

Agenda

Councillors

Herefordshire:

Mrs E M Bew

Worcestershire:

Mrs M L Drinkwater (Vice-Chair), Mr J Holden, Mr M M G Oborski, Mr R M Udall (Chair)

1. **Named Substitutes**

To receive details of any member of the Authority nominated to attend the meeting in place of a member of the Committee.

2. **Declaration of Interests (if any)**

To invite any Councillor to declare any interest in any of the items on this Agenda.

3. **Confirmation of Minutes**

To confirm the minutes of the meeting of the Committee held on Friday 8 April 2005 (copy attached – pink pages).

4. **Performance Plan 2004/05**

Fourth Quarter Analysis – 1 April 2004 – 31 March 2005 (p.1-4)

To note progress being made towards achieving Performance Plan targets and to note information contained within the Best Value Performance Indicator quarterly performance report.

5. **Annual Performance Plan 2005-2006 (p.5)**

To note the publication of the Performance Plan 2005/2006.

6. **Best Value Improvement Plans/Policy Review Work (p.6-7)**

To note the Committee's Terms of Reference, the criteria for the selection of Best Value Reviews/Policy Reviews and how to progress reviews in the light of the recent Comprehensive Performance Assessment inspection.

7. **Operational Assurance Post-CPA - Fire Service Circular 21-2005 (p8-18)**

To note the Office of Deputy Prime Minister (ODPM) Fire Service Circular (FSC) 21/2005 on Operational Assurance Post-Comprehensive Performance Assessment (CPA).

Minutes

Present

Herefordshire:

Brigadier P Jones (Chair).

Worcestershire:

Mrs BI Hickling, Mrs B Passingham.

Apologies were received from Mr HJ Martin and Mr JR Webb.

Available Papers:

- A. The agenda paper and appendices referred to. (previously circulated).
- B. The minutes of the meeting of the Best Value Committee held on 25 June, 2004. (previously circulated).
- C. Supplementary information containing the detailed performance indicators (previously circulated)

(A copy of the agenda papers will be attached to the signed minutes).

1. Chair's Announcement

The Chair reported that ACO Frank Norton and Area manager John Buchanan, were shortly to retire and that this would be their last Authority meeting. He thanked both of them on behalf of the Committee and the Authority for their work and wished them well for the future.

2. (Agenda item 1) Named Substitutes

None

3. (Agenda item 2) Declaration of Interests

None

4. (Agenda item 3) Confirmation of Minutes

RESOLVED: that the minutes of the meeting held on 25 June, 2004 be confirmed as a correct record and signed by the Chair.

5. (Agenda item 4) Third Quarter Performance Statistics

The Committee was informed of progress being made towards achieving the Performance Plan targets and invited to note the information contained in the quarterly performance report.

The detailed statistical report for the third quarter, the period 1 April - 31 December 2004 was enclosed separately for members of the Committee.

The covering report drew the Committee's attention to areas where performance was good and areas where it needed to be improved. In presenting the report the Assistant Chief Fire Officer commented briefly on each of these areas.

In the ensuing discussion the following principal points were made:

- The Committee noted that the approach to reducing automatic false alarms recommended by the Chief Fire Officers Association had been introduced with effect from 1 April, 2005.
- That whilst the Service's sickness absence rates compared favourably with other authorities the national targets were challenging and were not being met. It was suggested whether consideration could be given to offering flu jabs to firefighters. It was agreed to seek a view from the Authority's medical advisors on the approach to this issue.

6. (Agenda item 5) Comprehensive Performance Assessment Plan

The Committee was informed of the Office of the Deputy Prime Minister Fire Service Circular 13/2005 which provided guidance on improvement planning following the Comprehensive Performance Assessment.

The report set out the Circular's key elements. It was noted that the Authority was already incorporating improvement planning into its corporate planning processes as advocated by the Circular.

7. (Agenda item 6) Best Value Review Improvement Plans

The Committee received an update setting out progress on the improvement plans for completed Best Value Reviews.

8. (Agenda item 7) Annual Performance Plan 2005-2006

The Committee was informed of progress being made in producing the Performance Plan 2005/2006, the Performance Plan summary and the Station/Departmental posters.

A presentation was made to the Committee on the production of the Plan and the key messages to be included in the Plan. The summary of the Plan, which had been produced by the statutory deadline of 31st March, 2005, was circulated.

The Committee welcomed the format of the summary of the Plan.

It was reiterated that the findings of the Authority's Comprehensive Performance Assessment would be fed into the planning process.

