

Fire and Rescue Operational Assessment of Service Delivery

Toolkit
and Guidance

Fire and Rescue Operational Assessment of Service Delivery

Toolkit and Guidance

July 2006

On 5th May 2006 the responsibilities of the Office of the Deputy Prime Minister (ODPM) transferred to the Department for Communities and Local Government (DCLG)

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DCLG Publications
PO Box 236
Wetherby
West Yorkshire
LS23 7NB
Tel: 0870 1226 236
Fax: 0870 1226 237
Textphone: 0870 1207 405
E-mail: communities@twoten.com

ISBN-13: 978 185 112 8624

ISBN-10: 185 112 862x

Printed in the UK on paper comprising no less than 75% post-consumer waste

July 2006

Reference no: 06 HMFSI 03975

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Background

The Operational Assessment of Service Delivery is one of two aspects of the Audit Commission's Service Assessment of Fire and Rescue Authorities and will be undertaken by the Department of Communities and Local Government (DCLG). The Operational Assessment takes the form of a self assessment process which each Fire and Rescue Authority in England will undertake using the Toolkit contained in this document. The Toolkit is based on the work of a CFOA led working group, and was subject to a recent consultation exercise¹ conducted by the DCLG. The Toolkit provides guidance to Fire and Rescue Authorities on how to complete their self assessment and how to reach a judgement on their operational assessment of service delivery.

Starting in July 2006, Fire and Rescue Authorities (FRAs) have six weeks to complete the self assessment using the Toolkit. Following this work, field teams of Fire and Rescue Service professionals seconded to the DCLG will visit each Fire and Rescue Authority to review the self assessment and confirm the basis on which the FRA has made its judgement.

The self assessment will provide FRAs and other stakeholders with assurance concerning the delivery of fire and rescue services, and will assist Authorities with improvement planning to enhance service provision. The final score derived will also link into the broader 2006-07 Performance Framework, being developed by the Audit Commission.

There are three parts to the Toolkit:

- Guidance
- Key Lines of Enquiry
- Self Assessment Template

¹ The ten week consultation period started in April 2006 (Operational Assessment of Service Delivery).

Timetable

Key dates are:

Date	
6th July 2006	Finalised Toolkit and guidance available for use
16th August 2006	FRAs submit self assessment to DCLG
21st August 2006	Majority of the first round of field work visits start
September 2006	Consistency process starts
End November 2006	Field work visits completed
December 2006/ January 2007	Final reports submitted to the Audit Commission

Self Assessment Toolkit & Guidance

Executive Summary

The advice contained in this section is important to the production of an effective and realistic self assessment and should be given careful attention.

This Toolkit sets out the expectations for the various elements which underpin or influence the effectiveness and safety of operational FRA service delivery. These include evidence that might demonstrate compliance with relevant legislation or Codes of Practice and, where possible, what might constitute notable practice. The document also has a scoring framework for use by sector competent staff. This will allow the same criteria to be used in forming judgements on the evidence available in each service, whether assessment is undertaken by self assessment, peer review, critical friend or as part of the Service Assessment fieldwork led by the DCLG.

The role of external challenge is important and aims to:

- provide impetus for improvement
- promote sharing of notable practice
- provide assurance for the public and the Government

The Toolkit is designed therefore to provide a common national tool for service managers to carry out a self assessment and, when necessary, an external review of that assessment.

The aim of a self assessment is to:

- provide an honest and realistic account of where the FRA judges itself to be in respect of service delivery performance
- recognise notable practice for wider dissemination
- recognise strengths and areas for improvement
- allow the FRA to examine how it discharges its services within a comprehensive performance assessment framework
- provide Authorities and other stakeholders with assurance concerning the delivery of services
- assist Authorities with improvement planning to enhance service provision, building on the work of the 2005 CPA

The Toolkit is designed only for use by persons having competence in the relevant area being reviewed. Interpretation of the evidence gathered will require professional judgement in the application of the Toolkit in order to give the public and other key stakeholders confidence that operational effectiveness of service delivery is being maintained in the FRA. Honesty by the self assessor in developing Toolkit responses is essential, both in terms of providing a useful outcome on which each FRA can plan for improvements and in giving an accurate picture for the field teams to work on. Some of the assessment criteria may require a straightforward yes or no, though overall a more qualitative professional judgement will need to be made to assess the quality of what is being looked at and to inform the overall judgement.

The results of the assessment and review of each Key Line of Enquiry (KLOE) should be fed back into the FRAs formal review process to inform and improve future performance planning.

Key Lines of Enquiry (KLOE)

The self assessment Toolkit covers five main areas, or Key Lines of Enquiry (KLOE). KLOEs cover the main aspects supporting the delivery of services and follow a risk assessment philosophy, starting with analysis of the risk, then prevention and protection, through to sending an emergency response. Within the five KLOE are the themes of Health & Safety and Learning & Development. Both of these are integral to all aspects of Service Delivery. Where the term Learning and Development is used, this is intended to encompass IPDS though clearly IPDS covers broader issues than just the training and development of staff. The five different KLOEs in the Operational Assessment of Service Delivery Toolkit are:

Risk Analysis

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 communities 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 may help in 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.

Preventative and Protection Services

The FRA will have a fire safety strategy that seeks to reduce the number of fires, fire deaths and injuries, 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, businesses and schools, and other public and voluntary sector organisations. The FRA will have strategies to reduce the number of special service interventions it makes (to include Road Traffic Collisions), based on its Integrated Risk Management Plan (IRMP).

Operational Preparedness

In accordance with the FRAs IRMP, the Fire and Rescue Service (FRS) is prepared to deal with all operational incidents to which it may reasonably be expected to respond, working with others as appropriate. This includes ensuring that all staff including incident commanders are trained and develop their competence to national occupational standards, which validates that staff are familiar with risks, are able to apply the command and control systems and working practices that are in place, and use the right equipment that is available.

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.

Emergency Response

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

Each KLOE is divided into three parts:

- Key Areas Of Enquiry
- Self Assessment Focus
- Evidence Criteria For Judgement

Key Areas of Enquiry

Key areas of enquiry are sub sections of each KLOE and are based on the HS(G) 65 format. Key areas for enquiry provide a framework for examining each KLOE in a detailed and rounded manner and take the form of questions posed to the assessor. It is recognised that using HS(G) 65 sometimes results in apparent duplication. This can be addressed in the self assessment by simply cross referring to other evidence cited. The key areas are described as follows:

Policy

The assessment process should establish that policies exist, are current, meet legal requirements and are being communicated and implemented.

Organising

The assessment process should gauge the existence, adequacy and implementation of arrangements to:

- establish and maintain management control of service delivery
- promote effective co-operation of individuals and groups so that service delivery is a collaborative effort
- ensure the effective communication of necessary information throughout the FRA
- secure the competence of the organisations employees

Planning and Implementation

The assessment process should gauge the existence, adequacy and implementation of the planning system. The planning system should be able to:

- deliver plans with objectives for developing, maintaining and improving service delivery
- design, develop, install and implement suitable management arrangements, risk control systems and workplace precautions proportionate to the needs and hazards of the organisation
- provide effective prioritisation of activities based on risk assessment
- ensure the correct balance of resources and effort is being targeted proportionately according to the risk profile across the organisation
- operate, maintain and improve the system to suit changing needs and process hazards/risks
- promote a positive service delivery culture

Measuring (Monitoring) Performance

The measuring process itself is an essential element of service delivery particularly the effectiveness of plans, procedures and systems of work against targets.

Audit and Review

Audit and Review form the final steps in the service delivery control loop, so their existence, adequacy and implementation need to be included within the assessment process.

Key areas for enquiry take the format of questions posed to the assessor making judgement and are supported by a self assessment focus and evidence criteria for judgement.

Self Assessment Focus

The self assessment focus which supports each key area of enquiry describes the types of evidence required to demonstrate satisfaction in the area under review. The self assessment focus is further developed into evidence criteria for judgement which act as a general guide for the assessor to score each key area of enquiry and subsequently each KLOE.

Evidence criteria for judgement

Each key area of enquiry and self assessment focus has a number of evidence criteria for judgement. These columns contain examples of evidence which may demonstrate how the FRA is satisfactorily meeting assessment levels, and can be used as a general guide for the assessor to determine a best fit and appropriate score for each key area of enquiry.

Descriptors, or criteria evidence for judgement, are included for performance levels 2 and 3. Level 1 is represented by authorities that fail to achieve level 2. Level 4 is represented by exceptional performance well above level 3 and demonstrated by evidence in support of notable practice or innovation. There are no descriptors for level 4 performances in order to avoid the toolkit becoming overly prescriptive and limiting.

In completing the assessment, FRAs are to assess the evidence criteria for judgement and determine a best fit for their organisation in order to justify why they believe themselves to be at this level. The descriptors are cumulative: for example, an FRA that met criteria at level 3 could not be given a score of 3 unless it also met the criteria for level 2 successfully. The table below provides a description for each level of achievement.

Level of achievement	Description
1	Failure to meet level 2 criteria.
2	Level 2 performance represents a minimum requirement, and will need to be in place before the FRA can be considered for level 3.
3	To achieve level 3 performance, FRAs must have all arrangements described at level 2 in place. The arrangements should be embedded and operating effectively with clear outcomes representing a more demanding test than for level 2. The FRA should also have the majority of level 3 performance criteria in place or, where there are gaps, have made substantial progress towards meeting them.
4	An FRA that is performing strongly will need to demonstrate that it meets all of the criteria for level 2 and level 3, and that its arrangements are embedded and have a clear impact on outcomes. In addition to fully meeting level 2 and 3 criteria, evidence to support achievement of level 4 needs to demonstrate innovation or notable practice which delivers tangible results and could be shared with other authorities.

Each statement in the evidence criteria for judgement should be considered by the FRA during the self assessment process. This will assist the FRA to determine a best fit and provide an indication of performance. Evidence should be sought from relevant sources in the organisation, and the person(s) using the KLOE to make

an assessment can also develop further criteria to test the validity of judgements made. The best, or most relevant, evidence in support of the self assessment focus and evidence criteria for judgement should then be signposted in the self assessment template.

Key points

- The evidence criteria for judgement provide an indication of the expected levels of performance consistent with the assessment level. They act as a guide to the types of policies, practices and activities that an FRA may reasonably be expected to have in place.
- Evidence criteria are not a list of requirements which can be used to justify scoring each FRA at the level indicated. The criteria are neither prescriptive nor exhaustive, and qualitative judgements based on the evidence will still need to be made by the assessor.
- The evidence criteria provided are not necessarily the only acceptable evidence when demonstrating that the service meets the requirements of the self assessment focus.

Signposting evidence

Completion of the self assessment does not require production of the actual evidence. Referencing, or signposting the evidence will be sufficient and this can be done in a number of ways:

- by inserting a hyperlink (if the evidence is publicly available)
- by inserting the name, location and references to the information
- by briefly describing the evidence in writing
- by referring back to a piece of evidence previously mentioned in the self assessment

Evidence may exist in a variety of formats including documents, plans, procedures, practices, data, systems, maps, diagrams, photographs/images, videos or sound recordings. It is likely that most evidence will be in key documents such as operational policies and procedures, risk assessments, diversity impact assessments, minutes of meetings and more strategic documents such as Integrated Risk Management Plans, Corporate Plans and Best Value Performance Plans. Evidence should not be submitted to the field teams, but should be referenced or signposted giving relevant sections or page numbers, so that it can be readily obtained if required.

↩ Key points

- Not all evidence relating to an issue needs to be highlighted, just the most relevant or best examples.
- Multiple pieces of evidence supporting the same conclusion provide stronger evidence but may not always be possible.
- Evidence previously submitted for reviews can be used if relevant (such as 2005 CPA evidence for Community Fire Safety diagnostic).

Scoring

The Audit Commission have indicated that for each verified self assessment, they will require a single one to four score. To arrive at this, each KLOE will be awarded a rating from 1 to 4, a similar approach to that used previously in the 2005 Fire and Rescue CPA.

The output of an Operational Assessment of Service Delivery review will be a report setting out a series of key points and an overall judgement as follows:

Score	Description	Assessment judgement
1	Below minimum requirements	Inadequate performance
2	At only minimum requirements	Adequate performance
3	Consistently above minimum requirements	Performing well
4	Well above minimum requirements	Performing strongly

Each FRA will determine, through its self assessment, what it proposes to be an appropriate score using the methodology described below. Key areas of enquiry are scored first and then combined to reach an overall score for the KLOE. The five KLOEs are then combined to reach an overall score for the self assessment, reflecting the levels of achievement in the table above.

