Highlight Report – Quarter 1

Name	Operational Assurance - T/GM Karen Nicoll		
Date from:	01/04/2023	Date to:	30/06/2023

Highlights this period:

1. Station Audits

Four station audits have been conducted, with the scores for these audits as follows.

- Colchester - 3
- Leigh-On-Sea - 4
- Southend – 3
- Harlow – 3

There is an early recognition of low completion rates of both "Core Skills" and "Read and Sign" documents within pdrPro. A score of three (acceptable) in this area would require a completion rate of 80%, and all three stations fell below this with essential "Read and Sign" with one falling short on Core Skills (60%). An action has been created for this through the OAG and the Operational Assurance Team will carry out more frequent reports for pdrPro across the Service (rather than once per station per audit round).

Operational Assurance are working with ICT and Technical Services following various actions to improve recordability of equipment testing (noted during continued issues with hose reporting Power App). Work has also begun to address the discrepancies on other reporting tools (Power BI dashboard and Station records) allowing reports to better demonstrate the work of the teams. For example, stations have evidence of 100% completion of Tactical After Incident Response (TAIR) but reporting tools demonstrate low completion.

2. Failure to Respond (FTR)

A total of 13 FTR, were reported in quarter 1, compared to 18 in quarter 4. This is shown below:

	April	May	June	Total	Total from Previous Quarter
North East	0	0	2	2	2
North West	2	3	1	6	9
South East	1	1	0	2	2
South West	1	0	1	2	2
Other	0	1 (drone)	0	1	3 (other)
TOTAL	4	5	4	**13**	18

Q1 FTR - Occurrences by Type

- Personnel
- Pager failure
- Appliance failure (Won't start)

A full report was completed by Ops Assurance on the FTRs from the last year Operational Assurance Report - Failure to Respond.pdf, and work has begun in creating a working group to look at the current processes and work towards reducing this risk. The group will include members from Corporate Risk, Ops Assurance, Operations, ICT, SWS, Control and Health and Safety.

2. Monitoring Officer (MO) Incident Reporting

Operational Assurance continues to gather information from MO through the Debrief Power App.

Through consistent messaging and engagement, the team reinforce the value of completing these returns, and Quarter 1 has seen a further increase in engagement from MO, as shown in the following table.

	Previous Quarter	Current Quarter
MO Mobilisations	105 (58 Booked in Attendance)	113 (66 Booked in Attendance)
Debrief Returns	15 completed, 11 nil returns and 32 not returned. **55% Not Returned**	28 completed, 17 nil returns and 21 not returned. **32% Not Returned**

Members of the Operational Assurance Team (OA Team) have engaged with Station Managers and Group Managers through the Flexi-Officer maintenance days to discuss findings of the full OAG report including the MO returns.

Findings from MO returns are captured and actioned by the OA Team, with 57 observations reported by MO this quarter, allowing us to report on notable practices as well as identifying learning opportunities.

Examples of MO actions and their support to Incident Commanders (IC) from this quarter.
- Offering suggestion to I.C. to consider salvage.
- Closure of road at RTC to support crew safety.
- Supporting early fire investigation discussions.

The MO Policy is currently being reviewed with a working group being set up to ensure stakeholder are involved through process.

3. Incident Documentation

Work is ongoing to ensure incident documentation is managed effectively within the Service. This is being led by the Operations Team who are working in conjunction with the Service's Incident Recording System (IRS) Data Officer and other stakeholders to ensure compliance with Service guidance, policy and general data protection regulations is incorporated into the solution.

a. National Environmental Risk Assessments – none received.
b. Analytical Risk Assessments – continue to be stored at Stations, sent into the Health & Safety Team, and assured by OCAT as part of the Station Audit process.
c. Operational Discretion – there have been no instances of operational discretion declared this quarter.
d. Key Decision Logs – a key decision log was completed for incident 196381 that occurred on the 10th of June 2023. This key decision was agreed at the time by the Duty Officer and allowed a crew to mobilise with an Officer driving and five Phase 1 firefighters. They were not the initial crew and attended to support an ongoing incident. The information has been fed into the ongoing action around a risk assessment for Phase 1 colleagues.

4. Debriefs

Operational Assurance continues to promote engagement in debriefs whilst also reviewing and allocating actions across the Service. Actions are allocated and assigned to Teams with either Local, Service and/or Regional/National tags, allowing for the actions to be reported against.

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	18	11	5	14	7
Fire Control	10	19	3	17	18
Fire Investigator	6	7	2	10	7
Firefighter	5	8	2	7	7
HMA	10	5	3	2	5
Incident Commander	63	50	34	67	40
Monitoring Officer	57	28	18	34	26
Observer		1	1	2	1
Other	20	19	11	9	16
Safety Officer	11	10	1	6	10
Sector Commander	22	19	7	16	14
WIM	2	2	1	1	2
Total	**224**	**179**	**88**	**185**	**68**

Over the Border Incidents

Operational Assurance is working with IRS and Data and Reporting Teams to try to capture information on cross-border working, currently there is no accurate system to record incidents with cross-border working within the Service or over the border. There is a need to increase learning from these incidents.

Examples of incidents debriefed in the last quarter with cross-border working:

- An animal rescue in Tillingham where Suffolk attended due to our Animal Rescue Unit being off the run.
- A domestic fire in Loughton, with crews supported by London Fire Service but some issues were reported around cross-border BA systems – this was passed to Operations
- Domestic fire in Takeley, with crews supporting from Stansted Airport – reminder to crews to review assets on neighbouring stations (on this occasion support was given by Stansted with Water Bowser)
- RTC Waltham Abbey – issues reported with Trauma Bag, good cross border working.

