

**WEST MIDLANDS FIRE SERVICE**  
**PERFORMANCE REVIEW OF INCIDENT COMMAND (PRC)**

**1. POLICY**

It is the policy of West Midlands Fire and Civil Defence Authority to deliver an effective emergency response which meets its statutory duties, standards and expectations. Performance Review of Incident Command (PRC) is an independent process through which the implementation of Incident Command systems and procedures is evaluated and analysed.

**2. STRATEGY**

To audit, evaluate and review the influence of the incident command function on operational effectiveness and safe working practices which will serve to identify development needs for the Brigade.

The aim of PRC is to independently sample, audit and evaluate the application of the principles of incident command which will serve to reinforce good practice and determine how incident command procedures can be improved. This will ensure that the PRC process not only contributes to efficient service delivery but also a safer working environment.

**3. PROCEDURES**

The Performance Management Section will be responsible through the Director, Performance and Planning to the Chief Fire Officer for the management and reporting of the following PRC processes:

**3.1 PRC 1**

This is the primary PRC process and involves the attendance of a competent PRC Officer at incidents and training events of a certain size for the purpose of PRC (see Appendix 1).

The PRC Officer will conduct an audit of the application of the operating principles and functions of the Brigade's Incident Command System, contained within Operational Procedure Note No.2, the Fire Service Manual, Volume 2, Incident Command, and the Emergency Fire Service National Occupational Standards.

This objective review of the impact of individual performance on incident management is not intended to contribute to any punitive response normally associated with 'blame'. The sole intention is to facilitate open and constructive discussion of the process of incident command, which identifies learning points for individuals and the Brigade.

**3.2 PRC 2**

There will be some occasions where a PRC officer is unable to attend an incident which qualifies for the normal PRC process (PRC 1). PRC 2 is a retrospective process designed to analyse, review and audit those incidents. This process is specifically aimed at the individual performance of an identified incident commander.

In addition, PRC 2 will be conducted to complement the Active Intervention Monitoring (AIM) process when, in the opinion of the AIM officer, there is a specific and individual need for an in-depth analysis and audit. PRC 2 is designed to ensure that individuals are aware of the impact on incident management and the influence their performance had, as an incident commander, on incident outcomes.

PRC 2 feedback will be in the form of a written report which will provide analysis of:

- Actions on arrival;
- Impact analysis of those actions;
- Learning outcomes;
- Training and development needs.

### **3.3 PRC 3**

This process is a combination of both PRC 1 and PRC 2. Where a major incident has occurred, which may or may not have been attended by a PRC officer, this process will be applied to analyse the performance of all those officers who attended and comprised the 'command team'. PRC 3 utilises elements derived from individual incident command performance (PRC 1), and impact analysis (PRC 2) to identify the contribution made by individuals and the team to general incident management and incident outcomes.

### **3.4 PRC 4 - Debrief**

Where necessary a formal PRC debrief will be conducted. This debrief will be chaired by a Senior Divisional Officer and will be attended by those officers who held the Incident Command role throughout an incident/training event. The PRC officer will also attend.

This process is designed to allow individual officers, who are concerned about their PRC report and feedback comments, to further analyse their performance in terms of incident command. It will help clarify or develop any points raised in the PRC process and verify or amend the comments made by the PRC officer involved. The emphasis will be on reinforcing individual learning and development and serve to:

- Improve the Brigade's efficiency at operational incidents;
- Enable individuals achieve their full potential;
- Improve the PRC process.

### **3.5 Reporting Outcomes**

PRC feedback is provided to inform individual Incident Commanders of good practice and areas for development/improvement that will enable them and the brigade to improve performance in Incident Command. Verbal feedback is provided to individuals at the time of a PRC 1. The main elements of this verbal feedback are confirmed in writing as soon as possible after the PRC event.

A feedback report pro-forma will be used to provide information to individuals. To ensure any development needs are addressed, a copy of the PRC feedback report will be provided to line managers.

