	Agenda item
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# Summary

This report for the September 2015 Operational Directorate's Co-ordination Board (ODCB) outlines operational performance trends (individual, team and organisational) for the reporting periods of Quarter 4 2014 and Quarter 1 2015 (1st January 2015 – 30th June 2015).

The report has been compiled utilising data and information from the following sources:

- Reports submitted to the Incident Monitoring Process Database (IMPD)
- The observations of Operations Review Team (ORT) officers
- Safety Event Reporting Database (SERD) data analysis
- Senior accident investigations
- Issues identified by specialist officers
- Fire investigations, fatal fire reports and incidents of note
- Babcock Training
- London Operations Centre (Brigade Control)
- Community safety

### Appendices

Appended to this report are:

- 1) Summary of recent Operational News articles
- 2) LAI's not completed within 28 days

# For decision

Approval is sought to proceed with an "Ops News Special" for publication in March 2016, to cover issues associated with LAS Hazard Area Support Teams (HART) and other specialist emergency services teams operating in London. Further details provided on Page 3.

ODCB Report Sept' 2015

# Background

Operational News incorporates information previously published in 'Safety Matters', and Operational Assurance are keen to highlight health and safety themes as a golden thread in all Ops News articles.

### Agreed articles for Ops News 30 (scheduled for publication December 2015)

Articles and associated training packages for Operational News 30 were agreed at the ODCB meeting on 16th March 2015, in order to meet extended lead in times that Babcock Training suggest they require for production of training packages. The following list covers articles which have been agreed by ODCB for Operational News 30.

### 1. Hazards at incidents involving vehicles and roadways

The article will cover the risks to firefighters associated with working on and around roadways, as well as safe operational tactics for dealing with incidents involving LPG fuelled vehicles.

The article will highlight the risks associated with incidents involving vehicles that have been modified (including illegal conversions) and explain some of the challenges associated with modern vehicle construction.

### 2. Modern Methods of Construction & Rapid Fire Growth

The article will address the specific dangers associated with fighting fires in highly insulated buildings

As the level of insulation afforded in modern buildings increases, less energy is required to heat a room to the point where flashover might occur, and the temperatures that can be achieved during a fire are significantly increased. Rapid fire growth is becoming an increasingly common feature in highly insulated buildings. Studies have shown that firefighters have often been unprepared for such rapid fire growth, and as a result have not used effective firefighting tactics.

#### 3. Reliefs at protracted incidents

The article will highlight the importance of planning for reliefs at large and protracted incidents, in order to maintain continuity of the incident plan, the welfare of operational staff and minimise the effect on the day to day running of the brigade.

### 4. National Operational Guidance

An operational news article will be published detailing the background of the National Operational Guidance Programme and how it effects the London Fire Brigade.

#### 5. Control article – Decision Making

The article will explain some of the mobilising protocols and decision making processes that control operators undertake.

# Proposed "Ops News Special" for March 2016

There has been a noted increase in the number of issues encountered at operational incidents where specialist teams from LAS, MPS and BTP are in attendance.

Several recent IMP entries have highlighted specific issues relating to the attendance and actions of the LAS Hazard Area Response Team(HART) at fire and special service incidents.

The purpose of the Ops News Special would be to educate LFB staff with regard to the "specialist teams" deployed by London's emergency services, and explain the roles, responsibilities and operating practices that should be adopted.

Notably, the article would also explain the limitations of these specialist teams, and empower LFB officers to know how and when other specialist assests could / should be utilised.

The article would also provide our staff with examples of unsafe practice by colleagues from other emergency services, and explain what action should be taken if ICs are uncomfortable with any aspect of performance / involvement of another agency team.

ODCB is requested to approve the preparation of this Ops News Special for publication in March 2016. There would be no specific training associated with the publication.

