INCIDENT MANAGEMENT TEAM

REVIEW OF PERFORMANCE

Paul Murphy

Incident Management Team

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<u>Purpose of the Report</u>

This report is to inform personnel of the role and responsibilities of the Incident Management Team (IMT) and to provide analysis using historical data, to the location and type of incidents the Incident Management Unit (IMU) has been utilised at operationally, since the team went live on Monday 6th December 2005.

The report will provide a breakdown of the tasks undertaken by the IMT:-

1. On arrival at an incident
2. During an incident
3. Post incident
4. Training and Service Delivery

<u>Background</u>

The Integrated Risk Management Plan 2004/05 provided for the development of an Incident Command & Continuity Team (now IMT) who will receive specific training in Incident Command.

Members of the IMT will attend and support the Incident Command at any significant emergencies.

The IMT will also attend incidents to ensure officers managing emergency incidents have a clear framework in which to work.

<u>Introduction</u>

The creation of the IMT was predominantly to assist with the methodology of the Incident Command System (ICS), which is applied, in order to assist with the effective command & control of all emergency incidents, irrespective of size.

To achieve this control it is necessary to examine the levels of command, which should be employed, and at the same time understand why there is a need to create an incident plan for every emergency.

To apply effective command and control to any incident, officers also need to be aware of the many operational factors that have to be considered if an emergency is to be brought to a satisfactory conclusion.

Further information is contained in the Fire Service Manual, Volume 2 Fire Service Operations, Incident Command.

Incident Management Team – The Role of the Command Support Officers

Command Support is a role undertaken by one or more staff at an incident to provide liaison, detailed resource management and information gathering for the Incident Commander.

Such staff will work direct to the Incident Commander, Specialist Officer or the Operations Commander if appointed. Where necessary, additional pump crew(s) should be requested to provide the necessary personnel (usually the designated support pump of the Incident Command Unit (ICU).

The Deployment Strategy

It was decided that the IMT would be deployed to any of the following incidents, with the discretion to respond to any incident deemed to be of value:

All make-ups of 3 pumps or more (not PDA's of 3 pumps unless confirmed fires).

All building fires (excluding AFA calls unless a fire is confirmed) to liaise with the Incident Commander with regard to considering the services of ISS (Integrated Service Solutions) Ark.

All road traffic collisions where there is information (either by confirmation from the incident or by the caller) indicating persons trapped.

Operational Responsibilities

The call sign for the IMT is "INDIA ONE", and they will assist Incident Commanders with the following tasks:

1.On Arrival at Incident

Once the correct PPE has been donned and the IMT Command Support Officers are clearly identifiable (chequered red & white tabards)

Set up the Incident Management Unit

Collect all crew tallies and ensure all other responding appliances blue lights are off

The IMU will switch blue lights on, send a message to MACC stating "India One is now the control point "

To offer assistance to the Incident Commander (IC) to enable the incident to be managed effectively.

Gather and provide timely operational intelligence to other functions.

2.During the Incident

To act as first contact point for all attending appliances and officers and to maintain a physical record of resources in attendance at the incident.

To direct attending appliances to an operational location or marshalling area as instructed by the IC and to record the status of all resources.

To maintain a record of the outcome of the Risk Assessment and any reviews, as well as any operational decisions or actions taken as a result of it.
(Appendix A)

To record sector identifications and officer duties as the assignments are made.
(Appendix B)

Provision and maintenance of radio communications.
(Appendix C)

Arranging additional or specialist equipment or crews to Sector Commanders as required by the IC.

Liaising with other agencies as necessary, booking-in and supervision of their staff.

Briefing designated personnel.

Arranging via Mobilising and Communications Centre (MACC) the reliefs of appliances and personnel.

3.Post Incident

Facilitate continuity that supports and assists domestic, business or educational properties to return to "normality" as soon as possible post incident.
(Appendix D)

Co-ordinate a post fire response encompassing Fire Investigation, Community Fire Safety and other related issues.
(Appendix E)

4.Training and Service Delivery

Use information gathered at incidents to provide and deliver developmental programmes in Incident Command across Merseyside Fire & Rescue Service
(Appendix F)

Following an incident any significant information gained, or lessons learned by the IMT will be fed back into the policy and procedures of MFRS, specifically all equipment, systems or procedures which did not work satisfactorily, or which made the working environment unsafe.
(Appendix G)

The IMT provides specialist training on issues related to Command and Control to Service personnel to improve ICS service delivery.
(Appendix H)

IMT provide Vector facilitator role within the MFRS Rank to Role Assimilation Process
(Appendix I)

IRMP 2005/06 states that the crews of the SRT and IMT are to deliver advanced skills training to the service based on local area needs relative to the risk profile

Historical Data

The outdated Fires Reporting System enabled MF&RS to have the facility to look back through the historical data of fire calls attended by MF&RS.