Scoring key lines of enquiry and component parts

In order to arrive at a score for each KLOE, the assessor will need to determine a single score for each of the five component parts, or key areas of enquiry. This is done by using the self assessment focus, criteria evidence for judgement and the guidance above. This process allows the assessor to work through each key area, and the available evidence in order to make a professional judgement on the FRAs level of achievement. The five components are:

- Policy
- Organising
- Planning and Implementing
- Measuring Performance (Monitoring)
- Audit & Review

As a result of the consultation exercise, Audit and Review have been combined into a single key area of enquiry and there are no weightings for KLOEs overall. This places emphasis on the first four components of the KLOE, and allows for a similar approach in scoring KLOEs and the overall assessment.

The principles regarding scoring are:

Scoring principles	Score
At least two 4s and no scores below three	= 4
At least three 3s and no score below 2	= 3
At least three 2s	= 2
Any other combination	= 1

Examples of how to reach a KLOE score and an overall score are provided in the tables below

Key areas of enquiry – example	Score	Summary of scores	KLOE score
Policy	2	2 x 2	3 Performing well
Organising	3	2 x 3	
Planning and implementation	4		
Measuring Performance	2	1 x 4	
Audit & Review	3		

Key lines of enquiry – example	Score	Summary of scores	Judgement
Risk Analysis	2	3 x 2	2 Adequate performance
Prevention and Protection	2		
Operational Preparedness	4	1 x 3	
Call Management and Incident Support	2		
Emergency Response	3	1 x 4	

Conducting the self assessment

There is no set process for conducting a FRA self assessment. One of the principal aims of self assessment is to provide an honest and realistic account of where the FRA judges itself to be in respect of service delivery, and to inform improvement planning. In achieving this principal aim, FRAs may wish to consider the self assessment stages used in a recent FRA peer review exercise². These are:

1. engage a team to conduct the self assessment rather than individuals
2. agree roles and responsibilities of the team and appoint a co-ordinator to assume overall responsibility
3. develop an assessment plan outlining how and when the assessment will be conducted
4. hold focus groups and/or interviews – these can assist the FRA to further understand their strengths and areas for improvement and confirm the organisation's own understanding of performance
5. gather supporting data and review evidence as required
6. draft the initial self assessment, perhaps in bullet points at first
7. present the first draft to a consensus group to challenge the findings and add further depth
8. refine and develop the narrative in line with guidance
9. develop a high level improvement or action plan to enhance service delivery
10. produce the final self assessment document and score

² A peer review was completed by the FRAs in the West Midlands Region in June 2006. The ten stages to self assessment have been adapted from their training materials which were developed by Excellence in Business.

Submission of self assessments

FRAs should use the self assessment template (Appendix 2) and guidance to assist them in completing their self assessment document for submission.

Completed self assessments should be returned to Di Bell by 16th August 2006 by e-mail to Diane.bell@communities.gsi.gov.uk or by post to:

Di Bell
Department for Communities and Local Government
5th Floor
Allington Towers
Allington Street
London
SW1 5WY

Appendix 1

Key Lines of Enquiry

Guidance notes

The key lines of enquiry (KLOEs) are used by FRAs to assess service delivery performance and assist in improvement planning to enhance service provision. The key lines of enquiry are numbered as follows:

- | | |
|---|---------|
| 1. Risk Analysis | page 19 |
| 2. Preventative and Protection Services | page 24 |
| 3. Operational Preparedness | page 31 |
| 4. Call Management and Incident Support | page 38 |
| 5. Emergency Response | page 45 |

Each key line of enquiry is broken down into five sub sections called key areas for enquiry. These are numbered as follows:

1. Policy
2. Organising
3. Planning and implementation
4. Measuring Performance (Monitoring)
5. Audit and Review

Definitions for key lines of enquiry and key areas for enquiry are on pages 8-10.

FRAs use KLOEs and their component parts to explore their current service delivery arrangements and to make an overall assessment judgement. Further guidance on the use of evidence criteria for judgement and scoring can be found on pages 11-15.

Key Lines of Enquiry

1.1 RISK ANALYSIS – Policy

Does the FRA have a clearly defined policy in relation to the assessment of existing and potential risk within the diverse communities it serves?

Self Assessment Focus

Evidence that:

- The FRAs risk analysis policy reflects the FSEC guidance issued by the DCLG, or alternative arrangements are in place to provide a policy on the risk management framework which identifies potential and existing risks to the community.
- The FRA has clear and coherent policies for workforce development covering planning, selection, learning and development, workforce competence and excellence.

Evidence criteria for judgement⁸⁻¹⁰

Level 2	Level 3
<ul style="list-style-type: none"> ● The FRA has a risk management policy that includes clearly stated aims and objectives for risk management. ● The FRA sets out a means for identifying existing and potential risks to the community within the risk management policy. ● Policies are subject to impact assessments including risk, equality and diversity. ● Policies are within a document control system. ● The FRA policy describes a range of risk reduction activities to support the management of risk. ● The FRA sets out a means for identifying existing and potential risks to firefighters including consideration of HSE enforcement action elsewhere. 	<ul style="list-style-type: none"> ● The FRA provides a means to determine the resources required to address identified risks within the risk management policy. ● The FRA has a policy to provide the physical and human resources for learning and development in this context. This may include training in and away from the workplace, coaching, mentoring, experiential learning, multimedia learning, performance review, assessment and appraisal. ● The policy sets out arrangements for assessing risk with partner organisations and collaborative working in managing risk. ● The FRA policy supports arrangements for collaborative working with partners in managing risk.

1.2 RISK ANALYSIS – Organising

Do effective risk management structures and arrangements exist within the FRA to promote effective control, co-operation and communication and to secure the competence of staff?

Self Assessment Focus

Evidence that:

- The FRA has established arrangements to use empirical and statistical evidence and other relevant information to assess risk to the community and develop appropriate prevention, protection and emergency response options, utilising the FSEC Toolkit or an alternative approach.
- Clear responsibility exists for the development, improvement and maintenance of the risk assessment process.
- Arrangements are established to ensure that personnel engaged in risk analysis are either competent, or if in development are provided with adequate supervision, and undertake continuous development to maintain competence.

Evidence criteria for judgement

Level 2

- There is evidence that empirical incident data has been considered.
- The FRA has used the latest census, or other suitable population data, and has considered this and the diversity of the community for service delivery and community safety.
- The FSEC Toolkit, or an alternative approach, is being used effectively to inform the IRMP.
- The FRA understands who its stakeholders are and has undertaken consultation with all of them.
- An organisational personnel chart exists and is up to date.
- Job descriptions using PQAs exist and are reviewed regularly.
- Decisions relating to selected response options are agreed by the principal management team and presented to the FRA for approval.
- The FRA has arrangements in place to train personnel for their role with particular emphasis on statistical and risk analysis techniques.
- The FRA has made arrangements to develop and secure the competence of personnel in their role.

Level 3

- The FRA has made appropriate arrangements to ensure that risk analyses are accessible to all stakeholders, have taken the needs of different stakeholders into account and are easy to understand.
- Planning objectives have been agreed with teams and individuals responsible for implementation.
- The FRA has considered data from a variety of sources including partner agencies and neighbouring FRAs to support the risk assessment process.
- The FRA has data sharing protocols with other partner agencies.
- The FRA has considered the availability of resources within regional* and national boundaries to ensure the most appropriate speed and weight of emergency response.

* Where regional appears, this acknowledges that London is already a region .

1.3 RISK ANALYSIS – Planning and Implementation

Has the FRA considered all relevant key legislation, guidance and consultation when formulating their plans (See Annex A)?

Self Assessment Focus

Evidence that:

- The FRA has considered DCLG guidance when establishing plans, procedures and practices in relation to risk analysis and assessment implementation.
- The FRA ensures that the correct resources have been targeted to meet planning and implementation requirements.

Evidence criteria for judgement

Level 2

- The FRA has established criteria to examine the number, type, geographical location and time of day of all incidents in recent years, including road traffic collisions and other emergencies and this information is fully considered in its risk mitigation strategies.
- Data utilised is current and presented in a suitable and understandable format.
- FSEC, or an alternative, has been used to support the decision-making process on prevention, protection and emergency response.
- Organisational, team and individual planning and implementation objectives are agreed and communicated.
- The FRA has systems of work and working practices that support the selection, and learning and development and maintenance of competence of personnel engaged in risk analysis.
- FRA plans contain details of the priorities, resource implications, targets and options required to achieve objectives and take account of community, personal and corporate risk.
- The FRA has completed a full evaluation of community risk in mapped or tabular format, and the findings are supported by documentary evidence of the process followed, which identifies actual incidents and areas of existing and potential risk.

Level 3

- Joint agency community risk profiling is considered in line with the Civil Contingencies Act.
- The FRA has made use of information technology resources (including FSEC or similar) to assist the speed and ease with which the community risk profile can be updated.
- The guidance contained within Emergency Preparedness and Emergency Response and Recovery has been appropriately incorporated into local plans.
- Objectives are in place to measure the effectiveness of changes to provision of services to inform future improvements.
- There is evidence that speed and weight of response of both emergency appliances and operational personnel have been reviewed, validated and risk assessed as a result of the risk analysis.
- The FRA has considered the availability of resources within regional and national boundaries to ensure the most appropriate speed and weight of emergency response.

1.4 RISK ANALYSIS – Measuring Performance (Monitoring)

Does the FRA measure the performance and effectiveness of its risk management system?

Self Assessment Focus

Evidence that:

- The FRA continuously monitors, measures and analyses its prevention, protection and response arrangements to ensure that they meet FRA stated aims and objectives.
- Staff undertaking risk analysis work are competent or are developing their competence under adequate supervision and their performance is assessed against agreed objectives.

Evidence criteria for judgement

Level 2	Level 3
<ul style="list-style-type: none"> ● The FRA has measured the effectiveness of current preventative, protective and response arrangements to identify strengths and weaknesses. ● Response times and resource disposition are monitored and analysed to determine potential to improve performance. 	<ul style="list-style-type: none"> ● Staff knowledge, skills and understanding are subject to continual professional development and assessment to ensure competence. ● The FRA has a performance management framework in place that improves individual and organisational performance, including appropriate actions being taken to improve performance and methods of delivery.

1.5 RISK ANALYSIS – Audit and Review

Does the FRA review performance to support continuous improvement against its stated aims and objectives?

Does the FRA have arrangements in place for internal and external audit of the risk analysis process and are results disseminated?

Self Assessment Focus

Evidence that:

- All results of performance measurement of risk analysis are reviewed on a planned basis, and appropriate action is taken to improve performance.
- The results of any review and action planned are disseminated throughout the organisation and to other relevant stakeholders.
- A systematic performance based audit system is used to improve performance in the risk assessment process, involving all appropriate levels of the organisation, and both internal and external stakeholders.

Evidence criteria for judgement

Level 2	Level 3
<ul style="list-style-type: none"> ● The FRA has in place an effective method for reviewing all aspects of its risk analysis processes. ● Reviews are carried out on a regular basis and they take account of performance measurement information, in particular changes to risk profile and resource provision. ● Risk management activities are monitored and, where appropriate, actions are taken to improve performance and methods of delivery. ● The FRA has an agreed mechanism within its review process to identify and act upon any changes in the FRAs area that could impact upon risk. ● Results from the review process inform the IRMP and future action planning for the FRA, its partners and its personnel. ● The FRA has an audit system in place to improve organisational performance. 	<ul style="list-style-type: none"> ● The FRA conducts review through self assessment and peer review. ● Review decisions are referred to the FRA for approval, after taking into account the views of the local community and relevant stakeholders. ● The FRA has an agreed method for reviewing the effectiveness of its consultation process to ensure that views of all areas of the community, including those of internal and external stakeholders are considered and acted upon as appropriate. ● The views of local communities and relevant stakeholders which inform review decisions are communicated to the FRA for relevant action. ● The audit system involves all appropriate levels of the organisation and, where relevant, external agencies and stakeholders. ● The audit system is targeted to support the achievement of organisational aims and objectives.

2.1 PREVENTION AND PROTECTION – Policy

Does the FRA have clearly defined policies to take account of its statutory community and legislative fire safety responsibilities?

Does the FRA take into account the National Framework and national guidance on enforcement?

Self Assessment Focus

Evidence that:

- The FRA has clear and coherent community and legislative fire safety policies designed to meet the requirements of the risk profile in all its diversity, as set out in its IRMP.
- The FRA has clear and coherent policies for the investigation of fires and will have considered this on a regional and/or collaborative basis.