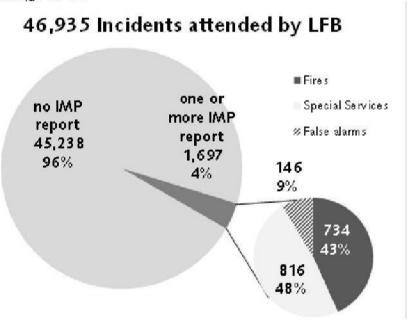
# IMPD trend analysis Reports Q4 and Q1 (1st Jan 2015 to 30th Jun 2015)

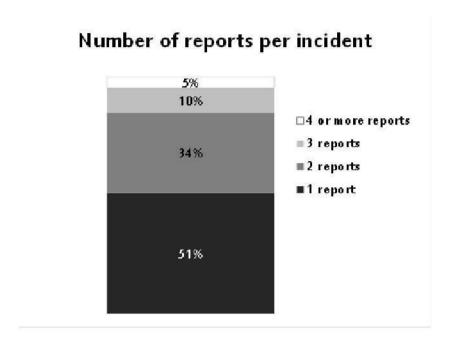
### Introduction:

The IMPD performance information in the following data sets and narratives continue to suggest a growing positive improvement in the use of the system. The number of entries have again risen, as has the quality and the number of positive comments.

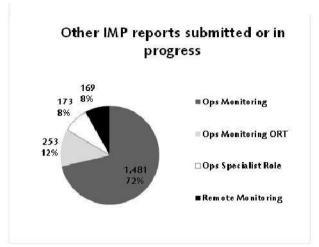
Comments approached 1,700 for Q4 14/15 and Q1 15/16, with 39% of comments being positive (down 1% from the previous 6 months).

The following information summarises the analysis of IMP reports and comments approved in Q4 14/15 and Q1 15/16.









# Performance Review of Operations (PRO)

PROs were undertaken for 827 incidents in total, 761 of these were mandatory, with ICs and/or MOs identifying and undertaking a PRO for other reasons (66 occasions). This means that a PRO was undertaken for 100% of incidents where one was required and 1.8% of all operational incidents attended.

The OA Incident Management Policy Team are currently reviewing the PRO policy. It is intended this review will make some changes to the policy with the intention of improving the quality of PRO's and look at the feasibility and value of on scene PRO's.

#### Performance Review of Command (PRC)

PRCs were undertaken for 50 incidents in Q4 14/15 and Q1 15/16, 48 of which were mandatory.

Operational Assurance continue to audit PRCs through the ORT cadre to ensure a consistent standard and approach of chairing and review. Their observations confirm that officers are continuing to gain greater familiarity with the process, and are attaining a greater degree of honesty and openness from participants. A review of the PRC policy was undertaken in December 2014 with a number of minor changes made to the process, these changes were reflected in the training of 19 new PRC Chairs. These 19 officers (GM's) are now undertaking a shadowing process before being added to the list of available PRC chairs. A further "PRC Chair" training programme is scheduled for Autumn 2015, in order to further increase the number of chairs.

An issue has been identified with ensuring that an ORT officer will always be able to attend a PRC on an allocated date / time. Given the high workload of all ORT officers, and an ongoing increase in the number of 6P+ incidents, PRCs have had to be delayed and in some cases cancelled at short notice. OA will consider the requirement for a PRC for every 6P+ incident in the future.

#### **IMPD** Entries

There were 1232 comments placed on the IMPD through 794 reports during Q4/15 and Q1/15-16, broken down as follows:

- 539comments related to organisational improvement issues
- 693 related to team / individual performance issues
- 721 comments were of a developmental nature
- 511 comments praised indicidual / team perfromance.

OA have taken appropriate action in relation to the 539 developmental comments.

### Analysis of development comments submitted

An analysis of the most frequently occurring development comments submitted to the IMPD in Q4 (14/15) and Q1 (15/16) is detailed in the following narratives which are grouped under the recommended topics and other identified trends.

## 1) Increasing Trends identified.

Fire Investigation; Four IMPD obersvations were submitted relating to FI. Two highlighted a lack of availability and two noted that FI were either not contacted or informed they were not required despite casualty involvement and crews attempting to take samples. This would indicate a lack of awareness on the part of certain appliance commanders. ORT officers and LOC managers have been briefed to monitor all incidents where it is believed / suspected personas may have been injured, and ensure action is taken to notify FIU.

Command Support System (CSS); Thriteen IMPD observations have been made regarding CSS issues in Q1(15/16), increased from three in Q4(14/15). The increase in observations are likely to have occurred as a result of IMPT providing refresher sessions for CU crews in the use of IMP and a CSS forum managed by IMPT to discuss identified issues. Meetings have been held to undertake fact finding as to why CSS appears to "fail" so frequently. It has been established that connectivity, software, hardware and training/protocols are the major issues. Strategy & Includion Dept officers are working to co-ordinate plans to address these issues.

### 2) Static Trends on IMPD

considered.