The Corporate Research Department based at FSHQ would provide electronic excel spreadsheets complete with pages and pages of data that interested parties would have to sift through, making it a labour intensive task to analyse any specific performance criteria.

Since then MF&RS has moved to the Vision Boss system which allows the performance monitoring of individual stations or appliances for authorised users.

Unfortunately no incident tag was requested from Data Management when the IMT was established, the tag would be able to identify each incident at which the IMU became the control point and the IMT co-ordinated command support.

The historical data of the IMT on the Vision Boss system has become difficult to analyse, as it cannot differentiate between whether the IMU attended the incident and "set up" or whether the IMT attended an incident and was not used.

For this report it was decided to use historical data collated by the IMT members on return to Derby Road in the form of the incident sheets identified in (Appendix E) this information is recorded in the IMT Database with duplicate hardcopies stored in the IMT Office.

To improve future IMT performance monitoring it is recommended that a tag is created by Data Management, each time the IMT pass the message "INDIA ONE IS NOW THE CONTROL POINT" at any operational incident.

The following pages contain the information from the above mentioned incident sheets.

This pie chart illustrates the location of each of the incidents the IMU has been established at as the "Control Point" between 06.12.04-21.05.05

CENTRAL
18%

NORTH
17%

SOUTH
20%

EAST
14%

WEST
31%

■ NORTH
■ SOUTH
□ EAST
□ WEST
■ CENTRAL
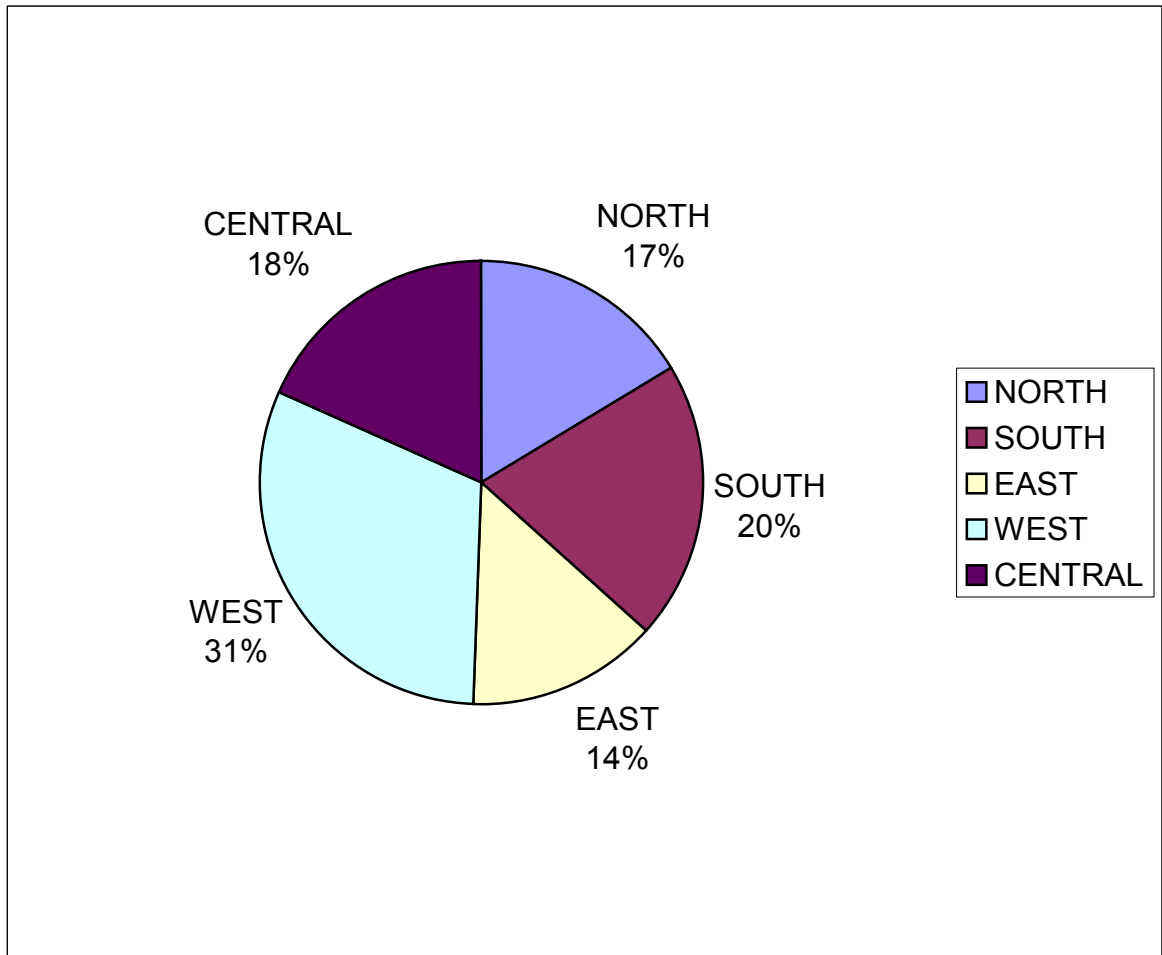
This Bar chart shows the type of incident that the IMU has been established at as the "Control Point " between 06.12.04 – 21.05.05
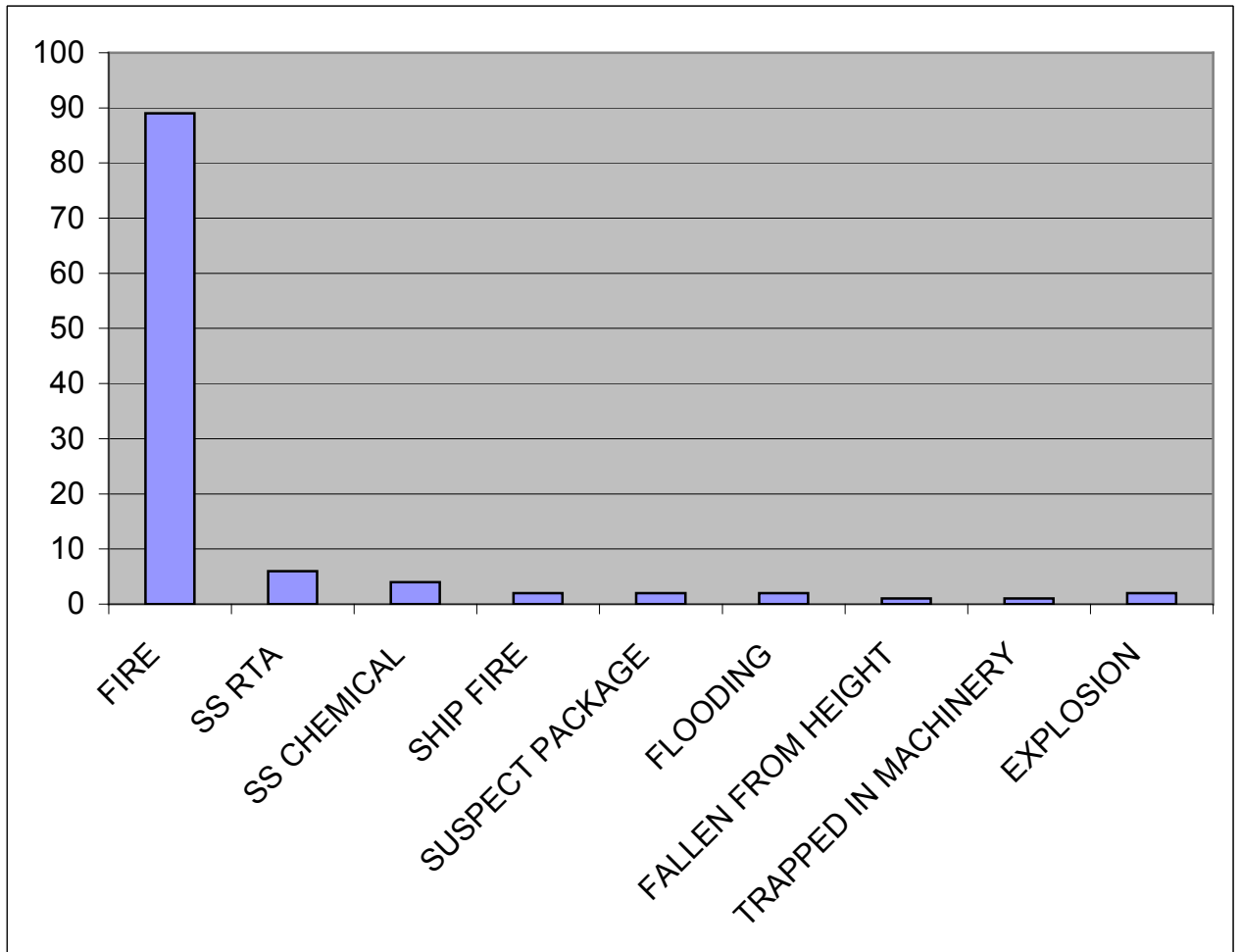
<u>Further Roles & Responsibilities</u>

