Highlight Report – Quarter 3

| Name	Operational Assurance - T/GM Kerry Taylor		
Date from:	01/10/2022	Date to:	31/12/2022

Highlights this period:

▪ **Station Audits**

In this quarter, Operational Assurance audited 5 On-Call Stations and the 18-month cycle is now complete. The team continue to experience a high level of engagement from Crews and Station Managers, with positive and open discussions taking place.

▪ The audits this quarter have been across all four Groups.
▪ One station received a score of 3.5.
▪ Three stations received a score of 3.
▪ One station received a score of 2 (requiring a revisit, which has already taken place).
▪ One further station required a revisit from the previous quarter.
▪ Both revisits (On-Call stations) have demonstrated significant progress and require no further action.

Work is underway to start the next cycle in April 2023 – Quarter 1. In preparation, the station audit policy is being reviewed and there is renewed focus to utilise Power BI for the audit process which will streamline and improve reporting.
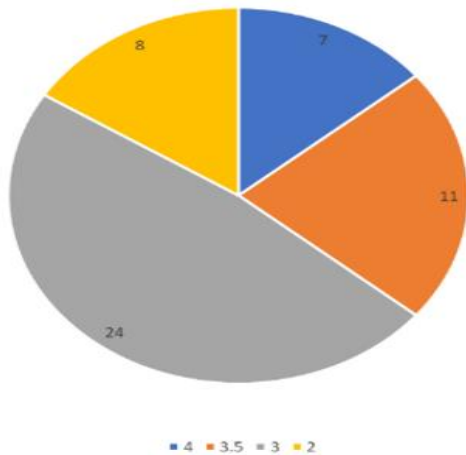
Group	Average Score
SE	3.3
NW	3.1
NE	3.0
SW	3.1
ECFRS	3.13

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

Findings this quarter:

▪ PPE is being stored on station in accordance with the "No time to lose" campaign.
▪ All stations were familiar with and demonstrating good station security.
▪ No evidence of surplus equipment being stored at stations.
▪ BA rooms are maintained well with the appropriate fill lines in the sink and measuring jug.
▪ The service threat levels are displayed correctly, and the sampled colleagues able to find the information.
▪ Appliances were in good condition, fully fueled and ready for deployment.

| Areas for improvement	Context – For this 18-month cycle
There continues to be examples of half masks not being ready for use, this is for several reasons including dirty pre-filters, pre-filters in the incorrect place and missing exhalation protective covers.	8 of 50 stations have demonstrated that half masks have either had dirty pre-filters or the pre-filter has been in the wrong place. Technical Services are aware and individual stations have been advised.
Some stations are not recording the required checks for the MDT and Tablet on appliances.	9 of 50 stations have completed one test record sheet for both the MDT and Tablet or missed serial numbers to give confirmation of the specific equipment that was being checked. The stations were informed at the time of the audit.
Equipment is not always being checked in accordance with the respective equipment manual frequencies.	25 of 50 stations have not recorded the checking of equipment in line with equipment manuals. This includes a lack of acceptance and after use testing. The stations were informed at the time of audit. Technical Services are aware and clarification of legal requirements has been sought from H&S.
There continues to be a discrepancy with the number of SSRPs recorded for each station over the platforms of PDR Pro, Station Planner and Power BI.	Several SSRPs were showing on Power BI as out of date. This may be attributed to a delay in updating onto CFRMIS. There are examples where SSRPs on Power BI have not aligned with the number of SSRPs on the station plan or PDR Pro. Operational Community Risk are aware of this discrepancy and station plans are being updated.
One station has followed the missing equipment process but have encountered challenges receiving a replacement.	9 of 50 stations, there is evidence of equipment missing with cases of FB11s and 64s not being completed or completed but not chased. There are some challenges with Power Apps, ICT are investigating and working alongside Operational Assurance to find a solution. Further information to follow.
During the audit process, on a small number of occasions, there have been reports of a lack of uniform. When ordered, it had not arrived and some were borrowing workwear from other colleagues.	This is a recent observation and coincides with staffing and supply challenges that Stores have experienced. Recruitment has seen the Stores team get back to the correct levels.

