Introduction


This SOP is published to assist officers who will carry out such an audit when mobilised to an incident and should be read in conjunction with SOP Ops0231 Mobilising: Attendance of Officers at Incidents and SOP ADM0126 Managing and Improving Performance.

Operational Performance Audit (OPERA)

The audit process has been designed so that all aspects of operational performance on the incident ground may be assessed.

Two forms have been produced to enable Auditors to approach, complete and record the outcomes of each audit in a standard, comprehensive and consistent manner.

The first form, which is to be used on the incident ground, is known as the Operational Performance Audit 1 (OPERA1). This form is designed to be used as aide memoire to the Auditor. The information recorded on this form at an incident is to be transferred to the second form as soon as possible post incident. An example of this form can be found at Appendix ‘A’.

The second form, which is to be completed post incident and forwarded to Operational Performance Team, is known as Operational Performance Audit 2 (OPERA 2). The OPERA 2 is a purely electronic form which is formatted as an Excel Work Book. There are two sections to be completed. Sheet one details the audit itself while sheet two will record any outcomes arising from the audit. This form is available on Public Folders/Forms/Debrief Forms.

OPERA 1

OPERA 1 is laid out in a logical, progressive sequence and reflects the systems, procedures and practices developed under the ‘Safe Person Concept’ which is accepted as the key to the safe and competent command of operational incidents (Fire Service Manual Volume 2 Incident Command).
The form has sections for the Auditor to identify the incident by recording the incident number, the incident address, the date, the name of the Incident Commander and the incident type. The form also asks the Auditor to note whether the Incident Management Unit (IMU) or the Incident Command & Control Unit (ICCU) is in attendance and set up as the Command Point as this should have a direct bearing on the expected level of incident ground organisation.

The form then lists elements of incident ground safety and organisation. The list is neither proscriptive nor exhaustive. These are discussed in more detail below.

**Incident Command System**

The Auditor should consider the following:

- **Command Point (CP):** Is the Command Point for the incident readily identifiable? Is it the only vehicle displaying blue warning beacons?

- **Incident Commander (IC):** Is the Incident Commander readily identifiable? Is he/she wearing the correct identifying tabard? Is he/she readily accessible? Is he/she in communication with the CP? Is their positioning suitable and appropriate for the command and control of the incident?

- **Handover:** Is the handover given by the IC accurate, concise and comprehensive? Does the plan match the tactical mode? Do the tactics match the plan?

- **Command Support:** If in attendance is the IMT/ICCU providing an acceptable and appropriate level of support? Is the IMU/ICCU appropriately sited to provide optimum support?

- **Roles & Responsibilities:** Are all the key roles identifiable on the incident ground e.g. IC & BAECO and/or Sector Commanders, Ops Commander, Safety Officer etc if IMU/ICCU in attendance? Have the key role holders been properly briefed? Do they have a clear understanding of their roles and responsibilities?

- **Sectorisation:** Is the incident sufficiently large or complex enough to sectorise? If so, has this been done? Are the sectors suitable and appropriate for the size and type of incident?

- **Operational Intelligence:** Is the Command & Control case being utilised? Where appropriate, is 7.2(d) information available? Have all crew tallies been collected? Is there a record of all resources in attendance? Is there access to on site knowledge and expertise? If so is it being utilised? Has suitable and sufficient information been gathered from reliable sources to inform the planning, strategy and tactics?

- **Communications:** Have good incident ground communications been established? Have main scheme communications between the incident ground and MACC been established? Are messages being sent in the approved manner at the correct intervals? Are the messages accurate, concise and comprehensive? Have communications been established with other emergency services and outside agencies?
Safety

The Auditor should consider the following:

- **Risk Assessment:** Has a Dynamic Risk Assessment (DRA) been carried out? Has the outcome been communicated to MACC? Has the outcome been communicated to all crews/key role holders on the incident ground? Has an Analytical Risk Assessment (ARA) been carried out? (Attendance of 45 minutes and over).

- **Tactical Mode:** Is the tactical mode based on a suitable risk assessment? Does the tactical mode match the plan and tactics? Does the activity on the incident ground match the tactical mode?

- **Safe Systems of Work:** Are suitable and sufficient safe systems of work in place?

- **PPE:** Are all crews correctly dressed in PPE commensurate with their role and the risk? Are all third parties working in the risk area e.g. Police, Paramedics & Public etc, equipped with suitable PPE?

- **Cordons:** Would the command and control of the incident be enhanced by setting in place cordons? If so, has a cordon been established? Are the correct Inner Cordon Procedures being adhered to? Is the Inner Cordon Officer readily identifiable? Is the Inner Cordon Entry Control Point readily identifiable?

- **Crew Welfare:** Has due consideration been given to reliefs? Are crews being rotated? Are crews being rested and hydrated?

Procedures

The Auditor should consider the following:

- **SOP’s:** Are the correct and relevant SOP’s being adhered to? Do they work? Are they suitable and/or practicable? Are they understood by crews?

- **BA Procedures:** Is the level of BA Control appropriate – Stage 1, Stage 2 etc? Are the correct procedures being used – donning and starting, face seal test, completed tallies, completed entry control boards? Are BA Teams properly briefed? Are BA Teams rotated to limit exposure? Have BA Communications been established? Is a BA Emergency Team standing by? If so, are they properly equipped?

