



**THE CHIEF  
FIRE OFFICERS  
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The professional voice of the  
UK fire and rescue service



*Local Government Association*

# Fire and Rescue Operational Assessment Toolkit

April 2009

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# Foreword



The Operational Assessment Toolkit provides an unprecedented move to a 'sector developed' process that focuses on frontline delivery of services. We have worked with a Chief Fire Officers Association working group to revise and refresh the 2006 Operational Assessment of Service Delivery Toolkit. The development of the Toolkit has involved extensive liaison with the Audit Commission, Improvement and Development Agency, Health and Safety Executive and the Local Government Association.

Operational Assessment will focus on outcomes and impact of activity in order to be consistent with the approach taken by the Audit Commission within the Comprehensive Area Assessment. In developing the Toolkit the intention has been to provide a close fit between Operational Assessment and Organisational Assessment of Fire and Rescue Services under the Comprehensive Area Assessment framework. The Audit Commission have confirmed that they will not duplicate work where they have clear, robust evidence from Operational Assessment. This provides a good opportunity for the sector to become more proactive and drive improvement from within.

The Toolkit has developed from a prescriptive, benchmarking process to one where a more flexible approach can be adopted which is clearly focused on outcome based assessment. The Operational Assessment process is intended to provide the Fire and Rescue Authority with the opportunity to identify strengths and areas for improvement so that actions can be prioritised within its strategic plans. As well as providing organisations with the opportunity to drive improvement and become more self aware, the process also enables notable practice to be identified and shared between Fire and Rescue Authorities.

I am pleased by the high level of response to the Operational Assessment consultation process. There has also been a good response to the drive to increase the number of accredited Improvement and Development Agency Fire Peer Officers with assessment centres arranged within each region. I would like to thank those who have contributed to the process and in particular the Fire and Rescue Authorities involved in piloting the Toolkit.

Operational Assessment provides a significant opportunity for the sector to assess operational performance, drive improvement and to assist in the dissemination of notable practice.

A handwritten signature in black ink that reads 'Ken Knight'. The signature is written in a cursive style and is positioned above a horizontal line.

Sir Ken Knight CBE QFSM DL  
Chief Fire and Rescue Adviser

# Background

## Aims and objectives

Operational Assessment (OpA) is a “sector developed” assessment process that focuses on the frontline delivery of services. It looks at how effectively a Fire and Rescue Authority (FRA) is working operationally, and with its partners, to plan and deliver services to local people. The Operational Assessment process is designed to:

- form a structured and consistent basis to drive continuous improvement within the Fire and Rescue Service, and
- assure the public and stakeholders that the Fire and Rescue Authority is discharging its services safely and successfully.

The Operational Assessment will:

- assist the Fire and Rescue Authority to identify their strengths, areas for improvement, and inform their strategic improvement plans
- integrate with the wider performance assessment regime, including the move to Comprehensive Area Assessment (CAA)
- deliver a robust process for assessing operational performance
- be used as a tool to assist Fire and Rescue Authorities in the identification and dissemination of notable practice
- be flexible in design, and simple in delivery.

## Development from 2006

The Operational Assessment (previously Operational Assessment of Service Delivery) Toolkit was initially developed in 2006, and was used to assess and score FRAs operational performance for a three year period. The results were provided to the Audit Commission who combined the scores with performance information to provide an overall service assessment score. Since then, the Office of the Chief Fire and Rescue Adviser led a Chief Fire Officers Association (CFOA) working group to review and improve the Toolkit in liaison with the Audit Commission, the Local Government Association and the Health and Safety Executive.

It is now recognised as good practice for FRAs to complete and maintain a self assessment of their operational performance, and verify this assessment through a robust peer challenge process, at least once every three years. A peer review involves a team of people, who understand the pressures and challenges of running an authority, conducting a review of self assessments in a challenging but supportive way. It allows a constructive discussion of an authority's strengths and areas for improvement, and helps the FRA determine how it can change for the better. The peer review process has been developed by CFOA, the Improvement and Development Agency (IDeA) and the Office of the Chief Fire and Rescue Adviser in liaison with the Audit Commission.

The introduction of the new Toolkit represents a shift in emphasis towards driving improvement, rather than simply providing a particular benchmark for authorities to achieve. Scoring has been removed from the toolkit in order to promote a move away from a check list approach towards a mature and honest self assessment that will help FRAs identify and prioritise their improvement needs.

The main changes to the Toolkit from the 2006 assessment are:

- There is no longer a formal scoring mechanism. The Toolkit describes what might be considered as developing, established or advanced performance in relation to key lines of enquiry. The intention is for FRAs to use this information to gather evidence, and subsequently support the development of improvement plans
- Key lines of enquiry (KLOE) are broader in focus and provide a more strategic, outcome based approach. This is consistent with the direction of the Audit Commissions Comprehensive Area Assessment
- The Toolkit contains seven key lines of enquiry. Two new KLOEs covering Health and Safety and Training and Development have been introduced, and assessment criteria relating to these areas has largely been removed from other KLOEs in order to reduce duplication
- Exemplars of notable practice have been included. These will assist the FRA and peer review teams to highlight areas of notable practice that can be developed for use across the FRA or shared with other authorities
- The Risk Analysis KLOE has been renamed Community Risk Management
- The Prevention and Protection KLOE has been split into two distinct KLOEs
- The Operational Preparedness and Emergency Response KLOEs have been combined into a single Response KLOE
- There has been a shift away from the HS(G) 65 model in order to reduce repetition and to make each KLOE more specific and relevant. The new structure provides three or four key areas to each KLOE and a framework for each one to be examined in a rounded manner
- Briefing sheets have been provided to support each KLOE in order to assist the assessment teams (self and peer) to focus on key issues.

## Audit Commission context

The Audit Commission consider the application of the Operational Assessment (OpA) Toolkit fundamental to the delivery of a coherent and well integrated assessment of FRAs. They strongly support the introduction of a sector led approach to the OpA and will draw upon it as part of the CAA process.

The CAA Fire and Rescue Service Framework, details how CAA will be delivered. It describes the approach that will be taken in order to deliver an Organisational Assessment (OA) of fire and rescue services. Evidence collected for the OpA will inform both the use of resources and managing performance themes within the OA. For instance, evidence supporting workforce and training outcomes will inform the use of resources theme and evidence about health and safety will inform the managing performance theme. Within the managing performance theme of the OA there are two key lines of enquiry (KLOE) as follows.

## KLOE – How well is the organisation delivering its priority services, outcomes and improvements that are important to local people?

### Focus:

The fire and rescue service:

- continually improves services and outcomes it is responsible for
- delivers the requirements of the National Framework 2008-11
- is operationally effective, demonstrating operational preparedness and ability to deliver an emergency response where both public and firefighter safety are paramount
- demonstrates measurable impact from its fire prevention and community protection activities
- delivers its obligations and contributions to make the area resilient and able to deal with larger scale emergencies
- delivers wider community outcomes based on well targeted engagement that has given it a sound understanding of the needs of all its communities
- is tackling inequalities and improving outcomes for people in the most vulnerable circumstances
- contributes to LAA priorities through effective partnership working; *and*
- contributes to local priorities and national indicators that may be outside the LAA.

## KLOE – Does the organisation have the leadership, capacity and capability it needs to deliver future improvements?

### Focus:

The fire and rescue service:

- has a positive and consistent track record in managing change and delivering improvements over time
- has the political will and managerial drive to engage with partners, local people, and all communities to help set and deliver priorities
- has the leadership, capacity and capability to deliver and sustain improvement and is agile enough to manage change effectively
- has the capacity to deliver its future priorities ensuring that staff work safely and effectively
- takes equality and diversity seriously, is delivering its responsibilities and is on track to meet its targets in line with the Fire and Rescue Service Equality and Diversity Strategy 2008-2018; *and*
- is influencing and delivering effectively its contribution to the regional management board, crime and disorder reduction partnerships, and the LAA.



Where the OpA provides evidence to address these questions the Audit Commission will take that into account. Guidance upon the relationships between OpA and OA KLOE is being developed jointly by CFOA, the Office of the Chief Fire and Rescue Advisor (OCFRA) and the Audit Commission. OpA focuses on outcomes. This is consistent with the approach being taken by the Audit Commission within CAA. Clear relationships have been identified between OpA and OA which will enable the Audit Commission to reduce regulatory work, duplication of effort and burden, in these areas.

Provided the Audit Commission has clear, robust evidence from the OpA, they will not duplicate this work. Where robust peer assessment of OpA has not been carried out, the Audit Commission will carry out a sufficiently comprehensive assessment of operational service delivery priorities to meet their public assurance responsibilities. As a starting point the Audit Commission will assess progress with the OASD from 2006. For FRAs that did not have this assessment it means an assessment of how improvement plans for operational capacity and capability are being delivered.

Completing the OpA and having an effective improvement plan in place will avoid the Audit Commission revisiting operational issues in detail every year. Through the OA, the Audit Commission will assess how the identified performance issues are being addressed. Early adoption of the Toolkit will minimise duplication of effort for both FRAs and the Commission.

In summary, the Audit Commission sees the OpA process as an opportunity for the sector to become more independent and to drive improvement from within.

## Timetable

The Audit Commission is planning its approach to OA on the assumption that FRAs will complete their OpA Assessments against the Toolkit (or equally robust self assessment tool) as soon as possible after its issue in April 2009.

Some services may elect to undertake a peer review in time to feed into the OA in 2009. Remaining services will be in a position to choose when they should have their self assessment peer reviewed and this choice will be influenced by their own strategic plans, the availability of IDeA accredited peers and issues such as the cyclical assurance process of the National Framework 2008-11. Whenever the review has taken place, the information will feed into the next OA.

# About the Toolkit

## Keylines of Enquiry

Operational Assessment uses Key Lines Of Enquiry (KLOEs) to provide a framework through which to gather and assess evidence about the delivery of operational services by Fire and Rescue Authorities.