The lead PRC Officer will maintain a record of audit outcomes in a PRC database which will be linked to the Post Event Analysis Database. The PRC database will be used to identify and report examples of good practice as well as development needs to be addressed by the Brigade. The lead PRC Officer will provide an analysis of this information to the Community Protection and Human Resources (Training) Departments at regular intervals for information and action. A regular analysis will be reported via the Performance and Planning Department intranet site which will also be used to establish dialogue on PRC issues.

The lead PRC officer will provide an annual Management Report to the Corporate Board. Included in this report will be an analysis of any issues identified during the PRC process and any consequential actions taken. In order to inform the business/action planning process of functional departments, the Corporate Board will identify priorities against any recommendations made in the report to be included in Departmental Action Plans. The PRC Management Report, including these priorities for action, will be published in August of each year. The findings of the report will also contribute to the Fire Authority's management of Corporate Risk.

## **4. CROSS REFERENCES**

Operational Procedure Note No.2 - Operational Command and Control at Incidents.  
Fire Service Manual Volume 2 Fire Service Operations - Incident Command.  
Health and Safety at Work Act 1974  
Management of Health and Safety at Work Regulations 1992.  
Emergency Fire Service National Occupational Standards.  
Standing Order 23/01 Performance Management Framework

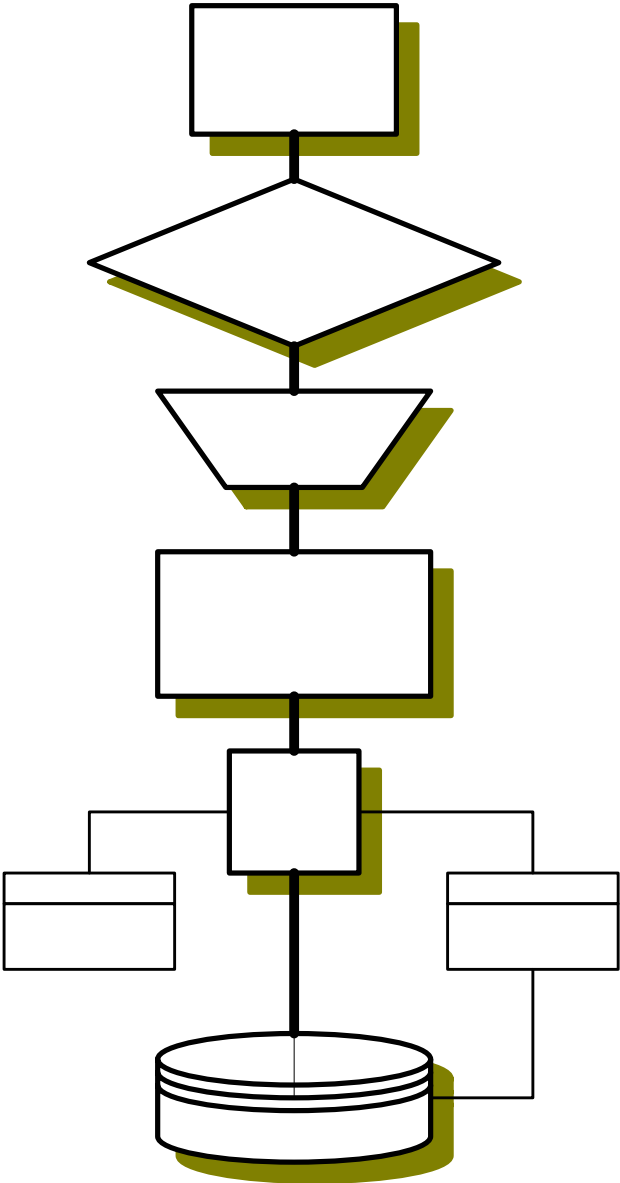
## **5. RESPONSIBILITY AND REVIEW/AMENDMENT DETAILS**

### **5.1 Responsible Director/Department**

This Standing Order is the responsibility of the Director, Performance & Planning Department.

### **5.2 Created/Reviewed/Fully Amended**

Created by the Divisional Officer (PRC), Performance & Planning Department, January 2005. Review due January 2006.



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