Evidence criteria for judgement

Level 2

- The FRA has policies for all aspects of legislative and community fire safety consistent with the community risk profile, the FRAs IRMP and relevant legislation, including where another authority is under a duty to consult the FRA.
- The FRAs policy takes account of relevant Circulars and National Community Fire Safety Centre advice and guidance.
- Policies are subject to impact assessments including risk, equality and diversity.
- The policies are within a document control system.
- The FRA takes a full and active part in Crime and Disorder Reduction Partnerships to tackle arson and malicious calls.
- The FRA has a policy for dealing with and reducing unwanted calls emanating from automatic fire detection systems.
- The FRA has a policy for fires to be appropriately investigated by authorised personnel.

Level 3

- The CFS policy establishes the targeting and engagement of those at greatest risk and set out opportunities to improve community safety.
- The FRAs policy includes taking a full and active part in Local Strategic Partnerships and Local Area Agreements to improve community and workplace safety.
- The FRA is working with young people to enhance risk reduction, in the context of local provision for young people.
- The FRA has a policy to provide the physical and human resources for learning and development in this context (this may include training in and away from the workplace, coaching, mentoring, experiential learning, multimedia learning, performance review, assessment and appraisal).
- The FRA has considered the provision of fire investigation regionally and/or collaboratively.
- The FRAs policies include the recovery of costs arising from malicious calls when a culprit is prosecuted and convicted.

2.2 PREVENTION AND PROTECTION – Organising

Do effective management structures and arrangements exist within the FRA to support the development and implementation of prevention and protection services?

Self Assessment Focus

Evidence that:

- The FRA has an appropriate structure to ensure that the promotion of prevention and protection activities within its diverse communities is effective, and there is clear responsibility for the development of plans relating to this work.
- Management and administrative systems are established for the purposes of reducing arson, malicious and other unwanted emergency calls and to ensure that the FRA can meet its statutory duties and the requirements of the National Framework.
- Arrangements are established to ensure that all personnel engaged in prevention and protection are either competent, or, if in development, are provided with adequate supervision, and undertake continuous development to maintain competence.

Evidence criteria for judgement

Level 2

- An organisational personnel chart exists and is reviewed regularly.
- Job descriptions exist and are reviewed regularly.
- The FRA has the appropriate management and administrative systems to support and meet its legislative obligations and the requirements of the National Framework.
- There are systems to record and provide information on all areas of prevention and protection activity.
- The FRA has arrangements to train, develop and secure the competence of personnel for their role.
- All areas of responsibility for implementation of any community safety plan are clearly specified, including the part that specialist fire safety staff (such as schools teams, community advocates and fire safety inspection staff) play in achieving the aims and objectives of the plan.

Level 3

- Objectives have been agreed with teams and individuals.
- Within fire safety enforcement and arson reduction arrangements there is evidence of effective consultation with other authorities and agencies to provide consistency of advice and enforcement.
- There are programmes of work for all areas of community safety, including fire safety inspections, schools visits and HFRCs.
- Programmes are clearly targeted at areas of greatest risk and are resources are allocated accordingly.
- The FRA shares regional and/or collaborative arrangements for specialist physical and human resources for fire investigation and fire safety enforcement purposes, and duty systems meet the requirements of the IRMP.

2.3 PREVENTION AND PROTECTION – Planning and Implementation

Do the FRA prevention and protection plans support the IRMP and National Framework?

Self Assessment Focus

Evidence that:

- The FRA has established plans, challenging targets, procedures and practices in relation to all aspects of community and legislative fire safety, including reducing arson, and malicious and unwanted fire calls in accordance with guidance.
- The FRA has plans, procedures and practices in relation to other risks (non fire), as identified in its IRMP.
- The FRA ensures the correct resources have been targeted towards those at greatest risk to meet the planning and implementation requirements.

Evidence criteria for judgement

Level 2	Level 3
<ul style="list-style-type: none"> ● The FRA maintains a SMART community risk plan with targets for prevention and protection for those at greatest risk and vulnerable groups. ● The FRA has systems of work and working practices that support the selection, learning and development and maintenance of competence of personnel engaged in prevention and protection work. ● The FRA fire safety plan clearly states the policies, practices and procedures used, sets targets and provides a clear focus to the fire safety enforcement and advice service. ● The FRA has adopted relevant guidance and taken account of the guidance issued to responsible people under current fire safety legislation. ● The FRA engages with appropriate local partners in the planning, design and delivery of community and workplace fire safety activity and arson reduction. (Partners may include LA Housing, education and social services departments, PCTs, Chambers of Commerce and voluntary sector organisations) 	<ul style="list-style-type: none"> ● The FRA uses briefings from the National Community Fire Safety Centre on national campaigns and has considered to what extent more lives may be saved by improved community safety initiatives. ● The FRAs local safety initiatives are co-ordinated with national campaigns to maximise opportunities for increased public awareness and positive action. ● In work undertaken with young people, the FRA engages with appropriate partners such as Connexions, Youth Offending Teams, schools and Sure Start, in the planning, design and delivery of schemes. ● The FRA has a child and vulnerable adult protection policy and it provides appropriate training. ● The FRA makes effective use of referrals to and from local partners (for youth diversion, HFRCs, etc.). ● The FRAs procedure for dealing with the exchange of information includes details of the action to be taken when other agencies or organisations such as the Health and Safety Executive, police and local authorities are involved.

Evidence criteria for judgement (continued)

Level 2	Level 3
<ul style="list-style-type: none"> ● Premises that have the greatest potential for loss of life have been identified and prioritised for the purpose of fire safety inspections, and the prioritisation process takes account of the fire safety measures installed, the fire record and quality of the management of fire safety in the premises. ● The FRA has a strategy for identifying, undertaking and recording inspections carried out under appropriate legislation. ● The FRAs risk assessment methodology includes a procedure for considering the employers own risk assessment. ● The FRA has mechanisms in place to receive and react to reports or complaints of dangerous conditions and risk to life from fire. ● The FRA has arrangements in place for liaising with other agencies that are placed under a duty to consult it. ● The FRA has systems to ensure the effective exchange of technical and safety critical information between operational and fire safety staff. ● The FRA determines local targets to assist in reducing the number of arson attacks by category (vehicles, dwellings, schools, etc.). ● The FRA has a plan for dealing with hoax 999 calls which includes local targets. ● The FRA has consulted the police, telephone companies, ambulance service, probation service, social services and any other relevant organisations, in order to plan a strategy to combat malicious false alarm calls. ● The FRA conducts general awareness campaigns in support of reducing malicious calls and these are targeted at areas of greatest incidence. 	<ul style="list-style-type: none"> ● The FRA provides fire investigation on a regional or collaborative basis. ● The FRA has established appropriate and effective joint liaison and working procedures between the FRS, police, other relevant agencies and community representatives, to tackle arson and other anti social behaviour, and to develop appropriate reduction strategies. ● Specific preventative advice is offered to users, employers and occupiers of premises which are known to be at significant risk of property loss from arson. ● The FRA shares information with agencies dealing with crime and disorder in order to reduce the incidence of arson and malicious fire calls. ● The FRA has implemented action plans for reducing arson, and malicious and other unwanted fire calls: the plan establishes targets and follows national best practice guidelines to reduce such calls. ● Managers and owners of premises generating high levels of unwanted AFD calls are encouraged to adopt preventative measures, and effective liaison and reduction plans are in place to reduce these calls. ● The FRA seeks to develop participation by young people and involve and consult young people in the design and delivery of initiatives for them. ● The FRA has taken steps to ensure that the delivery of community safety and work with young people meets equality and diversity requirements. ● The FRA makes use of community volunteers to deliver community fire safety activities. ● The FRA has considered working in partnership with other agencies to reduce road traffic accidents and deaths.

Evidence criteria for judgement (continued)	
Level 2	Level 3
<ul style="list-style-type: none"> ● Priorities and agreed targets for reducing accidental fires and casualties in domestic dwellings have been communicated to relevant teams and individuals and have been implemented, particularly HFRCs. 	<ul style="list-style-type: none"> ● The FRA has a published procedure detailing how information gathered during fire investigations is shared with other staff internally, and this is used to inform other aspects of FRA activity. ● The FRA has arrangements whereby important trends identified as a result of fire investigations are used to target fire safety campaigns locally, and fires of special interest are brought to the attention of the DCLG. ● Organisational, team and individual planning and implementation objectives are agreed and communicated.

2.4 PREVENTION AND PROTECTION – Measuring Performance (Monitoring)

Does the FRA measure the performance and effectiveness of its prevention and protection activities?

Self Assessment Focus

Evidence that:

- The FRA continuously monitors, measures and analyses its prevention and protection arrangements to ensure that they meet their stated aims and objectives and publishes details within its Best Value Performance Plan.
- Staff undertaking prevention and protection work are competent or are developing their competence under adequate supervision and their performance is assessed against agreed objectives.

Evidence criteria for judgement

Level 2	Level 3
<ul style="list-style-type: none"> ● The FRA has effective arrangements for the collection and analysis of CFS and FS data to provide management information and record performance. ● The FRA has measured the effectiveness of current preventative and protective arrangements to identify strengths and weaknesses. ● The FRA measures performance against agreed targets and objectives in relation to reducing deaths, injuries, malicious calls, and to maintaining the effectiveness of the AFA policy. ● Performance is benchmarked. ● The FRA measures the level of smoke alarm ownership in dwellings and has challenging targets to increase the level of ownership. 	<ul style="list-style-type: none"> ● The FRA evaluates its CFS initiatives individually and collectively. ● The FRA has evaluated the effectiveness of its work with vulnerable and at-risk groups. ● Staff knowledge, skills and understanding are subject to continual professional development and assessment to ensure competence (including those in schools teams, firefighters delivering fire safety and community advocates). ● The FRA has a performance management framework in place that improves individual and organisational performance, using performance review information. ● The FRA has evaluated how well its partnerships with other agencies are delivering cross cutting multi-agency objectives.

2.5 PREVENTION AND PROTECTION – Audit and Review

Does the FRA review performance of prevention and protection activities to support continuous improvement against its stated aims and objectives?

Does the FRA have arrangements in place for internal and external audit of prevention and protection services, and are results disseminated?

Self Assessment Focus

Evidence that:

- All areas of prevention and protection are reviewed on a planned basis, and appropriate action is taken to improve performance and inform the IRMP process.
- The results of any review and action planned are disseminated throughout the organisation and to other relevant stakeholders.
- A systematic performance based audit system is used to improve performance in prevention and protection which involves all appropriate levels of the organisation, and both internal and external stakeholders

Evidence criteria for judgement

Level 2	Level 3
<ul style="list-style-type: none"> ● The FRA has in place an effective method for reviewing all aspects of its prevention and protection services. ● Reviews are carried out on a regular basis and they take account of performance measurement information, in particular changes to risk profile and resource provision. ● The FRA has an agreed mechanism within its review process to identify and act upon any changes in the FRAs area that could impact upon risk. ● Prevention and protection activities are monitored and, where appropriate, actions are taken to improve performance and methods of delivery. ● The FRA has evaluated the effectiveness of its work with vulnerable and at risk groups. ● The FRA has an audit system to improve existing organisational performance. ● The system includes all aspects of prevention and protection activity. ● The FRA audits progress against its risk based inspection programme. ● There are quality assurance arrangements in place to ensure customer satisfaction and this informs future practice. 	<ul style="list-style-type: none"> ● The FRA conducts review through self assessment and peer review. ● Review decisions are referred to the FRA for approval, after taking into account the views of the local community and relevant stakeholders. ● The FRA has an agreed method for reviewing the effectiveness of its consultation process to ensure that the views of all areas of the community, including those of internal and external stakeholders, are considered and acted upon as appropriate. ● Results from the review process inform the IRMP and future action planning for the FRA, its partners and its personnel. ● The audit system involves all appropriate levels of the organisation and, where relevant, external agencies and stakeholders. ● The audit system is targeted to support the achievement of organisational aims and objectives.

3.1 OPERATIONAL PREPAREDNESS – Policy

Does the FRA have clearly defined policies to establish arrangements for the production of plans to deal with all types of operational incidents likely to occur within its geographic area, which include supporting incidents, at a cross border/regional/national level?

Does the FRA take into account the National Framework and relevant national guidance?

Self Assessment Focus

Evidence that:

- The FRAs Operational Preparedness policy is compiled in accordance with relevant guidance covering response to a New Dimension event, other major incidents, operational planning, incident command systems and the gathering and provision of operational information, and is available to relevant personnel and agencies.
- The FRA policies dovetail with local authority and other relevant agency (including all other FRAs and emergency services) policies for dealing with major incidents, and there is evidence that these policies have supported policy development and compatibility.
- The FRA has clearly defined policies for workforce development covering planning, selection, learning and development, workforce competence and excellence.