In addition to the roles and responsibilities identified previously, the IMT have been involved with the following Fire Service functions:-

1. Vector Assessment – In the absence of vector assessors, members of the IMT are qualified and have stood in for senior officers in the assessment of candidates in the Rank to Role Assimilation process. The IMT have also assessed candidates who have expressed an interest in promotion and have fed back findings into the Training & Development Department.

2. Crew Based Training – The IMT have delivered introduction training to crews and senior officers on the roles & responsibilities of the IMT. The team have developed training packages on incident command and communication procedures that will be delivered to personnel in the near future.

3. Project Management – The IMT have undertaken project work for Principal / Senior Officers principally the Catastrophic Incident Plan. This project will develop the strategy that MF&RS will adopt in the event of a Catastrophic Incident in Merseyside. Further projects have also been allocated to individual members of the team.

4. Community Fire Safety – The IMT have acted to reduce the number of injuries and fatalities within dwelling fires by interaction with the Community Fire Safety Team and in particular the specialist CFS advocates.

5. Monitoring – The IMT will monitor organisational trends in operational response and will critically examine performance.

6. Business Continuity – The IMT where given the role of liaison between MF&RS operational crews and its partner company ISS Ark. The IMT have deployed to incidents solely to advise Incident Commanders and Owners/Occupiers on the benefits off Integrated Service Solutions (ISS Ark). Since the IMT incorporated this role there has been a dramatic increase in the amount of generated work for ISS. This has led to the partnership between MF&RS and ISS Ark being extended.

7. Fatalities & Serious Injury – The IMT has attended incidents to assist with Incident Command, Scene Preservation, and Management of Cordons. The IMT have the facility to assist the Incident Investigation Team (IIT) with digital and video photography and with the IMU having an office facility this has been used for interviewing witnesses and B.A Crews, also for briefings and handovers to Police Scene of Crime Officers.

Conclusion

Since 6th December 2004 to 21st May 2005 the IMT has been informed or mobilised to 293 incidents.

Of these incidents the IMU has taken over as the control point and co-ordinated command support on 109 occasions.

The safety of firefighters at operational incidents is a critical area of responsibility for incident commanders and fire service managers.

The IMT members are continuing to learn and develop with every incident they attend, and have built up a positive rapport with both Crew/Watch Managers and Senior Managers alike.

Anecdotal evidence and feedback from formal debriefs show that the approach and role of the IMT has been well received at all levels.

Operational crews understand that they operate in a dynamic and uncertain environment.

With the adoption of a standard system for the command of fires and emergency incidents in Merseyside, incorporating the Command Support offered by the IMT. The system has had a positive effect on the fireground with improved communications and decision making processes of incident commanders who understand the need to ensure safe systems of work for all at operational incidents.

The Incident Commander (IC) has much to consider when dealing with an emergency and this will intensify with its scale and duration. No officer can be expected to remember everything.

The deployment of the IMT at 3 pumps has enabled the IC to have support officers in place during the developmental stages of an incident, who are there to advise and assist with the implementation of the incident plan.

It may be too early to judge the impact that the IMT has had in the implementation of the Incident Command System to operational incidents in Merseyside.

It should be acknowledged that any success that the IMT has had since its creation, must also be shared with the Operational Crews who have recognised that the incident command system is there to assist them to deliver MF&RS core operational service, managing incidents, and managing them safely.

Their professionalism has again helped to put MF&RS at the vanguard of the UK Fire Service

Appendices Index

Appendix A

A written record of the outcome of the Risk Assessment and any reviews, as well as any operational decisions or actions taken as a result of it.