London Ambulance Service (LAS); There remain a high number of IMPD entries relating to concerns / issues with LAS response and performance.LFB crews appear to understand the resourcing pressures for the LAS and are highlighting cases where LAS have several responders at scene, but with no ambulance available to convey casualties to hospital. On many occasions, LFB have seen large resource deployments detained at Special Service incidents for protracted periods of time, whilst awaiting the arrival of an ambulance. LFB staff continue to raise concerns about the professionalism of private ambulance crews. The most reported issues on IMP relate to duty of care, conflict at scene and lack of PPE and equipment. These concerns have been raised through the OA LFB/LAS forum. Guidance for LFB crews regarding identifying and working with approved private ambulance operatives is being

Salvage; during both Q1 and Q1 seven observations were made regarding lack of understanding and timeliness of salvage operations at incidents. One observation questioned whether current training and resources were adequate. This has been discussed during ORT meetings and officers are working to encourage Incident Commanders to consider effective

salvage operations at the earliest opportunity. Salvage was last covered in Operational News issue 22, April 2012.

# Issues / trends being monitored by OA.

## Brigade Mobilisation;

There were 29 IMP entries relating to mobilisation issues in Q4 (14/15), and a further 17 in Q1 (15/16).

Several comments relate to officers being mobilised for attributes which they do not have, and other comments suggest that SMs are not always mobilised when high rise or basement procedure messages are sent from incidents.

#### **JESIP**

Trend analysis has shown that JESIP was considered at 14 incidents. This would suggest that silver level commanders from across all agencies are working together to consider appropriate joint decision making.

### Major Lighting Unit (MUL)

There have been four comments relating to issues with the delivery / set up/ use of Major Lighting Units at incidents, OA will monitor this trend.

#### Social Media

Several IMP entries encouraged caution amongst LFB staff in relation to wearing of appropriate PPE, personal conduct and general awareness of social media when attending operational incidents. Crews have encountered documentary crews at incidents, whilst they have been shadowing / filming other emergency services (predominantly LAS)

OA will monitor comments relating to social media, and report accordingly.

# SERD data analysis

An analysis of the operational events recorded in the SERD database for the two reporting quarters has been undertaken by Health and Safety Services. This revealed that 31 reporting of injuries, diseases and dangerous occurrences regulations 2013 (RIDDOR) events occurred in Q4 2014/15 and Q1 2015/16 compared to 36 during the previous two quarters, a reduction of 4.

Of these, two events were reported as specified injury; one where a fire fighter sustained broken ribs while using a bolt cropper and the other where a fire fighter fell over an open man hole breaking his leg.

The breakdown of operational RIDDOR events is shown in the table below.

	RIDDOR events
Slip/trip/fall	13
Manual handling	П
Fall from height	2
Strike against fixed/stationary objects	2
Injury of unknown origin	2
Struck by moving object	1

The principal causes for injury events occurring through operational activity in  $Q4\ 2014/15$  and  $Q1\ 2015/16$  are outlined in the table below.

Cause	RIDDOR events	Non- RIDDOR events	Summary
Slip/trip/fall	13	9	These events included: injuries involving tripping on hoses; slips on wet floors and ice; trips on uneven surfaces; dismounting appliances; using the pole; trips on stairs and falls over debris at incidents.
Manual handling	11	13	These events included: injuries whilst handling ladders; casualties; hoses; debris; forcing entry to premises; operating lockers and moving operational equipment.
Fall from height	2	1.	These events included: a firefighter fainting and falling from the rear of an appliance; a firefighter falling over an open manhole and a firefighter falling of a loft access ladder.
Strike against fixed/stationary objects	2	2	Three events occurred whilst foreing entry and one where a firefighter struck his hand against a door frame.
Injury of	2	1 1 10-10-1	This included an injury to fingers whilst

unknown origin			firefighting; an injury to the firefighter shoulder whilst putting on his seat belt and an injury to a firefighter ankle whilst going up a ladder.
Struck by moving object	ī	5	Events included firefighters struck by: falling roof tiles, falling debris at incidents and by a closing lift access door.
Injured during RTA	0	16	These injuries were caused by five vehicle events where fire appliances collided with other vehicles and when a driver lost control of a fire appliance.
Exposure – hazardous substances	0	2	A firefighter was covered with blood whilst assisting the LAS and a firefighter inhaled gas at incident causing him to feel unwell.
Contact with electricity	0	2	Two firefighter were blinded by an electrical arc whilst attending a fire at a high voltage electrical junction box. They were subsequently taken to hospital.
Contact with hot objects	0	2	Injuries were caused by falling embers and hot water from a radiator.

