

Report title		Agenda item
Incident Monitoring Six monthly Report		2
Meeting	Date	
Operational Directorates Co-ordination Board	3 September 2012	
Report by	Document Number	
DAC Graham Ellis		

Summary

A report on individual, team and organisational operational performance trends, for the reporting period Q4 2011/12 (1st January 2012 to 31st March 2012 inclusive) and Q1 2012/13 (1st April 2012 to 30 June 2012 inclusive) based upon:

- 1) Reports submitted to the Incident Monitoring Process Database (IMPD) Q4
- 2) Reports submitted to the IMPD Q1
- 3) The observations of Operations Review Team (ORT) officers
- 4) SERD data analysis
- 5) Issues identified by specialist officers
- 6) Training and development

For decision

That the recommended topics provided below (numbers 1-7) are considered for inclusion in Operational News 24 in January 2013 and computer based training (CBT) packages are developed or reviewed.

1. Messages

Reason for a proposed article on the sending of messages to be published within Ops News 24 are summarised below;

- 141 comments were submitted on the topic of messages forming 10% of total 1395 comments submitted over the 2 quarters.

Historical information relevant to proposed article;

- Policy 518 – Messages from Incidents
- Ops News 2, November 2006 – Messages (general article)
- Ops News 14, January 2010 – Messages (Tactical mode, Central Risk Register, Rendezvous point)
- CBT package available.

6. Revised policy 527 - Fires and incidents involving hazardous substances

Reason for a proposed article on the revised policy 527 to be published within Ops News 24 are summarised below;

- Hazmat policy team GM would like an article highlighting the introduction of the revised policy which describes the new level of attendances. The policy is ready and has been through consultation, publication due in October 2012.

Historical information relevant to proposed article;

- Policy 527 – Fires and incidents involving hazardous substances
- CBT package available.

7. Dynamic and Intelligent Operational Training (DIOT)

Reasons for a proposed article on DIOT, describing the process to be published within Ops News 24 are summarised below;

- Operational procedures would like an article explaining the DIOT process to the workforce.
- The DIOT process encompasses Ops news, IMPD and this report. A greater understanding could empower staff to improve their own safety.

Historical information relevant to proposed article;

- None
- No CBT package available

Operational News publication

It is proposed that Operational News is published with training interventions on a 6 monthly basis (January and July). Ops News in April and October would not have training interventions but would include articles generated by Operational Assurance.

Appendices

Appended to this report are:-

- 1) Messages proposal assessment
- 2) Immediate emergency care proposal assessment
- 3) Aerial appliance proposal assessment
- 4) Command support proposal assessment
- 5) Fire survival guidance proposal assessment
- 6) Policy 527 - Fires and incidents involving hazardous substances proposal assessment
- 7) DIOT proposal assessment
- 8) Summary of Equipment trends and outcomes
- 9) Summary of recent Operational News articles

1) IMPD trend analysis Reports Q4

The following report summarises the analysis of IMP reports and comments approved in 2011/12 Q4.

Introduction:

The incident monitoring system is designed to provide information pertaining to operational performance. It is the established practice to either inform a monitoring officer (MO) of, or order them to, an incident and the MO is required to record the areas of improvement and best practice on the Incident Monitoring Process Database (IMPD).

The Authority further undertakes audit of operations by the deployment of the Operations Review Team (ORT). The result of the ORT audit is included in the Incident Management Process database.

Incident monitoring can be performed at any incident, but a performance review must be undertaken after all make-up incidents, incidents with persons reported or trapped, incidents requiring a Long Report or Senior Accident Investigation, and incidents where either a shortfall in the operational performance of equipment, procedures or personnel, or performance of a high standard of performance can be identified. A review can also be requested for any incident at the discretion of a deputy assistant commissioner (DAC) or above.

About 6% of all incidents attended by LFB attract reports.

- 1) This report includes all incident reports where the date on which they were approved falls within a reporting (financial) quarter of 2011/12 financial year. This could include incidents that occurred in a previous quarter.
- 2) An incident can attract one or more incident reports. Each incident report can contain no comment or multiple comments. Where an incident report contains the same comment against multiple riders, the comment will be counted as one comment.
- 3) Table 1 summarises the number of incidents that attracted an IMP incident report and which have been checked and approved by IMP in the reporting quarter for the last five quarters. It also indicates the number of these incidents that occurred in the previous reporting quarter and how many incidents had no exceptions (developmental or positive comments) to report.

Report Approval Date		Incidents that attracted one or more IMP reports					
FinYear	FinQuarter	Total	From Previous Qtr	%	With no exceptions	%	
2010/ 11	Q4	1,362	528	39%	1,107	81%	
2011/ 12	Q1	1,450	387	27%	1,184	82%	
2011/ 12	Q2	1,269	336	26%	1,076	85%	
2011/ 12	Q3	1,061	377	36%	864	81%	
2011/ 12	Q4	1,636	678	41%	1,304	80%	

Table 1

In the last quarter, IMP reports for 1,636 incidents have been approved. This is the highest number of incidents per quarter to date. It is a 51% increase from the previous quarter and a 20% increase from the same quarter in the previous financial year.

- 4) 678 of these incidents occurred in a previous quarter, but only had the IMP report(s) approved in 2011/12 Q4. This is a similar proportion to that in 2010/11 Q4.
- 5) Table 2 summarises the number of IMP incident reports submitted on IMPD, the proportion which contained comments/observations and the proportion which has no exceptions to report, by financial quarter:

Report Approval Date		Number of IMP Reports					
FinYear	FinQuarter	Total	With Comments		No exceptions		
				%			%
2010/11	Q4	2,021	344	17%	1,677	83%	
2011/12	Q1	2,100	307	15%	1,793	85%	
2011/12	Q2	1,786	235	13%	1,551	87%	
2011/12	Q3	1,503	244	16%	1,259	84%	
2011/12	Q4	2,405	426	18%	1,979	82%	

Table 2 Breakdown of IMP reports per quarter attracting comments vs those where no exceptions were reported.

- 6) The proportion of IMP incident reports which had 'no exceptions to report' was 82% in 2011/12 Q4. This is a similar proportion to that in the same quarter in the previous financial year.
- 7) Table 3 summarises the total number of comments submitted in the IMP reports and whether they are organisational or team/individual comments:

Report Approval Date		Number of IMP Comments					
FinYear	FinQuarter	Total	Organisational		Team/Individual		
				%			%
2010/11	Q4	665	104	16%	561	84%	
2011/12	Q1	585	104	18%	481	82%	
2011/12	Q2	423	95	22%	328	78%	
2011/12	Q3	464	159	34%	305	66%	
2011/12	Q4	773	315	41%	458	59%	

Table 3

- 8) Some reports may have more than one comment in one or more IMP category e.g. Actions, Liaison, etc.
- 9) 426 IMP reports were submitted in 2011/12 Q4 with a total of 773 comments. This is 67% more comments than the previous financial quarter, and 16% more than Q4 of the previous year.
- 10) Of the total of 773 comments that were submitted, 41% were on organisational issues, 59% against teams/individuals. The proportion of organisational comments is more than in the previous quarters and show a significant increase over the last 5 quarters – from 16% to 41%.

