



Highlight Report – Quarter 4

Name	Operational Assurance - T/GM Kerry Taylor		
Date from:	01/01/2023	Date to:	31/03/2023

Highlights this period:

1. Station Audits

On conclusion of the last cycle, gaps in the current policy and process have been addressed through the development of a new station audit process, due for implementation in May 2023. A new reporting tool has been devised to enable clearer and easier interrogation of station audit intelligence. This will identify non-compliance and trends to facilitate earlier intervention and direct next steps.

A scoring matrix change to reflect the HMICFRS scoring of 1 (inadequate) to 5 (outstanding) has been introduced to address the unofficial and intermediate score of 3.5, providing relevancy and alignment to recognised external gradings.

The station audit process is being expanded to include information not previously accessible. For example, a new Home Fire Safety Information Dashboard on Power BI has been designed to overview central information regarding the delivery of Home Fire Safety Checks (HFSC) and risk-based revisits, in real time. This will enable activity to be reviewed by local management (first line of assurance) with completion assured by Operational Assurance.

2. Failure to Respond (FTR)

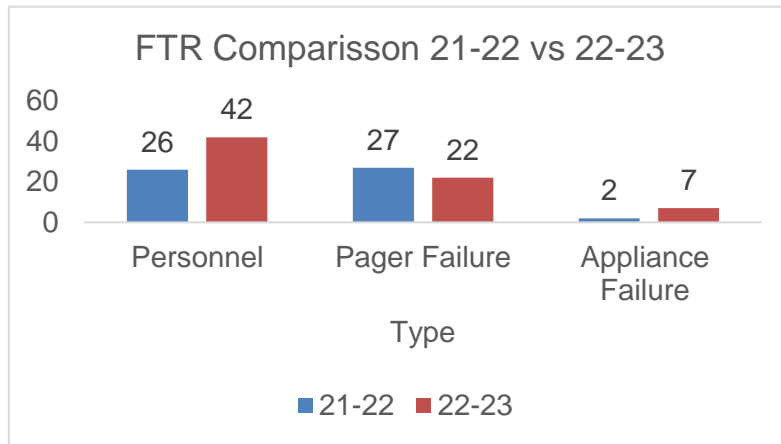
A total of 18 FTR, (including three Flexi-Officers) were reported in quarter 4, compared to 14 in quarter 3. This is shown below:

Quarter 4	January	February	March	Total	Total from Previous Quarter
North East	1	1	0	2	2
North West	1	5	3	9	7
South East	0	1	1	2	2
South West	1	0	1	2	1
Officer	2	1	0	3	1
Other - ICT	0	0	0	0	1
TOTAL	5	8	5	18	14

Reasons for FTRs occurring in quarter 4 are: Appliance failure = 2
 Pager Failure = 7
 Personnel = 9

The Assure platform confirms that in addition to the above data, 13 further pager failures occurred (not resulting in an FTR). Flexi Officers that experienced these pager failures were mobilised through the 'PageOne, Full Stop' system.

The following chart shows the FTR occurrences between the financial year of 2021 to 2022 and 2022 to 2023. Across the three categories there is an increase of FTR by 25.39% (16 occurrences).



Following a FTR, the appropriate Station Manager is informed and should report their subsequent actions. This is not being recorded currently and has been raised with the Area Manager of Response to address.

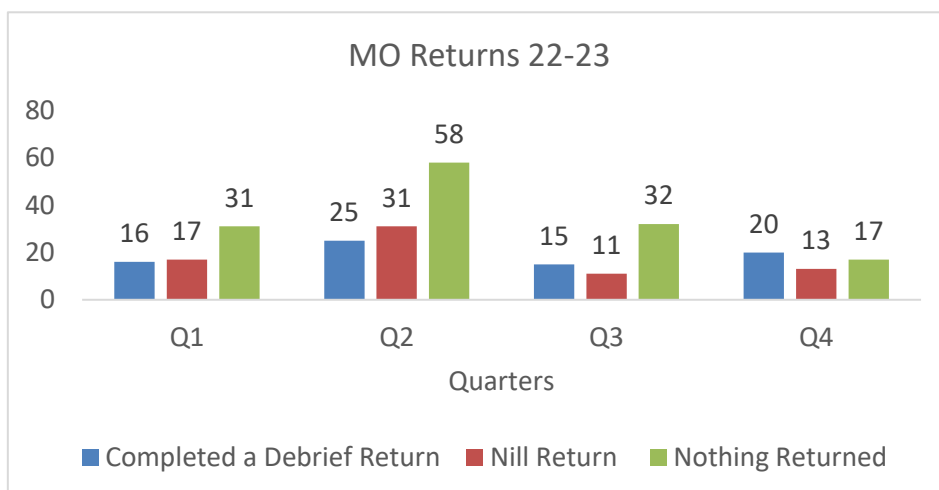
3. Monitoring Officer (MO) Incident Reporting