Evidence criteria for judgement

Level 2

- The FRA has a policy that includes clearly stated aims and objectives for operational preparedness, underpinned by a suitable and sufficient Health and Safety policy.
- Policies are subject to impact assessments including risk, equality and diversity.
- Policies are within a document control system.
- The FRA has a policy for Incident Command, and it takes into account FRA officers attending incidents outside their authority area and vice versa.

Level 3

- Policies have been updated to reflect the changes in key legislation and guidance, including New Dimensions and the new arrangements in relation to the 'senior fire service officer'.
- The FRA has a policy for efficient and effective local, regional or pan regional sharing of resources (such as appliances, special appliances and supervisory manager cover), particularly the services of specialist staff, aerial and other fire appliances and specialist support services, such as rope rescue teams.
- The FRA has a policy to provide the physical and human resources for operational learning and development (including training in and away from the workplace, coaching, mentoring, experiential learning, multimedia learning, performance review, assessment and appraisal).

3.2 OPERATIONAL PREPAREDNESS – Organising

Do effective operational preparedness structures exist within the FRA to promote appropriate control, co-operation and communication, and to secure the competence of staff?

Self Assessment Focus

Evidence that:

- The FRA has established arrangements to secure the appropriate level of responsibility necessary, including systems to manage the risks at all operational incidents. This can include the determination of resource requirements being determined, such as the need for Gold Command and Hazmat Officers.
- Clear responsibility exists for the development, improvement and maintenance of plans, safe systems of work and working practices.
- Arrangements are in place to ensure that personnel engaged in operational preparedness are either competent, or, if in development, are provided with adequate supervision, and undertake continuous development to maintain competence.

Evidence criteria for judgement

Level 2

- The FRA has established arrangements to provide appropriate resources, including adequate equipment and PPE, to meet reasonably predictable levels of operational activity, and a means to supplement those resources in the event of extraordinary need, such as spate conditions or a large scale incident, etc.
- The FRA has established appropriate management structures, staffing levels and other resources to meet policy requirements (Gold, Silver, Bronze Command and Hazmats etc.)
- The FRAs ICS is in accordance with the key guidance issued (*Fire Service Manual, Fire Service Operations – Incident Command*), or equally effective alternative arrangements are in place.
- Personnel at all levels understand the policies that are relevant to them in relation to operational procedures, safe systems of work and working practices.
- The FRA has established the resources, learning and development arrangements necessary to support the number of competent emergency response staff to meet the needs of its operational plans and procedures.
- Job descriptions exist and are compatible with relevant national occupational standards, the organisational chart, and are effectively monitored and understood.

Level 3

- Planning objectives have been agreed with teams and individuals responsible for implementation.
- Evidence exists of staff and stakeholder consultation and involvement in policy planning and development.
- Arrangements are in place to capture and record data to support the provision of safety critical operational information.
- Arrangements are in place to provide adequate incident command training, to include first response incident commanders.
- Arrangements are in place to assess the performance of personnel in the workplace to inform realistic command training, including simulation.
- There is evidence of cross FRA and inter agency liaison and co-operation.

3.3 OPERATIONAL PREPAREDNESS – Planning and Implementation

Has the FRA considered all relevant key legislation, guidance and consultation (including the National Framework) when formulating their operational preparedness plan?

Self Assessment Focus

Evidence that:

- The FRA has established plans, procedures and practices in relation to operational preparedness implementation.
- The FRA ensures the appropriate resources have been provided to meet the planning and implementation requirements.

Evidence criteria for judgement

Level 2	Level 3
<ul style="list-style-type: none"> ● FRA implementation of operational plans reflects the requirements of the FRAs IRMP and annual action plan. ● Operational procedures and plans are founded upon a comprehensive risk assessment carried out by competent personnel, and where appropriate, linked to generic risk assessments contained within the <i>Guide to Operational Risk Assessments</i> guidance documents. ● The speed and weight of response of both emergency appliances and operational personnel is considered. ● Operational pre-plans for specific risk sites are constructed in accordance with the COMAH framework. ● Site specific plans and procedures are in place. ● The FRA has a robust process for the development of risk assessments and for incorporating the actions and outcomes into plans and procedures both generically and for specific site hazards. ● The requirements of the operational plans integrate with mobilising arrangements. ● Criteria are in place to determine whether a site is inspected and re-inspected under section 7(2)(d) arrangements and the criteria are followed. ● Arrangements exist for the inspection and recording of information about temporary or unusual special risks. 	<ul style="list-style-type: none"> ● Local plans complement the regional and Local Authority plans for dealing with major incidents. ● The FRA co-operates with other agencies in respect to its health, safety and welfare obligations, when planning for and attending emergencies. ● The FRA has a mechanism whereby operational personnel have the opportunity to raise concerns on matters such as health, safety, welfare and training. ● There is evidence that operational information links to other data capture requirements such as Fire Safety and corporate risk assessment requirements under the IRMP. ● Relevant personnel at all levels of the organisation are aware of their respective responsibilities with regard to plans and procedures (including ICS). ● The FRA has arrangements for communicating and acting upon urgent safety critical information throughout the organisational structure. ● The FRA has mechanisms to ensure operational plans are immediately available at the scene of operations.

Evidence criteria for judgement (continued)	
Level 2	Level 3
<ul style="list-style-type: none"> ● There is a multi agency meeting schedule (emergency services joint planning committee and Local Resilience Forum). ● The FRA can demonstrate effective liaison between partner agencies and major risk sites in the development of plans. ● The FRAs incident command procedures are compatible with those of other FRAs (NICS) and other agencies. 	<ul style="list-style-type: none"> ● Organisational, team and individual planning and implementation objectives, including training and development requirements are agreed in relation to staff engaged in operational planning. ● The FRA can demonstrate that service delivery is supported by systems for selection, learning, development and performance management. ● The FRA has business continuity plans for response to a major disruptive event or disaster. ● Collaborative arrangements exist for shared operational learning and development on a local, regional, collaborative and national basis for all elements of the IPDS.

3.4 OPERATIONAL PREPAREDNESS – Measuring Performance (Monitoring)

Does the FRA monitor plans, procedures and systems of work in operational performance to measure the effectiveness of operational preparedness?

Self Assessment Focus

Evidence that:

- The FRA continuously monitors, measures and analyses its plans for operational preparedness and their effectiveness in meeting the FRA stated aims and objectives.
- Staff undertaking Operational Preparedness work are competent, or are developing their competence under adequate supervision, and their performance is assessed against agreed objectives.

Evidence criteria for judgement

Level 2	Level 3
<ul style="list-style-type: none"> ● There is evidence of local target setting and alignment to national BVPI and PSA 3 targets. ● Effectiveness of the pre-planning process and incident command is monitored. ● There is evidence that the FRA process for obtaining operational information is effective, risk based and targets the hazards that present the greatest risk to communities, the environment and fire fighters, and is kept up-to-date. ● There is evidence of a FRA procedure for amending a site- specific plan or tactical procedure as a result of information gained at a pre planning inspection or as a result of a training exercise, other monitoring event, or shared learning from other authorities experience. ● Adequate supervision is provided to support trainees, people in development or temporary promoted personnel at incidents. ● The FRAs monitoring of firefighter safety events, both reactive and proactive (including attacks on firefighters) is effective and informs operational preparedness. 	<ul style="list-style-type: none"> ● Individual and collective actions of incident commanders/crew commanders and crews are monitored for operational effectiveness and personal development as part of the workplace assessment process, and action is taken locally to improve performance, including adequate and effective training. ● There is a process for effectively monitoring risk assessments and a process to prompt assessments to be reviewed. ● There is evidence of post incident performance surveys being carried out and consideration is given to any issues arising from them. ● There is evidence of active monitoring, such as an available review of operational performance, injury and ill-health statistics, safety event investigation reporting (including operational stress related ill-health), and there are responsive policies for prevention, mitigation and support. ● An audit trail for information sharing exists. ● All staff are updated and refreshed in the knowledge, skills and understanding required to maintain their competence, and this is assessed both in development and in the workplace. (This can include participating in incident tabletop exercises, computer based simulations and live exercises)

Evidence criteria for judgement (continued)	
Level 2	Level 3
<ul style="list-style-type: none"> ● Effective incident command support is given to incident commanders. ● The FRA has a programme of joint exercises with other appropriate organisations to test plans and procedures, and to demonstrate that incident command is effective. 	

3.5 OPERATIONAL PREPAREDNESS – Audit and Review

Does the FRA have a process for making judgements about the adequacy of performance and for determining the nature and timing of actions to remedy deficiencies?

Does the FRA review performance of operational preparedness to support continuous improvement against its stated aims and objectives?

Does the FRA have arrangements in place for internal and external audit of operational preparedness and are results disseminated?

Self Assessment Focus

Evidence that:

- All areas of operational preparedness are reviewed on the basis of monitoring performance at incidents and in training on a planned basis, and appropriate action is taken to improve performance and inform the IRMP process.
- The results of any review and action planned are disseminated throughout the organisation and to other relevant stakeholders.
- A systematic performance based audit system is used to improve performance in the operational preparedness, including operational practices and procedures, which involves all appropriate levels of the organisation, internal and external stakeholders.

Evidence criteria for judgement	
Level 2	Level 3
<ul style="list-style-type: none"> ● The FRA has an effective method for reviewing all aspects of the operational preparedness arrangements which it has in place, including operational procedures, systems of work and working practices. ● Reviews are carried out on a planned basis or as a result of a trigger event and take account of performance measurement information, in particular changes to risk profile and resource provision. 	<ul style="list-style-type: none"> ● The FRA conducts review through self assessment and peer review. ● The FRA has an agreed mechanism within its review process to identify and act upon any changes in the FRA's area that could impact upon risk. ● Review decisions are referred to the FRA for approval, after taking into account the views of the local community and relevant stakeholders.

Evidence criteria for judgement (continued)	
Level 2	Level 3
<ul style="list-style-type: none"> ● Operational preparedness activities are monitored and, where appropriate, action is taken to improve performance and methods of delivery. ● Learning and development policy, systems and practices are amended following the monitoring of operational performance. ● Risk assessments and post incident debriefs from other services or agencies form part of the review process and appropriate actions are taken to improve individual and organisational performance and to reduce potential for operational stress and its effects. ● Effective arrangements exist to review major incident plans in conjunction with other agencies. ● The FRA has an audit system in place to improve organisational performance. ● The system includes all aspects of operational preparedness including effectiveness at operational incidents and learning from training and development activity. 	<ul style="list-style-type: none"> ● The FRA has an agreed method for reviewing the effectiveness of its consultation process to ensure that the views of all areas of the community, including internal and external stakeholders, are considered and acted upon as appropriate. ● Results from the review process inform the IRMP and future action planning for the FRA, its partners and its personnel. ● The views of local communities and relevant stakeholders which inform review decisions are communicated to the FRA for relevant action. ● The audit system involves all appropriate levels of the organisation and, where relevant, external agencies and stakeholders. ● The FRA reviews audit outcomes at a strategic level and implements action at the appropriate level. ● The audit system is targeted to support the achievement of organisational aims and objectives.

4.1 CALL MANAGEMENT AND INCIDENT SUPPORT – Policy

Does the FRA have a clearly defined policy in relation to dealing with calls for help and for summoning personnel and resources in accordance with legislation and key guidance.

Self Assessment Focus

Evidence that:

- The FRAs call management and call handling policy is compiled in accordance with relevant guidance and covers arrangements for identifying, receiving and managing emergency calls, which may reasonably be foreseen as likely to occur within its own area, and for supporting incidents as specified on collaborative, regional or national levels, and these are available to relevant personnel and other agencies.
- The FRA policies dovetail with local authority and relevant agency policies for dealing with call management and call handling, and there is evidence that these policies support policy development and compatibility.
- The FRA has clearly defined policies for workforce development covering planning, selection, learning and development, workforce competence and excellence.

Evidence criteria for judgement

Level 2	Level 3
<ul style="list-style-type: none"> ● Policies are linked to the requirements of the FRA IRMP. ● Policies are within a document control system. ● Policies are subject to impact assessments for risk, diversity and equality. ● Policies and strategies take due account of the guidance contained within the <i>Fire Service Manual on Fire Service Technology, Equipment and Media</i> or alternative arrangements are in place. 	<ul style="list-style-type: none"> ● The FRA has a policy to provide the physical and human resources for learning and development in this context. This may include training both in and away from the workplace, coaching, mentoring, experiential learning, multimedia learning, performance review, assessment and appraisal. ● The policy caters for the provision and testing of contingency arrangements, which may include: command and control equipment, physical and human resources and fallback arrangements. ● The policy covers collaborative arrangements and the responsibilities of all who collaborate are clearly defined.

4.2 CALL MANAGEMENT AND INCIDENT SUPPORT – Organising

Do effective call management and incident support structures exist within the FRA to promote appropriate control, co-operation and communication, and to secure the competence of staff?