Table 4 shows the number of IMP reports that are awaiting approval or which are in progress. It summarises the number of incidents, IMP reports and comments by the financial quarter in which the incident occurred.

Date of Incident		IMP Reports not yet approved*		
FinYear	FinQuarter	Incidents	Reports	Comments
2010/11	Q4	4	4	5
2011/12	Q1	5	5	2
2011/12	Q2	8	8	2
2011/12	Q3	12	13	8
2011/12	Q4	17	17	17

* as on 23 August 2012

Table 4

- 11) There are 17 incidents that occurred in 2011/12 Q4, which attracted 17 reports, but which have not yet been completed and/or approved as on 23 August 2012. These reports and comments will be included in the next report as and when they are approved. Generally, reports shown as not yet completed and/or approved are reports that are received but have been returned to the originator for correction. IMP has now established a system by which these returns are tracked and reminders sent to the author and their line manager to ensure corrections are completed in a timely manner.

Organisational comments

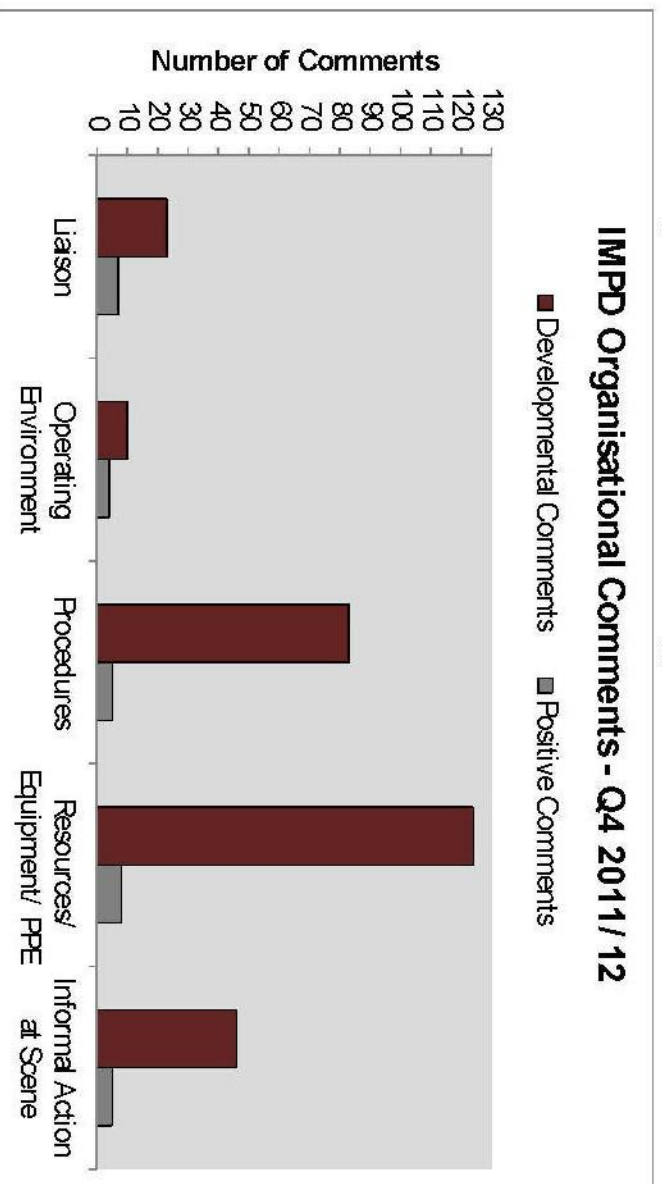
- 12) Table 5 summarises the number of organisational comments by category for the last five quarters.

Organisation Comments		Developmental Comments						Positive Comments						All Comments					
		Liaison	Operating Environment	Procedures/ Resources/ Equipment/ PPE	Informal Action at Scene	Total	Liaison	Operating Environment	Procedures/ Resources/ Equipment/ PPE	Informal Action at Scene	Total	Liaison	Operating Environment	Procedures/ Resources/ Equipment/ PPE	Informal Action at Scene	Total			
FinYear	FinQuarter																		
2010/ 11	Q4	13	6	25	54	98	2		1	3	6	15	6	26	57	0	104		
2011/ 12	Q1	7	6	31	53	97	1	2	2	2	7	8	8	33	55	0	104		
2011/ 12	Q2	5	5	30	51	91	2		2	2	4	7	5	30	53	0	95		
2011/ 12	Q3	15	12	42	62	140	4	1	2	8	4	19	13	44	70	13	159		
2011/ 12	Q4	23	10	83	124	286	7	4	5	8	5	29	30	14	88	132	51	315	

Table 5

- 13) Comments made on organisational issues in 2011/12 Q4 (315 in total) were 91% developmental and 9% positive. This is a smaller split than in previous quarters (93% - 7%). The 'Resources/equipment/PPE' category attracted the most comments (42%) but this is similar to previous quarters. A new category 'Informal Action at scene' has been in use since 11 November 2011 and the proportion of comments in this category has doubled from the previous quarter.

Chart 1: INIP Organisational comments 2011/12 Q4



- 14) The percentage split between developmental and positive comments have not shown any significant change. Comparison between all four categories is extremely difficult due to the relatively small number of sample comments within Liaison and Operating Environment.

Individual and team performance observations

- 15) Table 6 summarises the number of individual/team comments by category for the last five quarters.