Operational Exercises

Operational Assurance has an ongoing workstream to improve the recording and assurance of exercises across the service. This will include a process to ensure learning is captured from all structured exercises (currently requiring support from ICT to rebuild an exercise planning process). An option within pdrPro now requires all officers from Station Manager and above to record individual exercise participation and CPD. This will allow Operational Assurance to report on this participation in future reports.

Exercise Sedna – The Service participated in a live exercise (Facilitated by HM Coastguard) designed to test Category 1 and 2 responders when deployed to persons reported in the water. Agencies involved in this exercise included; Clacton's Beach Patrol, the Coastguard and Essex Police's Marine Unit. The learning from this exercise was noted around the need for co-location and shared situational awareness. A full debrief took place through the Coastguard and a report has been requested.

Exercise Geopony – This was a multi-agency exercise facilitated by the Service allowing Category 1 and 2 responders to test learning from the Manchester Arena Inquiry report. The OAT facilitated a full structured debrief. The report from this debrief has been produced and shared with Essex Resilience Forum and Emergency Planning Teams.

5. Thematic Reviews

Operational Assurance still need to make progress on a Safe Undress Procedure (SUP) thematic review. This could not previously be actioned as the procedures were under review and awaiting published communications. Now this is complete the Protecting Our People team and Operational Assurance are pulling a group together to look at the best process for review.

6. 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. A process chart for the NOL/JOL group has been produced and reviewed by the Operational Assurance Team.

JOL – There have been 5 NOL Action Notes (0 Lessons Identified) received this quarter, and there are 0 pending from quarter 4 (22-23).
NOL – There have been zero NOL Notable Practices received into the Service this quarter, and two incidents have resulted in possible NOL/JOL submissions from the Service.

The learning from Quarter 2 (Lithium-ion battery storage) has been submitted as both NOL and JOL worthwhile learning.

There are two further incidents with learning found through debrief processes, these will be reviewed and submitted by the NOL/JOL group this quarter and any communications shared across our Service.

All actions are recorded within the NOL/JOL SharePoint, and evidence stored in files for reference as required. The NOL/JOL group meet monthly to review and discuss learning, and the NOL Point of Contact is now linked into the OAG Planner to constantly monitor Regional/National learning, preventing any delays in submitting learning. OA will feed into the group with findings from Service debrief processes as well as assuring the incoming action points from both NOL and JOL.

9. Risk Information
The completion of risk information is being actively progressed within the Groups. There were 177 SSRPs sent for review in quarter 1.

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 1:

Errors Identified from SSRP Assurance
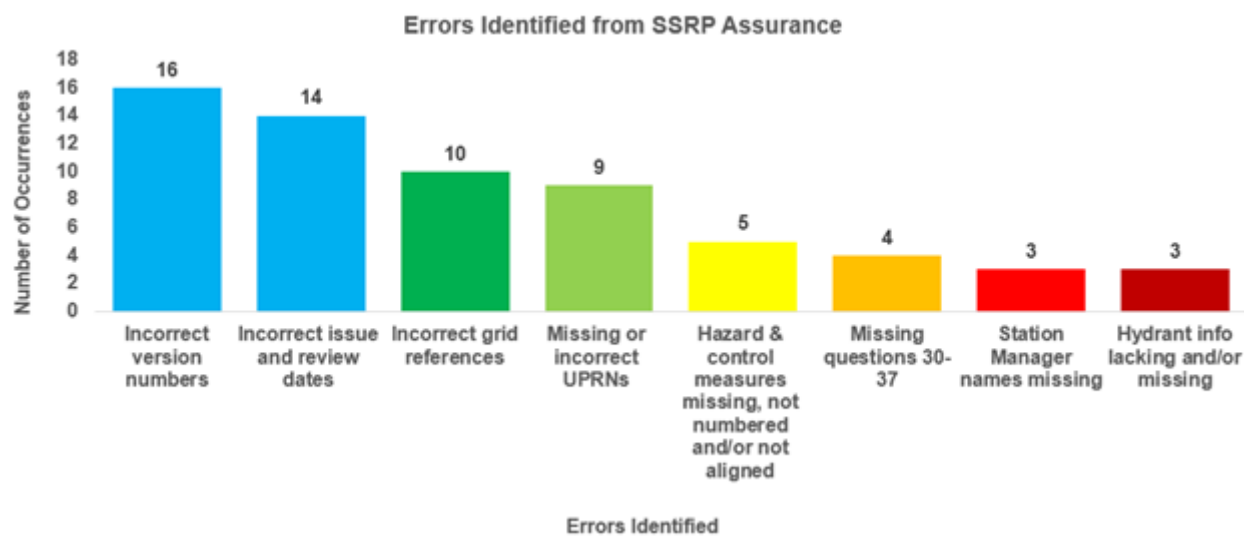
To summarise, 31% of SSRPs had to be edited or resubmitted. OCR communicate findings for action back to Station Managers.

Over the Border Risk Information

Risk information from Cambridgeshire, Hertfordshire, Kent and Suffolk Fire and Rescue Services remains in place.
London Fire Brigade has now shared hydrant information, efforts to acquire risk information remain ongoing.

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.

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