RESOLVED: that the progress being made towards the production of the Service Performance Plan and supporting documents for 2005/06 be noted.

9. (Agenda item 8) Policy Review Update

The Committee received a report setting out its Terms of Reference, the suggested criteria for the selection of Policy Reviews and the suggestion that the Authority's Comprehensive Performance Assessment inspection report should be awaited before progressing any reviews.

RESOLVED: that the policy review procedure, the revised Terms of Reference and the agreed criteria for the identification of areas which would benefit from a Policy Review, as set out in the report, be noted and feedback from the Comprehensive Performance Assessment inspection awaited before progressing matters.

10. (Agenda item 9) Fire Service Circulars Report (Best Value)

The Committee received an update on Fire and Rescue Service Circulars, FRS 58/2004 and FRS 14/2005, on progressing Best Value and Performance Improvement Planning.

The Committee noted that the Authority was on course to meet the requirements laid down in the Circulars.

The meeting ended at 11.20 a.m.

Chair

4. PERFORMANCE PLAN 2004/05
FOURTH QUARTER ANALYSIS
1 APRIL 2004 – 31 MARCH 2005

Purpose of Report

1. To note progress being made towards achieving Performance Plan targets and to note information contained within the Best Value Performance Indicator quarterly performance report.

Background

2. The main purpose of the quarterly performance reports is to provide the Best Value, Policy and Performance Committee and the Principal Management Performance Review Meeting with information regarding the Service's performance and progress against the targets that have been established within the Performance Plan 2004/05.
3. The report outlining the Service's performance up to the fourth quarter of 2004/05 (1 April 2004 to 31 March 2005) is enclosed separately for Members of the Committee and is available to the public on request.

Operational Statistics Analysis

4. Members are requested to note the levels of operational activity experienced by the Service for the financial year 1 April 2004 to 31 March 2005 in comparison to last year 2003/04.
5. In comparison to last year (2003/04), there has been an overall decrease in the total number of calls attended by the Service. The total number of all fires attended has decreased, with a significant decrease in Secondary Fires. The total number of Special Service Incidents has increased slightly whilst the overall number of False Alarm calls has decreased slightly.
6. The total number of incidents attended by the Service in the financial year 1 April 2004 to 31 March 2005 was 9167. This represents a decrease of 16% in comparison to last year.
7. During the financial year 2004/05, the Service saw a 32% decrease in the total number of fires attended.
8. Overall, the Service experienced a decrease of 13% in FDR1 fires (primary), a decrease of 217, 45% in secondary fires, for example, refuse/grass and a slight decrease of 6% in chimney fires.
9. The number of Special Service Incidents (road traffic collisions, lift rescue, etc) has increased slightly by 6%.

Hereford & Worcester Fire and Rescue Authority
Best Value, Policy and Performance Committee
6 July 2005

10. The overall number of False Alarm Calls attended, (which consists of the three categories False Alarm Malicious, False Alarm Good Intent and Automatic Fire Detection Apparatus calls) during the financial year 2004/05 decreased by 7% when compared to last year (4263 in 2003/04 and 3975 in 2004/05).
11. False Alarm calls caused by Automatic Detection Apparatus have increased slightly by 2% whilst the number of Malicious False Alarm calls attended has decreased by 34%. The number of False Alarm Good Intent calls has also decreased by 21%.

Summary

Decrease		Slight Decrease		Slight Increase	Increase
Total Incidents	-1708 (-16%)				
Total Fires	-1525 (-32%)			Special Service Incidents	
Primary Fires	-217 (-13%)	Chimney Fires		+105 (+6%)	
Secondary Fires	-1297 (-45%)	-11 (-6%)			
		Total False Alarms		False Alarm Apparatus	
False Alarm Malicious	-105 (-34%)	-288 (-7%)		+58 (+2%)	
False Alarm Good Intent	-241 (-21%)				

Performance Indicator analysis

12. Of the 22 indicators where data is available for this report and targets have been set for nationally or locally set indicators:
 - **13** are estimated as being ‘green’ and the Service is on course to reach the target for the nationally or locally set indicators;
 - **4** are estimated as being ‘amber’; and the Service may end the year just below target; and
 - **5** are estimated as being ‘red’ and it is forecast that the Service will end the year considerably below the target for the nationally or locally set indicator.
13. This report reflects performance in existing national and local indicators, and also contains new national indicators set as part of the National Framework.
14. An increase in the number of indicators has led to a revision in the way the indicators are presented. A number of Performance Indicators (PIs) are now prioritised as Key PIs reflecting our key objectives and strategic initiatives contained within the 2005/06 performance plan.
15. Data provided for 2004/05 are outturn figures but are still classed as “estimates” as they have not been audited yet. The Best Value audit by Pricewaterhouse Coopers is scheduled to take place during July 2005