Team/ Individual Comments	FinYear	FinQuarter	Actions	Communicating	Controlling	Gathering & Thinking	Incident Information	Objectives	Planning	Resource Information	Risks & Benefits	Total
Developmental Comments	2010/11	Q4	21	20	69	6	105	2	61	29	16	329
	2011/12	Q1	9	24	54	5	84	3	36	15	15	245
	2011/12	Q2	5	17	24	6	54	2	27	9	8	152
	2011/12	Q3	5	7	27	9	55	3	31	20	8	165
	2011/12	Q4	14	15	56	9	78		43	14	13	242
Positive Comments	2010/11	Q4	27	3	50	19	32	4	66	24	7	232
	2011/12	Q1	18	5	49	11	36	7	76	27	7	236
	2011/12	Q2	14	6	25	11	33	3	66	15	3	176
	2011/12	Q3	11	1	19	6	24	10	49	18	2	140
	2011/12	Q4	13	1	39	13	43	3	80	15	9	216
All Comments	2010/11	Q4	48	23	119	25	137	6	127	53	23	561
	2011/12	Q1	27	29	103	16	120	10	112	42	22	481
	2011/12	Q2	19	23	49	17	87	5	93	24	11	328
	2011/12	Q3	16	8	46	15	79	13	80	38	10	305
	2011/12	Q4	27	16	95	22	121	3	123	29	22	458

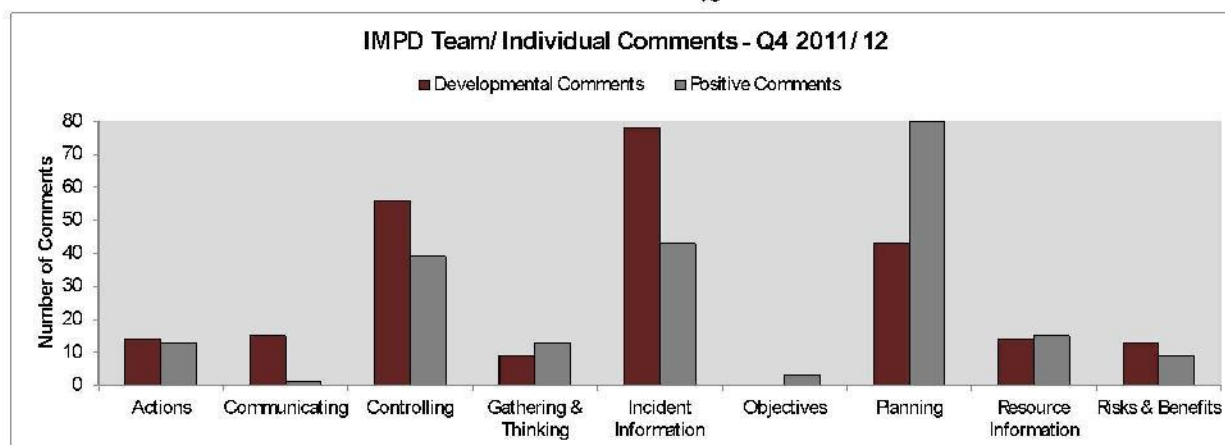
Table 6

- 16) In 2011/12 Q4, 448 observations were made under both individual and team performance headings. Of these comments, 53% were developmental and 47% positive. More developmental comments than

positive comments were submitted, but the split has remained small since the previous financial quarter (54% - 46% split).

- 17) The total number of comments increased from 305 to 458 from 2011/12 Q3 to Q4, but the number of comments is 18% less than in same quarter last year.

Chart 2: IMP Individual & Team Comments 2011/12 Q4



- 18) A general analysis of individual and team comments recorded on the database indicates that 74% of Individual and Team comments were made in the categories Controlling, Incident Information and Planning. The split between positive and developmental comments in these categories is consistent with previous quarters.

2) IMPD trend analysis Reports Q1

The following report summarises the analysis of IMP reports and comments approved in 2012/13 Q1.

- 1) This report includes all incident reports where the date on which they were approved falls within a reporting (financial) quarter of 2012/13 financial year. This could include incidents that occurred in a previous quarter.
- 2) Table 7 summarises the number of incidents that attracted an IMP incident report and which have been checked and approved by IMP in the reporting quarter for the last five quarters. It also indicates the number of these incidents that occurred in the previous reporting quarter and how many incidents had no exceptions (developmental or positive comments) to report.

Report Approval Date		Incidents that attracted one or more IMP reports					
FinYear	FinQuarter	Total	From Previous Qtr	%	With no exceptions	%	
2011/12	Q1	1,450	387	27%	1,184	82%	
2011/12	Q2	1,269	336	26%	1,076	85%	
2011/12	Q3	1,061	377	36%	864	81%	
2011/12	Q4	1,636	678	41%	1,304	80%	
2012/13	Q1	1,308	424	32%	1,039	79%	

Table 7

In the last quarter, IMP reports for 1,308 incidents have been approved. It is a 20% decrease from the previous quarter and a 10% decrease from the same quarter in the previous financial year.

- 4) Table 8 summarises the number of IMP incident reports submitted on IMPD, the proportion which contained comments/observations and the proportion which has no exceptions to report, by financial quarter:

Table 8 Breakdown of IMP reports per quarter attracting comments vs those where no exceptions were reported.

- 6) Table 9 summarises the total number of comments submitted in the IMP reports and whether they are organisational or team/individual comments:

Table 9

- 8) 348 IMP reports were submitted in 2012/13 Q1 with a total of 622 comments. This is 20% fewer comments than the previous financial quarter, and 6% more than Q1 of the previous year.
- 9) Of the total of 622 comments that were submitted, 39% were on organisational issues, 61% against teams/individuals. The proportion of organisational comments is similar to Q4, but significantly more than in the previous Q1. Table 10 shows the number of IMP reports that is awaiting approval or which are in progress. It summarises the number of incidents, IMP reports and comments by the financial quarter in which the incident occurred.

Date of Incident		IMP Reports not yet approved*		
FinYear	FinQuarter	Incidents	Reports	Comments
2011/ 12	Q1	5	5	2
2011/ 12	Q2	8	8	2
2011/ 12	Q3	12	13	8
2011/ 12	Q4	17	17	17
2012/ 13	Q1	45	51	40

* as on 23 August 2012

Table 10

- 10) There are 45 incidents that occurred in 2012/13 Q1, which attracted 51 reports, but which have not yet been completed and/or approved as on 23 August 2012. These reports and comments will be included in the next report as and when they are approved. Generally, reports shown as not yet completed and/or approved are reports that are received but have been returned to the originator for correction. IMP has now established a system by which these returns are tracked and reminders sent to the author and their line manager to ensure corrections are completed in a timely manner.

Organisational comments

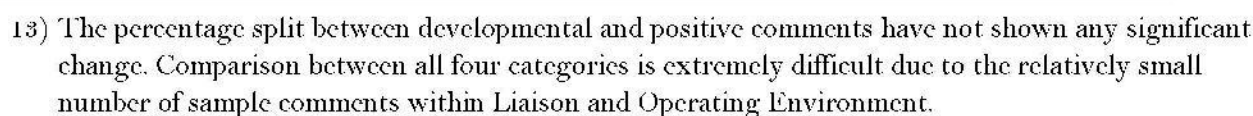
- 11) Table 11 summarises the number of organisational comments by category for the last five quarters.