Appendix B

To record sector identifications and officer duties as the assignments are made.

Appendix C

Log Sheet of radio communications from India 1 to MACC.

Appendix D

ISS Ark strategy.

Appendix E

Co-ordination of a post fire response encompassing Fire Investigation, Community Fire Safety and other related issues.

Appendix F

Use of information gathered at incidents to provide and deliver developmental programmes in Incident Command across Merseyside Fire & Rescue Service.

Appendix G

Following an incident any significant information gained, or lessons learned by the IMT will be fed back into the policy and procedures of MFRS, specifically all equipment, systems or procedures which did not work satisfactorily, or which made the working environment unsafe.

Appendix H

The IMT provides specialist training on issues related to Command and Control to Service personnel to improve ICS service delivery.
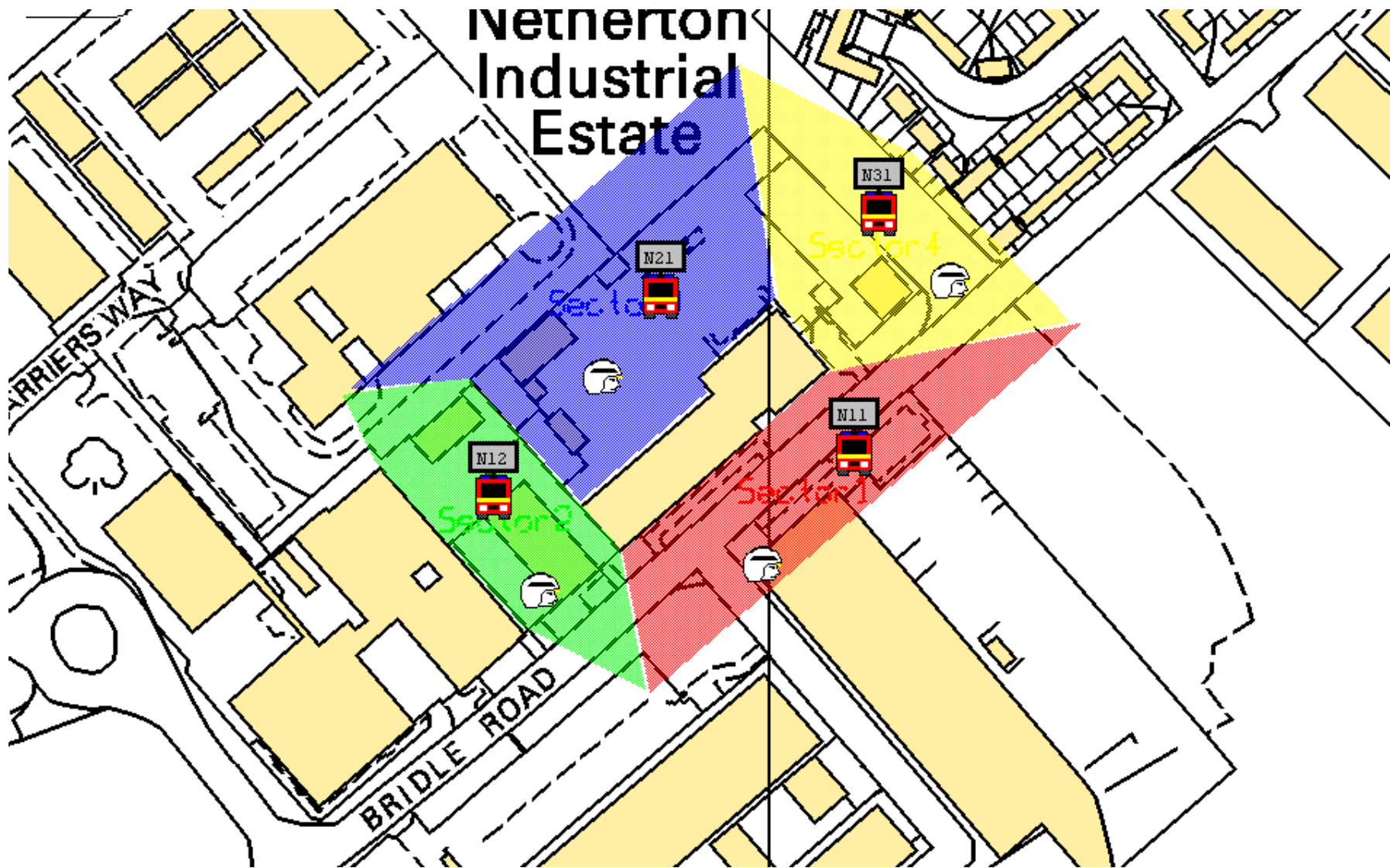
Appendix I

IMT provides a Vector facilitator role within the MFRS Rank to Role Assimilation Process.