There are seven KLOEs, these are:

### Community Risk Management

The FRA will have an integrated approach to identifying and analysing risks within its geographical area. Risk analysis is the first stage in an integrated risk management programme. It is a technique whereby possible hazards, both to the community and the FRAs, are identified and an assessment made of how likely they are to occur and their possible consequence (likelihood and impact). Risk analysis includes the evaluation of information related to hazards based on past, current, or anticipated future activities. This can include environmental, socio-economic and statistical incident data. Risk analysis is central to defining the preventive and protection measures necessary to remove, reduce and control the likelihood of these hazards occurring and identify the emergency response options to successfully deal with incidents when they occur.

In accordance with the FRAs IRMP, the FRA will determine its resource requirements to deliver effective and balanced service delivery for all risks to which it might reasonably be expected to respond, as detailed in the Fire and Rescue Services Act 2004, the Emergency Services Order, the National Framework and by individual fire authority decisions.

### Prevention

The FRA will have a Prevention (Community Safety) strategy that seeks to reduce the number of fires, fire deaths and injuries in people's homes, and damage caused by fire within its geographical area. This will include strategies to meet its statutory duty to promote fire safety and the priorities established in the National Framework. The FRA will have a strategy that seeks to reduce the identified risks through targeted and proportionate programmes of work with local people, schools, other public and voluntary sector organisations, and will have a programme targeted specifically at youth engagement. The FRA will have strategies to reduce the number of special service interventions it makes, based on its Integrated Risk Management Plan (IRMP).

## Protection

The FRA will have a Protection strategy which sets out its strategic priorities for reducing risk from fire in non-domestic properties. The strategy will set out the FRAs approach to risk based audit, and the FRA will have a publicly available enforcement policy. The FRA will also identify key parties through which it can deliver its strategy, and will include arson reduction as a key component.

## Response

The FRA is prepared to deal with operational incidents to which it may reasonably be expected to respond and in accordance with its IRMP. It will ensure their plans and operational practices are properly integrated with its neighbours and consider the joint resources they have available to respond to incidents of all types and size.

## Health and Safety

The FRA has clearly defined policies that take account of its legislative health, safety and welfare responsibilities. It will develop and implement a range of activities including a process for undertaking accident, incident and near miss investigations and the routine maintenance and testing of all appliances and equipment. The FRA will have clear plans, targets and procedures for health and safety and robust processes for evaluating its effectiveness and performance. This includes validation mechanisms to demonstrate that staff are familiar with risks and are able to apply safety procedures effectively.

## Training and Development

The FRA has clearly defined policies that take account of its training, development and assessment responsibilities. This includes ensuring that all staff, including incident commanders, are trained and developed to enable them to demonstrate competence to national occupational standards. It will develop and implement a range of activities including the assessment of competence and the delivery of training to meet organisational and individual needs. The FRA will have clear plans, targets and procedures for training and development and robust processes for evaluating its effectiveness and performance.

## Call Management and Incident Support

The FRA will have arrangements for the receipt of calls, call handling and mobilising and management of resources to support a full range of incidents. This will include the provision of equipment, personnel and services to receive and manage calls and despatch appropriate resources, including incident command support resources. The FRA will also be managing the move to Regional Control Centres.

## Elements of the Key Lines of Enquiry (KLOE)

Each KLOE has the following elements:

### Key areas

help reviewers to reach conclusions for each key line of enquiry by providing a framework for examining each KLOE in a detailed and rounded manner. They take the form of questions posed to the assessor.

### KLOE focus

information supports each key area of enquiry and summarises the types of evidence required to demonstrate satisfaction in the area under review.

### Descriptors (Developing, Established or Advanced)

are used to help FRAs to provide evidence in their self assessment and therefore provide a narrative of how they judge their performance. They act as a general guide for the assessor to assess each key area of enquiry.

### Exemplars of notable practice

are designed to provide the FRA and peer review teams the opportunity to highlight areas of notable practice that can be shared with other fire and rescue authorities.

### Briefing Sheets

are provided to assist the self-assessment and peer review teams in focussing on the key areas for assessment. This is not a definitive list of areas that need to be covered but is a good guide.

## Performance indicators

In the 2006 Audit Commission Service Assessment, FRAs had to demonstrate their performance against both the OASD Toolkit and a set of national performance indicators (BVPIs). These BVPIs have since been replaced by two national indicators.

In order to plug the gap that a more extensive suite of national indicators offered, CFOA are in the process of developing a set of good practice performance measures. The intention is that FRAs use these measures, and other local performance indicators, to support the judgements that they make in OpA self assessments and identify areas where further improvement is required. The measures can also be used to benchmark performance against other FRAs.

# Using the Toolkit

## Introduction

The Toolkit is designed to provide a common national tool for service managers to carry out a self assessment and for that to be used as the basis of a peer review.

Interpretation of the evidence gathered will require professional judgement in the application of the Toolkit in order to give the public and other stakeholders' confidence that the operational effectiveness of service delivery is being maintained in the Fire and Rescue Service. It is essential that a mature and honest approach is adopted in developing the self assessment, both in terms of providing a useful outcome on which each FRA can plan for improvements and in giving an accurate picture for peer reviewers to work on.

The Toolkit has been designed to support FRAs in assessing prospects for improvement and to identify clear outcomes for each area of activity. The focus on outcomes is fundamental to the process of ensuring that the FRA is working effectively with partners, achieving success linked to local priorities, and impacting on local quality of life. We have worked with the Audit Commission to ensure that the Toolkit complements other areas of assessment and avoids duplication of work. An outcome based approach is essential in order to meet the requirements of the Audit Commission and to provide a close fit between Operational Assessment and CAA's Organisational Assessment.

The Toolkit sets out expectations for the various elements underpinning or influencing the effectiveness and safety of operational Fire and Rescue Service service delivery functions. This includes evidence that might demonstrate compliance with relevant legislation or Codes of Practice, and an example of what might constitute notable practice in these areas.

FRAs should use the results of the self assessment and peer review of each Key Line of Enquiry to prioritise areas for improvement within their strategic improvement plans.

## Self-assessment and peer review

There is no longer a separate assessment for performance information. It is therefore important that FRAs integrate a narrative in self assessments with supporting evidence of the outcomes achieved.

The emphasis of Operational Assessment is on the **outcome and impact of activities**. FRAs must evidence the results of their activities in terms of performance, benefits to the community and outcomes for the organisation within their self assessment. Data and statistics to support the judgements being made are essential.

The self-assessment process is not intended to be burdensome and the emphasis should be on outcomes and impact of activity. It is envisaged, ultimately, that the operational assessment will form part of the 'business as usual' performance management structure.

There is no requirement for self assessments to satisfy a minimum or maximum word count. However, FRAs should be mindful of the peer review process that will follow the self-assessment together with the desire to reduce the assessment burden. The peer review team will want to gain an understanding of the service, its performance and its improvement

journey. Some of this could be covered in an introductory narrative that briefly explains the profile of the service, summarises key performance information and provides details of the FRAs road to improvement. This can then be followed by more detailed information pertaining to each of the KLOEs.

Evidence provided for the Peer Review team through your self-assessment should be:

- Fair and reasonable
- Clear and concise
- Robust and able to withstand scrutiny.

Self-assessments should be designed to assist the peer review team in the most efficient and effective way. FRAs can help them by providing evidence as outlined above and may wish to provide further tools such as:

- Hyperlinks to relevant evidence
- Case studies, particularly for areas of notable practice
- Performance against indicators and measures relevant to evidence
- Partner referrals where appropriate.

The role of peer review is important and aims to:

- Provide support and challenge
- Inform improvement planning
- Promote sharing of notable practice across the sector
- Provide assurance for the public and the Government.

## Descriptors (developing, established or advanced)

The self assessment should clearly indicate a judgement of performance i.e., developing, established or advanced, for each key area within each Key Line of Enquiry. A narrative allows the FRA to provide a text description to illustrate their evidence based on outcomes and impact of activity. The narrative should take account of the generic examples (descriptors) in the Toolkit but should be composed to describe performance specific to the individual FRA.

The descriptors within the Toolkit act as a general guide to help inform the judgement of the assessor but FRAs need to focus evidence on outcomes and impact. The narrative under developing, established and advanced are cumulative; for example an FRA that has been judged as 'advanced' could not achieve that without having satisfied the criteria for achieving 'developing' and 'established' in that key area.

In order to reduce the burden and to keep duplication to a minimum, robust evidence from other assessments may be submitted to satisfy elements within key areas e.g. Investors in People, equality and diversity assessments, etc.

Judgements are intended to help the FRA demonstrate self awareness and understanding of its performance so that actions can be prioritised to develop areas where performance needs to be improved. Therefore judgements need to be mature, honest and able to withstand scrutiny. It may be worth considering providing a degree of independence to this process such as an external department view.

## Exemplars of notable practice

Following the drafting of narrative, FRAs have the opportunity to highlight areas of notable practice; an example of which is given for each key area in the Toolkit. The notable practice does not necessarily have to reflect the examples within the toolkit, these are indicative only. It is anticipated, however, that notable practice will complement the evidence provided for 'advanced'.

The notable practice section can be used to highlight initiatives which can be shared across the organisation or with other authorities. Notable practice may be identified by the self-assessment or peer review teams.

## Briefing Sheets

Briefing Sheets have been provided to support each Key Line of Enquiry and to assist the assessment teams (self and peer) to focus on key areas for assessment. This is not intended to be a definitive list of areas to be covered but provides a good guide. This allows key and emerging issues to be given due regard in the assessment process and offers a significant amount of flexibility.

As the briefing sheets are designed to be indicative, they may not link directly to any particular key area within the KLOE. They are, however, designed to assist in identifying areas of detail that the FRA may wish to consider. The assessment team can then produce a narrative (developing, established or advanced) which includes evidence of the outcomes and impact of these activities.

Some of the terminology within the briefing sheets may be different to the language used within the FRA – for example, an FRA may refer to a strategy as a policy or plan. The self-assessment focus is on the overarching document that drives activity and is not intended to create a range of other documentation where this is already in place.

## Notes

### 1. Retained Duty System

The performance of Retained Duty System (RDS) staff is not covered explicitly within the Toolkit. Where the Toolkit refers to 'firefighter', the FRA should take performance of both whole-time and RDS staff into account when forming judgements.

### 2. Equality and Diversity

Equality and diversity remains a priority for FRAs and the Toolkit provides the opportunity to focus on performance in these areas when making judgements, producing narratives and the provision of evidence in respect of the outcome and impact of activity. There is no separate KLOE for equality and diversity as it should be assessed under each KLOE in respect of strategies, engagement, evaluation, etc.