Self Assessment Focus

Evidence that:

- The FRA has established arrangements to provide appropriate communications for operational and command functions to support the range of incidents which might reasonably be anticipated within the FRAs areas of responsibility. This will include response and liaison arrangements, both within the FRS, regionally and nationally, and with other agencies.
- Clear responsibility exists for the development, improvement and maintenance of plans for call management and incident support resources, safe systems of work and working practices.
- Arrangements are in place to ensure that personnel engaged in call management and incident support are either competent, or if in development, are provided with adequate supervision, and undertake continuous development to maintain competence.

Evidence criteria for judgement

Level 2

- Target staffing levels have been set and reviewed and contingency arrangements are in place if the staffing levels fall below the target(s), or there is an increase in call volume (spate conditions).
- Where the DCOL 6/1996 has not been used to establish arrangements, the alternative model is robust and evidence based.
- Current and timely arrangements are in place to support liaison and interoperability with other FRAs and emergency services to supply relevant information.
- Arrangements are in place for supporting and organising a regional or national response.
- The FRA has liaison arrangements in place with other FRAs as per the Fire and Rescue Services Act 2004 Sections 13 and 16 and relevant staff understand their responsibilities.
- Arrangements are in place to secure the health, safety and welfare (including the ergonomic requirements) of the control room environment.
- Arrangements are in place to develop and provide health and safety procedures and processes, which apply to personnel's work area(s) and responsibilities.

Level 3

- Planning objectives have been agreed with teams and individuals responsible for implementation.
- The FRA has arrangements in place to develop and secure the competence of personnel in their role.
- The FRA has made appropriate arrangements for the provision of specialist advice and support from other agencies as identified within its IRMP (such as chemical data for hazardous material incidents, structural engineers for incidents involving building collapse and the Environment Agency for incidents involving watercourses).
- The FRA has arrangements for determining the requirements of business continuity in the event of a major disruptive event or disaster.

Evidence criteria for judgement (continued)	
Level 2	Level 3
<ul style="list-style-type: none"> ● Consultation of internal and external stakeholders has been undertaken. ● Job descriptions exist, and, where relevant, they are compatible with the appropriate national occupational standards, effectively monitored, reviewed and understood. ● There is a current organisational chart. 	

4.3 CALL MANAGEMENT AND INCIDENT SUPPORT – Planning and implementation

Has the FRA considered all relevant key legislation, guidance and consultation when formulating plans for implementation of call management and incident support arrangements?

Self Assessment Focus

Evidence that:

- The FRA has established plans, procedures and practices in relation to call management and incident support implementation.
- The FRA ensures the appropriate resources have been targeted to meet the call management and incident support requirements.
- The FRA has liaised with other FRAs, Emergency Services and other agencies for the provision of arrangements for emergency call management and the mobilising of resources at local, regional and national level.

Evidence criteria for judgement	
Level 2	Level 3
<ul style="list-style-type: none"> ● The relevant guidance and legislation has been used to develop the call management plans and procedures (including Fire Service Manual volume 1, Fire Service Technology, Equipment). ● The FRA can demonstrate effective liaison with relevant stakeholders in the development of call management plans and procedures for major risks and sites. ● Procedures are based on a risk analysis of call management equipment and functions. ● The FRAs call management procedures support the identified range of incidents. 	<ul style="list-style-type: none"> ● The development of call management forms part of the overall ICT planning strategy for the FRA. ● The FRA mobilises the most appropriate resource irrespective of geographical boundaries. ● Organisational, team and individual planning objectives are agreed. ● The FRA has systems of work and working practices that support the selection, and learning and development and maintenance of competence of personnel in this context.

Evidence criteria for judgement (continued)	
Level 2	Level 3
<ul style="list-style-type: none"> ● Appropriate alternative control room arrangements exist and these arrangements are tested regularly. ● The FRA provide fire survival training for control staff to communicate to members of the public who are in imminent danger from fire. ● The FRA identify members of the public at high risk, due to physical or other disability impairments and this information is available and understood by control staff and operational staff. ● The FRA has a facility to communicate with members of the public who are hearing impaired, or cannot speak English. ● The FRA has a procedure for dealing with malicious calls, including the receipt of calls from mobile phone users. ● The FRA works in close liaison with Police, CDRPs, and telephone providers to support the prosecution of malicious callers. ● Secure procedures are in place for the retention of Incident tapes and Incident logs. ● Arrangements are in place for the effective management of all data sources to record call details and support effective mobilising. ● All call management and incident support MIS information is completed at Control, or there are effective alternative arrangements. ● The MIS used by the FRA allows for the extraction of all reports required to support the IRMP. 	<ul style="list-style-type: none"> ● There is access to a 'real time' view of resource availability (appliances, equipment, crews and FDS officers) to support effective call management planning. ● The system supports Emergency Call Management protocols and tracks the decision-making process.

4.4 CALL MANAGEMENT and INCIDENT SUPPORT – Measuring Performance (Monitoring)

Does the FRA measure the performance and effectiveness of its call management and incident support system?

Self Assessment Focus

Evidence that:

- The FRA continuously monitors, measures and analyses its plans for call management and incident support, and their effectiveness in meeting the FRA stated aims and objectives.
- Staff undertaking call management and incident support work are competent or are developing their competence under adequate supervision, and their performance is assessed against agreed objectives.

Evidence criteria for judgement

Level 2	Level 3
<ul style="list-style-type: none"> ● The FRA has a mechanism in place for monitoring call handling times. ● There is evidence of local target setting and alignment to national good practice and target setting is challenging and realistic. ● The FRA is meeting its targets. ● The FRA has a monitoring system specifically for call management and incident support activities and performance. ● The FRA has a fault reporting procedure(s) for all aspects of the call management system and the procedure(s) allow for repeated failures and faults to be recorded, responded to and tracked. ● There is evidence that the malicious false alarm call procedure has resulted in a reduction of these types of call. ● There is a debrief process for control activity and is this carried out routinely. ● All procedures, arrangements and equipment has been subject to health and safety assessment, and practices are subject to regular monitoring for compliance. 	<ul style="list-style-type: none"> ● Call management and mobilising actions are taken into account during operational debriefs. ● The lessons learnt from debriefs are fed back and improve control room activity. ● There evidence that personnel are competent in their role within the Control environment and where personnel are in development they are provided with adequate supervision. ● Learning and development of Control staff is consistent and supportive of the roles and responsibilities of individuals. ● Staff knowledge, skills and understanding are subject to continual professional development and assessment to ensure competence. ● The FRA utilises Call Challenge and there is a system in place for monitoring its effectiveness. ● There is evidence of active monitoring of sickness absence and ill-health, and policies for prevention, mitigation and support are in place.

4.5 CALL MANAGEMENT AND INCIDENT SUPPORT – Audit and Review

Does the FRA have a process for reviewing performance and making decisions about all aspects of the call management process including the nature and timing of actions to remedy deficiencies?

Does the FRA review performance support continuous improvement of the FRAs call management and support?

Does the FRA have arrangements in place for internal and external audit of call management and incident support?

Self Assessment Focus

Evidence that:

- All call management and incident support policies, functions and facilities are reviewed on a planned basis, procedures are amended appropriately, and action is taken to improve performance based on evidence, including the learning and development of personnel.
- The results of any review and action planned are disseminated throughout the organisation and to other relevant stakeholders.
- A systematic performance based audit system is used to improve performance of call management and incident support, including policies, systems, practices and procedures, which involves all appropriate levels of the organisation, and both internal and external stakeholders.

Evidence criteria for judgement

Level 2

- The FRA has in place an effective method for reviewing all aspects of its call management and incident support arrangements.
- Reviews are carried out on a planned basis and they take account of performance measurement information, in particular changes to risk profile and resource provision.
- Call management arrangements are monitored and, where appropriate, actions are taken to improve performance and methods of delivery.
- Learning and development policy, systems and practices are amended following the monitoring of performance.
- Both control and operational de-briefs form part of the review process.

Level 3

- The FRA conducts review through self assessment and peer review.
- The FRA has an agreed mechanism within its review process to identify and act upon any changes in the FRA's area that could impact upon risk.
- The contingency (fallback) arrangements are reviewed in conjunction with all relevant stakeholders.
- The FRA has an agreed method for reviewing the effectiveness of its consultation process to ensure the views of all areas of the community, including internal and external stakeholders, are considered and acted upon as appropriate.
- The procedures for dealing with a regional or national response have been exercised and the learning outcomes actioned.

Evidence criteria for judgement (continued)	
Level 2	Level 3
<ul style="list-style-type: none"> ● The FRA has an audit system in place to improve organisational performance in place. ● The mobilising system maintains an audit trail of all call management actions. ● There is evidence of health and safety monitoring and of actions arising from this. ● There is evidence of regular audit arrangements for all operational communications equipment, and outcomes are reviewed and acted upon at the appropriate level. 	<ul style="list-style-type: none"> ● The audit system involves all appropriate levels of the organisation and where relevant, external agencies and stakeholders. ● The FRA reviews audit outcomes at a strategic level and implements action at the appropriate level. ● The audit system is targeted to support the achievement of organisational aims and objectives. ● The FRA conducts external consultation to confirm quality of service provision.

5.1 EMERGENCY RESPONSE – Policy

Does the FRA have established policies, which underpin its ability to provide timely, safe, effective and efficient interventions at emergency incidents and do they demonstrate a strategic commitment to the standard of emergency intervention and the maintenance of operational competence?

Self Assessment Focus

Evidence that:

- The FRA has a policy determining the location of fire stations, appliances, equipment and people, based on its community risk profile, safety strategy and the emergency response standards detailed within the IRMP.
- The FRA has a policy for attendance at incidents by managers, which reflects the requirements of the IRMP.
- The FRA has a policy for securing the physical and human resources appropriate for dealing with normal operational needs.
- The FRA has clear and coherent policies for workforce development covering planning, selection, learning and development, workforce competence and excellence.
- The FRA has a policy for effective liaison and consultation with all key stakeholders.

Evidence criteria for judgement

Level 2	Level 3
<ul style="list-style-type: none"> ● The FRA has a suite of operational policies relating to the range of incident types to which operational personnel may be required to respond and these policies include appropriate Safe Systems of Work according to the risk, incident type and reflecting national guidance. ● Policy documents relate to the provision, allocation, deployment and crewing of emergency response appliances (including special appliances) and resources. ● The FRA has a policy for determining the levels of attendance and response times which are appropriate for each identified area of risk. ● Policies are subject to impact assessment of risk, diversity and equality. ● The FRA has a policy to ensure that the health and safety implications arising from any changed procedures are considered and addressed appropriately ● Policies are subject to document control. ● There is a policy for the attendance of managers at incidents. 	<ul style="list-style-type: none"> ● The FRA has a policy for collaboration, co-operation and sharing resources. ● The policy and any related guidance, require the national Incident Command System to be utilised at incidents, or equally effective alternative policy arrangements are in place. ● The FRA has a policy to provide the physical and human resources for learning and development in this context, which may include training in and away from the workplace, coaching, mentoring, experiential learning, multimedia learning, performance review and appraisal, including staff on the RDS ● The FRA has Memorandums of Understanding with other organisations such as the Environment Agency.

Evidence criteria for judgement (continued)	
Level 2	Level 3
<ul style="list-style-type: none"> The FRA has established policies in relation to securing resources from agencies and advice from utilities (water, gas, electric, surveyors, timber, bulk sand etc.) for effective intervention at incidents. 	

5.2 EMERGENCY RESPONSE – Organising

Does an effective management structure exist to support the implementation of policies and procedures by assigning responsibilities at the appropriate level [in accordance with the Fire and Rescue Service role maps]?

Self Assessment Focus

Evidence that:

- Clear responsibility exists for the organisation of emergency response and the strategic level of responsibility includes the formulation of systems to ensure that there are sufficient operational personnel, to meet the organisational needs within safe systems of work, which include an effective structure to implement incident command and to monitor operational performance.
- Clear responsibility exists for the development, improvement and maintenance of emergency response.
- Arrangements are established to ensure that personnel engaged in Emergency Response activities are either competent, or, if in development, are provided with adequate supervision, and undertake continuous development to maintain competence, including RDS staff.

Evidence criteria for judgement	
Level 2	Level 3
<ul style="list-style-type: none"> Job descriptions exist and they are compatible with the organisational chart. There is evidence of an effective incident command structure that takes account of external partners and multi-agency working. The crewing arrangements for station based personnel are appropriate to the needs of all duty systems (including staff on the RDS) and are adequate for all reasonably foreseeable eventualities. The FRA has arrangements to train, develop and secure the competence of personnel in their role. 	<ul style="list-style-type: none"> The FRAs operational structure and the numbers of managers on the flexible duty system provides the potential for flexibility of response based upon identified local risk i.e. resource provision varies in terms of availability, type and weight and can be supplemented in the event of extraordinary demand. Consultation of stakeholders has been undertaken.