Merseyside FIRE & RESCUE SERVICE

Record of Significant Hazards & Control Measures

HAZARD SPOTTING (List not exhaustive)	✓
Access/Egress	
Acetylene	
Animals	
Biological	
Building Collapse	
Building Construction	
Chemicals	
Confined Spaces	
Disease	
Electricity	
Environmental Hazards	
Falling from height	
Falling objects	
Fatigue	
Fire/Explosion	
Gas-mains/LPG	
Ground – uneven/holes	
Housekeeping	
Lighting	
Machinery	
Manual Handling	
Noise	
Pressure systems	
PPE	
Radiation	
Slips, trips, falls	
Stacking/storage	
Temperature	
Vehicles	
Ventilation	
Vibration	
Violence	
Water	

ADDRESS OF INCIDENT

SECTOR Nº		REVIEW AFTER(mins)
TIME of ASSESSMENT		

TACTICAL MODE AT START OF ASSESSMENT:

_____

DESCRIBE CONTROLS IN PLACE
(REDUCE,REMOVE,ISOLATE,CONTAIN)

FORM COMPLETED BY:

NAME _____ NUMBER _____ SIGNATURE _____

Confirm Tactical Mode:

Incident/Sector Commander _____

PRINT NAME _____ NUMBER _____ SIGNATURE _____

INCIDENT MANAGEMENT TEAM – MESSAGE LOG

PAGE

INCIDENT NUMBER:	**STATION AREA:**
ADDRESS:	

TIME	**MESSAGE TYPE**	**MESSAGE TEXT**

Appendix D

Integrated Service Solutions Partnership (ISS)

A requirement exists in the Fire Services Modernisation Programme (IRMP) to minimise the social and economic effects of fire.

The partnership with ISS will assist Merseyside Fire & Rescue Service in targeting post incident protection and restoration of property, ensuring that "business continuity" will help reduce the socio-economic effects that fire, floods and disasters have on the community and the businesses within them.

The IMT was used as a "driving force " behind this initiative, delivering information to operational crews during Crew Based Training at the STC.

The IMT where mobilised to incidents with the exception of single private dwellings to impart information to personnel who had not yet been through the CBT matrix.

This strategy resulted in a considerable increase in the use and awareness of the ISS partnership within MF&RS

Company/Organisation	Address	Town	Postcode
	718 New Chester Road	BIRKENHEAD	CH42 1QD
	720 New Chester Road	BIRKENHEAD	CH42 1QD
	722 New Chester Road	BIRKENHEAD	CH42 1QD
	724 New Chester Road	BIRKENHEAD	CH42 1QD
	726 New Chester Road	BIRKENHEAD	CH42 1QD
	728 New Chester Road	BIRKENHEAD	CH42 1QD
	2 Sefton Road	BIRKENHEAD	CH42 1RB
	3 Ferries Close	BIRKENHEAD	CH42 1RU
	Flat 1, 8 New Chester Road	WIRRAL	CH62 5AA
	Flat 2, 8 New Chester Road	WIRRAL	CH62 5AA
	Flat 3, 8 New Chester Road	WIRRAL	CH62 5AA
	Flat 4, 8 New Chester Road	WIRRAL	CH62 5AA
	Flat 5, 8 New Chester Road	WIRRAL	CH62 5AA
	6 New Chester Road	WIRRAL	CH62 5AA
	Flat 1, 1 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	Flat 2, 1 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	Flat 3, 1 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	Flat 4, 1 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	Flat 5, 1 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	Flat 6, 1 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	Flat 7, 1 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	Flat 8, 1 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	Flat 9, 1 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	Flat 1, 3 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	Flat 2, 3 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	Flat 3, 3 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	Flat 4, 3 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	Flat 5, 3 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	21 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	A 21 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	A 47 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	B 47 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	C 47 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	D 47 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	5 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	7 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	9 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	11 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	13 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	15 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	17 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	19 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	23 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	25 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	27 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	29 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	31 Stanley Road, New Ferry	WIRRAL	CH62 5AR
	33 Stanley Road, New Ferry	WIRRAL	CH62 5AR