- **RTC Procedures:** Are the correct procedures being adhered to – e.g. Team Approach? Has stability and glass been managed? Is the incident ground well organised e.g. 2 metre zone, equipment dumps, personnel pool, debris dumps? Are the tools being used correctly? Has contact been made and maintained with the person(s) involved? Does the plan match the objective? Is an alternative plan in place? Is simultaneous activity being carried out? Is there liaison with other emergency services? Is the level of casualty care appropriate and acceptable?
• **HazMat Procedures:** Are the correct procedures being adhered to? Are crews committed to the risk area being kept to a minimum? Are cordons in place? Have Hazard Zones been established – cylinders? Is the correct level of PPE being worn? Is the correct level of decontamination being employed?

**Resources**

• **Appliances:** Are all appliances positioned correctly? Does the positioning of appliances allow for access for oncoming appliances and/or redeployment? Are the type and number of appliances in attendance suitable and sufficient to deal with the incident? Has a marshalling area been established? Can appliances be released from the incident?

• **Equipment:** Is the type and quantity of equipment suitable and sufficient for the incident? Has the equipment been deployed in a timely fashion? Is the equipment being used correctly? Has the equipment been stowed correctly? Is the equipment working correctly? Has any equipment malfunctioned? Are any malfunctions due to poor testing and maintenance? Have equipment dumps been established?

• **Personnel:** Is the number of personnel in attendance suitable and sufficient to deal with the incident? Has consideration been given to the use of specialist teams e.g. SART, IIT, SAR Dog, Fire Investigation Dog, Marine Rescue Unit and Threat Response Group? Can crews be released from the incident? Are reliefs required?

• **External/Internal Agencies:** Are there any other agencies on scene? Has their presence been logged? Are their activities in the risk area being monitored? Has consideration been given to requesting other agencies, Police, Ambulance, Bureau Veritas, Building Surveyor etc?

**Post Incident Considerations**

The Auditor should consider the following;

• **Business & Lifestyle Continuity:** Has the assistance of other external/internal agencies been requested or considered e.g. ISS/ARK, BOC, FVSS, After the Fire Care Team, Social Services etc?

• **CFS Hot Spot Campaign:** Has a Hot Spot campaign been considered? Has suitable and sufficient information been gathered to inform such a campaign?

• **Crew Welfare:** Are there any crew welfare considerations e.g. Stood down for meal/shower/change kit? Are crews aware of MFRS Counselling facility? Would the crews benefit from counselling services? Are there any injuries? Is there a requirement for an Accident Investigation? Have the crews been exposed to a hazardous material e.g. asbestos? Has suitable and sufficient information been gathered to enable full and accurate records to be kept?

• **Operational Intelligence:** Has a ‘Hot Debrief’ been carried out? Is a Level 2 Debrief planned? Does the incident warrant a Level 3 Structured Debrief? Has suitable and sufficient information been gathered to inform the debrief process?
OPERA 2

The OPERA 2 is laid out in the same sequence as OPERA 1 for ease of cross reference when Auditors are transferring information. However, OPERA 2 also includes a column in which the Auditor is required to enter a ‘rating’ for each element that he/she has audited. By including a rating it will allow the Operational Performance Team to quantify the level and quality of operational performance on the incident ground.

The ratings are based on a simple 1 – 5 system as follows;

1 = Poor  
2 = Below Average  
3 = Average  
4 = Good  
5 = Excellent

The Total Operational Performance Rating is automatically calculated by an Excel formula. The Auditor must then calculate the Average Performance Rating by dividing the total by the number of elements that have been audited. All of the elements may not be relevant to every incident.

The Auditor may also include explanatory notes in the space provided alongside each element on Work Sheet 1 of OPERA 2.

Work Sheet 2 affords the Auditor the facility to record any outcomes of his/her audit. The Auditor may use the space provided to recommend, propose or suggest solutions or action plans to remedy any shortcomings or improve future operational performance.
# Appendix A

## Operational Performance Audit

<table>
<thead>
<tr>
<th>Incident Commander:</th>
<th>Date:</th>
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<tbody>
<tr>
<td>Incident Number:</td>
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<tr>
<td>Address of Incident:</td>
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<table>
<thead>
<tr>
<th>IMU/ICCU ‘In Attendance’</th>
<th>YES</th>
<th>NO</th>
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<tbody>
<tr>
<td>IMU/ICCU as Command Point</td>
<td>YES</td>
<td>NO</td>
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### INCIDENT COMMAND SYSTEM

- Command Point
- Incident Commander
- Handover
- Command Support
- Roles & Responsibilities
- Sectorisation
- Operational Intelligence
- Communications

### SAFETY

- Risk Assessment
- Risk Control Measures
- Safe Systems of Work
- Operational Intelligence
<table>
<thead>
<tr>
<th>Tactical Mode</th>
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<tbody>
<tr>
<td>PPE</td>
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<tr>
<td>Cordons</td>
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<td>Crew Welfare</td>
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**PROCEDURES**

- SOP's
- BA Procedures
- RTC Procedures
- HazMat Procedures

**RESOURCES**

- Appliances
- Equipment
- Crews
- External/Internal Agencies

**POST INCIDENT CONSIDERATIONS**

- Business & Lifestyle Continuity
- CFS
- Crew Welfare
- Debrief