

To: COHEN-HATTON, SABRINA[SABRINA.COHENHATTON@london-fire.gov.uk]; ELLIS, GRAHAM[graham.ellis@london-fire.gov.uk]
From: COTTON, DANIELLE[/O=LONDON FIRE AND CIVIL DEFENCE AUTHORITY/OU=BRIGADE HQ/CN=RECIPIENTS/CN=MACVIED]
Sent: Wed 12/08/2015 7:41:08 PM (UTC+01:00)
Subject: RE: IC provisional impact review

I think we need to meet to discuss this. I'm back in later next week .

Sent from my Windows Phone

From: [COHEN-HATTON, SABRINA](#)
Sent: 12/08/2015 17:57
To: [COTTON, DANIELLE](#); [ELLIS, GRAHAM](#)
Subject: FW: IC provisional impact review

Hi both,

I didn't want to include it in the email to all, but the report on the 'Future of Incident Command' was approved last week by the Presidential Board and is being published and sent to all CFO's (the Commissioner's aware). Are the recommendations something we want to consider through this working group?

Kind regards,
Sabrina

Dr Sabrina Cohen-Hatton

*Deputy Assistant Commissioner
Head of Development
London Fire Brigade*

Email: Sabrina.cohenhatton@london-fire.gov.uk

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From: COHEN-HATTON, SABRINA
Sent: 12 August 2015 17:55
To: DRAWBRIDGE, LEE DAVID; HOUGHTON, THOMAS; OATES, MARY-ANNE; CORBETT, MARTIN (MARTIN.CORBETT2@london-fire.gov.uk); ACOURT, JIM; BEVAN, ADRIAN; KENNY, LAURIE; FROST, IAN; JENNINGS, PAUL
Cc: COWUP, PETER; COTTON, DANIELLE; ELLIS, GRAHAM; DALY, DAN; CHANDLER, DAVID (Staff Officer to Dave Brown, Director of Operations)
Subject: RE: IC provisional impact review

Thanks Lee,

I just want to make a point of clarity around the Decision Control Process and the DMM, as I fear it might be easily misconstrued. It was one of the corner stones of the new guidance, and so I think it's really important that the journey is understood. I appreciate that there may be some resistance to this given the work that has been done around the DMM in London, and I really just want to give some assurances. The point that CFO Pilling (the CFOA lead for Command and the lead of the National Op Guidance for IC) was making at the Conference was that the DCP is not a 'new construct' that replaces the DMM, rather it is an evolution and an improvement of the DMM. It contains many of the same elements as the DMM, which will mean that there is not necessarily going to be an enormous impact in some respects. However, it is not simply intended to be an 'illustration' of how people think. The point he was trying to make was that the DCP is structured to support commanders and Brigades when decisions are scrutinised post-incident by being more representative of how people actually make decisions. Having done expert witness work on behalf of CFOA in relation to incidents involving FF fatalities, I know only too well how both barristers and the HSE will compare actions and statements to the extant guidance, and how far away from reality such arguments can be. This was part of the learning

that went into the guidance. In the case of the NOG, this will be the exemplar guidance that they go to, and the structure of the DMM did nothing to support, whereas the DCP explicitly aims to do so. Therefore should we deviate from this it would undoubtedly leave us in a very vulnerable position, should our commanders decisions be scrutinised following an incident.

The second part around the 'decision control' technique was that the research commissioned by CFOA (and now published in a peer-reviewed science journal) compared the performance of 84 incident commanders – half using the DMM and half using the DCP. We found that the situational awareness of ICs using the DCP was up to 5 times higher than those using the DMM, and they link their actions significantly more to plans and communicate more explicitly. The expectation from CFOA is that Brigades will build on the learning from the DMM and work with the evolution of the DCP, and progress will be monitored through the CFOA working groups. It would be great for us to stay ahead of the curve in this respect and lead the way in this evolution, particularly as LFB are the guardians (and main funders) of the NOG.

I'd be happy to present on the work that CFOA commissioned around this in September, if it might help the journey.

Kind regards,
Sabrina

Dr Sabrina Cohen-Hatton

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Head of Development
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From: DRAWBRIDGE, LEE DAVID

Sent: 12 August 2015 14:08

To: COHEN-HATTON, SABRINA; HOUGHTON, THOMAS; OATES, MARY-ANNE; CORBETT, MARTIN (MARTIN.CORBETT2@london-fire.gov.uk); ACOURT, JIM; BEVAN, ADRIAN; KENNY, LAURIE; FROST, IAN; JENNINGS, PAUL

Cc: COWUP, PETER; COTTON, DANIELLE; ELLIS, GRAHAM; DALY, DAN; CHANDLER, DAVID (Staff Officer to Dave Brown, Director of Operations)

Subject: FW: IC provisional impact review

All,

Please see attached report highlighting impact of NOG Incident Command.

My recommendation would be that we all get together in September with oversight on changes provided by SM Corbett in OP for the reasons detailed within the report.

Laurie – please can you advise if the timescales regarding development of training package is realistic.

Regards,

Lee.

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