Remedial and preventive measures have been put in place during investigations and, where relevant, information relating to the safety of staff during operations has been provided to the Operational Review Team (ORT), which works closely with Health & Safety staff. Information from health and safety investigations is used as part of the production of Operational News.

A list of Local accident investigations not completed within 28 days at the end of Q1 2015/16 is in Appendix 2. This a requirement of the action plan for Risk CRR1.

# Senior Accident Investigation (SAI)

The trial of the SAI 281 CBT package for Ff – WM at selected stations was completed by the learning and support team by mid-February following a slight delay relating to the trainer guide and signed off by them on 30th March. The package, as well as the Senior Officer CBT package was placed on the Big Learning site and rolled out Brigade wide commencing 11th May 2015. Completion of the 2 packages is currently on-going.

The SAI 285 action plan has been agreed on 22nd September 2014 by ODCB and its implementation is being coordinated as part of the regular SAI update process. Tasks have been delegated to Department leads who are progressing each item and reporting back at quarterly meetings. Ops. Policy have completed all revues of appropriate policies, as well as the creation of one new policy and have submitted all resultant TCAPs to Learning & Development for submission to Babcock for processing. Currently the policies are undergoing consultation at BJCHSW.

# Training & Development

No formal report provided by Babcock Training. The review of Incident Command Training is ongoing.

# Appendix 1: Recent Ops News Publications

Ops News 24 March 2013	Ops News 25 September 2013	Ops News 26 January 2014
Command support: ICP and role of the CU	Search & Rescue procedures : BA crews within structures	London Ambulance Service: Attendance at incidents
Fire survival guidance: Reminder of policy	Metal theft: Hydrants and dry risers	Command Roles & Tabards: Wearing of correct insignia and identification
Crew safety on appliances: Including shutters and trays	Fires in waste/recycling plants: Including wood piles	Tunnels: Tunnels and subsurface construction sites in
Aerial appliances: Types of aerial and capabilities	Solar Panels: General awareness and safety	London Slips, Trips & Falls:
7(2)(d) visits: Risk based approach and recording on ORD	Domestic production of Biodiesel: Including Biodiesel and Red diesel	Including slip resistance testing  Beds in sheds:
Appliance siting & marshalling.	Red traffic light procedures: Drivers responsibilities and the law	Awareness and guidance Weight of Attack:
Briefing	BA cylinder storage: Care of and Damage to cylinders	Positive article highlighting improved performance
	Electricity cables / power lines: Including the dangers present in this type of equipment	
Ops News 27 June 2014	Ops News 28 December 2014	Ops News 29 June 2014
Messages from incidents:	Breathing Apparatus:	Summer Season:
Quality and structure	Emergency Teams	Grass Fires, Pre-Planning, High Rise
Command & control: Control Structures	Refreshment & Rehydration: Removal of water filtration systems from pumping appliances	London Fire Brigade Control: The Officer of the Watch
Electrical fires in pavement infrastructure: Update to Ops News 25	Personal Protective Equipment: Structural firefighting equipment	Infromation gathering and resourcing at incidents:
Hose management at incidents: Slip and trip accidents	Fires in voids and basements in commercial premises:	Information gathering in early stages
Garden party season: Use of LPG cylinders	Unseen fire spread	Monitoring Officer roles; Supporting safe operations:  The role of the monitoring officer
Working at height with other agencies: Including police incidents	Key Point Summaries: Changes to Policy	Use of medical oxygen at incidents:
Fire survival guidance: Mobilisation improvements	Ventilation Induced Fire Spread: Compartment firelighting	Oxygen article Near miss? Report it!:
Incident monitoring process database	London Ambulance Service at Incidents: Update to Ops News 26	Near miss video (Scaffolding)
Dynamic air flow pressure relieving mattresses and medical o2 cylinders: Operational considerations		Appliance locker Stowage: Reminder of safe stowage and maintenance
LFB liaison with public Transport: To include London underground control centre		

Appendix 2: Local Accident Investigations(LAIs) not completed within 28 days

	All LAIs not completed within 28 days at the end of Q1		
	29 to 42 days	42 days+	Total
OPR - North West	0	0	0
OPR - North East	0	О	О
OPR - South West	0	0	О
OPR - South East	2	4	6
Total	2	4	6