2. Failure to Respond (FTR)

There has been 14 FTR reported in quarter 3 compared to 19 FTR recorded in quarter 2, a decrease of 5.

Quarter 3	October	November	December	Total	Total from Previous - Quarter 2
North East	1	0	1	2	5
North West	2	1	4	7	7
South East	1	0	1	2	3
South West	0	1	0	1	3
Officer	0	0	1	1	1
Other - ICT	1	0	0	1	0
TOTAL	5	2	7	14	19

Within the 14 FTR there has been 4 pager failures and 10 personnel, with no reported appliance failures. All FTR data is available on Power BI within the Station Audit App and Station Manager comments are available in the Power BI report.

Through Health and Safety, in quarter 3, there have been 24 pager failures recorded across the Service but not resulting in a failure to respond. Flexi Officers that experienced pager failures were mobilised through the new 'PageOne Full Stop' system which has now been fully implemented and communicated.

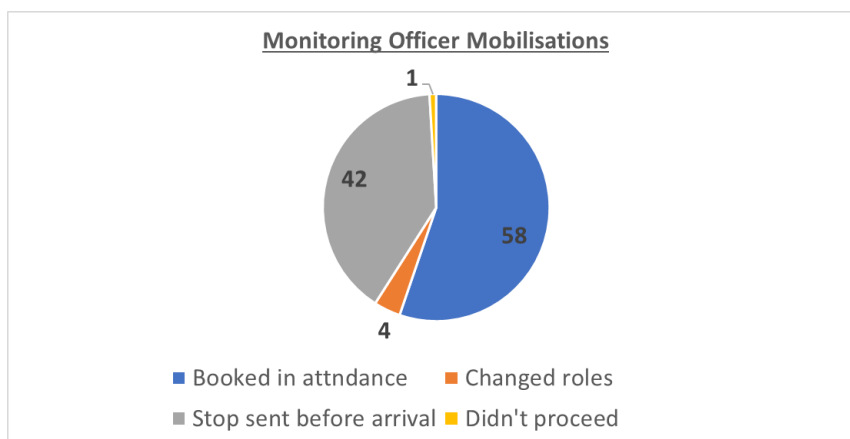The following table illustrates the call type for FTR in quarter 3:
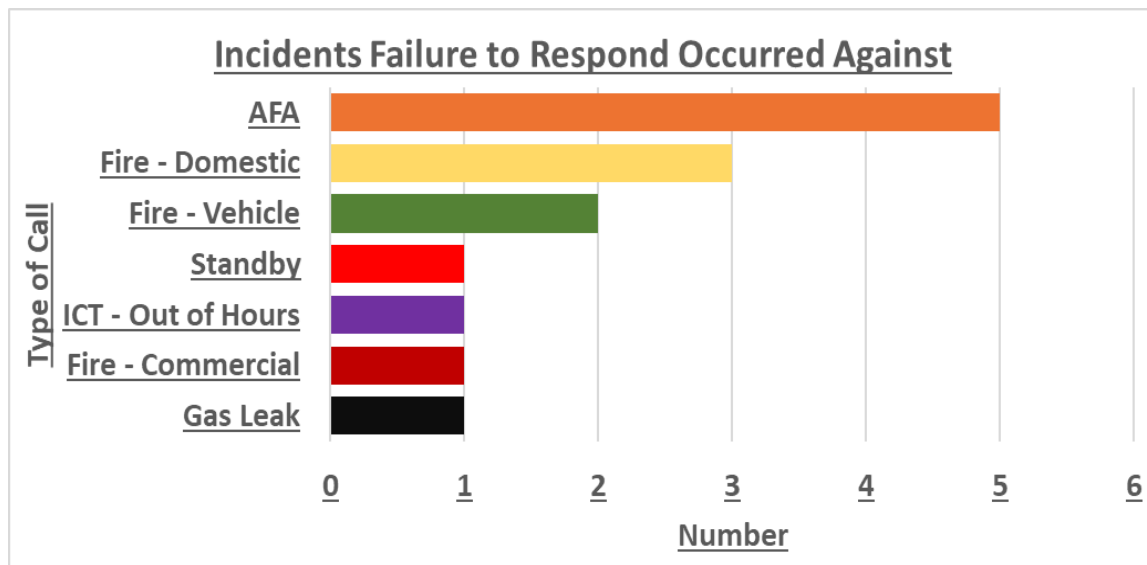
The Service has now moved away from OSHENS and the new Assure platform will continue to enable the reporting of FTR.