5.3 EMERGENCY RESPONSE – Planning and Implementation

Does the underlying aim of the FRAs emergency response provide a timely, effective and efficient intervention when required to respond to an emergency situation (fire or otherwise)?

Self Assessment Focus

Evidence that:

- The FRA fire and rescue cover arrangements (fire stations, appliances, special appliances, specialist equipment, numbers of staff and managers and crewing patterns) are appropriate to meet the standards set out within the FRAs IRMP.
- Where appropriate provision for a special appliance can be made by arrangement with an adjacent FRA, or other supplier, FRAs will have considered this and have chosen the most effective solution.
- The flexible duty system employed for managers providing operational availability will be compatible with the requirements of the IRMP. The FRA will have considered the regional and collaborative sharing of Senior Manager cover.
- The distribution of personnel across stations and appliances reflects the competence requirements needed to deliver an effective and safe operational response.

Evidence criteria for judgement

Level 2	Level 3
<ul style="list-style-type: none"> ● The FRA maintains acceptable staffing level statistics without unnecessary over-provision or compromising safe systems of work. (For example, the FRA has flexible arrangements in place for addressing anticipated shortfalls such as pre-arranged overtime, annualised hours, WT/RT contracts and part-time working). ● Personnel attached to specific stations or appliances can demonstrate the achievement of competence or that they are under development, and that there are sufficient numbers of people available to meet operational needs. ● There is evidence that the maintenance and testing arrangements for all appliances and equipment (including PPE) takes account of statutory legislation, manufacturer's guidance, relevant national guidance, best practice and local requirements. ● The FRA has an effective hydrant and other water supplies inspection programme, and the availability of adequate water supplies has been appropriately risk assessed, and is communicated to operational crews. 	<ul style="list-style-type: none"> ● Consideration has been given to sharing of resources with adjoining FRAs and, where appropriate, other providers. ● The FRA has assessed their responsibilities in responding to non-emergency calls and considered what calls for assistance they will and will not attend. ● The FRA's practices and procedures incorporate the requirements of FRS Circular 5/2005 and when a fire or incident occurs that comes within the criteria relating to incidents of special interest, the FRA notifies the relevant parties in accordance with the instructions. ● The incident command system utilised at incidents is effectively communicated to all relevant personnel. ● The FRA has systems of work and working practices that support the selection and learning and development and maintenance of competence of personnel engaged in prevention and protection. ● There are agreed organisational, team and individual planning and implementation objectives.

Evidence criteria for judgement (continued)	
Level 2	Level 3
<ul style="list-style-type: none"> ● Personnel are adequately aware of premises and risks within their response area that might pose unusual risks. ● There is evidence that the operational procedures appertaining to the use and mobilising of resources, including special appliances, and the crewing arrangements of specialist teams are founded upon a comprehensive risk assessment. 	<ul style="list-style-type: none"> ● The FRA has fully considered the operation of a co-responder scheme with relevant stakeholders.

5.4 EMERGENCY RESPONSE – Measuring Performance (Monitoring)

Does the FRA monitor its performance in dealing with emergency incidents and the effectiveness of its emergency response in saving life, property and the environment and do these arrangements also consider the ongoing effectiveness of existing policies and procedures and seek to identify the potential for improvement?

Self Assessment Focus

Evidence that:

- The FRA includes performance information of its response to operational incidents within appropriate annual plans, which show whether response standards are being achieved and, if not, the action being taken to remedy the situation.
- The FRA regularly reviews emergency response arrangements including appliances, operational personnel and FDS staff, taking into account the effect of changing risk profiles. The extent of their operational use is recorded, together with appliance attendance times.
- Managers are actively implementing health, safety and welfare measures on the incident ground.
- The FRA undertakes post incident surveys to gather information regarding the performance of fire crews and others in the quality of service delivery to individuals, occupiers and communities.
- Staff undertaking this work are competent or are developing their competence under adequate supervision and their performance is assessed against agreed objectives.

Evidence criteria for judgement	
Level 2	Level 3
<ul style="list-style-type: none"> ● The FRA records performance and identifies any failures in achieving its established response standards using, for example, monthly data collection and analysis, and this information is acted upon and communicated to stakeholders. ● The intervention response data and local performance indicators such as mobilisation times, stop times and fires confined to room of origin are analysed to determine effectiveness. ● The FRA analyses incident and safety event data to ensure health and safety issues are effectively addressed at incidents. ● There is evidence (including empirical evidence) that the process utilised to determine the extent of appliance provision is delivering the agreed level of resources. ● The FRA maintains comprehensive records relating to non-availability of appliances, due to insufficient crewing or otherwise. ● The FRA investigates accidents, injuries and near misses on the incident ground and the outcomes are used to improve safety. 	<ul style="list-style-type: none"> ● Comprehensive statistics relating to emergency response vehicle downtime are available and these indicate that downtime is effectively managed so as to keep this to a minimum. ● Records indicate that, where appropriate, managers take charge of incidents with regard to incident command, and records are maintained of the number of incidents and exercises that they attend. ● The individual and collective actions of incident commanders, crew commanders and crews are monitored for competent performance as part of the workplace assessment process, and actions are taken to improve performance. ● Staff knowledge, skills and understanding are subject to continual professional development and assessment to ensure competence. ● There is evidence of a comprehensive feedback process for operational incidents including, where appropriate, formal debriefs for incidents and there is evidence of operational procedures having been amended as a result of post incident analysis and feedback. ● The FRA utilises customer surveys to determine the level of satisfaction with service delivery.

5.5 EMERGENCY RESPONSE – Audit and Review

Does the FRA have a process for reviewing performance of emergency response and is the review carried out at different levels within the service to facilitate the planning and implementation of action for improvement?

Does the FRA review of performance support continuous improvement of the FRAs emergency response?

Does the FRA have arrangements in place for internal and external audit of its emergency response arrangements?

Self Assessment Focus

Evidence that:

- All areas of emergency response are reviewed on a planned basis and action is taken to improve performance where appropriate.
- The results of any review and action planned are disseminated throughout the organisation and to other relevant stakeholders.
- A systematic performance based audit system is used to improve emergency response performance, including policies, systems, practices and procedures, which involve all appropriate levels of the organisation and both internal and external stakeholders.

Evidence criteria for judgement

Level 2	Level 3
<ul style="list-style-type: none"> ● The FRA has an effective method for reviewing all aspects of its existing emergency response provision and for taking action where necessary. ● Reviews are carried out on a planned basis and include a review of predetermined attendance for all emergency incidents to ensure they are appropriate to the risk. ● Standard operational procedures are regularly reviewed to ensure that they remain appropriate, reflect the latest GRA information and maintain safe systems of work. ● Learning and development policy, systems and practices are amended when appropriate following the monitoring of operational performance. ● The FRA has an audit system to improve organisational performance existing, particularly the effectiveness of appliances and equipment utilised in providing the FRAs operational response. 	<ul style="list-style-type: none"> ● The FRA conducts review through self assessment and peer review. ● The FRA has an agreed mechanism within its review process to identify and act upon any changes in the FRA's area that could impact upon risk. ● There is evidence that the FRA has considered different methods of crewing special appliances, including the use of personnel on the retained duty system or other duty systems and switch crewing. ● The FRA has an agreed method for reviewing the effectiveness of its consultation process to ensure that all areas of the community and stakeholders' views are considered and acted upon as appropriate. ● The FRA has reviewed FDS staff cover, crewing systems and shift patterns as a result of its IRMP.

Evidence criteria for judgement (continued)	
Level 2	Level 3
	<ul style="list-style-type: none">● The FRA has a facility to audit incident ground effectiveness, including incident command and firefighter health and safety, both internally through assessment and feedback and externally by consultation with other emergency services and partner agencies.● Learning and development needs are analysed regularly to ensure that personal and team performance remain consistent with the FRAs determined standards for response.● The audit system is targeted to support the achievement of organisational aims and objectives.

Appendix 2

Self assessment template

Operational Assessment of Service Delivery

Please return your completed self assessment template and summary of scores to Di Bell by 16th August 2006 by e-mail to diane.bell@communities.gsi.gov.uk or by post to:

Di Bell
Department for Communities and Local Government
5th Floor
Allington Towers
Allington Street
London
SW1 5WY

Guidance notes

The self assessment template is for FRAs to complete, to show how well the Authority is delivering its services and to assist Authorities with improvement planning to enhance service provision. The self assessment template should be used by FRAs when submitting their self assessment to the Department of Communities and Local Government (DCLG). Self assessments should be submitted by 16th August so that the self-assessment can be reviewed before and during the fieldwork period.

The key lines of enquiry, which are the basis of this assessment, along with further guidance on the self-assessment Toolkit and evidence criteria for judgement can be found on pages 8 onwards above.

The template has been designed to invite the FRA to assess its current performance in delivering operational services by answering a series of questions relating to the key lines and key areas of enquiry. The FRA is asked to provide brief supporting details around each key area of enquiry together with references (or signposts) to evidence sources. A summary table for compiling scores is also included to assist the FRA to undertake their review and complete the self assessment.

The FRA is asked to reference, or signpost, their evidence to support the self assessment judgement. Evidence should not be submitted to the field teams, but should be referenced, or signposted, giving relevant sections or page numbers, so that it can be readily obtained. Further guidance on signposting evidence is provided on pages 13-14 above. Fieldwork on site will follow up various areas identified in the self assessment and confirm whether the judgements made in the self assessment are adequately supported by evidence.

Self assessments should be succinct and ideally be no more than 12,000 words in total (for all five KLOE) in Arial 11 point font. FRA's can refer to diagrams if they wish to, but should not reproduce them within the template.

Key points

In their text under each key area of enquiry, FRAs may wish to refer to:

- how far the FRA goes towards meeting the self assessment focus
- how the criteria for judgment have been used to determine an appropriate score
- recognised key strengths and areas for improvement
- other reasons, activities, outcomes or planned actions that illustrate the FRAs performance against the scored assessment level

Evidence should avoid lengthy description and unsupported statements, and focus on providing key information or pointers to such information.

Significant emphasis will be placed on outcomes in the assessment and this should be clearly reflected in the self assessment.

Template

Key Line of Enquiry 1 – Risk Analysis

Please provide brief details and evidence to support your assessment in relation to the key areas of enquiry:

- Does the FRA have a clearly defined policy in relation to the assessment of existing and potential risk within the diverse communities it serves?
- Do effective risk management structures and arrangements exist within the FRA to promote effective control, co-operation and communication and to secure the competence of staff?
- Has the FRA considered all relevant key legislation, guidance and consultation when formulating their plans? (See Annex A)
- Does the FRA measure the performance and effectiveness of its risk management system?
- Does the FRA review performance to support continuous improvement against its stated aims and objectives?
- Does the FRA have arrangements in place for internal and external audit of the risk analysis process and are results disseminated?

1.1 Policy

Does the FRA have a clearly defined policy in relation to the assessment of existing and potential risk within the diverse communities it serves?

Please provide brief details and evidence with a focus on:

- How the FRAs risk analysis policy reflects the FSEC guidance issued by the DCLG or that alternative arrangements are in place to provide a risk management framework which identifies potential and existing risks to the community.
- How the FRA has clear and coherent policies for workforce development covering planning, selection, learning and development, workforce competence and excellence.

FRA to insert brief details here.

FRA to insert references to evidence source here.

Score

FRA to insert score

1.2 Organising

Do effective risk management structures and arrangements exist within the FRA to promote effective control, co-operation and communication and to secure the competence of staff?

Please provide brief details and evidence with a focus on:

- How the FRA has established arrangements to use empirical and statistical evidence and other relevant information to assess risk to the community and develop appropriate prevention, protection and emergency response options, utilising the FSEC toolkit or an alternative approach.
- How clear responsibility exists for the development, improvement and maintenance of the risk assessment process.
- How arrangements are established to ensure that personnel engaged in risk analysis are either competent, or, if in development, are provided with adequate supervision, and undertake continuous development to maintain competence.

FRA to insert brief details here.

FRA to insert references to evidence source here.

Score

FRA to insert score

1.3 Planning and Implementation

Has the FRA considered all relevant key legislation, guidance and consultation when formulating their plans? (see Annex A)

Please provide brief details and evidence with a focus on:

- How the FRA has considered DCLG guidance when established plans, procedures and practices in relation to risk analysis and assessment implementation.
- How the FRA ensures the correct resources have been targeted to meet the planning and implementation requirements.

FRA to insert brief details here.