# Summary of the KLOE headline and key questions

## How well is the Authority identifying and prioritising the risks faced by the community?

### 1. Community Risk Management

|     |   |
|-----|---|
| 1.1 | Does the FRA have an effective risk analysis process that reflects the diverse nature of the community and identifies and prioritises those most at risk through its IRMP?  |
| 1.2 | Does the FRA use the outcomes of its risk analysis effectively to plan and successfully implement and deliver prevention, protection, call management, incident support, response, health, safety, training and development activities within its IRMP? |
| 1.3 | Does the FRA have a robust process for measuring and evaluating the effectiveness and improving performance of its risk analysis process?   |

## How well is the Authority delivering its community safety strategy?

### 2. Prevention

|     |   |
|-----|---|
| 2.1 | Has the FRA clearly defined, planned and implemented a prevention strategy linked to its IRMP?  |
| 2.2 | Does the FRA engage partners and stakeholders effectively in its prevention activities?   |
| 2.3 | Does the FRA have a robust process for measuring and evaluating the effectiveness and improving performance of its prevention activities? |

## How well is the Authority delivering its regulatory fire safety strategy?

### 3. Protection

|     |   |
|-----|---|
| 3.1 | Has the FRA clearly defined, planned and implemented a regulatory fire safety strategy linked to its IRMP?                                |
| 3.2 | Does the FRA engage partners and stakeholders effectively in its protection activities?   |
| 3.3 | Does the FRA have a robust process for measuring and evaluating the effectiveness and improving performance of its protection activities? |

## How well is the Authority delivering its response activities?

### 4. Response

|     |   |
|-----|---|
| 4.1 | Has the FRA clearly defined, planned and implemented a response strategy linked to its IRMP?  |
| 4.2 | Does the FRA engage partners and stakeholders effectively in its response activities?   |
| 4.3 | Does the FRA have a robust process for measuring and evaluating the effectiveness and improving performance of its response activities? |

## How well is the Authority ensuring its responsibilities for health, safety and welfare are met?

### 5. Health and Safety

|     |  |
|-----|--|
| 5.1 | Does the FRA have clearly defined and effective arrangements to take account of its health, safety and welfare responsibilities?                                 |
| 5.2 | Do effective management structures and arrangements exist within the FRA to support the development and implementation of health, safety and welfare activities? |
| 5.3 | Has the FRA established effective plans, challenging targets, procedures and practices in relation to health, safety and welfare?                                |
| 5.4 | Does the FRA have a robust process for measuring and evaluating the effectiveness and improving performance of its health, safety and welfare activities?        |

## How well is the Authority ensuring its responsibilities for training, development and assessment of its staff are met?

### 6. Training and Development

|     |  |
|-----|--|
| 6.1 | Does the FRA have clearly defined and effective policies to take account of its training, development and assessment responsibilities?                                     |
| 6.2 | Do effective management structures and arrangements exist within the FRA to support the development and implementation of training, development and assessment activities? |
| 6.3 | Has the FRA established effective plans, challenging targets, procedures and practices in relation to training, development and assessment?                                |
| 6.4 | Does the FRA have a robust process for measuring and evaluating the effectiveness and improving performance of its training and development activities?                    |

## How well is the Authority delivering its Call Management and incident support activities?

### 7. Call Management and incident support

|     |   |
|-----|---|
| 7.1 | Does the FRA have in place effective arrangements for delivering call management and incident support activities in place?  |
| 7.2 | Does the FRA have a robust process for measuring and evaluating the effectiveness and improving performance of its call management and incident support activities? |
| 7.3 | Does the FRA have effective transitional arrangements in place to take account of the move to Regional Control Centres?   |

# Key Lines of Enquiry

## Community Risk Management

Question 1: How well is the Authority identifying and prioritising the risks faced by the community?

### Key Area

1.1 Does the FRA have an effective risk analysis process that reflects the diverse nature of the community, and identifies and prioritises those most at risk through its IRMP?

### KLOE focus

The organisation:

- has established arrangements to gather and use statistical evidence and other relevant information to assess risk to the community, and develop appropriate prevention, protection and response options
- uses the FSEC toolkit or alternative approach
- understands the diverse nature of the community it serves
- has taken the National Framework and other guidance into account when developing plans.

### Descriptors

| Developing  | Established   | Advanced   |
|---|---|--|
| The FRA is developing risk analysis processes to become more effective. The FRA is building up knowledge and understanding of its community and priorities. | A risk analysis process is in place and the FRA is well aware of the different risk groups representing the diversity within the local area. The FRA has regard to the National Framework but does not extend its process to reflect local circumstances. | A well informed and developed risk analysis process exists and the FRA is very aware of the diversity in the local area and takes active steps to inform itself about the distinctive needs and opportunities. The national framework is fully implemented and is extended in a coherent way to reflect local circumstances. |

### Exemplar of notable practice

The FRA undertakes a careful and considered cost-benefit analysis and uses the National Framework and a range of information including consultation with the local community as a basis for its risk analysis process. As a result it has a clear vision and an agreed IRMP that builds upon its extensive risk analysis process. The FRA has provided detailed analysis of the priorities and diversity of its local area to inform its strategy for improving community safety.

## Key Area

1.2 Does the FRA use the outcomes of its risk analysis effectively to plan and successfully implement and deliver prevention, protection, call management and incident support, response, health, safety, training and development activities within its IRMP?

### KLOE focus

#### The organisation:

- ensures that the appropriate resources have been targeted and distributed to meet identified priorities and reduce risks
- uses risk analysis to develop appropriate prevention, protection and response options.

### Descriptors

| Developing   | Established   | Advanced   |
|--|---|--|
| The use of risk information is increasing in order to identify areas of priority and apply appropriate resource allocation | A range of information is used to ensure an appropriate and effective balance of resources to meet the FRA priorities and risk. | Detailed use of risk information, from a range of sources, is used to allocate resources appropriately to areas of priority and risk resulting in a safer community. |

### Exemplar of notable practice

The FRA has undertaken a comprehensive analysis to develop and deliver its strategy to improve the safety of the community. The FRA has built links with a range of stakeholders and works collaboratively to promote improved service delivery. Risk information, analysis, results and areas of notable practice are shared with partners and other fire and rescue authorities.

## Key Area

### 1.3 Does the FRA have a robust process for measuring and evaluating the effectiveness and improving performance of its risk analysis process?

#### KLOE focus

##### The organisation:

- measures and evaluates the effectiveness of its risk analysis work, and addresses areas of under performance
- has arrangements for auditing and reviewing its risk analysis process on a planned basis
- shares the results of any audit and evaluation with relevant stakeholders.

#### Descriptors

| Developing   | Established   | Advanced  |
|--|---|---|
| The FRA is extending the use of audit, review and evaluation information to highlight the effectiveness of risk analysis work and drive improvement. | Risk analysis performance information is used to address areas of under performance. Quality assurance arrangements are provided to ensure customer satisfaction. Planned audits, reviews and evaluations identify areas of strengths and areas of improvement and are used to inform the IRMP, action planning and to update policies, procedures and practices. | Detailed risk analysis performance information is effectively evaluated at all levels to drive improvement. Audit, review and evaluation systems involve all levels within the organisation, external agencies and stakeholders where relevant, and results are shared with personnel and partners. The FRA uses other organisations and peers to conduct or assist in the audit process. |

#### Exemplar of notable practice

The FRA has an embedded process which provides detailed risk analysis performance information throughout the organisation. Effective arrangements are in place for the collection of community risk management data with planned audit, reviews and evaluations being used to identify performance issues resulting in significant levels of improvement in service delivery. Risk information, analysis, results and areas of notable practice are shared extensively with partners and other fire and rescue authorities.

# Community Risk Management Briefing Sheet

## Policy

- National guidance, such as the Fire and Rescue Service National Framework Document, has been considered in the devising of the risk analysis policy
- The policy considers effectively key factors such as life, the economy, heritage and the environment when determining risk
- The policy clearly states the strategic aims and objectives in reducing the level of risk through the use of prevention, protection and emergency response
- The policy identifies the risk management process used for determining the existing and potential risks within the community and how resources will be allocated accordingly
- The policy describes a range of risk reduction proposals to support the management of risk
- The policy has been subjected to appropriate impact assessments.

## Risk management processes

- The risk management process is based on the principles of the Fire Service Emergency Cover (FSEC) Guidance and Toolkit or is supported by appropriate alternative arrangements;
- Appropriate arrangements exist for the comprehensive collection of empirical and statistical data which accurately represents the diversity of the local community. To support the collection of data, appropriate data sharing protocols are in place with other agencies or adjoining Fire Rescue Authorities
- Risk is assessed and prioritised subject to probability and impact
- The risk analysis process has taken account of community, personal and corporate risk
- The process considers the availability of resources within regional and national boundaries to ensure the most appropriate speed and weight of emergency response.

## Data collection and analysis

- The risk analysis process has determined the number, type, geographical location and time and day of all types of incidents in recent years and this information is considered fully in its risk mitigation strategies

- The speed and weight of response of both emergency appliances and operational personnel have been considered within the process
- Data used with the risk analysis process are current and presented in a suitable and understandable format
- Information technology resources (including FSEC or similar) are used to assist the speed and ease with which the community risk profile can be updated
- The evaluation of community risk is supported by documentary evidence.

### Management systems

- The policies and processes are subject to an appropriate document control system
- A suitable management structure, supported by an organisational chart, is in place to assign responsibilities to the appropriate level
- Responsibilities are clearly defined and regularly reviewed
- Objectives and targets are agreed and set with teams and individuals
- Key findings and mitigation solutions are determined and presented to the FRA for approval.

### Planning and implementing

- The FRA will have considered all relevant key legislation, guidance and consultation when formulating its plans
- The FRA establishes plans, procedures and practices in relation to risk analysis and assessment. These contain details of the priorities, resource implications, targets and options required to achieve objectives.

### Civil contingencies

- The Civil Contingencies Act and the requirements for joint agency community risk profiling have been considered within the risk analysis process
- Risk profiles from Local and Regional Resilience Forums have been considered within the risk analysis process.