3. Monitoring Officer (MO) Incident Reporting

Operational Assurance continue to gather information from Monitoring Officers through the Debrief Power App and reporting through the Power BI dashboard.

Completion of Monitoring Officer returns is a focus of Operational Assurance. Through consistent messaging and engagement, the team will reinforce the importance of completing these returns.

	Previous Quarter	Current Quarter
MO Mobilisations	164 (114 booked in IA)	105 (58 booked in IA)
Debrief Returns	24 completed, 56 not returned and 24 nil returns.	15 completed, 32 not returned and 11 nil returns.

Monitoring Officer Mobilisations

- Booked in attndance 58
- Changed roles 4
- Stop sent before arrival 42
- Didn't proceed 1

4. Incident Documentation

There is further engagement required regarding incident documentation, notably around the need to provide guidance around the storage and accessibility of incident documentation (Command Packs).

National Environmental Risk Assessments – Currently none received. Operational Assurance will discuss the current process with the lead Hazardous Materials Advisor.

Analytical Risk Assessments – Continually reviewed within the Station Audit process, i.e. storing securely on station for 3 years and sending to mailbox ARA. Clarification is being sought around the current process, ownership and how best to assure.

Operational Discretion – No notifications this quarter.

Decision Logs - There has been an increase in colleagues uploading the paperwork to the Debrief App. Operational Assurance continue to utilise these when completing debrief reports.

5. Debriefs

In quarter 3, 41 incidents were debriefed on Power Apps with a response rate for debrief engagement below 3 responses per incident (as an average). This is compared to 77 debrief completions recorded last quarter, showing a decline of 36.

To address, Operational Assurance will engage with stations and Station Managers through virtual engagement events and the 'Round Up' newsletter to highlight the need and requirements in completing debriefs following incidents.

Through debrief returns, actions are assigned as tasks to the relevant department/s using Microsoft Planner, allowing comments and feedback on each task to be captured. When completed by the action owner, each is assured by Operational Assurance and signed off through the quarterly Operational Assurance Group (OAG).

Debrief completion by role:

Role In Debrief	Number of Observations	Number of responses	Number recommendations	Number of risks	Number of debriefs
Incident Commander	37	31	17	24	28
Monitoring Officer	20	16	9	21	16
Command Support	6	10	7	8	6
Fire Control	26	16	7	8	16
Sector Commander	10	9	5	8	8
Other	5	10	6	7	9
Firefighter	7	8	3	3	8
HMA		1			1
Safety Officer	1	3	1		3
WIM		1	1		1
Total	112	105	56	79	41

Debrief completion by type:

Debrief Type (grouped)	Number of Observations	Number of responses	Number recommendations	Number of risks	Number of debriefs
Fire	92	86	46	58	28
Special Service	10	10	6	12	7
RTC	9	7	2	6	4
AFA	1	1	1	2	1
Other		1	1	1	1
Total	112	105	56	79	41

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

Heatwave Debrief
The findings from the Heatwave debrief, reported in the previous quarter, have been collated into 26 actions. A Task and Finish group has been established and steady progress is being made. The actions can be found within the OAG Planner, tracked by the OAG.

Over the border incidents
There were two cross-border debrief returns this quarter, with one action around the requirement to mobilise a second appliance across border for BA support (actioned by Operations).