Organisation Comments		Developmental Comments						Positive Comments						All Comments					
FinYear	FinQuarter	Liaison	Operating Environment	Procedures	Resources/ Equipment/ PPE	Informal Action at Scene	Total	Liaison	Operating Environment	Procedures	Resources/ Equipment/ PPE	Informal Action at Scene	Total	Liaison	Operating Environment	Procedures	Resources/ Equipment/ PPE	Informal Action at Scene	Total
2011/ 12	Q1	7	6	31	53		97	1	2	2	2		7	8	8	33	55	0	104
2011/ 12	Q2	5	5	30	51		91	2	2	2	2		4	7	5	30	53	0	95
2011/ 12	Q3	15	12	42	62	9	140	4	1	2	8	4	19	19	13	44	70	13	159
2011/ 12	Q4	23	10	83	124	46	286	7	4	5	8	5	29	30	14	88	132	51	315
2012/ 13	Q1	20	14	74	75	40	223	5		1	2	9	17	25	14	75	77	49	240

Table 11

- 12) Comments made on organisational issues in 2012/13 Q1 (240 in total) were 93% developmental and 7% positive. This is a smaller split than in previous quarters (92% - 8%). The 'Resources/equipment/PPE' category attracted the most comments (32%) and the 'Procedures' category 31%. A new category 'Informal Action at scene' has been in use since 11 November 2011 and the proportion of comments in this category has increased to 20%.

Chart 3: IMP Organisational comments 2012/13 Q1



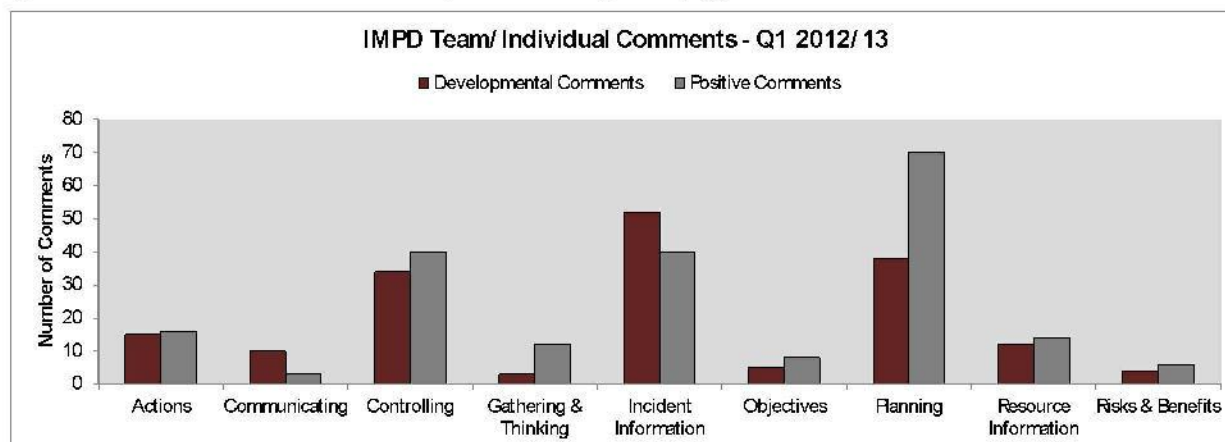
14) Table 12 summarises the number of individual/team comments by category for the last five quarters.

Table 12

- LFB00067823/11**
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- 16) The total number of comments decreased from 458 to 382 from 2011/12 Q4 to 2012/13 Q1, and the number of comments is 21% less than in same quarter last year.

Chart 4: IMP Individual & Team Comments 2012/13 Q1



- 17) A general analysis of individual and team comments recorded on the database indicates that 72% of Individual and Team comments were made in the categories Controlling, Incident Information and Planning. The split between positive and developmental comments in these categories is consistent with previous quarters.
- 18) An analysis of the most frequently occurring development comments submitted to the IMPD in Q4 and Q1 is detailed in the following narratives which are grouped under the recommended topics and other identified trends.

19) Messages

- Messages continues to attract developmental points with a total of 76 comments in Q4 and 65 in Q1. The increase compared to previous quarters is due to the facility and increased awareness of recording informal action at the scene. Comments cover poor structure, inaccuracy, lack of information on persons reported, timeliness and recording of messages. *"Over 50 minutes from informative to stop", "Control requested a clear informative" and "messages need to be agreed with the IC, in the correct format and legible."* The poor standard of messages is consistently highlighted by ORT.

2 positive comments were also made on the IMP database praising the early transmission and quality of the information provided.

Messages is a topic which has continued to generate numerous comments. A general article on messages was included in Operational News 2 (November 2006) and specifically on Tactical mode, Central Risk Register and rendezvous points in Operational News 14 (January 2010). Policy 518 - Messages from incidents will be reviewed to reflect the change to a levelled response to Hazmat incidents (Policy 527). A Computer Based Training (CBT) package is also available to support operational staff.

20) Immediate emergency care

- 7 comments praising crews in casualty handling and working well with the London Ambulance Service (LAS) including *"LAS praised the quality of treatment", "the LAS and LFB worked well to extract casualty" and "the liaison with the LAS was very effective."*

This topic has never been included in previous editions of Operational News and provides the opportunity for a positive article of the effectiveness of the IEC programme in the operational environment. Historical information relevant to proposed article includes; Shout issue 10, July 2011 – IEC roll-out complete and Shout issue 1, January 2012 – Award for first aid training, Policy 543 – Immediate Emergency Care (IEC)/Medical first aid and Policy 618 – Immediate emergency care (IEC) equipment HeartStart FRx defibrillator-technical information. A CBT package is also available to support operational staff.

21) Aerial appliances

- There are 12 comments relating to the early consideration of aerials, siting, quick deployment and their various uses. Comments include *“excellent siting and operation of the ALP,” “effective use of ALP to support operations following the failure of the firefighting lift”* and *“early request for ALP led to early fire extinguishment.”* 4 of the 12 comments also refer to lack of consideration for siting aerials.

This topic has never been specifically included in previous editions of Operational News. There have been references to aerials in previous articles on siting and provision of water supplies. Aerials are mentioned in Policy 20 – Turntable ladders – restricted use during strong wind forces, Policy 134 – Aerial appliances – additional safety procedures and Policy 633 – High rise firefighting. There is no training package specifically on siting, uses and limitations of aerial appliances and no specific policy on their use.

