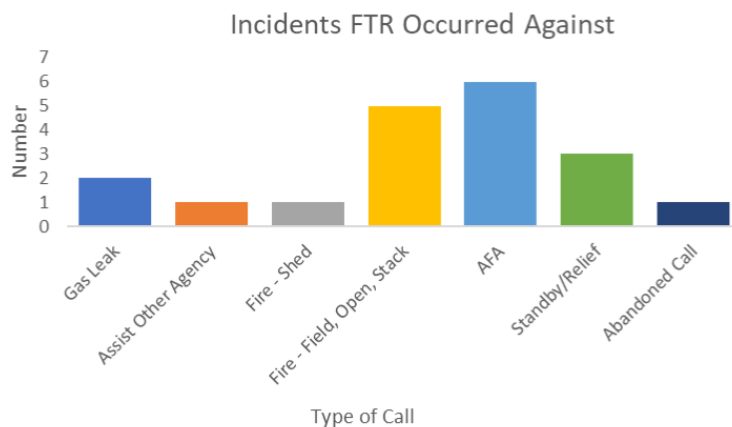
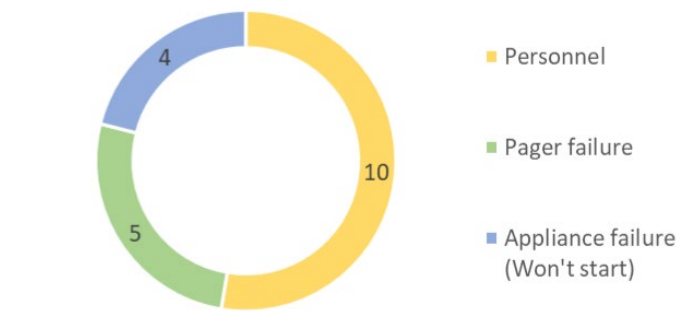
2. Failure to Respond (FTR's) – *Make best use of our resources (benchmark our performance)*

A total of 19 FTR reported this quarter compared with 20 in the previous quarter. The below chart shows both the previous quarters FTR alongside this quarters across the service.

| | July | August | September | Total | Total from Previous Quarter |
|-------------------|------|--------|-----------|-------|-----------------------------|
| North East | 3 | 1 | 1 | 5 | 7 |
| North West | 2 | 2 | 3 | 7 | 7 |
| South East | 0 | 1 | 2 | 3 | 1 |
| South West | 1 | 1 | 1 | 3 | 3 |
| Officer | 1 | 0 | 0 | 1 | 2 |
| TOTAL | 7 | 5 | 7 | 19 | 20 |

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.

Failure to Respond - Quarter Two
July – September 2022



There has been a slight decrease in FTR for this quarter, 10 of the reported FTR were personnel related. Health and Safety confirm that in total 44 pager failures have been reported through OSHENS including those detailed above.

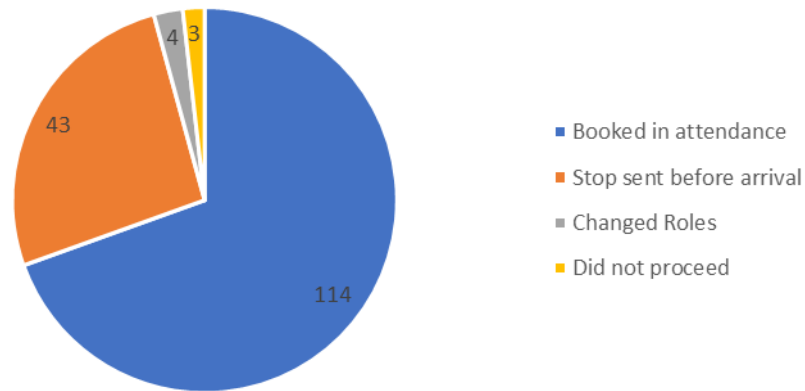
On occurrences where pager failures have occurred on Officer pagers, some have been mobilised due to having the 'PageOne FullStop' system, but not all Officers have this, a review into this is ongoing.