Operational Exercises
This is an ongoing workstream for Operational Assurance around the assurance of exercises, from planning through to individual participation levels. The below chart displays the number of exercises completed in quarter 3 that were debriefed via the Power App. There are 9 in total.

Quarter 3 - Operational Exercises - Debiref Requests vs Debrief Responses
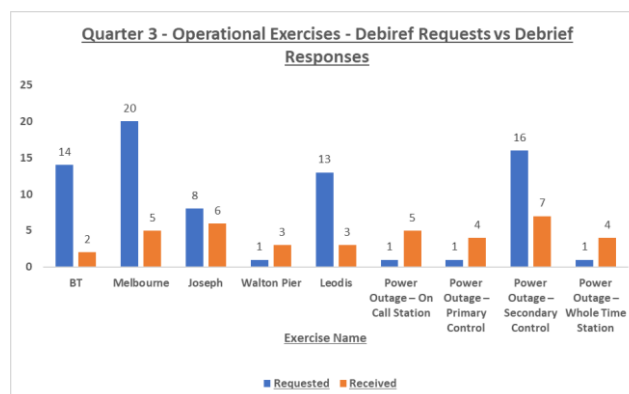
JESIP (Joint Emergency Services Interoperability Principles) – There were 5 observations from 4 incidents relating to JESIP principles. These findings have been shared with the Emergency Planning Team for feedback and action. Any significant findings will be reported through the Joint Organisational Learning (JOL) process.

6. Thematic Reviews

There are currently no thematic reviews. In liaison with other departments, work is ongoing to explore Thematic Reviews such as seatbelts and No Time to Lose.

7. National Operational Learning (NOL) and Joint Organisational Learning

A task and finish group between Operational Assurance, Operations and Training has convened to reaffirm JOL and NOL contacts. Monthly meetings to monitor and review these processes has been agreed and will begin in February.

JOL – All JOL notifications this quarter have been actioned (where required) and closed.

NOL – Operational Assurance have reviewed the NOL processes. From this quarter, the team will be reporting, publishing, and actioning any shared learning from this platform, working alongside other departments.

8. Health and Safety (H&S) Events

Operational Assurance continue to work with H&S. There have been no significant findings to report this quarter. The team have reminded all colleagues that any injuries to service personnel during an incident, must be reported through H&S, on IRS and through the debrief process.

9. Risk Information

The completion of risk information is being actively progressed within the Groups and there has been a noticeable improvement in the completion of SSRPs and TFPs this quarter.

The current process that involves CFRMIS, requires the SSRP to be manually inputted by Operations and there is an acknowledgement that there is a delay in the Station Manager signing off the SSRP and being updated on the system. An aspiration is a process involving CFRMIS to automate this information.

	Number of SSRPs	PORIS 4 & 5 (TFP)	Out of Date
North East Group	221	9	13
North West Group	134	14	10
South East Group	239	10	0
South West Group	295	25	0

Training around the completion of PORIS and SSRPs has taken place for operational personnel. For station-based personnel, 7% have yet to complete, equating to 18 people.

Operational Risk continues to assure risk information with guidance to support Station Managers. Key areas include:

- Hazards/risk box – hazards and risks listed should be numbered, as opposed to bullet pointed.
- Authorising Station Manager box – This is being left blank and should be completed as the authorising Manager. This is the quality assurance box to state SSRP information has been reviewed.
- The Station Manager owns the risk for their station ground.
- Version Control box – This box should be 1 for all new SSRPs and increased by one following each review.

Over the Border Risk Information – ECFRS receive risk information from the following FRSs within a 10 kilometre distance from their neighbouring border:

- Suffolk
- Hertfordshire
- Cambridgeshire
- Kent.

Multiple teams within the Service are working to share cross-border risk information and best practices.

The accessing of over the border risk information on appliance tablets, will be included within the new station audit process beginning in April.

Hydrant information has been shared from Essex to all neighbouring Fire and Rescue Services through Resilience Direct. Suffolk and Cambridgeshire FRSs have now shared hydrant information with our Service.