22) Fire survival guidance (FSG)

- 15 comments have been added to the IMP database relating to this subject since the policy went live on 23 February 2012. The high number can be explained by the evaluation process which has asked those attending FSG incidents to make comments. Comments include *“Control operator could not tell me whether I was attending as Monitoring officer or to deal with FSG,” “difficulty recording information en-route”, “appliance radio not listened to and missed FSG information”* and *“can FSG information be passed over the MDT?”* 5 of the comments were positive including; *“good first use of policy”, “passing of information allowed crews to locate casualty quickly”* and *“Control officer informed me of FSG which assisted en-route considerations.”*

Historical information relating to a proposed article includes Policy 790 – Fire survival guidance calls and Policy 590 – Emergency call management. An article on Fire survival guidance was included in Ops News 20, November 2011 which was before the policy’s introduction. There is no CBT for FSG. There is also anecdotal evidence from CU crews that the FSG policy is not widely known.

23) Command support

- 17 comments have been added to the IMP database relating to this subject including; *“lack of clarity between senior officers and CU crews over the CU’s role”, “make sure the CU crew are briefed on what is required of them”, “initial command pump not set up”* and *“CU could have been used better.”* 4 comments praising the effectiveness and proactivity of CU crews, good use of heli-telly and that the early set up of an ICP greatly assisted the running of an incident.

Historical information relating to this topic includes Ops News 5, August 2007, Ops News 11 January 2010. Policy Number 238 – Incident command procedures and Policy 541 – Command

support at incidents. There is no training package specific to Command support although it is mentioned across various packages.

24) Appliance siting, RVP and Marshalling

- 15 comments have been added to the IMP database relating to this subject including; *"poor appliance siting," "no RVP sent" and "overall management of resources does not seem to be well managed at larger incidents."* 6 of the comments are positive including; *"early consideration and detailed description of RVP worked well," "specific RVP for TL worked well" and "early RVP greatly assisted the resource management."*

Historical information relating to this topic includes Ops News 12, May 2009 describing on arrival tactics, Ops News 11, January 2010 describing appliance siting, Ops News 21 January 2012 describing RVP and marshalling, Policy 238 – Incident command procedures and Policy 162 – Officer responsibilities at incidents. These topics are mentioned across various training packages although it has not been able to find a specific package on marshalling officer role.

25) London Ambulance Service (LAS) lack of availability

- There are 8 comments relating to delayed attendance by the LAS including *"RTCs are classified by the LAS as 'C' type incidents but ambulances were diverted to 'A' type incidents and the patients sat in the vehicle for an hour awaiting removal" and "Paramedic attended but casualty waited 30 minutes for an ambulance."*

No historical information has been noted relating to this subject.

26) Briefing

- Comments made on the database indicate that briefing is still not always being carried out fully and accurately, this is a recurring theme. 9 comments were submitted under this heading and include; *"briefing needs to be more detailed in relation to hazards", "neither of them knew what was wanted" and "ensure all information is passed on."* There is one comment praising the quality of briefings.

Historical information relating to this topic includes; Ops News 18, March 2011 on briefing, Ops News 21, January 2012 describing briefing and debriefing BA teams, Policy 341 – Decision making model and Policy 238 – Incident command procedures. There is no CBT dedicated to briefing.

27) Control

- A number of positive comments towards good control at incidents. Over 20 comments refer to good sectorisation, early implementation of hazard zones and effective initial incident assessment.

Historical information relating to Control includes Ops News 14, January 2010 on Command and Control, Ops News 21, January 2012 on sectorisation and Ops News 23, July 2012, on physical identification of hazard zones, Policy 434 – Sectorisation, Policy 238 - Incident command procedures. There is a CBT package on sectorisation.

28) Incident Commander

- 4 comments describe the need for substantive Watch Managers being prompted to take over from temporary officers. 4 additional comments refer to reminding Incident Commanders to wear their tabard.

Historical information relating to wearing tabards and level of IC includes Ops News 21, January 2012 on sectorisation and the correct use of tabards, Policy 131 – Incident Commander and Policy 162 – Officer responsibilities at incidents.

29) Dynamic risk assessment

- 2 comments around this topic include the taking of risk to carry out rescues and an effective risk assessment achieving the same. Comments include *“flames and smoke were issuing from the floor below the rescues”* and *“quick decision to commit B1 crews through first floor window undoubtedly increased their chance of survival.”* These are balanced by 2 comments: *“failed to carry out a risk assessment putting himself and crew at risk”* and *“did not initiate appropriate response, long delay in committing B1 teams.”*

Historical information relevant to this subject includes; Ops News 10, November 2008 and Policy 312 – Dynamic risk assessment. This policy may be reviewed in the near future if ODCB accept the concept of operational discretion. A CBT package is available.

30) Resources, Equipment & PPE

- A number of comments have been added to the IMP database relating to this subject, only resources, equipment and/or PPE with three or more comments attached have been detailed below;
- a) Fire Rescue Unit (FRU) Cutters – 6 developmental comments were received in Q1 & 1 relating to the difficulties current equipment is facing when cutting door hinges and B posts.
- b) 9 comments made about lack of availability of a Fire Investigation Unit, one of which states that this is becoming a regular occurrence.
- c) 2 comments about jets being charged and tested before deployment subsequently failing due to stones blocking the branch and one comment on stones affecting an ALP monitor.
- d) Hose layer units (HILU) – 4 comments relating to the unavailability of HILUs due to crewing issues and excessive travel distance to incidents.

The developmental trends relating to the items of operational equipment highlighted above have been passed to the relevant departments for resolution in line with the IMPD organisational issues tracking procedure. The outcomes of which will be fed back to IMP and compiled in chronological order in Appendix 8.

- 29) The remaining organisational issues which cover a spectrum of subjects, have been passed to the relevant departments in line with the IMPD organisational issues tracking procedure, the outcomes of which are not fed back to IMP.

3) ORT Officers' Observations

A number of trends have been identified by ORT during Q4 and Q1, these include:

- Messages –timing of informative messages and content/composition of informative/stop messages. Issues have been identified relating to the understanding and sending of tactical mode.
- Siting of fire appliances has caused issues at a number of incidents – positioning and inability to access ladders- lack of room for aerials.
- Limited ability of CU staff to deal with FSG information at dynamic incidents.
- Confusion over when respirators can be worn.
- Incidents involving fires in waste transfer and recycling sites.
- Senior officers using the CU to book them in at incidents.
- Mass decontamination exercises – appears to be lack of familiarity and lack of command and control. Also difficulty of crews in gas tight suits to communicate with casualties.
- Clarity lacking over the protocol in place for monitoring “tagged” officers who have development needs.
- Lack of awareness of the IMPD among Crew and Watch managers.
- Telemetry boards not being mounted on tripods.

4) SERD data analysis

An analysis of the SERD database for the two reporting quarters has been undertaken by Health and Safety Services. This revealed that 37 Reporting of injuries, diseases and dangerous occurrences regulations 1995 (RIDDOR) events occurred at operational incidents in Q4 2011/12 and Q1 2012/13 compared to 48 during the same period the previous year.