An action has been agreed to ensure all flexi officers have the page one full stop system on their service phones in addition to their pagers, this action is currently awaiting the issuing of additional licences to facilitate its implementation.

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

| | Previous Quarter | Current Quarter |
|----------------------------|-----------------------|---|
| MO Mobilisations | 103 (64 Booked in IA) | 164 (114 Booked in IA) |
| Hot Debrief Returns | 18 | 24 completed, 56 not returned and 24 nil returns. |

Monitoring Officer Mobilisations



Total



This table represents the returns from those MO that have booked in attendance at incident.

Yes – Those that have completed a return.

Nil return – Those Mos that have reported no findings.

No – Incidents with no response recorded by the MO.

Although there is still a high number of non-responses this is partly due to the summer heatwave period when Monitoring officers entered single responses for the period rather than separate incidents. In real terms we are continuing to see an increase return rate from Monitoring Officers.

The Operational Assurance department continue to gather information collected from Monitoring Officers through the debrief Power-App and scrutinise and report through a Power-Bi dashboard.

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

Debrief figures.

There has been an increase in debrief engagement (61 last quarter) as well as the 199 responses to the 77 debriefs there were a further 24 responses to the Heatwave debrief.

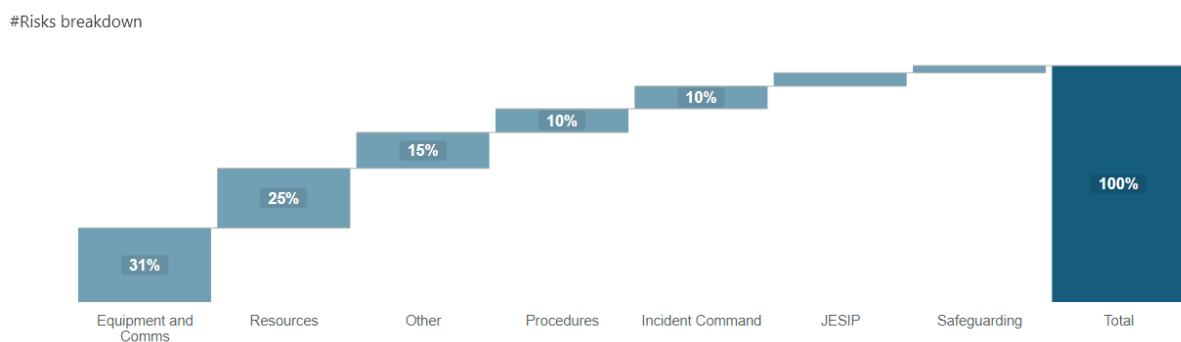
| Role In Debrief | Number of Observations | Number of responses | Number recommendations | Number of risks | Number of debriefs |
|--------------------|------------------------|---------------------|------------------------|-----------------|--------------------|
| Incident Commander | 81 | 54 | 27 | 70 | 41 |
| Fire Control | 21 | 26 | 12 | 30 | 22 |
| Other | 27 | 25 | 11 | 29 | 18 |
| Monitoring Officer | 28 | 24 | 13 | 20 | 24 |
| Firefighter | 19 | 20 | 11 | 37 | 14 |
| Command Support | 16 | 18 | 8 | 10 | 12 |
| Sector Commander | 27 | 16 | 11 | 22 | 14 |
| - | 3 | 5 | 1 | | 5 |
| Safety Officer | 2 | 4 | 2 | 1 | 4 |
| HMA | 2 | 3 | 2 | 2 | 3 |
| Ops Commander | 6 | 3 | 2 | 7 | 3 |
| Observer | 1 | 1 | | 1 | 1 |
| Total | 233 | 199 | 100 | 229 | 77 |

Table A – Debrief completions by role

| Engagement Type | Number of Observations | Number of responses | Number recommendations | Number of risks | Number of debriefs |
|---------------------|------------------------|---------------------|------------------------|-----------------|--------------------|
| Monitoring Officer | 1 | 2 | 2 | 3 | 2 |
| Strategic | 14 | 13 | 2 | 18 | 10 |
| Hot Debrief | 41 | 31 | 15 | 41 | 24 |
| Tactical | 59 | 42 | 21 | 60 | 27 |
| Individual feedback | 118 | 111 | 60 | 107 | 49 |
| Total | 233 | 199 | 100 | 229 | 77 |

Table B – Debrief completion by type

From the debrief returns, Operational Assurance have noted the following risk categories are highlighted.