### Training and development

- Personnel engaged in risk analysis are either competent, or if in development are provided with adequate levels of supervision
- Personnel are subject to a Training Needs Analysis to ensure that they have the appropriate skill sets and competencies
- Suitable systems are in place to maintain competency and personnel are subject to a personal performance and development review.

## Consultation and communication

- Appropriate arrangements are in place to ensure effective engagement and consultation with stakeholders and the wider community
- Appropriate communication strategies are in place to ensure that the findings from the risk analysis process and the control measures put in place to control risk are conveyed to stakeholders and the wider community effectively.

## Measuring performance

- The FRA will have appropriate arrangements to monitor its risk management process and to measure performance
- Prevention, protection and response arrangements are monitored, and analysed continuously, to ensure that selected options achieve, and continue to achieve, established standards
- Risk reduction initiatives, including response, are monitored and analysed to determine the potential for improvements or alternative delivery methods.

## Evaluation

- Prevention, protection and response arrangements have been evaluated to determine their effectiveness in reducing risk within the community
- In particular, there are arrangements in place to measure the effectiveness of changes to emergency response provision to inform future improvements.



# Prevention

## Question 2: How well is the Authority delivering its community safety strategy?

|   |   |  |
|---|---|--|
| <p><b>Key Area</b></p> <p>2.1 Has the FRA clearly defined, planned and implemented a prevention strategy linked to its IRMP?</p>  |   |  |
| <p><b>KLOE focus</b></p>  |   |  |
| <p>The organisation:</p> <ul style="list-style-type: none"> <li>• has documented and published its plans for delivering its prevention work</li> <li>• recognises the diverse nature of its community and has targeted its prevention work at areas of priority</li> <li>• has assigned clear responsibility for the delivery of its community safety strategy</li> <li>• conducts a range of effective prevention activity.</li> </ul>                 |   |  |
| <p><b>Descriptors</b></p>   |   |  |
| <b>Developing</b>   | <b>Established</b>  | <b>Advanced</b>  |
| <p>The FRA is developing a prioritised prevention strategy to meet the needs of the local community. Clarity in defining responsibility for its implementation is being increased.</p>  | <p>A community safety strategy has been planned and implemented, takes account of the needs of the local community and is linked to the IRMP. Work is focused on areas of priority and clear responsibility for implementation of the strategy is assigned.</p> | <p>A comprehensive community safety strategy has been planned and implemented, and ensures equality of service to all sections of the community. The strategy supports the Local Area Agreement (LAA) and 'story of the place.' There is an extensive range of effective established partnerships that deliver a joined up approach to community safety.</p> |
| <p><b>Exemplar of notable practice</b></p>  |   |  |
| <p>The FRA has planned and implemented a community safety strategy linked to its IRMP which takes account of the full range of communities it serves and ensures equality of service to all sections of the community. Clearly defined responsibility for the implementation of the strategy has resulted in a well established range of partnerships delivering a fully integrated approach to community safety clearly focused on priority areas.</p> |   |  |

## Key Area

2.2 Does the FRA engage partners and stakeholders effectively in its prevention activities?

### KLOE focus

#### The organisation:

- involves partners, staff and the public in the design and delivery of community safety activities.

### Descriptors

| Developing  | Established  | Advanced   |
|---|--|--|
| Engagement arrangements with partners and stakeholders in the design and delivery of community safety activities are being extended to become more effective. | There is evidence of staff and stakeholder consultation and involvement in policy, planning, design, delivery and evaluation of community safety initiatives. Local collaboration takes place for the efficient delivery of the appropriate elements of the LAA including prevention activities. | Partners, staff and the public are engaged effectively in the design and delivery of community safety activities. Prevention activity is tailored to meet the needs of the local community and complements the delivery of a sustainable community strategy. Progress on delivery is consistently and effectively communicated to them. As a result, success is being achieved in reduction of incidents, deaths and injuries. |

### Exemplar of notable practice

The FRA consistently communicates with staff, partners and the local community to ensure effective levels of consultation and involvement in all areas of design and delivery of community safety activities. Innovative and improved ways of communicating with local groups have been developed. The community values and engages with the FRA and success is being achieved in reduction of incidents, deaths and injuries particularly within high risk/hard to reach groups.

## Key Area

### 2.3 Does the FRA have a robust process for measuring and evaluating the effectiveness and improving performance of its prevention activities?

#### KLOE focus

##### The organisation:

- measures and evaluates the effectiveness of its preventative work, and addresses areas of under performance
- has arrangements in place for auditing and reviewing its prevention work on a planned basis
- shares the results of any audit and evaluation with relevant stakeholders.

#### Descriptors

| Developing  | Established   | Advanced  |
|---|---|---|
| Performance management arrangements for prevention activities are being developed to effectively identify strengths and areas for improvement. Arrangements for auditing and reviewing prevention work are being increased. | Planned audits, reviews and evaluations of prevention activity identify areas of strength and improvement which are shared with relevant stakeholders. Quality assurance arrangements are provided to ensure customer satisfaction. Outcomes of evaluation and review result in actions to improve performance and methods of delivery. | Prevention performance information is effectively evaluated at all levels and drives improvement. Audit, review and evaluation systems involve all levels within the organisation, external agencies and stakeholders where relevant, and results are shared with personnel and partners. Use is made of horizon scanning for emerging trends and issues. The FRA uses other organisations and peers to conduct or assist in the audit process. |

#### Exemplar of notable practice

The FRA uses performance information on prevention at all levels to drive service delivery improvement. Audit, review and evaluation systems involve all levels within the organisation, external agencies and stakeholders where relevant. This enables the FRA to demonstrate how prevention activities reduce the impact of risk on the community. Effective partnership management through evaluation ensures that success is demonstrated against outcomes.

# Prevention Briefing Sheet

## Strategy

- Sets out the priorities for community safety, placing its importance as an integral part of IRMP
- Sets out priorities, deliverables and responsibilities for staff
- Takes into account national and local trends and is targeted, reaching out to the most vulnerable.

## Risk reduction

- A process is in place for defining the level of risk from fire, and those most at risk
- Risk reduction is linked to population social demographics in order to target community safety strategies, for example by the use of FSEC, other data bases, shared information and local knowledge
- Information is shared with other stakeholders in forums such as Crime and Disorder Reduction Partnerships
- FRAs engage effectively with the local community to build up a comprehensive risk profile for the area.

## Home Fire Safety Checks (HFSC)

- HFSCs are delivered effectively to those most at risk through use of data, local intelligence and referral programmes with other agencies
- The HFSC programme ensures high risk premises are revisited periodically
- The HFSC process includes the opportunity to signpost vulnerable individuals to other agencies.

## Prevention campaigns

- FRAs integrate the use of the national Fire Kills campaign in parallel with local activity carried out by Fire and Rescue Authorities
- The FRA supports the Fire Kills campaigns and strategy having regard to any guidance issued by Communities and Local Government (CLG).

## Local Area Agreements (LAA)

- FRAs involve the local community in developing community safety priorities

- FRAs ensure they deliver any fire specific priorities within the LAA and contribute to broader local priorities, such as tackling anti-social behaviour in an effective, well coordinated and prioritised way.

## Partnerships

- Partnerships are effectively managed e.g. registers, toolkits utilised
- There are clearly defined aims and objectives
- Evaluation of effectiveness undertaken
- Reviews are undertaken and exit strategies are in place.

## Young people and vulnerable adults

- The FRA has a strategy for engagement with young people to help improve the safety and quality of young persons lives. This should be guided by the CLG's *Strategy for Children and Young People 2006-2010* which provides direction on how FRAs should engage with young people
- Effective policy and training is in place for FRA engagement with young people and vulnerable adults to ensure their protection and safety.

## Road safety

- The FRA is engaged in the reduction of road traffic collisions using partnerships such as pan authority Local Road Safety Partnerships.

## Review

- There is an effective method of reviewing the value of all activities in terms of their effectiveness and efficiency aimed at improving organisational performance in reducing risk
- This includes both an assessment of FRA led activities as well as an assessment of partnership activities.

## Equalities

- The FRA is involving the local community in shaping local services and in ensuring service delivery is central to meeting the needs of all citizens. Local community needs and aspirations are expressed with the desire of delivering future improvement and better outcomes
- The FRA is proactive in promoting its contribution to the wider public safety agenda, and contributing to Neighbourhood Renewal through LAAs. This should enable the FRA to contribute to building a society where everyone has access to opportunities
- Policies and practices are subject to full equalities impact assessments.

## Protection

### Question 3: How well is the Authority delivering its regulatory fire safety strategy?

| Key Area   |  |   |
|--|--|---|
| 3.1 Has the FRA clearly defined, planned and implemented a regulatory fire safety strategy linked to its IRMP?   |  |   |
| KLOE focus   |  |   |
| <p>The organisation:</p> <ul style="list-style-type: none"> <li>• has documented and published its plans for delivering its protection work</li> <li>• has targeted its protection work at areas of priority in the community</li> <li>• has implemented a risk based audit programme and published its enforcement policy.</li> </ul>   |  |   |
| Descriptors  |  |   |
| Developing   | Established  | Advanced  |
| The FRAs regulatory fire safety strategy is being reviewed to provide an effective risk based approach to the fire safety audit programme. Greater clarity in defining responsibility for its implementation is being developed.   | The FRAs regulatory fire safety strategy is clearly defined, planned and implemented, and is linked to the FRAs IRMP. Clear responsibility for implementation of the strategy is assigned. The RR(FS)O audit programme work is focused on targeting priority areas and is risk based. Liaison with business and the third sector meets all statutory requirements. | The FRAs regulatory fire safety strategy has evolved to fully encompass other regulatory bodies, business and third sector groups. Liaison with these stakeholders informs proactive management of changing risks and priorities. A well informed risk analysis process including both local and national issues is used to identify trends, inform protection work locally and improves levels of safety in the community. |
| Exemplar of notable practice   |  |   |
| The FRA has a clearly defined regulatory fire safety strategy which has been planned to underpin a risk based approach to the audit programme and is linked to IRMP. Work is focused on targeting priority areas and clear responsibility for implementation of the strategy has been assigned. Local and national trends are comprehensively analysed. This is combined with the findings of a robust post fire audit programme which informs fire protection work locally and provides improved safety in the community. |  |   |

## Key Area

### 3.2 Does the FRA engage partners and stakeholders effectively in its protection activities?

#### KLOE focus

##### The organisation:

- involves partners, staff and the public in the design and delivery of protection activities.