Key Performance Indicators

Integrated Risk Management

16. Three out of the four Key objectives are 'Green' for Integrated Risk Management. The table on page 5 of the attached report shows that we have achieved our targets for 2004/05 in BVPI 143, 146 and 206. The indicators 143i and 143ii have been grouped together in the table to reflect their combined contribution to the LPSA target. BVPI 146 has been expanded by the ODPM for 2005/06 to now include secondary fires and to separately identify vehicle fires. From 2005/06 BVPI 146 has been altered into two categories to record false alarms attended and those not attended and will also cover malicious false alarms to all incidents, not just fires. This is intended to be a measure of call challenge activities and best practice.
17. The key IRM indicator for automatic false alarms (BVPI 149i) is estimated as below target for 2004/05, however, it has been graded 'amber' to reflect the continuing focus made on this area with changes in response by sending one fire appliance to all calls and working with 'problem properties' by issuing guidance on reducing unwanted fire signals to premises of concern. This closely follows the policy developed by the Chief Fire Officers Association. The outturn figure of 115.6 whilst missing the target of 110 is an improvement on the end of year estimate made in the third quarter. It is also an improvement upon the 2003/04 figure of 116.5.

People Strategy

18. People Strategy objectives are represented in the key indicators by four national indicators. Although we are not achieving the same proportion of ethnic minority staff to the proportion of the working age throughout the county, it is encouraging to see an increase in 2004/05 from 2003/04. We have made good progress towards the stretched national sickness stretch targets particularly in the total staff figures and we are continuing to monitor ways of reducing sickness by examining the underlying factors which cause sickness and by educating managers. The overall trend for sickness is reducing over a number of years and in comparison with 2004/05 estimates based on national figures for 2003/04 (See graphs on page 12 and 13 of the attached report).
19. The ODPM has introduced a new BVPI 208 to encourage Fire and Rescue Services to increase the percentage of women Firefighters to 15% by 2009. We were already collecting this data in the form of a local indicator which shows an improving trend over the years. The freeze in recruitment in 2004/05 due to capping caused a slowdown in this improvement but in the current financial year we have already made progress towards our 2005/06 target with a substantial recruitment drive. We have met the target in the other key BVPI having less than 0.8% of staff retire through ill-health.

Building Capacity in Support Services

20. The key BVPIs within the Building Capacity for Support Services objective relate to finance and e-government. Here, the Service is performing well but not quite reaching the targets set for 2004/05. The graph on page 11 shows the progress made towards the national E-government target of 100% and comparison with family group and national average. The amber grade target was a result of a delay in planned investments to

Hereford & Worcester Fire and Rescue Authority
Best Value, Policy and Performance Committee
6 July 2005

progress e-government agenda during 2004/05 due to the Government's capping of the authority. This constrained the services ability to achieve its target in this area.

21. We have set similar ambitious targets for the payment of invoices and whilst we have achieved 95% of invoices paid within 30 days we have not met the target of 100%. Planned investment in new financial software in the financial year 2006/07 will assist in meeting this target. The third key BVPI is a new local indicator measuring the progress made to meeting the overall annual improvements in cost effectiveness set nationally. We have set a series of local targets for the coming years to meet the national objective

Organisational Development

22. There are currently no national indicators which link directly into the new strategic objective of Organisational Development. Therefore, the improvement of the Service will be measured by a suite of locally developed indicators and projects set up to match the various initiatives that form the overall objective in the Performance Plan.

Other Performance Indicators

23. These are the secondary indicators both national and local which support the basket of key performance indicators. They are attached as Appendix A at the back of this report.
24. We have successfully met the targets for most of these performance indicators but have just missed our target by less than one per cent for BVPI 144b the number of dwelling fires confined to room of origin
25. The National Framework has removed the need to meet national standards of fire cover as these will now be implemented at a local level as part of IRMP. In the meantime, we have continued to monitor these standards at a local level. Whilst we have performed well in response times, attendance times and crewing levels (BVPI 145a-c) with over 96% of calls to fire in all three areas we have not matched the high standards we achieved in 2003/04 and have therefore graded these indicators "red".