Appendix F

INCIDENT NO			DATE	
ADDRESS				
GEOCODE		STATION AREA		
INCIDENT TYPE				
BRIEF DESCRIPTION OF INCIDENT				
TIME OF CALL				
TIME IN ATTENDANCE				
TIME OF STOP (if applicable)				
TIME RETURNING				
TIME RETURNED				
INITIAL CONTACT OFFICER				
APPLIANCES				
SPECIALS				
OFFICERS IN ATTENDANCE				
MEMBERS OF ICCT IN ATTENDANCE				

SERVICES PROVIDED AT INCIDENT

NOTEABLE OCCURRENCES

CONTINUITY

HFRA CARRIED OUT	
ISS REQUESTED	
BRITISH RED CROSS FVSS REQUESTED	
SOCIAL SERVICES	
FACE FORM COMPLETED	
YOUTH ENGAGEMENT INFORMED	

INTERNAL DEPARTMENTS INFORMED (Please specify and attach any documentation as appendices)	
Name of Department	**With reference to:**

EXTERNAL DEPARTMENTS INFORMED (Please specify and attach any documentation as appendices)

*Delete as required

Level 2 Debrief

Incident No:	Date:	Stn/Watch :

Incident Commander (initial attendance)	
Incident Commander (Snr off)	

Debriefing Officer	

Type of Incident being Debriefed:	Fire		SS		(Please endorse incident type attended)

Address of Incident:

Brief Details of Incident:

Outcomes of Debrief

Please use the checklist below to identify what areas require improvement.
- **A.**
- **B.**
- **C.**

Please state any particular procedure/techniques that worked well.
- **A.**
- **B.**
- **C .**

What recommendations would you make in order to rectify any problems.
- **A.**
- **B.**
- **C.**

Completed copy should be <u>e-mailed</u> to <u>Operations Performance Team</u>, your <u>Stn Cmdr</u> and the <u>Snr Officer</u> with responsibility for the incident.

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Appendix G

Issue No.	Incident No.	Inc. Date	Reporting Officer	Category	Issue:	
1/04	57089	9/2/05	StnO Forshaw	ICS	Insufficient knowledge of risk analytical assessment procedure	
Address: BOUNDARY RD, ST. HELENS						
Dept responsible:		IMT (ICS Training)				

Issue No.	Incident No.	Inc. Date	Reporting Officer	Category	Issue:	
2/04	56835	9/2/05	Blue Watch	A & E	Fire service photographer should be provided with tabard that clearly identifies his role	
Address: 33a Poulton Rd, Wallasey						
Dept responsible:		Ops Equipment				

Issue No.	Incident No.	Inc. Date	Reporting Officer	Category	Issue:	
3/04	57153	10/5/05	StnO Twells	ICS	Lack of understanding of analytical risk assessment ARA form	
Address: Warwick Court, Toxteth						
Dept responsible:		IMT (ICS Training)				

Issue No.	Incident No.	Inc. Date	Reporting Officer	Category	Issue:	
4/04	57646	13/2/05	StnO Roberts	Procedures	Eye protection & dust masks are only being used to a limited effect	
Address: RTA Prescott Rd						
Dept responsible:		Training				

Issue No.	Incident No.	Inc. Date	Reporting Officer	Category	Issue:	
5/04	58438	16/2/05	StnO Ashton	Other Services	Prolonged delay awaiting the arrival of police to attend incident	
Address: 63A Muirhead Ave, Tuebrook						
Dept responsible:		Ops Planning				

Issue No.	Incident No.	Inc. Date	Reporting Officer	Category	Issue:	
6/04	58438	16/2/05	StnO Ashton	Other Services	Problems encountered whilst attempting to contact LCC for boarding up purposes due to network breakdown	
Address: 63A Muirhead Ave, Tuebrook						
Dept responsible:		Ops Planning				

Issue No.	Incident No.	Inc. Date	Reporting Officer	Category	Issue:	
7/04	58648	17/2/05	StnO Lynott	Water Supply	Poor water supplies and some defective hydrants in the area	
Address: Unit 1 Keble St, Kensington, Liverpool						

Appendix H

Incident Command Performance Checklist.