Operational Assurance continue to gather information from Monitoring Officers through the Debrief Power App and reporting through the Power BI dashboard. The completion of Monitoring Officer returns is a focus of Operational Assurance.

Through consistent messaging and engagement, the team reinforce the importance of completing these returns. Quarter 4 has seen an increase in engagement from Monitoring Officers as shown in the following table:

	Previous Quarter	Current Quarter
M.O. Mobilisations	105 mobilisations (58 Booked in Attendance)	110 mobilisations (50 Booked in Attendance)
Debrief Returns	15 completed, 11 nil returns and 32 not returned	20 completed, 13 nil returns and 17 not returned

During 2022 to 2023, continued communication via the 'Round-Up' newsletter and virtual events has encouraged a positive increase in Monitoring Officer returns. With future debrief process developments this should continue to support 100% completion and will be monitored by Operational Assurance.



The Monitoring Officer Policy is currently under review. The Operations Department have made changes in the NITL offering which improves the level of monitoring in line with the current live policy (all level 2 mobilisations are now offered a level 3 Monitoring Officer).

4. Incident Documentation

Operational Assurance had previously identified a gap in the process for storing and reviewing incident documentation. Following a HMICFRS preparatory meeting, it emerged that the IRS system can securely store all incident documentation for up to 70 years. As a result, Operational Assurance are working with Operations, Performance and Health and Safety to finesse a suitable and effective process to utilise this option and deliver in June 2023.

National Environmental Risk Assessments – None received.

Analytical Risk Assessments – ARAs continue to be assured by the OCAT team through the station audit process and further assurance will be reported in the next quarter.

Operational Discretion – No notifications this quarter.

Decision Logs - One Decision Log was received as an attachment on a debrief.

5. Debriefs

To promote debriefing, Operational Assurance engage with Stations and Managers to highlight the need, requirements, and benefits in completing debriefs following incidents. Recently, the department presented at a flexi officer maintenance day to overview assurance processes and discuss ideas.

In quarter 4, there were 48 incident debriefs recorded across the Service. This demonstrates an increase of 7 from 41 incident debriefs made in quarter 3. During 2022 and 2023, there was a total of 196 debriefs recorded (not including the heatwave debrief).

Debrief completion by role is as follows:

Role In Debrief	Number of Observations	Number of responses	Number recommendations	Number of risks	Number of debriefs
Command Support	11	7		6	5
Fire Control	14	16		8	10
Fire Investigator	4	2		2	2
Firefighter	7	5		3	10
HMA	1	2		2	1
Incident Commander	49	26		18	34
Monitoring Officer	39	25		14	22
Ops Commander	1	1		1	
Other	7	11		5	7
Safety Officer	1	1		1	1
Sector Commander	8	7		2	7
Total	142	103		62	98

A new initiative of Operational Assurance is to highlight recent learning which has been evidenced through the debrief process and linked to the wider organisation. An example of this is as follows:

Inc 223190582

Crews were called to a fire in a private dwelling (fire in a utility room on the ground floor). Crews booked in attendance within 7 minutes and identified the presence of Li-ion batteries. On investigation it was found that the owner of the property had purchased Tesla batteries on the internet for use as a domestic power supply (charging through the night and using through the day). A full debrief report is being produced and a NOL submission created.

A SharePoint is live for all personnel to view debrief and quarterly operational reports following their engagement.

Heatwave Debrief

The findings from the Heatwave debrief have been collated into 26 actions. With SLT approval, it was agreed to coordinate a monthly task and finish group to review and progress these actions before Summer 2023, based on operational need and value for money. Funding was made available to expediate decisions and make purchases prior to further spate events.