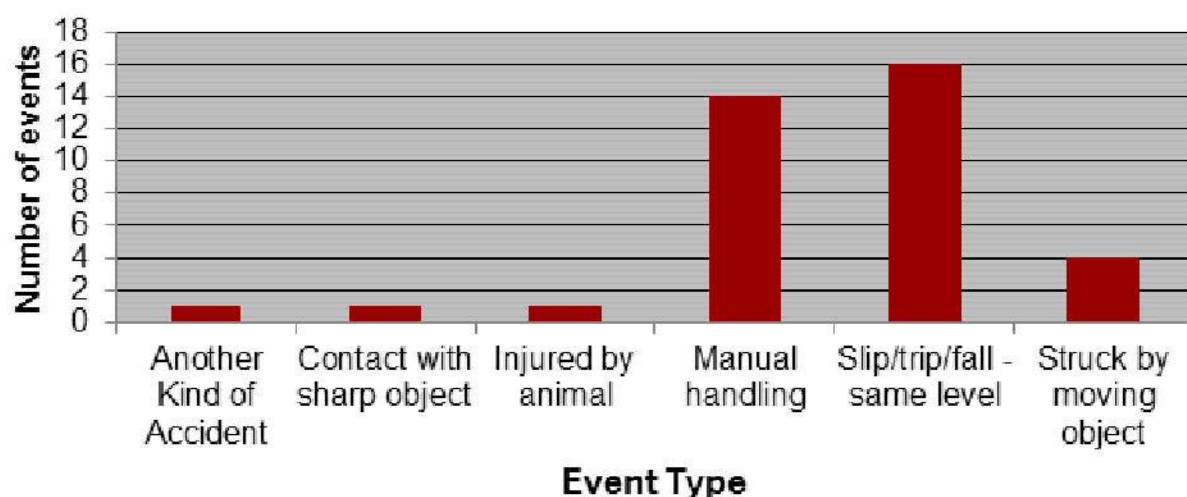
Of these, there were three Major injuries: two due to slips, trips and falls and one was classified as ‘another kind of accident’. These injuries were sustained by firefighters:

- Tripping over a fire-fighting ground monitor at an incident resulting in a fractured ankle.
- Tripping in station appliance bay resulting in a dislocated knee cap.
- Collapsing while responding to a fire call sustaining a head injury.

The breakdown of all RIDDOR events is shown in chart 3 below.

Chart 3: RIDDOR operational Safety Events Q4 2011/12 and Q12012/13

RIDDOR operational Safety Events Q4 2011/12 and Q1 2012/13



The principle causes for injury events were:

- **Manual handling** (14 RIDDOR, 14 non RIDDOR(NR)/no lost time (NLT). These events included: injury whilst manoeuvring hose and other operational equipment; damping down; opening a roller shutter door at an incident and forced entry operations.
- **Slip/trip/fall** (16 RIDDOR, 7 NR/NLT). Events included the dismounting of appliances; tripping on hose; descending stairs; falling or slipping on uneven surfaces and debris at incidents. Crews were reminded to pay particular attention to their environment whilst moving around during operational activities.
- **Struck by moving object** (4 RIDDOR, 2 NR/NLT). These events included: injuries caused by a falling building materials such as windows and tiles; and a facial injury while using the Halligan tool at a road traffic incident.
- **Contact with sharp objects** (1 RIDDOR, 4NR/NLT). These events included cuts caused by glass at incidents; a laceration to fingers by damaged door and cut to a leg from a metal spike.
- **Contact with hot objects** (0 RIDDOR, 2NR/NLT). Firefighters came into contact with hot objects during fire fighting operations.
- **Exposure- hazardous substances** (0 RIDDOR, 2NR/NLT). Two firefighters were exposed to contaminated water trying to move hose and unblock drain at an incident causing a rash to their feet and hands.
- **Exposure- fire/ heat** (0 RIDDOR, 7NR/NLT). Events included reddening of the arms of four firefighters at a house fire; burns to the feet and the legs of a firefighter during firefighting operations; heat causing discomfort to the shoulders and arms of a firefighter when entering a fire compartment and two fire fighters suffering heat exhaustion at a high rise incident.

- **Another kind of Accident** (1 RIDDOR, 1 NR/NLT). Injuries were sustained by a firefighter collapsing while responding to a fire call sustaining a head injury; and a during a collision between two firefighters.

In summary, the consensus by Health and Safety Services is that most of the events recorded during the period, happen with a frequency that does not necessitate immediate interventions. The majority of incidents are due to manual handling and slips, trips and falls. However, 8 safety events occurred during forced entry operations. An article on safe forced entry was published in the last edition of Safety Matters.

5) Issues identified by specialist officers

- GM Jones requests an article on the revised policy 527 - Fires and incidents involving hazardous substances.
- SM Morton requests an article on the Dynamic and intelligent operational training process.
- SM Hough is supportive of an article on IEC.

6) Training & Development – Recommendations

- None identified.
- Historically LFB training and development would feed into the ODCB report, particularly identifying national trends. It is not clear whether Babcock will inform ODCB of any recommendations.
- The Incident command training forum would also recommend the level of training for senior officers and initiate the design of CBT packages. It is not clear if or how this process will continue.

Appendix 1

Department	Incident Communications
Sponsor of proposal	GM Jim A'Court
Ops. News article proposal description	Brief description: Messages from incidents Need identified: Consistently poor messages Benefits: Greater clarity and standard of messages

Impact Criteria	RATIONALE FOR PROPOSED ARTICLE (Without the article being published in Ops News, what could happen?)	Impact (score 1-4 see below)	Likelihood (score 1-4 see below)	Score and RAG
Safety and Wellbeing Training and Learning	Messages will remain poor and affect resource requirements and strategic management	2	2	4
Safety and Wellbeing Incident safety	Poor messages may affect situational awareness of those on or remote from the incident ground	2	2	4
Safety and Wellbeing Knowledge	Individual knowledge and experience could stand uncorrected if there is no article covering this topic	2	2	4
Safety and Wellbeing Equipment	N/A	-	-	-
Economic	N/A	-	-	-
Reputation	N/A	-	-	-
Summary				

Policy Health Check

Yes No

a) Is there an existing Policy note to support this proposal? ☒ ☐

b) Policy No? 518 – Messages from incidents

c) What is the next review date of the Policy? July 2014

d) Is the policy accurate and reflects current procedures? ☒ ☐
If no explain reasons why?

N/A

e) Is there a station based training support package to support this?

☒ ☐

f) Is the station based training package accurate and reflect current procedures?

☒ ☐

NB. The introduction of the new Hazmat policy will require minor change to the policy and training package.

g) In the absence of a policy note and/or training package what information is available to underpin a proposed article?