Incident Commander: _____ Date: _____

Address of Incident/Incident Number:

Crew Safety and welfare.

Timely and accurate information sought on nature of incident	
Crews provided with safety brief and their required actions	
Initial Plan based on risk assessment	
Initial resources effectively deployed	
Future resources assessed and requested	
Tactical mode matches activity undertaken	
Effective fireground communications in place	

Planning, Implementing and reviewing activity.

Resources sufficient for current activity	
Plan continually minimises risk and works toward objectives	
Roles and responsibilities known to all on the fireground (ICS)	
Plan continually reviewed and adapted to minimise risk	
Messages to MACC are timely and in required format	
Activity appropriate to agreed level of responsibility	
Handover to Senior Officer accurate and complete	
Correct Procedures (SOP'S) followed at incident	

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INCIDENT COMMANDER DEVELOPMENT PLAN

NAME		No.	STN		WATCH

ADDRESS OF INCIDENT

DATE OF INCIDENT		INC. No.	

AREAS FOR DEVELOPMENT

INCIDENT COMMANDERS COMMENTS

ACTIONS REQUIRED FOR IMPROVEMENT/DEVELOPMEMT

INCIDENT COMMANDER SIGNATURE		DATE
ASSESSOR SIGNATURE		DATE

FURTHER TRAINING COMPLETED	DATE

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VectorCommand training and simulation system gains recognition for Emergency Fire Services Watch Management NVQ.

System meets the simulated evidence requirements for Watch Management NVQ level 3, Unit WM7 - Lead and support people to resolve operational incidents

Havant, UK. 27 April, 2005.

VectorCommand, the emergency services simulation, training and command solutions company, has received recognition from Edexcel for its fire training and simulation system. The qualification is Watch Management NVQ level 3, Unit WM7 - Lead and support people to resolve operational incidents.

The VectorCommand system was independently assessed by External Verifiers working in Edexcel Approved NVQ Centres. Unit WM-7 is an important part of a qualification sought by those who wish to be considered competent at crew and watch manager level.

Edexcel's Lead Verifier for Fire Service NVQs, Philip Crisford said he welcomed the initiative and looked forward to working with Vector Command to help make NVQs more widely available to UK's Emergency Fire Services'.

Jeremy Azis, managing director of VectorCommand, said: " We are delighted that the VectorCommand system has received this important recognition. The system (when used in a robust process) is the only one of its kind which can generate evidence repeatedly and consistently to meet the criteria for recognized compliance standards. Whilst other methods (using personal judgement) seek to provide a measure of tangible, observable knowledge and skills (such as operating an extinguisher), cognitive skills (such as decision making), by their very nature are not observable and cannot be measured in the same way. The Vector Command simulation process, however, provides robust time-captured records identifying outcome-based evidence of cognitive process. By doing so it reduces the many subjective factors ever present in personal judgement methods."

The simulation process generated by the VectorCommand system meets the criteria for simulated evidence as laid down in the following documents:
 - Emergency Fire Services Assessment Strategy S/NVQs level 3 June 2001 page 2 para 5.1 to 5.2 and;
 - Guidance to EV's on the acceptability of evidence generated by computerized incident command simulators towards completion of operational units in Emergency Fire Services NVQ's available to centres in 2002.

About VectorCommand

VectorCommand is a leading international emergency services software and services company, specialising in the development of sophisticated planning, training and simulation and operational command solutions for emergency services of all types and at all levels. Building on its success supplying fire services throughout the world with advanced fire simulation and training solutions, the company has gone on to develop EmergencyCommand, a comprehensive, flexible suite of software solutions for preparing for and managing public safety threats such as avian bird flu, wildfires, tsunamis and other inundations, refinery and airport fires and terrorism-related threats such as chemical, biological and radiological attacks.

Editors:
For further information contact:
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About Edexcel

Edexcel is the UK's largest awarding body and part of Pearson plc, the world's largest education company. Our internationally recognised qualifications are taken in 5,500 secondary schools, 450 further education colleges, 70 higher education institutions and by more than 700 employers and training providers in the UK alone. Edexcel's qualifications are taken by personnel across the Fire, Police, and Ambulance services, and the Armed Forces.
For further media information contact Stevie Pattison-Dick, Media Affairs Manager on 020 7190 5190 or 07721 020271 or <mailto:stevie.pattison-dick@edexcel.org.uk>stevie.pattison-dick@edexcel.org.uk