Good progress is being made with a proposed, final heatwave meeting scheduled for May 2023. This will culminate in an SLT paper and communications update to the wider Service.

Over the Border Incidents

There were 8 debriefs completed across quarter 4 with cross border working (an increase from 2 in quarter 3). Findings from these debriefs are filtered and actioned through the Operational Assurance MS Planner. In addition, cross border findings are discussed with the Regional Operational Assurance Group (OAG) for shared learning and understanding.

Operational Exercises

The assurance of exercises including the planning, quality and individual participation is an ongoing workstream for Operational Assurance. The below chart from the exercise planning Power App displays the number of exercises completed in 2022 to 2023:

Quarter	Table-Top Planned	Table-Top Completed	Live Planned	Live Completed
1	7	5	14	12
2	9	3	13	12
3	18	15	18	13
4	8	7	18	11
Total	42	30	63	48

From 18 completed live exercises held in quarter 4, Operational Assurance has received 11 debrief returns. The feedback from these exercises is filtered and actions created to address debrief recommendations.

A structured debrief took place for Exercise Power Outage (exercise held in quarter 3) with a report published. The considerations from this exercise have been shared with the organiser and updates will be recorded within the OAG MS Planner.

6. Thematic Reviews

There has been a request to carry out a thematic review on PPE decontamination and safe undress as part of the 'Protecting our People' project. A process is being discussed, developed, and communicated for delivery in June/July 2023.

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

A monthly NOL and JOL group between Operational Assurance, Operations and Training has convened to formalise notifications and actions. This will include JESIP feedback from debriefs to support the assurance of these findings. The NOL / JOL process is currently having a Service wide review by AM Bruin.

NOL – There have been no published NOL notifications this quarter. The Operational Assurance team are submitting an Information Note following the incident with domestic Li-ion battery storage.

JOL – All JOL notifications this quarter have been actioned (where required) with three responses pending.

There have been 10 “Lessons Identified” and 11 “Notable Practices” received through the Single Point of Contact.

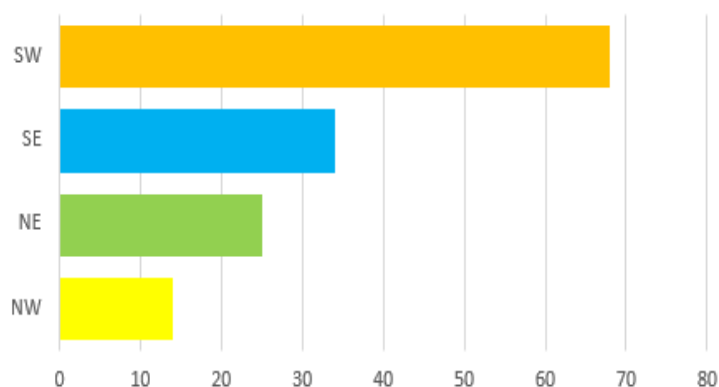
8. Health and Safety (H&S) Events

Operational Assurance continue to work with H&S. 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 to ensure data alignment as highlighted within a recent audit.

9. Risk Information

The completion of risk information is being actively progressed within the Groups. There were 148 SSRPs sent for review in quarter 4.

The Operational Community Risk (OCR) team continue to review and assure Site Specific Risk Plans (SSRP) that are submitted. The following data has been reported from quarter 4:



OCR communicate findings for action back to Station Managers with the following noted:

- 38% of the SSRPs had errors within the date boxes (some are putting the original issue date rather than the current completion date; some left the review date blank).
- 29% of the SSRPs have no appropriate site plans attached.
- 14% of the SSRPs are missing the Station Manager’s name (and therefore approval).
- 17% of the SSRPs had different elements left blank or had other errors (some still not numbering the hazards and linking control measures to the numbers).

A request has been made to Operational Assurance around reporting how individuals are accessing and utilising risk data. The station audit process includes questions about the access of information and the team are including a question within the Debrief App (currently being overhauled by ICT).

Over the Border Risk Information

The Service receive risk information from the following Fire and Rescue Services (FRS) within a 10-kilometre distance from their neighbouring border:

- Suffolk.
- Hertfordshire.
- Cambridgeshire.
- Kent.

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

Hydrant information has been shared from Essex to all neighbouring FRS' through Resilience Direct. Suffolk and Cambridgeshire FRSs have now shared hydrant information with Essex.