#### Descriptors

| Developing  | Established  | Advanced  |
|---|--|---|
| Effective engagement and consultation of staff and stakeholders in protection activities is being developed. Increased liaison arrangements with other agencies are being introduced. | Consultation and engagement arrangements with staff and stakeholders in the policy, planning and delivery of fire protection activity are effective. Suitable arrangements are in place for liaising with other relevant agencies. Consultation meets statutory requirements and responds to stakeholders' requests. | Robust and embedded arrangements are in place for liaising with other relevant agencies including data sharing, and this is improving safety in the community. Effective consultation with other agencies provides consistency of advice and enforcement. This is reducing arson rates, and improving safety in the community. Internal FRS stakeholders are fully engaged in the integration of protection work into other FRS activities. |

#### Exemplar of notable practice

The FRA has clear evidence of effective consultation and engagement with staff and stakeholders in the policy, planning and delivery of protection activities. Memorandums of Understanding and other suitable arrangements are in place for liaising with other relevant agencies which include effective mechanisms for joint information gathering and exchange. An integrated approach to prevention, protection and response ensures exchange of technical and safety critical information which is impacting on improving workplace safety. There is clear evidence that effective consultation with other agencies is providing consistency of advice and enforcement in respect of fire safety enforcement and arson reduction arrangements.

## Key Area

### 3.3 Does the FRA have a robust process for measuring and evaluating the effectiveness and improving performance of its protection activities?

#### KLOE focus

##### The organisation:

- measures and evaluates the effectiveness of its protection work, and addresses areas of under performance
- has a sound understanding of performance
- has arrangements in place for auditing and reviewing its protection work on a planned basis
- shares the results of any audit and evaluation with relevant stakeholders.

#### Descriptors

| Developing  | Established   | Advanced   |
|---|---|--|
| Performance management arrangements for protection activities are being developed to effectively identify strengths and areas for improvement. Arrangements for auditing and reviewing protection work need to be extended. | Planned audits, reviews and evaluations of protection activity identify strengths and areas for improvement which are shared with relevant stakeholders. Quality assurance arrangements are provided to ensure customer satisfaction. Outcomes of evaluation and review result in actions to improve performance and methods of delivery. | Protection performance information is evaluated effectively at every level and drives improvement. Audit, review and evaluation systems involve all levels within the FRA, and information is shared both internally and with external agencies and stakeholders where relevant. The FRA uses other organisations and peers to conduct or assist in the audit process. |

#### Exemplar of notable practice

The FRA uses fire safety regulation performance information at all levels to drive service delivery improvement. Audit, review and evaluation systems involve all levels within organisation, and external agencies and stakeholders where relevant, and this enables the FRA to demonstrate how the RR(FS)O audit programme and protection activities achieves proportionality, reduces the impact of risk on the community, and informs fire fighting operations. This has resulted in significant reductions in the level of unwanted fire signals, arson incidents and fires in commercial premises.



# Protection Briefing Sheet

## Enforcement and inspection programme

- A guiding strategy is in place, which sets a vision for protection activity within the FRA's IRMP
- There is a well developed inspection programme, using robust audit and information gathering processes, which targets enforcement based on risk
- An evaluation process for assessing the range of premises and relative risks is used to inform the re-inspection programme
- A process is in place for communicating information on premises risk to operational staff
- Staff are recruited, developed and progressed with the appropriate technical, managerial, and leadership skills, knowledge and experience commensurate with their role
- The FRA have the capacity to deliver its fire safety enforcement strategy and maintains and develops the technical and managerial fire safety skills required to support this.

## Liaison with other relevant agencies

- The FRA works with other enforcement agencies, such as local authority Licensing Officers, to share information on risk
- Working arrangements are in place with other agencies to reduce the burden of inspections.

## Engagement with business and the third sector

- There is FRA engagement in national partnerships such as Lead Authority Partnerships
- There is engagement with local business forums to share information and expectations on compliance
- Partnership arrangements are in place to facilitate compliance with large organisations, such as the NHS, making use of methods such as a memorandum of understanding
- The FRA is working in partnership to reduce the burden of unwanted fire signals.

## Consultation

- Regular liaison with relevant bodies is taking place to ensure a common understanding of standards and requirements
- There are agreed procedures and reporting mechanisms which evaluate the effectiveness of liaison arrangements.

## Equalities

- Policies and procedures are subject to appropriate equality impact assessments
- Enforcement activity is reviewed to ensure that it does not unduly affect any community disproportionately.

# Response

## Question 4: How well is the Authority delivering its response activities?

|   |   |   |
|---|---|---|
| <b>Key Area</b><br><b>4.1 Has the FRA clearly defined, planned and implemented a response strategy linked to its IRMP?</b>  |   |   |
| <b>KLOE focus</b>   |   |   |
| <b>The organisation:</b> <ul style="list-style-type: none"> <li>• has documented and published its risk based response standards and arrangements</li> <li>• has flexible response standards and arrangements appropriate to risk</li> <li>• has assigned clear responsibility for the development, improvement and maintenance of response strategy.</li> </ul>  |   |   |
| <b>Descriptors</b>  |   |   |
| <b>Developing</b>   | <b>Established</b>  | <b>Advanced</b>   |
| <p>A collaborative response strategy to meet organisational needs is being developed. The FRA is reviewing revised crewing patterns for day/night and part/full time cover to provide more efficient and effective risk based response arrangements.</p>  | <p>The response strategy has been clearly defined, planned and implemented based on community risk profile and safety strategy and linked to the IRMP. Clear responsibility to develop, maintain and improve the response strategy to meet organisational needs within a safe system of work is assigned.</p> | <p>The response strategy demonstrates flexible, timely, safe, effective and efficient arrangements based on collaboration, co-operation and sharing of resources. The strategy ensures operational procedures are comprehensively underpinned by risk assessment.</p> |
| <b>Exemplar of notable practice</b>   |   |   |
| <p>The FRA has planned and published a response strategy based on its community risk profile and safety strategy, linked to its IRMP. Response options are flexible and appropriate to the risk and demonstrate safe and efficient arrangements through collaboration and sharing of resources. Clear responsibility has been assigned to develop, maintain and improve the response strategy to meet organisational needs within a safe system of work. The FRA has implemented revised flexible response options for day/night and part/full time cover which is providing more efficient and effective risk based response arrangements.</p> |   |   |

## Key Area

4.2 Does the FRA engage partners and stakeholders effectively in its response activities?

### KLOE focus

#### The organisation:

- involves partners, staff and the public in the design and delivery of response activities.

### Descriptors

| Developing   | Established  | Advanced   |
|--|--|--|
| Engagement of partners, staff and the public in developing, maintaining and improving response arrangements are being reviewed and implemented. Enhanced multi agency liaison, and joint working is being developed. | There is evidence of staff and stakeholder consultation and involvement in developing, maintaining and improving response arrangements. Effective arrangements address the area risk profile through involvement of external partners and agencies through Local Resilience Forums and various other forums. | All partners, staff and the public are engaged effectively in developing, maintaining and improving response arrangements. There is effective multi agency liaison, and joint working with visible or tangible outcomes. |

### Exemplar of notable practice

The FRA communicates consistently with staff, partners and the local community to ensure appropriate levels of consultation and involvement in all areas of developing, maintaining and improving response arrangements. Effective multi agency liaison and joint working is providing enhanced incident response and is underpinned by Memorandums of Understanding (MOU), exercises and sharing of resources. Effective arrangements are in place to collaborate with partners through Local Resilience Forum (LRFs) and other forums.

## Key Area

4.3 Does the FRA have a robust process for measuring and evaluating the effectiveness and improving performance of its response activities?

### KLOE focus

#### The organisation:

- measures and evaluates the effectiveness of its response activities, and addresses areas of under performance
- has arrangements in place for auditing and reviewing its response activities on a planned basis
- shares the results of any audit and evaluation with relevant stakeholders.

### Descriptors

| Developing   | Established   | Advanced  |
|--|---|---|
| Performance management arrangements for response activities need to be developed to effectively identify strengths and areas for improvement. Extended arrangements for auditing and reviewing response activities are being introduced. | Planned audits, reviews and evaluations of response activity identify strengths and areas for improvement and results are shared with relevant stakeholders. Quality assurance arrangements are provided to ensure customer satisfaction. Outcomes of evaluation and review result in actions to improve performance and methods of delivery. | Response performance information is effectively evaluated at all levels to drive improvement. Audit, review and evaluation systems involve all levels within organisation, and external agencies and stakeholders where relevant. Results are shared with personnel and partners. The FRA uses other organisations and peers to conduct or assist in the audit process. |

### Exemplar of notable practice

The FRA uses performance information on response at all levels to drive service delivery improvement. Audit, review and evaluation systems involve all levels within the organisation, external agencies and stakeholders where relevant and this enables the FRA to demonstrate how response activities reduce the impact of risk on the community. There is evidence of a comprehensive feedback process for operational incidents (with multi agency debriefs if appropriate) and learning outcomes are actioned effectively.

# Response Briefing Sheet

## Emergency response arrangements

- Emergency response arrangements are delivering the FRAs statutory duties and IRMP. Response aims and objectives are clearly articulated
- Response arrangements are organised to reflect the changes in key legislation and guidance, including the Civil Contingency Act and the most recent edition of the Fire Service Manual on Incident Command. Policies have been updated accordingly
- The FRA has implemented suitable and sufficient arrangements for the command, management and supervision of operational incidents. Policy is based on the nationally recognised guidance including Fire Service Manual on Incident Command and Generic Risk Assessments
- The FRA has conducted an analysis of its incident command requirements at all levels within the organisation and has implemented an appropriate model based on its IRMP
- Risks to the implementation of the incident command model have been assessed and control measures have been implemented. This assessment takes account of cross-border arrangements and national resilience
- The FRA has established arrangements to provide appropriate resources, including adequate equipment and personal protective equipment (PPE), to meet reasonably predictable levels of operational activity. Means to supplement those resources in the event of extraordinary need, such as spate conditions or a large scale incident, are in place.