National Comparison

26. The ODPM has recently published the full nationally audited data for 2003/04. Hereford and Worcester is third nationally and first in our family group based on a comparison of results of 23 Best Value indicators where data is available for all Fire and Rescue Services.

Background Papers

None

5. ANNUAL PERFORMANCE PLAN 2005-2006

Purpose of Report

1. To note the publication of the Performance Plan 2005/2006.
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Background

2. The Authority is required by statute to produce and publish an annual Performance Plan and a summary of the main issues. The Plan provides an overview of the Authority's strategic objectives and priorities for improvement and reflects the Authority's corporate planning process.
3. It also includes our achievements against targets for the 2004/2005 year and determines priorities and targets for 2005/2006 and subsequent years. The Plan must be produced before 30 June 2005 to meet statutory publication requirements.

Performance Plan 2005-2006

4. The Performance Plan was approved by the Authority on 13th June, 2005 and has now been completed. The Plan is principally an internal working document to inform and encourage Managers at all levels of the organisation to achieve increased effectiveness and efficiency.
5. It is also hoped to influence other agencies in the public, private and voluntary sectors that will be looking to this Plan for opportunities to engage in constructive local partnerships. The Best Value elements of this Plan must also be available for scrutiny by the external auditors – PriceWaterhouseCoopers - and by representatives of the Office of the Deputy Prime Minister (ODPM) and Her Majesty's Fire Services Inspectorate (HMFSI).
6. Reporting mechanisms are based around this participation to enable greater internal accountability and focus attention on strategic performance. The content of the Performance Plan will reflect the outcomes from the FRA Service Improvement workshops carried out last year and it will be further informed by the results from the Audit Commission CPA findings.
7. In preparing Performance targets for 2005/06, account has been taken of the guidance published by the ODPM in recent Fire Service Circulars. These advised Authorities to include targets for the current year and subsequent two years, for all Best Value Performance Indicators. All targets will be set locally, taking into account national priorities and in particular Local Public Service Agreements reached in partnership with the Constituent Authorities.
8. The Performance Plan is being widely circulated and is also available via the website (www.hwfire.org.uk).

Background Papers

None

6. BEST VALUE IMPROVEMENT PLANS/POLICY REVIEW WORK

Purpose of Report

1. To note the Committee's Terms of Reference, the criteria for the selection of Best Value Reviews/Policy Reviews and how to progress reviews in the light of the recent Comprehensive Performance Assessment (CPA) inspection.
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Background

2. On 27 September 2004 the Authority agreed to broaden the role of the Best Value Committee. In order to support this change the Best Value Committee was renamed the Best Value, Policy and Performance Committee and its Terms of Reference were augmented to reflect the new role.
3. The revised terms of reference are as follows:
 - To Consider Best Value Performance Plans and reviews prior to submission to the Hereford & Worcester Fire and Rescue Authority for approval.
 - To ensure that service provision has been appropriately determined by following Government's Best Value performance methodology (challenge, consult, compare, compete).
 - To comment on policy development, review policy (excepting financial policy) and make recommendations.
 - To monitor progress in implementing approved policies and make recommendations.
 - To consider any issue relating to a policy of the Authority or performance in respect of such a policy, referred to the Committee by any three Members' of the Authority, provided that more than one political group is represented in the number.
4. Officers met the Chair of the Committee to agree standing agenda items and consider how it may develop planning processes, in order to discharge its role and responsibilities on behalf of the Authority.

Policy Review

5. Members will be aware of the workload facing the Service and it was agreed that the Policy Reviews be limited to two per year.

6. In considering areas for review, it is important that the subjects selected are significant. The following criteria were noted by the Committee in April 2005 as guidance for the selection of Policy areas to be reviewed:

- the issue is identified by Members as a priority;
- it is a poor performing service;
- there is a high level of user/general public dissatisfaction;
- there is a pattern of budgetary overspend;
- there is media interest;
- the matter is a Government priority; and/or
- there is an opportunity to make a difference.

Current Position

7. The Service is currently awaiting the national publication of the CPA report which may highlight areas of improvement, which would benefit from a review in line with the criteria specified above.

Recommendation

The Chief Fire Officer recommends that an Improvement Planning Workshop for Members of the Committee be held during July 2005 to determine a work programme for 2005/06 (to be finalised at the September meeting of this Committee).