FRA to insert references to evidence source here.

Score

FRA to insert score

1.4 Measuring Performance (Monitoring)

Does the FRA measure the performance and effectiveness of its risk management system?

Please provide brief details and evidence with a focus on:

- How the FRA continuously monitors, measures and analyses its prevention, protection and response arrangements to ensure that they meet FRA stated aims and objectives.
- How staff undertaking risk analysis work are competent or are developing their competence under adequate supervision, and how their performance is assessed against agreed objectives.

FRA to insert brief details here.

FRA to insert references to evidence source here.

Score

FRA to insert score

1.5 Audit and Review

Does the FRA review performance to support continuous improvement against its stated aims and objectives?

Does the FRA have arrangements in place for internal and external audit of the risk analysis process and are results disseminated?

Please provide brief details and evidence with a focus on:

- How all results of performance measurement are reviewed on a planned basis, and appropriate action is taken to improve performance.
- How the results of any review and action planned are disseminated throughout the organisation and to other relevant stakeholders.
- How a systematic performance based audit system is used to improve performance in delivering services which involves all appropriate levels of the organisation, and both internal and external stakeholders.

FRA to insert brief details here.

FRA to insert references to evidence source here.

Score

FRA to insert score

Key Line of Enquiry 2 – PREVENTION AND PROTECTION

Please provide brief details and evidence to support your assessment in relation to the key areas of enquiry:

- Does the FRA have clearly defined policies to take account of its statutory community/ legislative fire safety responsibilities?
- Does the FRA take into account the National Framework and national guidance on enforcement?
- Do effective management structures and arrangements exist within the FRA to support the development and implementation of prevention and protection services?
- Do the FRA prevention and protection plans support the IRMP and National Framework?
- Does the FRA measure the performance and effectiveness of its prevention and protection activities?
- Does the FRA review performance of prevention and protection activities to support continuous improvement against its stated aims and objectives?
- Does the FRA have arrangements in place for internal and external audit of prevention and protection services, and are results disseminated?

2.1 Policy

Does the FRA have clearly defined policies to take account of its statutory community/ legislative fire safety responsibilities?

Does the FRA take into account the National Framework and national guidance on enforcement?

Please provide brief details and evidence with a focus on:

- How the FRA has clear and coherent community and legislative fire safety policies designed to meet the requirements of the risk profile in all its diversity, as set out in its IRMP.
- How the FRA has clear and coherent policies for the investigation of fires and has considered this on a regional and/or collaborative basis.

FRA to insert brief details here.

FRA to insert references to evidence source here.

Score

FRA to insert score

2.2 Organising

Do effective management structures and arrangements exist within the FRA to support the development and implementation of prevention and protection services?

Please provide brief details and evidence with a focus on:

- How the FRA has an appropriate structure to ensure that the promotion of prevention and protection activities within its diverse communities is effective, and how clear responsibility exists for the development of plans relating to this work.
- How management and administrative systems are established for reducing arson, malicious and other unwanted emergency calls and ensure that the FRA can meet its statutory duties and the requirements of the National Framework.
- How arrangements are established to ensure that all personnel engaged in prevention and protection are either competent, or, if in development, are provided with adequate supervision, and undertake continuous development to maintain competence.

FRA to insert brief details here.

FRA to insert references to evidence source here.

Score

FRA to insert score

2.3 Planning and Implementation

Do the FRA prevention and protection plans support the IRMP and National Framework?

Please provide brief details and evidence with a focus on:

- How the FRA has established plans, challenging targets, procedures and practices in relation to all aspects of community and legislative fire safety, including reducing arson and malicious and unwanted fire calls in accordance with guidance.
- How the FRA has plans, procedures and practices in relation to other risks (non fire), as identified in its IRMP.
- How the FRA ensures the correct resources have been targeted towards those at greatest risk to meet the planning and implementation requirements.

FRA to insert brief details here.

FRA to insert references to evidence source here.

Score

FRA to insert score

2.4 Measuring Performance (Monitoring)

Does the FRA measure the performance and effectiveness of its prevention and protection activities?

Please provide brief details and evidence with a focus on:

- How the FRA continuously monitors, measures and analyses its prevention and protection arrangements to ensure that they meet their stated aims and objectives and publishes details within its Best Value Performance Plan.
- How staff undertaking prevention and protection work are competent or are developing their competence under adequate supervision and their performance is assessed against agreed objectives.

FRA to insert brief details here.

FRA to insert references to evidence source here.

Score

FRA to insert score

2.5 Audit and Review

Does the FRA review performance of prevention and protection activities to support continuous improvement against its stated aims and objectives?

Does the FRA have arrangements in place for internal/external audit of prevention and protection services and are results disseminated?

Please provide brief details and evidence with a focus on:

- How all areas of prevention and protection are reviewed on a planned basis, and appropriate action is taken to improve performance and inform the IRMP process.
- How the results of any review and action planned are disseminated throughout the organisation and to other relevant stakeholders.
- How a systematic performance based audit system is used to improve performance in the prevention and protection which involves all appropriate levels of the organisation, and both internal and external stakeholders.

FRA to insert brief details here.

FRA to insert references to evidence source here.

Score

FRA to insert score

Key Line of Enquiry 3 – OPERATIONAL PREPAREDNESS

Please provide brief details and evidence to support your assessment in relation to the key areas of enquiry:

- Does the FRA have clearly defined policies to establish arrangements for the production of plans to deal with all types of operational incidents likely to occur within its geographic area, which include supporting incidents, at a cross border/regional/national level?
- Does the FRA take into account the National Framework and relevant national guidance?
- Do effective operational preparedness structures exist within the FRA to promote appropriate control, co-operation and communication, and to secure the competence of staff?
- Has the FRA considered all relevant key legislation, guidance and consultation (including the National Framework) when formulating their operational preparedness plan?
- Does the FRA monitor plans, procedures and systems of work in operational performance to measure the effectiveness of operational preparedness?
- Does the FRA have a process for making judgements about the adequacy of performance and for determining the nature and timing of actions to remedy deficiencies?
- Does the FRA review performance of operational preparedness to support continuous improvement against its stated aims and objectives?
- Does the FRA have arrangements in place for internal and external audit of operational preparedness and are results disseminated?

3.1 Policy

Does the FRA have clearly defined policies to establish arrangements for the production of plans to deal with all types of operational incidents likely to occur within its geographic area, which include supporting incidents at a cross border/regional/national level?

Does the FRA take into account the National Framework and relevant national guidance?

Please provide brief details and evidence with a focus on:

- How the FRAs Operational Preparedness policy is compiled in accordance with relevant guidance and covers, response to a New Dimension event, other major incidents, operational planning, incident command systems, and the gathering and provision of operational information, and these are available to relevant personnel and other agencies.
- How the FRA policies dovetail with local authority/relevant agency (including all other FRAs and emergency services) policies for dealing with major incidents, and there is evidence that these policies have supported policy development and compatibility.
- How the FRA has clearly defined policies for workforce development covering planning, selection, learning and development, workforce competence and excellence.

FRA to insert brief details here.

FRA to insert references to evidence source here.

Score

FRA to insert score

3.2 Organising

Do effective operational preparedness structures exist within the FRA to promote appropriate control, co-operation and communication, and to secure the competence of staff?

Please provide brief details and evidence with a focus on:

- How the FRA has established arrangements to secure the appropriate level of responsibility necessary, including systems to manage the risks at all operational incidents. This can include the determination of resource requirements being determined, i.e. Gold Command, Hazmat Officers.
- How clear responsibility exists for the development, improvement and maintenance of plans, safe systems of work and working practices.
- How arrangements are in place to ensure that personnel engaged in operational preparedness are either competent, or, if in development, are provided with adequate supervision, and undertake continuous development to maintain competence.

FRA to insert brief details here.

FRA to insert references to evidence source here.

Score

FRA to insert score

3.3 Planning and Implementation

Has the FRA considered all relevant key legislation, guidance and consultation (including the National Framework) when formulating their operational preparedness plan?

Please provide brief details and evidence with a focus on:

- How the FRA has established plans, procedures and practices in relation to operational preparedness implementation.
- How the FRA ensures the appropriate resources have been provided to meet the planning and implementation requirements.

FRA to insert brief details here.

FRA to insert references to evidence source here.

Score

FRA to insert score

3.4 Measuring Performance (Monitoring)

Does the FRA monitor plans, procedures and systems of work in operational performance to measure the effectiveness of operational preparedness?

Please provide brief details and evidence with a focus on:

- How the FRA continuously monitors, measures and analyses its plans for operational preparedness and their effectiveness in meeting the FRA stated aims and objectives.
- How staff undertaking Operational Preparedness work are competent or are developing their competence under adequate supervision, and their performance is assessed against agreed objectives.

FRA to insert brief details here.

FRA to insert references to evidence source here.

Score

FRA to insert score

3.5 Audit and Review

Does the FRA have a process for making judgements about the adequacy of performance and for determining the nature and timing of actions to remedy deficiencies?

Does the FRA review performance of operational preparedness to support continuous improvement against its stated aims and objectives?

Does the FRA have arrangements in place for internal and external audit or operational preparedness and are results disseminated?

Please provide brief details and evidence with a focus on:

- How all areas of operational preparedness are reviewed on the basis of monitoring performance at incidents, and in training on a planned basis, and appropriate action is taken to improve performance and inform the IRMP process.
- How the results of any review and action planned are disseminated throughout the organisation and to other relevant stakeholders.
- How a systematic performance based audit system is used to improve performance in the operational preparedness, including operational practices and procedures, which involves all appropriate levels of the organisation, and both internal and external stakeholders.

FRA to insert brief details here.

FRA to insert references to evidence source here.

Score

FRA to insert score

Key Line of Enquiry 4 – CALL MANAGEMENT AND INCIDENT SUPPORT

Please provide brief details and evidence to support your assessment in relation to the key areas of enquiry:

- Does the FRA have a clearly defined policy in relation to dealing with calls for help and for summoning personnel and resources in accordance with legislation and key guidance?.
- Do effective call management and incident support structures exist within the FRA to promote appropriate control, co-operation and communication, and to secure the competence of staff?
- Has the FRA considered all relevant key legislation, guidance and consultation when formulating plans for implementation of call management and incident support arrangements?
- Does the FRA measure the performance and effectiveness of its call management and incident support system?
- Does the FRA have a process for reviewing performance and making decisions about all aspects of the call management process including the nature and timing of actions to remedy deficiencies?
- Does the FRA review performance support continuous improvement of the FRAs call management and support?
- Does the FRA have arrangements in place for internal/external audit of call management and incident support?

4.1 Policy

Does the FRA have a clearly defined policy in relation to dealing with calls for help and for summoning personnel and resources in accordance with legislation and key guidance?

Please provide brief details and evidence with a focus on:

- How the FRAs call management and call handling policy is compiled in accordance with relevant guidance and covers arrangements for identifying, receiving and managing emergency calls, which may reasonably be foreseen as likely to occur within its own area, and for supporting incidents as specified on collaborative, regional or national levels, and these are available to relevant personnel and other agencies.
- How the FRA policies dovetail with local authority/relevant agency policies for dealing with call management and call handling, and there is evidence that these policies support policy development and compatibility.
- How the FRA has clearly defined policies for workforce development covering planning, selection, learning and development, workforce competence and excellence.

FRA to insert brief details here.

FRA to insert references to evidence source here.

Score

FRA to insert score

4.2 Organising

Do effective call management and incident support structures exist within the FRA to promote appropriate control, co-operation and communication, and to secure the competence of staff?

Please provide brief details and evidence with a focus on:

- How the FRA has established arrangements to provide appropriate communications for operational and command functions to support the range of incidents which might reasonably be anticipated within the FRAs areas of responsibility. This will include response and liaison arrangements, both within the FRS, regionally and nationally, and with other agencies.
- How clear responsibility exists for the development, improvement and maintenance of plans for call management and incident support resources, safe systems of work and working practices.
- How arrangements are in place to ensure that personnel engaged in call management and incident support are either competent, or, if in development, are provided with adequate supervision, and undertake continuous development to maintain competence.

FRA to insert brief details here.

FRA to insert references to evidence source here.

Score

FRA to insert score

4.3 Planning and Implementation

Has the FRA considered all relevant key legislation, guidance and consultation when formulating plans for implementation of call management and incident support arrangements?

Please provide brief details and evidence with a focus on:

- How the FRA has established plans, procedures and practices in relation to call management and incident support implementation.
- How the FRA ensures the appropriate resources have been targeted to meet the call management and incident support requirements.
- How the FRA liaises with other FRAs, Emergency Services and other agencies for the provision of arrangements for emergency call management and the mobilising of resources at local, regional and national level.

FRA to insert brief details here.