## Risk information

- Effective arrangements are in place for gathering risk information and making it readily available to operational crews. Information is shared across the FRA where appropriate, for example between Protection teams and front-line firefighters
- Criteria are in place to determine whether a site is inspected and re-inspected under section 7(2)(d) arrangements
- Where site specific plans and procedures are required, they are founded upon a comprehensive risk assessment carried out by competent personnel following effective liaison with partner agencies
- The FRA can demonstrate effective liaison between partner agencies and major risk sites in the development of plans.

## Incident feedback

- A comprehensive debrief and review process for operational incidents (with multi agency involvement if appropriate) is embedded to ensure learning outcomes are addressed effectively
- Information from response debriefs and post incident reviews is used effectively to inform policies and practices across the organisation.

## Health and Safety

**Question 5: How well is the Authority ensuring its responsibilities for health, safety and welfare are met?**

### Key Area

**5.1 Does the FRA have clearly defined and effective arrangements to take account of its Health, Safety and Welfare responsibilities?**

### KLOE focus

#### The organisation:

- has clearly defined Health, Safety and Welfare policies to support its plans and strategies
- takes into account all relevant statutory provisions including Health and Safety legislation and guidance (such as GRAs) when developing policies
- has policies founded on risk assessment that are commensurate with the role of the Fire and Rescue Service and take into account the services primary function.

### Descriptors

| Developing   | Established   | Advanced  |
|--|---|---|
| General Health, Safety and Welfare (HSW) policies are in place and there is some evidence of policy in specific areas of HSW responsibilities. Greater engagement with key stakeholders and representatives in respect of policy, planning and development is being introduced. Policies are being developed to take account of relevant legislation and guidance. | Clearly defined health, safety and welfare (HSW) policies are communicated effectively to all staff to support the delivery of organisational plans and strategies. Policy planning and development involves staff and stakeholder consultation and the FRA demonstrates a clear commitment to consult with representative bodies on all aspects of HSW. Policies are developed to take account of relevant legislation and guidance. | Collaboration takes place on a local and regional basis for the delivery of Health, Safety and Welfare (HSW) activities. HSW policies are embedded into all processes and activities of the FRA and a clearly demonstrable culture of HSW is evident at all levels within the organisation. |

### Exemplar of notable practice

The FRA has a comprehensive range of Health, Safety and Welfare arrangements based on HS(G)65 methodology underpinned by clearly defined Health, Safety and Welfare policies. Policy planning and development involves staff and stakeholder consultation and collaboration takes place on a local and regional basis for the delivery of Health, Safety and Welfare activities. The FRA has embedded policies on risk management covering all aspects of service delivery and robust procedures are in place for the investigation of safety events. Health, Safety and Welfare is embedded within the organisation and this has created a 'safety culture' in the FRA which is reflected in demonstrable outcomes in improved Health, Safety and Welfare performance.



## Key Area

### 5.2 Do effective management structures and arrangements exist within the FRA to support the development and implementation of Health, Safety and Welfare activities?

#### KLOE focus

##### The organisation:

- has an appropriate structure to ensure the promotion of Health, Safety and Welfare within the organisation is effective
- ensures clear responsibility exists for the planning, development, improvement and maintenance of Health, Safety and Welfare activities
- ensures that responsibility for co-ordinating, monitoring and implementing Health, Safety and Welfare arrangements rests with a nominated senior manager
- ensures that Health, Safety and Welfare responsibilities are allocated to line managers, with competent specialists appointed to act as advisers, and all individuals are aware of and competent in their health and safety responsibilities as detailed within their relevant job description.

#### Descriptors

| Developing  | Established  | Advanced  |
|---|--|---|
| <p>Organisation of Health, Safety and Welfare (HSW) management needs to be developed to provide members, managers and individuals with clarity on responsibilities. Greater delegation of authority for HSW is being introduced. Budget allocation to support health and safety management is to be reviewed.</p> | <p>There is a systematic approach to the identification and assessment of risk. Roles and responsibilities for HSW are clearly defined to ensure effective development and implementation of HSW activities. Members and Senior managers ensure that their responsibilities for HSW are discharged effectively. Individuals are fully aware of their responsibility for HSW. An effective communication system is in place to disseminate information on risk and safety critical information to relevant staff.</p> | <p>A robust structure for HSW management is in place with effective systems for performance management of data and information. Competent staff investigate and report safety events which results in a reduction of risk. Health, Safety and Welfare (HSW) is embedded within all functions throughout the organisation and this is reflected in demonstrable improvements in HSW performance.</p> |

#### Exemplar of notable practice

The FRA has a systematic approach to the identification and assessment of risk with a robust organisational structure that ensures a safe system work exists for all activities. Appropriate delegated authority, responsibility and resources are allocated to relevant managers to promote and improve HSW arrangements. There is clearly identifiable evidence to indicate that members and managers throughout the Service understand their specific responsibilities. The FRA ensures that suitable and sufficient arrangements are in place to ensure compliance with HSW legislation and the 'safe person' concept is adopted across the full range of organisational activities. The FRA assesses all safety events and allocates event investigation appropriate to the scale of the event. A system capturing findings from these investigations is in place to ensure consistent management and reduction of risk.

## Key Area

### 5.3 Has the FRA established effective plans, challenging targets, procedures and practices in relation to Health, Safety and Welfare?

#### KLOE focus

##### The organisation:

- has considered all relevant guidance and legislation when formulating their Health, Safety and Welfare plans
- allocates the correct resources to meet Health, Safety and Welfare requirements.

#### Descriptors

| Developing  | Established   | Advanced   |
|---|---|--|
| Enhanced arrangements are being developed to ensure risk analysis data is used consistently to inform strategy and planning. Arrangements to provide managers with the appropriate level of resources to discharge their Health, Safety and Welfare (HSW) responsibilities are being reviewed. Challenging HSW performance targets are being implemented. | The FRAs Health, Safety and Welfare (HSW) strategy has targets for activities and takes account of risk analysis outcomes. Plans are developed to take account of relevant legislation, guidance and national initiatives. Managers are provided with appropriate resources to discharge their HSW responsibilities. Systems are in place to ensure that safety critical information is captured and disseminated to key internal and external stakeholders in order to reduce risk to personnel. | An Integrated operational risk information system is embedded within the FRA and information is shared with key stakeholders. Robust arrangements ensure comprehensive risk assessment monitoring and review. Corporate Health, Safety and Welfare objectives and individual targets are embedded in the planning process. |

#### Exemplar of notable practice

The FRA has integrated and embedded arrangements for gathering risk information, maintaining its currency and making it available to operational crews. Operational procedures are developed from recognised Generic Risk Assessments and guidance, delivered and supervised by competent people using appropriate equipment and PPE. This provides a robust basis for a safe system of work. An audit of all safe systems of work is programmed and completed as part of the FRAs quality assurance system. The FRA has well established plans, procedures and practices with challenging targets for individuals and the organisation. These have delivered widespread improvements and sustained HSW performance.

## Key Area

5.4 Does the FRA have a robust process for measuring and evaluating the effectiveness, and improving performance of its health, safety and welfare activities?

### KLOE focus

#### The organisation:

- measures and evaluates the effectiveness of its Health, Safety and Welfare work, and addresses areas of under performance
- has a sound understanding of performance
- has arrangements in place for auditing and reviewing its Health, Safety and Welfare work on a planned basis
- shares the results of any audit and evaluation with relevant stakeholders.

### Descriptors

| Developing   | Established   | Advanced  |
|--|---|---|
| Performance management arrangements for Health, Safety and Welfare (HSW) need to be developed to effectively identify strengths and areas for improvement. Extended arrangements for auditing and reviewing HSW activities are being introduced. | Planned audits, reviews and evaluations of Health, Safety and Welfare (HSW) identify strengths and areas for improvement and these are shared with relevant stakeholders. Monitoring information and data are analysed to identify trends in HSW activity and outcomes are actioned as necessary. FRA members and senior managers are aware of HSW performance against challenging targets. | Health, Safety and Welfare (HSW) performance information is effectively evaluated at all levels and benchmarked nationally to drive improvement. Audit, review and evaluation systems involve all levels within organisation, external agencies and stakeholders where relevant. Results are shared with personnel and partners The FRA uses other organisations and peers to conduct or assist in the audit process. |

### Exemplar of notable practice

The FRA Health, Safety and Welfare policies are subject to an audit and review programme to ensure the safety of their staff. HSW management is embedded in performance and quality management systems. Performance and risk data is regularly reported and available to the appropriate levels within the FRA including Members. Organisational HSW audits are delivered regularly and thematic audits are based on identified risks. The FRA uses audit reports from operational monitoring to improve HSW arrangements. The FRA proactively seeks external audit to evaluate organisational audit. Extensive and sustained improvement in HSW performance is clearly demonstrated by the FRA.

# Health and Safety Briefing Sheet

## Policy

- Effectively communicates senior managements' commitment to H&S
- Clearly defines the responsibilities of policy makers, planners and implementers
- Documentation identifies how the FRA will secure the control, co-operation, communication and competence necessary for the development of a positive health and safety culture
- Operational policies take account of the overriding H&S policy e.g. training for operational incidents.

## Active monitoring

- Comprehensive procedures are in place for active monitoring, e.g. inspections of premises, plant and equipment, skills validation
- Mechanisms are in place to ensure safe systems of work for operational and training activities and these are being adhered to.

## Risk assessments

- Evidence is available to demonstrate that the FRA has carried out risk assessments
- Individuals or groups have been nominated to complete risk assessments
- These individuals/groups have received training in carrying out risk assessments
- Risk assessments are regularly reviewed (at least annually).

## Reactive monitoring

- An accident reporting and investigation procedure is in place which includes a mechanism for reporting all accidents causing injury, ill health or damage
- The policy takes account of other adverse safety events
- There is a process for investigating events
- Near miss reporting systems provide a mechanism for operational personnel to raise concerns on health, safety, welfare and training matters
- Learning outcomes are identified and implemented.

## Health and safety assistance

- The FRA has appointed competent persons to assist and advise on Health and Safety including in the operational environment e.g. Hazmats, etc.