Background Papers

None

7. OPERATIONAL ASSURANCE POST CPA – FIRE SERVICE CIRCULAR 21-2005

Purpose of Report

1. To note the Office of Deputy Prime Minister (ODPM) Fire Service Circular (FSC) 21/2005 on Operational Assurance post-Comprehensive Performance Assessment (CPA).
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Background

2. Fire Service Circular 21-2005 covers a self-diagnostic ‘toolkit’ for use by Fire and Rescue Authorities to ensure that their operational activities are robust and effective as part of their post-CPA improvement planning.
3. The ‘toolkit’ covers matters such as:-
 - Integrated Risk Management Planning
 - Integrated Personal Development System and Operational Training
 - Operational Preparedness
 - Incident Response
 - Incident Management
 - Call Management and Incident Support
 - Best Value Performance Indicators
 - ODPM and CIPFA Performance Data
4. The Service is committed to continuous improvement and recognise that the Operational Assurance toolkit could be a useful management tool and will reassure the public and media that operational procedures are robust and effective. It is therefore proposed to develop an action plan based upon the details contained within the toolkit.
5. Progress in developing the Operational Assurance Action Plan will be reported to future meetings of this Committee.

Background Papers

None



Circular number	21-2005	Date issued	14 June 2005
This circular is	For action	No response required	
This circular is	Relevant to the National Framework		
Status	This circular covers a 'toolkit' for use in post-CPA improvement planning to ensure that operational performance is robust.		

Operational Assurance

Post-CPA

Issued by:

Peter Morpew
Her Majesty's Fire Service Inspectorate
Fire and Rescue Service Directorate

Addressed to:

**The Commissioner of the London Fire and
Emergency Planning Authority**
The Chief Fire Officer
The Chair of the Fire and Rescue Authority

Summary

This Circular covers a self-diagnostic 'toolkit' for use by fire and rescue authorities to ensure that their operational activities are robust and effective as part of their post-CPA improvement planning.

For further information, contact:

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Operational Assurance post-CPA

- 1.1 The Audit Commission's Comprehensive Performance Assessment (CPA) of fire and rescue authorities does not seek directly to assess operational effectiveness, but will examine a number of areas of performance which directly underpin operational services (such as performance management and quality assurance processes, Community Fire Safety and the implementation of Integrated Risk Management Plans (IRMP) and Integrated Personal Development Systems (IPDS)).
- 1.2 As part of each authority's improvement planning process, HM Fire Service Inspectorate (HMFSI) will support authorities reviewing their operational effectiveness where any weaknesses are indicated in these areas. It is at this stage that any operational performance issues will need to be diagnosed and any necessary corrective action taken to ensure capabilities in these areas are robust. The attached 'toolkit' (Annex A) is provided to assist in this process .
- 1.3 In particular, any authority identified as CPA 'weak' or 'poor' will wish to be in a position to reassure the public and media that operational procedures are robust and effective; especially at the time that their CPA score becomes public. As soon as draft final CPA reports become available, therefore, HMFSI will be ready to offer advice and guidance to help authorities apply the toolkit to the extent necessary to be satisfied with their operational effectiveness. Chief fire officers of services falling into these categories are encouraged to make early contact with the lead Inspector for their service.
- 1.4 Given the interest in the assuredness of operational effectiveness, *all* authorities producing an improvement plan are encouraged to include a reference to this, either in the form of a positive statement (*eg The Authority has examined its procedures for the continued monitoring of operational performance and is satisfied that these are in accordance with nationally accepted good practice*), or referencing action to be taken (*eg The Authority is largely satisfied with its arrangements for monitoring operational performance but is acting to strengthen these by...[list]*).
- 1.5 The 'toolkit' has been developed in consultation with the Chief Fire Officers' Association (CFOA) and the Local Government Association; HMFSI are continuing to work with CFOA to further develop a process which will underpin the safety and effectiveness of operational service delivery in the longer term.
- 1.6 HMFSI lead contacts for each fire and rescue authority are attached as Annex B to this circular.

Peter Morphew

Her Majesty's Fire Service Inspectorate

Operational Assurance – Post 2005 CPA

Introduction

HMFSI attendance at the post - CPA Round Table in 2005 will provide immediate access to a source of independent professional and technical experience at Service management level. In general:

- HMFSI regional leads will support and advise on the use of the operational assurance 'toolkit' by authorities and advise on the development of robust improvement/recovery plans in CPA Weak or Poor authorities as a priority. They will assist in developing means of support for CPA Fair authorities where this is necessary.
- In Good – Excellent authorities HMFSI regional leads should generally be able to provide affirmative comment on notable practice and seek to identify the possibility of support for other fire and rescue services.