Returns from hot, tactical and strategic debriefs

A new SharePoint is now live for all personnel where debrief reports and quarterly operational reports will be added for personnel to view updates following their engagement.

11 reports have been added this quarter – These include 2 strategic (CIT and Control BCP) and 1 exercise. The Heatwave debrief has been carried out internally (and actions/recommendations shared accordingly) the full report will be published following a regional debrief, allowing us to gather maximum learning.

The final outcomes of the heatwave debrief report will be presented through a paper to SLT in January 2023.

Some common feedback across this quarter.

- Requests for helmet markings to annotate BA qualifications.
- Request for clearer communications on Safe Undress/decon following BA (No Time to Lose) and for workwear cleaning options on station.
- Requests for some officer BA Sector Command training
- Update on mobilisation issues/MDT failures.
- Lots of positive reports on drone use.
- Lots of requests for better drinking water facilities.
- Guidance on revisits and timings.

Operational Assurance work through the all debrief returns and reports, assigning actions and recommendations to different key departments. These are assigned as tasks on Microsoft Planner, allowing comments and feedback on each task. When completed by the action owner, they are then assured by the Ops Assurance department and signed off through the OAG board that meets quarterly.

Operational Discretion and Decision Logs.

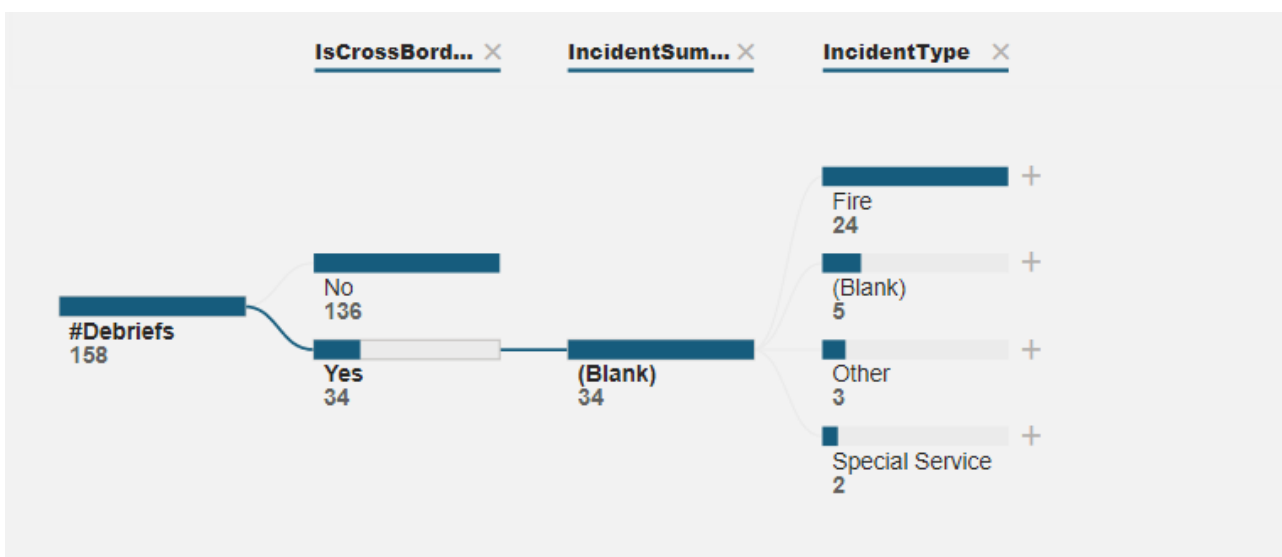
There hasn't been any reports of Operational discretion being declared this quarter.

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)

With the new Power App we are able to cross examine debrief types and incidents types. From the 158 debriefs below, we can see 34 of these include cross border working (as reported on the debrief PowerApp).