## Training

- All employees have the appropriate information, instruction and training within the context of prevention, protection and response to enable them to perform their duties safely at operational incidents
- The FRA has undertaken an analysis of training needs for all employees and appropriate actions have been implemented.

## Safety procedures

- The FRA has produced Standard Operating Procedures/Safe Systems of Work relating to the range of incident types to which operational personnel may respond and these have taken due regard of Generic Risk Assessments
- Procedures are communicated to employees, are readily available and are reviewed/amended to take account of updates.

## Communications

- There is a flow of HSW information into and out of the FRA
- There is a system in place for bringing safety information to the attention of employees, e.g. safety alerts
- National reports containing Health and Safety recommendations are considered by the FRA, and communicated where appropriate
- There is a joint consultative process in place, e.g. safety committee, service planning process
- Lessons learned from incidents (local and national) are considered by the FRA and procedures are altered accordingly.

## Performance review

- The FRA has a process to audit and review the H&S management system;
- Actions are regularly reviewed.

## Business planning

- Health and Safety issues are considered in the business planning process.

## Training and development

Question 6: How well is the Authority ensuring its responsibilities for training, development and assessment of its staff are met?

### Key Area

6.1 Does the FRA have clearly defined and effective policies to take account of its training, development and assessment responsibilities?

### KLOE focus

#### The organisation:

- Has clearly defined training, development and assessment policies to deliver the outcomes of its plans and strategies
- Takes the National Framework, health and safety requirements and relevant national guidance into account when developing policies. The policies include all the fundamental components of IPDS: National Occupational Standards, development programmes, workplace assessment, personal development records, awards, continual professional development and maintenance, and assessment development centres.

### Descriptors

| Developing  | Established   | Advanced   |
|---|---|--|
| The FRA is reviewing its training, development and assessment policies to ensure all fundamental components of national guidance are included and implemented. Greater engagement with key stakeholders and representatives in respect of policy, planning and development is being introduced. | Clearly defined training, development and assessment policies support all aspects of corporate strategy. The policies encompass the National Framework document and include all fundamental components of national guidance. Policy planning and development involves staff and stakeholder consultation. | IPDS principles are embedded in policies for the recruitment, development and progression of all staff. Effective collaboration takes place on a local and regional basis to ensure efficient delivery of training and development activities. Personal Development Reviews and Development programmes are structured around PQAs, NOS and SMART objectives to ensure all staff are provided with clear direction. |

### Exemplar of notable practice

The FRA has clearly defined training, development and assessment policies supporting successful delivery of planning and strategy outcomes. Policies are developed through consultation with staff and stakeholders, which encompass all fundamental components of national guidance. IPDS and NOS form the framework for development programmes, work place assessments, personal development reviews and continuous professional development payments. Vocational requirements of non-operational staff are encompassed fully within IPDS arrangements. The FRA provides clear and comprehensive direction throughout the organisation by the effective application of objectives and PQAs.

## Key Area

### 6.2 Do effective management structures and arrangements exist within the FRA to support the development and implementation of training, development and assessment activities?

#### KLOE focus

##### The organisation:

- has an appropriate structure to ensure training, development and assessment is effective
- ensures that clear responsibility exists for the planning, development, improvement and maintenance of training, development and assessment activities
- affords realistic training events (when providing operational training) that allow firefighters to use the tactics, procedures, techniques and equipment employed at incidents
- trains personnel to identify environments, activities and circumstances that may affect operational safety, to enable them to control risks consistently.

#### Descriptors

| Developing   | Established   | Advanced   |
|--|---|--|
| A review is being implemented to ensure clearly defined responsibilities and effective structures for promotion of training, development and assessment within the organisation are in place. Training activities are being developed to ensure sufficient realistic training opportunities are in place and these encompass all aspects of risk management. | The FRA has clearly defined responsibilities and structures for the delivery of training, development and assessment. Effective, realistic and appropriate methods are used to ensure personnel develop and maintain competence in all aspects of their roles. Effective training activities ensure sufficient realistic training opportunities are in place to encompass all aspects of risk management. | Systematic arrangements ensure that incident and safety event outcomes inform the training and development of staff. Effective arrangements are in place for cross agency training which ensures effective incident management and operational delivery at multi-agency incidents. |

#### Exemplar of notable practice

The FRA, through consultation with key stakeholders, has a documented management structure for the development, planning, delivery, and assessment of training which clearly identifies duties and responsibilities of relevant parties. The management structure will also facilitate cross agency training and support multi-agency scenario training. Records and evidence exist of planned realistic training events and supported learning that provide firefighters and other stakeholder's opportunity to practice key skills within the context of environments and circumstances that may affect their operational safety.

## Key Area

### 6.3 Has the FRA established effective plans, challenging targets, procedures and practices in relation to training, development and assessment?

#### KLOE focus

##### The organisation:

- has considered the National Framework and other relevant guidance when formulating its training, development and assessment plans
- ensures that the correct resources have been allocated to meet its training, development and assessment requirements
- aligns training activities to organisational risk and subjects them to appropriate health and safety precautions
- factors realistic training into the overall training strategy and a suitable safety management system is in place to mitigate risk.

#### Descriptors

| Developing   | Established   | Advanced  |
|--|---|---|
| Training delivery plans are being developed to ensure training activities are aligned clearly to operational risk, and ensure that effective training, development and assessment arrangements are in place. | Clear and concise training delivery, development and assessment plans are based on established policies linked to operational risk. Plans identify delivery resources, training activities, procedures and include challenging delivery targets. Realistic training, supported by effective health and safety systems to minimise risk, form a core element within the plan for all staff regardless of duty systems. | The FRA has robust planning in place for the delivery of multi-agency training based on key aspects of local and national risk. The training programme identifies resources, activities, and procedures and encompasses development, training and assessment targets for the emergency services and agencies involved |

#### Exemplar of notable practice

The FRA has documented that training, development and assessment plans encompass the relevant elements of the National Framework document, key aspects of national guidance documentation and duly considers both local and national risks. The resources, timescales and desired targets are clearly evident within the plan and are firmly underpinned by a suitable safety management system to mitigate risk. Interoperability of procedures and equipment between adjoining FRSs and other agencies is underpinned by a robust multi agency training programme which encompasses all reasonably foreseeable operational requirements.



## Key Area

6.4 Does the FRA have a robust process for measuring and evaluating the effectiveness and improving the performance of its training and development activities?

### KLOE focus

#### The organisation:

- measures and evaluates the effectiveness of its training and development activities, and addresses areas of under performance
- has a sound understanding of performance
- has arrangements in place for auditing and reviewing its training and development activities on a planned basis
- shares the results of any audit and evaluation with relevant stakeholders.

### Descriptors

| Developing  | Established  | Advanced   |
|---|--|--|
| Performance management systems for training and development activities are being established to identify strengths and areas for improvement. Extended arrangements for auditing and reviewing, training and development activities are being introduced. | Planned audits, reviews and evaluations of operational, training and development activity identify areas of strengths and areas for improvement and these are shared with relevant stakeholders. Quality assurance arrangements are provided to ensure learning and development standards are maintained and improved. | Established performance management systems are subject to external accreditation and regular peer review. Multi-agency training, development and assessment are subject to effective performance management systems with good communications established between key stakeholders. |

### Exemplar of notable practice

The FRA has evidence of a robust audit, review and evaluation system, determined through consultation with key stakeholders, which measures and evaluates performance of training and development and implements changes to strategy, plans and structures to maximise performance. Feedback and support systems exist to facilitate the development of staff and support external agencies in performance management. Evidence of external accreditation and review of training, development and assessment exists.

# Training and Development Briefing Sheet

## Training and Development Strategy

- A comprehensive Training and Development Strategy has been developed and implemented within the organisation
- The development of the Strategy has been subject to a suitable engagement and consultation process with the relevant stakeholders
- The Strategy has been designed to meet the FRA's legal duties and responsibilities under the Fire and Rescue Services Act 2004 and the Health and Safety at Work Act 1974
- The Strategy considers relevant national guidance and documentation, such as The Fire and Rescue Service National Framework Document and in particular, will have been subject to an Equality Impact Assessment
- The Strategy will encompass prevention, protection, intervention, civil resilience and managerial delivery stream and will pay due regard to operational issues at a local, regional and national issues
- The Strategy will encompass all personnel from firefighter to Brigade Manager regardless of duty system
- The Strategy has been communicated effectively to all personnel within the organisation and in particular is understood by personnel who have responsibilities for the development and delivery of training
- The Strategy is subject to audit and review and has been evaluated to ensure that it is suitable and sufficient for the needs of the organisation
- Minimum training standards and frequency of training activity, where appropriate, are articulated clearly and communicated to all staff.

## Training and development arrangements

- It can be demonstrated that arrangements are in place to support and complement the Training and Development Strategy
- Arrangements exist to ensure suitable training, development and maintenance of skills for roles within specific functions such as prevention, protection, intervention and civil resilience.

## Training needs analysis

- A comprehensive training needs analysis has been carried out which is based on actual evidence and must not make assumptions. This encompasses all roles within the fire and rescue service from firefighter to Brigade Manager
- The analysis encompasses the principles of the Integrated Personal Development System and ensures people have the training, development and competence to carry out all activity expected of them
- The training and competency requirements for each role within the Fire and Rescue Service, identified through the training needs analysis process, is recorded in a format that is clearly understood by all personnel regardless of role or duty system.

## Training and development delivery

- The operational training plan describes how training will be organised, prepared, delivered and evaluated
- The delivery of training, the development of individuals and the maintenance of competence takes into account roles and duty systems of individuals and has been tailored to their needs, requirements and learning styles
- Alternative delivery and support mechanisms, such as e-learning and modularisation of training programmes, have been introduced to support people's working patterns e.g. The Fire Service College, among other training providers, has developed an e-learning delivery platform.

## Monitoring, reviewing and evaluation of training and development

- Training and development records are regularly monitored and suitable arrangements exist to ensure that all personnel are developed and remain competent within their role regardless of duty system
- Arrangements exist to evaluate the training and development of personnel to ensure that it is effective and skills are maintained.