N/A

Name: A'Court

Role: GM

Date: 15/8/12

Appendix 2

Department	Operational Tactics
Sponsor of proposal	SM Hough
Ops. News article proposal description	<p>Brief description: Immediate emergency care (IEC)</p> <p>Need identified: Trend highlighting good IEC practice and liaison with LAS</p> <p>Benefits: Enhanced safety of fireground personnel and public</p>

Impact Criteria	RATIONALE FOR PROPOSED ARTICLE (Without the article being published in Ops News, what could happen?)	Impact (score 1-4 see below)	Likelihood (score 1-4 see below)	Score and RAG
Safety and Wellbeing Training and Learning	Lack of awareness of results of IEC training	2	2	4
Safety and Wellbeing Incident safety	Opportunity to enhance confidence in IEC treatment may be lost	2	2	4
Safety and Wellbeing Knowledge	Opportunity to improve knowledge and experience may be lost	2	2	4
Safety and Wellbeing Equipment	Opportunity to reinforce confidence with and maintenance of equipment	2	2	4
Economic	N/A	-	-	-
Reputation	Opportunity to reinforce good working relations with LAS may be lost	2	2	4
Summary				

Policy Health Check

Yes No

a) Is there an existing Policy note to support this proposal? ☒ ☐

b) Policy No? 543 – Immediate Emergency Care (IEC)/Medical first aid

c) What is the next review date of the Policy? December 2013

d) Is the policy accurate and reflects current procedures? ☒ ☐

If no explain reasons why?

N/A

e) Is there a station based training support package to support this? ☒ ☐

f) Is the station based training package accurate and reflect current procedures?

☒ ☐

g) In the absence of a policy note and/or training package what information is available to underpin a proposed article?

N/A

Name: Hough

Role: SM

Date: 14/8/12

Appendix 3

Department	Incident Management Policy
Sponsor of proposal	GM Withers
Ops. News article proposal description	Brief description: Aerial appliances Need identified: Lack of awareness of capabilities of aerals Benefits: More effective use of aerals

Impact Criteria	RATIONALE FOR PROPOSED ARTICLE (Without the article being published in Ops News, what could happen?)	Impact (score 1-4 see below)	Likelihood (score 1-4 see below)	Score and RAG
Safety and Wellbeing Training and Learning	Training and learning may continue with lack of awareness of the use of aerals	3	5	15
Safety and Wellbeing Incident safety	Risk to firefighters and members of public from lack of appreciation of the use of aerals	3	5	15
Safety and Wellbeing Knowledge	Individual knowledge and experience could remain low if there is no article covering this topic	3	5	15
Safety and Wellbeing Equipment	Equipment is at risk of damage	3	5	15
Economic	Potential cost of increased lost working days through injury and litigious claims	3	5	15
Reputation	Negative impact on organisational reputation to public, other emergency services and within own organisation	3	3	9
Summary				

Policy Health Check

Yes No

a) Is there an existing Policy note to support this proposal? ☐ ☒

b) Policy No?

c) What is the next review date of the Policy?

d) Is the policy accurate and reflects current procedures? ☐ ☐
If no explain reasons why?

No specific policy on the use of aerals.

e) Is there a station based training support package to support this? ☐ ☒

f) Is the station based training package accurate and reflect current procedures? ☐ ☐

g) In the absence of a policy note and/or training package what information is available to underpin a proposed article?

Operating manuals

Name: Withers

Role: GM

Date: 14/8/12

Appendix 4

Department	Incident Management Policy
Sponsor of proposal	GM Withers
Ops. News article proposal description	Brief description: Command support Need identified: Lack of awareness of CU role and procedures Benefits: Increased awareness of Command support

Impact Criteria	RATIONALE FOR PROPOSED ARTICLE (Without the article being published in Ops News, what could happen?)	Impact (score 1-4 see below)	Likelihood (score 1-4 see below)	Score and RAG
Safety and Wellbeing Training and Learning	Training and learning may continue with insufficient dedication to this topic	3	3	9
Safety and Wellbeing Incident safety	Current trend may continue/increase if this current issue is not covered and staff made aware	3	3	9
Safety and Wellbeing Knowledge	Individual knowledge and experience could stand uncorrected if there is no article covering this topic	3	3	9
Safety and Wellbeing Equipment	N/A	-	-	-
Economic	Potential cost of increased lost working days through personal injuries and/or litigious claims Cost associated with prolonging incidents	3	3	9
Reputation	Negative impact on organisational reputation to public, other emergency services and within own organisation	3	3	9
Summary				

Policy Health Check

Yes No

a) Is there an existing Policy note to support this proposal? ☒ ☐

b) Policy No? PN 541 Command support

c) What is the next review date of the Policy? March 2014

d) Is the policy accurate and reflects current procedures? ☒ ☐

If no explain reasons why?

e) Is there a station based training support package to support this? ☐ ☒

f) Is the station based training package accurate and reflect current procedures? ☐ ☐

g) In the absence of a policy note and/or training package what information is available to underpin a proposed article?

N/A

Name: Withers

Role: GM

Date: 14/8/12

Appendix 5

Department	Incident Management Policy
Sponsor of proposal	GM Withers
Ops. News article proposal description	<p>Brief description: Fire survival guidance</p> <p>Need identified: Trend highlighting lack of awareness of policy</p> <p>Benefits: Increased organisational and command awareness Fire survival policy</p>

Impact Criteria	RATIONALE FOR PROPOSED ARTICLE (Without the article being published in Ops News, what could happen?)	Impact (score 1-4 see below)	Likelihood (score 1-4 see below)	Score and RAG
Safety and Wellbeing Training and Learning	Training and learning may continue with insufficient knowledge	3	3	9
Safety and Wellbeing Incident safety	Incident/staff safety could be effected if this topic is not fully understood	3	3	9
Safety and Wellbeing Knowledge	Individual knowledge and experience could stand uncorrected if there is no article covering this topic	3	3	9
Safety and Wellbeing Equipment	N/A	-	-	-
Economic	Potential cost of increased lost working days through personal injuries and/or litigious claims Cost associated with prolonging incidents	2	2	4
Reputation	Negative impact on organisational reputation to public, other emergency services and within own organisation	3	3	9
Summary				

Policy Health Check

Yes No

a) Is there an existing Policy note to support this proposal? ☒ ☐

b) Policy No? PN 790 Fire survival guidance call

c) What is the next review date of the Policy? February 2015

d) Is the policy accurate and reflects current procedures? ☒ ☐
If no explain reasons why?

N/A

e) Is there a station based training support package to support this? ☐ ☒

f) Is the station based training package accurate and reflect current procedures? ☐ ☐

g) In the absence of a policy note and/or training package what information is available to underpin a proposed article?