As well as the above data for cross border debriefs, there was feedback received within the Heatwave debrief. All actions and findings from cross border are picked up within our debrief actions and any findings are fed back through the regional Ops Assurance group or London Fire Brigade directly.

6. JESIP (Joint Emergency Services Interoperability Principles)

| Role | Risk Type | Risk Details | IRS Link |
|--------------------|-----------|--|---------------------------|
| Incident Commander | JESIP | Lack of awareness of JESIP from other agencies and site. | 222172589 |
| Safety Officer | JESIP | Delay by police in obtaining owners of 3 vehicles in hazard zone, removal required due to possible chimney falling from height onto cars, Registration numbers given to police at an early stage. Police had owners at one stage and then moved them to outside the outer cordon. Cars finally removed well into the job. | 222173128 |
| Incident Commander | JESIP | Good communication with Police for traffic and public control. | 222172782 |
| Other | JESIP | Conflict of responsibility between Met and Essex Police regarding who had responsibility for road closure, LFB information and support non existant until later stages. Police had difficulty in clearing Travellers site. | 222172894 |
| Monitoring Officer | JESIP | Police incident commander went to scene on roof, information sharing hampered but rectified later in incident. | 222173225 |
| Incident Commander | JESIP | N/A | 222174742 |
| Firefighter | JESIP | No issues raised | 222175400 |
| Incident Commander | JESIP | Worked well, police coordinated road closures and media messages to warn public, USAR drone coordinated to locate hotspots/fire spread. | 222172220 |
| Fire Control | JESIP | MULTIPLE RISKS THEREFORE JOINT WORKING WITH AMBULANCE/ POLICE/ ENVIRONMENT AGENCY/ UKPN WAS REQUIRED | 222174511 |
| Incident Commander | JESIP | Crews worked alongside the coastguard , assisting the swift water rescue crew in the search and safe recovery of crew. providing lighting and liaising with RNLi. | 222177257 |
| Firefighter | JESIP | nothing to note | 222177940 |
| Sector Commander | JESIP | none | 222178785 |
| Monitoring Officer | JESIP | There appeared to be a lack of a clear tactical plan, partly due to the large area requiring searching and difficulty with communications. I spoke to the Coastguard water rescue team which were getting rigged in their water rescue PPE to confirm if they were aware of the tactical plan and they were not which indicated that they were going to self deploy. | 222179168 |

The Debrief Dashboard allows us to take feedback from the debriefs to share with our colleagues in Emergency planning – who carry out regular JESIP meetings, we are able to dig deeper into each debrief if required.

Any significant findings are reported through the Joint Operational Learning (JOL) process.

As we continue to develop our systems within Operational Assurance, we will be able to give further feedback and findings from exercises.

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 Q2.

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.

| | | | |
|---------|----|--|------------------------------|
| NP02860 | NP | Water rescue; what three words; | Rescue of persons or animals |
| NP02847 | NP | JESIP; Electricity; generator | Fire |
| NP02853 | NP | SAR; Drone; Aviation | Mass Casualty |
| LI02849 | LI | Floating solar panel array; utility; PV panels | Fire |
| LI02833 | LI | High rise; communication; search | Fire |
| LI02682 | LI | Forensic management team; FMT; | CT |
| LI02661 | LI | FCP; Command support officer; | 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

9. Risk Information

a. ECFRS Risk Information

| | Number of SSRIs | PORIS 4 & 5 (TFP) | Out of Date |
|-------------------------|------------------------|------------------------------|--------------------|
| <i>North East Group</i> | 22 | 9 | 29 |
| <i>North West Group</i> | 138 | 14 | 2 |
| <i>South East Group</i> | 248 | 10 | 1 |
| <i>South West Group</i> | 302 | 25 | 4 |

Although the number of out-of-date SSRI's/SSRP's and TFPs has improved from the last quarter, there remains ongoing work to try to find an accurate way of recording the level of reviews, current information from PowerBi is not accurate due to training and links with CFRIMIS.

It is notable that completion of risk information is actively being pushed within the commands in liaison with operational Policy

b. Over the Border Risk Information

Nothing to report.