## Realistic training

- Suitable arrangements have been made to secure realistic training for fire safety operations, including exercises at high risk premises, to ensure that all personnel are suitably developed and remain competent within their role
- Realistic training must have been identified as necessary through the training needs analysis process and will have been subjected to suitable and sufficient risk assessment

- Arrangements are in place to ensure suitable and sufficient training for incident commanders in identifying and assessing risks at operational incidents. This should include the appropriate measures that need to be taken to control and mitigate risk, as well as the appropriate contingency to respond to and manage unexpected events
- Arrangements are in place for training, development and assessment of people in relation to breathing apparatus and support activity. This includes initial and refresher training. Training and development complements activity at operational incidents.
- The safe and effective delivery of compartment fire behaviour training is in place for all operational personnel.
- Arrangements are in place to ensure people have the underpinning knowledge to support practical training and emergency response activities. It is for the FRA to determine the knowledge requirements but areas of significant importance include operational intelligence (7.2.d of *The Fire and Rescue Services Act 2004*), building construction and fire behaviour.

### Cross-border and multi-agency training

- A comprehensive training, development and joint exercise programme exists to enable key agencies to maintain competency within their organisations for dealing with cross-border incidents or major incidents which require a multi-agency response
- The programme will be based on a training need analysis which takes into account local, regional and national risks.

### Incident command

- The FRS has a clear and coherent policy that sets out the approach to delivering effective incident command
- Arrangements by which the Incident Command System is delivered and supported are defined clearly
- Systems are in place to assess commanders and potential commanders at all levels from Crew Manager to Brigade Manager, which is supported by a maintenance programme to ensure competency.
- In particular, there will be clear evidence of training, development and maintenance of competency for staff who may be required to operate at Bronze, Silver and Gold Command levels
- Mechanisms have been established to verify incident command capability e.g. a monitoring process that includes a mechanism to feedback into policies and processes, such as training
- The FRA collaborates with other Fire and Rescue Services to ensure effective and efficient interoperability in accordance with Section 13 and 16 of the Fire Rescue Services Act 2004.

## Operational incident and exercise debriefing

- The Fire and Rescue Service has an effective policy and procedure for the delivery of operational incident and exercise debriefs/reviews. The policy and procedure is supported by a management system which enables the tracking of debriefs and ensures that any subsequent recommendations are addressed
- National advice and guidance on matters of operational assurance and effectiveness have been acted on and tailored to meet the FRS requirements and are fit for purpose.

## Firefighter selection tests and promotion process

- The Fire and Rescue Service has effective selection processes based on the National Firefighter Selection Tests for the recruitment of Firefighters regardless of duty system
- The Fire and Rescue Service has effective processes based on the National Assessment and Development Toolkit for the promotion and recruitment of personnel to supervisory and managerial positions within the organisation.

## Personal development and performance reviews

- There is an annual review of each person's development and performance which also includes any interim reviews
- The review will be based on the job description and the requirements of the role.
- The review process will take account of career aspirations and development as well as the setting of objectives, including equality and diversity objectives
- Personal Development and Performance Reviews records are monitored and reviewed regularly to ensure all personnel are aware of any development needs or safety critical training.

## Equality and diversity

- All staff, regardless of role, have been subject to a suitable development, assessment and maintenance of competency programme that ensure that they are aware of their moral and legal duties and responsibilities for equality and diversity.

## Elected member training and development

- Suitable and sufficient training and development programmes exist for Elected Members who have responsibilities for the Fire and Rescue Service.

## Call management and incident support

Question 7: How well is the Authority delivering its call management and incident support activities?

|  |  |  |
|--|--|--|
| <b>Key Area</b>  |  |  |
| 7.1 Does the FRA have in place effective arrangements for delivering call management and incident support activities in place?   |  |  |
| <b>KLOE focus</b>  |  |  |
| <p>The organisation:</p> <ul style="list-style-type: none"> <li>• has effective call management arrangements</li> <li>• has effective contingency (fallback) arrangements in place</li> <li>• has appropriate staffing arrangements that support call management and incident support activities.</li> </ul>   |  |  |
| <b>Descriptors</b>   |  |  |
| <b>Developing</b>  | <b>Established</b>   | <b>Advanced</b>  |
| Arrangements to provide efficient and effective call management and incident support activities including contingency (fall back) call management and incident support services are being developed.   | The FRA has reviewed and implemented efficient and effective arrangements for call management and incident support activities for spate conditions which include recall arrangements for staff and other services. | Arrangements to accurately forecast resource availability is enhancing standards of operational response. The implementation of effective procedures has resulted in significant reduction in appliance mobilising through call challenge and revised pre-determined attendances (PDAs). |
| <b>Exemplar of notable practice</b>  |  |  |
| <p>The FRA has effective arrangements in place to ensure accurate forecasting of adverse weather conditions which may increase call volumes, and effective procedures are in place to ensure collaborative working with other FRS Controls and emergency services. Robust and effective arrangements are in place to ensure accurate forecasting of resource availability, particularly when anticipating spate conditions. Effective call challenge procedures and revised PDAs are in place for malicious calls and fire alarm actuations which are delivering significant reductions in appliance mobilising.</p> |  |  |

## Key Area

7.2 Does the FRA have a robust process for evaluating the effectiveness, and improving performance of its call management and incident support activities?

### KLOE focus

#### The organisation:

- measures and evaluates the effectiveness of its call management and incident support activities and addresses areas of under performance
- has a sound understanding of performance
- has arrangements in place for auditing and reviewing its call management and incident support activities on a planned basis
- shares the results of any audit and evaluation with relevant stakeholders.

### Descriptors

| Developing   | Established   | Advanced  |
|--|---|---|
| Performance management arrangements for call management and incident support activities need to be developed to effectively identify strengths and areas for improvement. Extended arrangements for auditing and reviewing call management and incident support activities are being introduced. | Planned audits, reviews and evaluations of call management and incident support activities identify areas of strengths and areas for improvement which are shared with relevant stakeholders. Outcomes of evaluation and review result in actions to improve performance. | Call management and incident support activities performance information is evaluated effectively at all levels to drive improvement. Audit, review and evaluation systems involve all levels within organisation, external agencies and stakeholders where appropriate. Results are shared with personnel and partners. |

### Exemplar of notable practice

The FRA uses performance information on call management and incident support activities at all levels to drive service delivery improvement. The FRA engages actively with other FRAs who have experienced extreme operational activity {e.g. incidents such as spate flooding, Buncefield, etc} in order to incorporate the lessons learned and adopt notable practice. Audit, review and evaluation systems involve all appropriate levels within the organisation, external agencies and stakeholders, and contingency (fallback) arrangements are reviewed in conjunction with stakeholders. These systems are used to identify initiatives which have delivered enhanced levels of service delivery and significant reductions in appliance mobilisation. Reviews take account of changes to risk profile and resource provision and operational debriefs which are informed by call management and mobilising actions.

## Key Area

7.3 Does the FRA have effective transitional arrangements in place to take account of the move to Regional Control Centres?

### KLOE focus

The organisation:

- participates actively in regional arrangements.

### Descriptors

| Developing  | Established   | Advanced  |
|---|---|---|
| Preparations to move to the Regional Control Centre network and complete the respective tasks need to be developed in order to align with the scale and criticality within the FiReControl transition plan. | The scale and criticality of the FiReControl transition work to be undertaken is fully recognised. Effective mechanisms are in place to take account of the move to RCC and regular reports are provided to Communities and Local Government. | The FRA participates actively and constructively in regional arrangements for the transfer of the control service to the RCC. Consistency in documentation and standardisation has been implemented through regional collaboration. |

### Exemplar of notable practice

The FRA has participated actively in regional arrangements to ensure effective mechanisms are in place to take account of the move to RCC. Preparations to move to the Regional Control Centre network are underpinned by effective communication which ensures the scale and criticality of FiReControl transition work to be undertaken is fully recognised. The FRA has consistently documented reviews of their existing practices and procedures to ensure they are applicable and effective.



# Call Management Briefing Sheet

## Call management and incident support policies

- The policies are fully documented and accessible to all staff
- Collaboration takes place with other emergency services and agencies in defining and reviewing the policies
- Regular reviews of the policies are undertaken to ensure best practice is maintained
- Quality assurance is undertaken to ensure the policies are adhered to
- An effective change control process is in place for implementing new policies and for amending the existing policies.

## Call management and incident support training

- Quality assurance is undertaken to ensure the training is consistently provided
- Procedures are in place to ensure the training principles are correctly applied
- Procedures are in place to identify training needs of individuals
- Training needs of operational and control staff are considered to ensure better understanding and effective co-operation
- Training includes information of how the other emergency services and agencies work, in order to support effective co-ordinated working,

## Planning for anticipated increase in volume of operational activity

Processes are in place for:

- Receipt of early warning of adverse weather conditions
- Liaison with other emergency services and agencies for intelligence gathering
- Recall policy for off-duty staff and redeployment of on-duty staff
- Information gathering with other FRAs who have experience in specific activities.

## Acquiring guidance from specialists

- Procedures are set up for obtaining information for specific types of incident from specialist agencies
- Specialists are used, where appropriate, to assist in the provision of training and in formulating policies.

## Business Continuity

- Resilient technology and procedures are available
- Procedures encompass failures of technology, processes and deficiencies in staffing
- Collaboration is undertaken with other FRA Controls
- Regular testing is undertaken of the fallback arrangements.

## Analysis of data

- Data is used pro-actively to support reviews of policies and to assure levels of service are appropriate
- Trends are identified in relation to call volumes, incident types, incident locations and the cause of incidents
- Close liaison is established with FRA departments and other agencies when trends are identified to formulate FRA campaigns, changes in existing policy etc.

## Forecasting resource availability

- Systems or procedures are in place to identify future deficiencies in respect of all duty systems utilised by the FRA
- The ability exists to implement recall to duty plans etc.

## Availability of supporting documentation – plans, standard operating procedures etc

- Standard formats are used
- Information is updated regularly in a timely manner
- Information is available where necessary e.g. in control rooms, in operational command rooms, at incidents etc
- Information is shared with other agencies as appropriate.

## Communication needs

- Internal processes exist to ensure good practice is achieved through lessons learned/experiences
- Regular debriefs are held to ensure compliments and criticism are openly discussed – within a safe environment
- Effective liaison is maintained with the media and other FRA departments to ensure examples are communicated to promote or enforce FRA campaigns.

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