N/A

Name: Withers

Role: GM

Date: 14/8/12

Appendix 6	Department	Sponsor of proposal
Hazmat Policy		
Ops. News article proposal description		
Brief description: Fires and incidents involving hazardous substances		
Need identified: Publication of a new hazmat policy		
Benefits: Increased organisational awareness of a levelled approach to hazmat incidents		

RATIONALE FOR PROPOSED ARTICLE					Impact Criteria
(Without the article being published in Ops News, what could happen?)					
Training and learning may continue with insufficient awareness of a new policy					Safety and Wellbeing
Working environment safety may be affected if there is lack of knowledge, impacting FRS personnel, other emergency services and members of public					Training and Wellbeing
Individual knowledge could stand uncorrected if there is no article covering this topic					Incident safety
					Safety and Wellbeing
					Knowledge
					Safety and Wellbeing
					Equipment
					Economic
					Reputation
Negative impact on organisational reputation to public, other emergency services and within own organisation					Summary

Policy Health Check

Yes No

a) Is there an existing Policy note to support this proposal? ☒ ☐

b) Policy No? PN527 Fires and incidents involving hazardous substances

c) What is the next review date of the Policy? Due October 2012

d) Is the policy accurate and reflects current procedures? ☒ ☐

If no explain reasons why?

N/A

e) Is there a station based training support package to support this?

☒ ☐

f) Is the station based training package accurate and reflect current procedures?

☒ ☐

NB Training packages will be updated to reflect policy change.

g) In the absence of a policy note and/or training package what information is available to underpin a proposed article?

N/A

Name: Jones

Role: GM

Date: 14/8/12

Appendix 7

Department	Operational Procedures
Sponsor of proposal	SM Morton
Ops. News article proposal description	<p>Brief description: DIOT process</p> <p>Need identified: Lack of knowledge of DIOT awareness of capabilities of acrials</p> <p>Benefits: Increased knowledge</p>

Impact Criteria	RATIONALE FOR PROPOSED ARTICLE (Without the article being published in Ops News, what could happen?)	Impact (score 1-4 see below)	Likelihood (score 1-4 see below)	Score and RAG
Safety and Wellbeing Training and Learning	Training and learning may continue with lack of awareness the process	3	3	9
Safety and Wellbeing Incident safety	Lack of knowledge of the system will affect its purpose of increasing safety of firefighters	3	3	9
Safety and Wellbeing Knowledge	Individual knowledge and experience could remain low if there is no article covering this topic	3	3	9
Safety and Wellbeing Equipment	Equipment is at risk of damage	3	3	9
Economic	Potential cost of increased lost working days through injury and litigious claims	3	3	9
Reputation	Negative impact on organisational reputation to public, other emergency services and within own organisation	3	3	9
Summary				

Policy Health Check

Yes No

a) Is there an existing Policy note to support this proposal? ☐ ☒

b) Policy No?

c) What is the next review date of the Policy?

d) Is the policy accurate and reflects current procedures? ☐ ☐
If no explain reasons why?

No specific policy on DIOT. Unable to find any documentation explaining the process within the LFB apart from powerpoint presentations.

e) Is there a station based training support package to support this? ☐ ☒

f) Is the station based training package accurate and reflect current procedures? ☐ ☐

g) In the absence of a policy note and/or training package what information is available to underpin a proposed article?

None

Name: Morton

Role: SM

Date: 14/8/12

Appendix 8 Equipment trends and outcomes

<u>Item of equipment</u>	<u>Nature of comment</u>	<u>Number of comments</u>	<u>Team(s) reported to</u>	<u>Outcome</u>	<u>Issue previously raised (Quarter/Year)</u>
FRU Cutters	Ineffective at cutting boronated steel found within modern vehicles	5	TSS	New generation of cutters being researched	Q3 2011/12
FRU Cutters	Cutters losing power due to perceived pump issue	1	TSS	Inappropriate use of cutters	Q3 2011/12
Branch/monitor	Stones affecting water flow	3	TSS	H&S compiling report. New branches (Nov 12) expected to reduce instances	N/A
FIU	Unavailability of FIU	9	Operations	No response	N/A
HLU	Unavailability of HLU	4	Operations	No response	N/A

Appendix 9: Recent Ops News Publications

Ops News 18 February 2011	Ops News 19 June 2011	Ops News 20 November 2011
<p>Chemical suicides and use of disposable BBQs: Procedures to be adopted</p> <p>Incidents on or near railways: Safe systems of work to be adopted</p> <p>Fires involving electrical sub stations: Procedures to be adopted</p> <p>CRR closedown: Use of MDTs and operational risk database</p> <p>Briefing at incidents: Use of DMM to standardise briefings</p>	<p>Working on Roadways: Introduction to the new policy</p> <p>Respirator Face Mask: Introduction to new equipment</p> <p>Revised Cylinder policy: Reducing respiratory risk</p> <p>Incident Monitoring Process Database: Reminder of importance of submitting comments to all staff</p>	<p>Liaison with the Met Police: Reducing organisational risk</p> <p>Firefighting in Basements: Reducing organisational risk (Policy Note Draft 156 –Publication Nov 2011)</p> <p>Fire Survival Guidance: Introduction to the new policy (Policy Note Draft 155)</p> <p>Firefighting in High Rise Buildings: Introduction to the revised policy note</p> <p>Akron Branch Flow Rate Settings: Reminder of importance of operating procedures</p>
Ops News 21 January 2012	Ops News 22 March 2012	Ops News 23 July 2012
<p>BA Briefing and debriefing at incidents: Importance of briefing and debriefing BA crews</p> <p>Sectorisation - role identification – use of tabards: Clarification of sectorisation including role identification and correct use of tabards</p> <p>Management of MDT system: Importance of quality input from end users- method of information gathering and currency</p> <p>Early make-up/marshalling RVP: Positive story on early request for resources, but include need for RVP and marshalling</p> <p>Deployment of Breathing Apparatus: Focus on safe systems of work and correct deployment of BA</p> <p>IMPD: Explanation of process for input of staff comments on equipment and procedures</p>	<p>Salvage at incidents: Early consideration of damage control</p> <p>FF Emergency & tactical withdrawal: Explain policy</p> <p>Mounting/dismounting appliances: Reinforce correct methods</p> <p>Reliefs at incidents: Introduce PN 772</p>	<p>Provision of water supplies: Consideration of water supply and resources available</p> <p>Battery management: Reminder of maintenance</p> <p>Hazard zone identification: Importance of physical identification and supervision</p> <p>Hoarding: Risk management when dealing with property involving hoarding</p> <p>BARIE roving: Reminder of correct BARIE roving</p>