FRA to insert references to evidence source here.

Score

FRA to insert score

4.4 Measuring Performance (Monitoring)

Does the FRA measure the performance and effectiveness of its call management and incident support system?

Please provide brief details and evidence with a focus on:

- How the FRA continuously monitors, measures and analyses its plans for call management and incident support, and their effectiveness in meeting the FRA stated aims and objectives.
- How staff undertaking call management and incident support work are competent or are developing their competence under adequate supervision, and their performance is assessed against agreed objectives.

FRA to insert brief details here.

FRA to insert references to evidence source here.

Score

FRA to insert score

4.5 Audit and Review

Does the FRA have a process for reviewing performance and making decisions about all aspects of the call management process including the nature and timing of actions to remedy deficiencies?

Does the FRA review performance support continuous improvement of the FRAs call management and support?

Does the FRA have arrangements in place for internal and external audit of call management and incident support?

Please provide brief details and evidence with a focus on:

- How all call management and incident support policies, functions and facilities are reviewed. How, on a planned basis, procedures are amended appropriately, and action is taken to improve performance based on evidence, including the learning and development of personnel.
- How results of any review and action planned are disseminated throughout the organisation and to other relevant stakeholders.
- How a systematic performance based audit system is used to improve performance of call management and incident support, including policies, systems, practices and procedures, which involves all appropriate levels of the organisation, and both internal and external stakeholders.

FRA to insert brief details here.

FRA to insert references to evidence source here.

Score

FRA to insert score

Key Line of Enquiry 5 – EMERGENCY RESPONSE

Please provide brief details and evidence to support your assessment in relation to the key areas of enquiry:

- Does the FRA have established policies, which underpin its ability to provide timely, safe, effective and efficient interventions at emergency incidents? Do they demonstrate a strategic commitment to both the standard of emergency intervention and the maintenance of operational competence?
- Does an effective management structure exist to support the implementation of policies and procedures by assigning responsibilities at the appropriate level [in accordance with the Fire & Rescue Service role maps]?
- Does the underlying aim of the FRAs emergency response provide a timely, effective and efficient intervention when required to respond to an emergency situation (fire or otherwise)?
- Does the FRA monitor its performance in dealing with emergency incidents and the effectiveness of its emergency response in saving life, property and the environment and do these arrangements also consider the ongoing effectiveness of existing policies and procedures and seek to identify the potential for improvement?
- Does the FRA have a process for reviewing performance of emergency response and is the review carried out at different levels within the service to facilitate the planning and implementation of action for improvement?
- Does the FRA review of performance support continuous improvement of the FRAs emergency response?
- Does the FRA have arrangements in place for internal/external audit of its emergency response arrangement?

5.1 Policy

Does the FRA have established policies, which underpin its ability to provide timely, safe, effective and efficient interventions at emergency incidents? Do they demonstrate a strategic commitment to both the standard of emergency intervention and the maintenance of operational competence?

Please provide brief details and evidence with a focus on:

- How the FRA has a policy determining the location of fire stations, appliances, equipment and people, based on its community risk profile, safety strategy and the emergency response standards detailed within the IRMP.
- How the FRA has a policy for attendance at incidents by managers, which reflects the requirements of the IRMP.
- How the FRA has a policy for securing the physical and human resources appropriate for dealing with normal operational needs.
- How the FRA has clear and coherent policies for workforce development covering planning, selection, learning and development, workforce competence and excellence.
- How the FRA has a policy for effective liaison and consultation with all key stakeholders.

FRA to insert brief details here.

FRA to insert references to evidence source here.

Score

FRA to insert score

5.2 Organising

Does an effective management structure exist to support the implementation of policies and procedures by assigning responsibilities at the appropriate level [in accordance with the Fire & Rescue Service role maps]?

Please provide brief details and evidence with a focus on:

- How clear responsibility exists for the organisation of emergency response and the strategic level of responsibility includes the formulation of systems to ensure that there are sufficient operational personnel, to meet the organisational needs within safe systems of work, which include an effective structure to implement incident command and to monitor operational performance.
- How clear responsibility exists for the development, improvement and maintenance of emergency response.
- How arrangements are established to ensure that personnel engaged in Emergency Response activities are either competent, or if in development, are provided with adequate supervision, and undertake continuous development to maintain competence, including RDS staff.

FRA to insert brief details here.

FRA to insert references to evidence source here.

Score

FRA to insert score

5.3 Planning and Implementation

Does the underlying aim of the FRAs emergency response provide a timely, effective and efficient intervention when required to respond to an emergency situation (fire or otherwise)?

Please provide brief details and evidence with a focus on:

- How the FRA fire and rescue cover arrangements (fire stations, appliances, special appliances, specialist equipment, numbers of staff and managers and crewing patterns) are appropriate to meet the standards set out within the FRAs IRMP.
- Where appropriate provision for a special appliance can be made by arrangement with an adjacent FRA, or other supplier, how FRAs will have considered this and have chosen the most effective solution.
- How the flexible duty system employed for managers providing operational availability will be compatible with the requirements of the IRMP. The FRA will have considered the regional/ collaborative sharing of Senior Manager cover.
- How the distribution of personnel across stations and appliances reflects the competence requirements needed to deliver an effective and safe operational response.

FRA to insert brief details here.

FRA to insert references to evidence source here.

Score

FRA to insert score

5.4 Measuring Performance (Monitoring)

Does the FRA monitor its performance in dealing with emergency incidents and the effectiveness of its emergency response in saving life, property and the environment, and do these arrangements also consider the ongoing effectiveness of existing policies and procedures and seek to identify the potential for improvement?

Please provide brief details and evidence with a focus on:

- How the FRA includes performance information of its response to operational incidents within appropriate annual plans, which show whether response standards are being achieved and, if not, the action being taken to remedy the situation.
- How the FRA regularly reviews emergency response arrangements including appliances, operational personnel and FDS staff, taking into account the effect of changing risk profiles. The extent of their operational use should be recorded, together with appliance attendance times.
- How managers are actively implementing health, safety and welfare measures on the incident ground.
- How the FRA undertakes post incident surveys to gather information regarding the performance of fire crews and others in the quality of service delivery to individuals, occupiers and communities.
- How staff undertaking this work are competent or are developing their competence under adequate supervision and their performance is assessed against agreed objectives.

FRA to insert brief details here.

FRA to insert references to evidence source here.

Score

FRA to insert score

5.5 Audit and Review

Does the FRA have a process for reviewing performance of emergency response and is the review carried out at different levels within the service to facilitate the planning and implementation of action for improvement?

Does the FRA review of performance support continuous improvement of the FRAs emergency response?

Does the FRA have arrangements in place for internal/external audit of its emergency response arrangements?

Please provide brief details and evidence with a focus on:

- How all areas of emergency response are reviewed on a planned basis and action is taken to improve performance where appropriate.
- How the results of any review and action planned are disseminated throughout the organisation and to other relevant stakeholders.
- How a systematic performance based audit system is used to improve emergency response performance, including policies, systems, practices and procedures, which involves all appropriate levels of the organisation, and both internal and external stakeholders.

FRA to insert brief details here.

FRA to insert references to evidence source here.

Score

FRA to insert score

Summary of scores for FRA

FRAs are asked to complete the summary of scores table below using the scoring methodology on page 14 to identify a score for each key area of enquiry, key line of enquiry and an overall judgement.

Key Line of Enquiry	Key area of Enquiry	Area score	KLOE score
Risk Analysis	Policy		
	Organising		
	Planning and Implementation		
	Measuring Performance (Monitoring)		
	Audit and Review		
Prevention/ Protection	Policy		
	Organising		
	Planning and Implementation		
	Measuring Performance (Monitoring)		
	Audit and Review		
Operational Preparedness	Policy		
	Organising		
	Planning and Implementation		
	Measuring Performance (Monitoring)		
	Audit and Review		
Call management / Incident support	Policy		
	Organising		
	Planning and Implementation		
	Measuring Performance (Monitoring)		
	Audit and Review		
Emergency response	Policy		
	Organising		
	Planning and Implementation		
	Measuring Performance (Monitoring)		
	Audit and Review		
Overall Operational Assessment of Service Delivery score =			(Insert score)

Scoring key

Score	Description	Judgement
1	Below minimum requirements	Inadequate performance
2	At only minimum requirements	Adequate performance
3	Consistently above minimum requirements	Performing well
4	Well above minimum requirements	Performing strongly

Annex A

Relevant Key Legislation and Guidance

- The Fire and Rescue Services Act 2004
- The Fire Precautions Act 1971*
- The Fire Precautions (Workplace) Regulations 1997 (as amended in 1999)*
- The Civil Contingencies Act 2004
- Health and Safety at Work Act 1974
- The National Framework document
- Emergency Preparedness and Emergency Response and Recovery guidance documents.
- Relevant Fire and Rescue Service Circulars

*Due to be superseded by the Regulatory Reform Order.

Annex B

Achieving Consistency, Quality Assurance and the Review Process

A key objective of the Operational Assessment of Service Delivery process is to ensure that we achieve consistency in the way we go about our work and in any judgements that are made. Valid and reliable results are vital to the success of the process and the purpose of quality assurance (QA) is to:

- seek assurance that the process has been consistent with guidance
- ensure that evidence is correctly used and judgements correctly constructed
- ensure the fieldwork programme is robust and sufficient to ensure robust judgements

Our quality assurance approach is based on the following principles:

- ensure fairness and consistency of standards and judgements
- be proportionate to the size and complexity of the work
- be based on clear principles and guidance
- involve people with the right skills and support to carry out their respective roles
- be supported by robust audit trails and clear judgements
- demonstrate a clear fit with the Audit Commission's quality framework

To ensure that the review of self assessments is carried out to an acceptable standard in a consistent manner, we have set out a number of quality assurance elements which are based on the preceding principles. These include:

- the development of the Toolkit in conjunction with stakeholders
- the use of standard documentation
- the provision of guidance and a scoring framework
- selecting and training the field teams against specified job descriptions, criteria and objectives
- a code of conduct and confidentiality agreement for seconded staff
- seeking stakeholder views during the visit

- assessing field teams on an ongoing basis
- consistency panels and meetings
- review panels
- making documentation available to stakeholders
- a structured review of the process involving stakeholders at the conclusion of the process

Further development of the consistency process and review procedure will be based on the information contained in the consultation document. This will be finalised and made available to FRAs before the fieldwork commences.

Annex C

Glossary of terms

AFA	Automated Fire Alarm
AFD	Automatic Fire Detection equipment
BVPI	Best Value Performance Indicator
BVPP	Best Value Performance Plan
CDRP	Crime and Disorder Reduction Plan
CFOA	Chief Fire Officers Association
COMAH	Control of Major Accident Hazard Regulations
Community	Where the word community or communities is used this refers to people in their homes, workplaces and anywhere else they may visit.
Competence	An individual is competent when he/she can perform the activities expected of their role to the National Occupational Standards. This involves demonstrating and being assessed against the performance criteria, knowledge and understanding of each element within their role map.
CPA	A Comprehensive Performance Assessment is a strategic review looking at corporate governance and planning arrangements, carried out by the Audit Commission. The Fire and Rescue Service in England underwent this in 2005.
FRA	Fire and Rescue Authority
FRS	Fire and Rescue Service
GRA	Generic Risk Assessment
HFRC	Home Fire Risk Check
HSG65	Health and Safety Executive publication – Successful Health & Safety management
ICS	Incident Command System
ICT	Information Communication Technology

IPDS	The Integrated Personal Development System (IPDS) represents a complete change of approach to workforce development for Fire and Rescue Authorities. Brought in as part of the June 2003 pay and modernisation agreement for operational staff, IPDS introduces a competence-based approach, and its system of development specifically targets the needs of the individual.
IRMP	Integrated Risk Management Plan
KLOE	A Key Line of Enquiry is the section of the Toolkit covering one of the five areas of service delivery being looked at. The Key Line of Enquiry sections are based the format used in the 2005 Comprehensive Performance Assessment.
MIS	Management Information System
PCT	Primary Care Trust
PDR	Personal Development Record
PI	Performance Indicator
PQA	Personal Qualities and Attributes
PPE	Personal Protective Equipment
PSA 3 targets	Public Service Agreement targets set by the government
RDS	Retained Duty System
SMART	Specific, Measurable, Achievable, Realistic and Timely
WT/RT contracts	Whole time and Retained contracts

The Operational Assessment takes the form of a self assessment which each Fire and Rescue Authority in England will undertake. This toolkit provides guidance to Fire and Rescue Authorities on how to complete their self assessment and how to score evidence.

ISBN-13: 978 185 112 8624
ISBN-10: 185 112 862x
£12.00

ISBN 978185112862-4