HMFSI will provide advice to ODPM Ministers on the adequacy of operational assurance processes implemented by fire and rescue authorities and this will comprise an important component of any advice to Ministers on improvement/recovery plans following CPA.

Our guiding principles will be to:

- pursue the process of improvement;
- focus on outcomes;
- respond proportionately to risk; and
- to encourage self assessment by operational managers with the aspiration of building greater capacity into authorities where this will assist in the demonstration of sound operational service delivery.

Fit for Purpose Assurance

It is important to be clear as to what support for operational assurance by HMFSI is and is not, to avoid any ambiguity:

- It is not a comprehensive assessment of the operational capacity, capability or delivery.
- It is not an attempt by central government to assure and underwrite the operational aspects of the service at fire authority level.
- It is not assessing economy, efficiency or overprovision of operational service, but will seek to support effective links to improvement planning in these areas .
- It is not judging the pace of modernisation.

It is simply confirming that, based upon supported self analysis of the fire and rescue authority's own assurance processes and practices, the authority has justifiable confidence that the operational services they have elected to provide are safe and effective in operation and delivery.

Operational Assurance Toolkit - Principles and Main Components

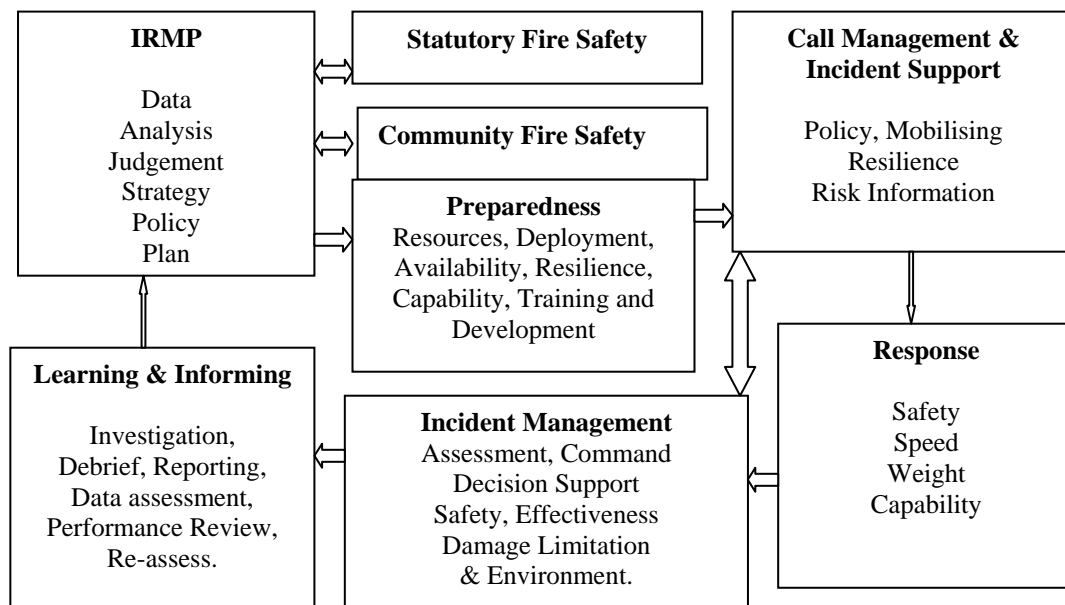
Robust local performance management systems are key to securing continuous improvement in high quality, efficient, user focussed fire and rescue authorities. Therefore the first step in operational assurance is the consideration of how well the authority is managing itself and how well it knows itself. CPA will provide the basic starting point for this diagnosis in its assessment of performance management/QA processes, IPDS, IRMP and BVPI analysis. Authorities may need to carry out further analysis building on this work and utilising the data supporting CPA assessment, e.g.:

- Recorded BVPI data
- Recorded ODPM data
- Performance against local delivery targets
- IRMP assessments
- IPDS assessments
- Incidents of special interest reports
- HSE Reports on operational activity or the adequacy of training for this
- Self/Peer assessments on operational matters
- Information from staff or workforce representatives

The links between IPDS-IRMP-Operational outputs are key and HMFSI will provide appropriate support and advice to authorities in taking this analysis work forward where required.

In More Detail

The cycle of operational assurance is shown diagrammatically in Figure 1



In satisfying themselves of the effectiveness of operational fire and rescue service delivery, authorities will wish to consider their performance against a number of factors. These are expressed in some detail below:

IRMP

Examine IRMP Action Plan in the light of CPA conclusions and reports from Implementation Support Teams (IST) to consider:

- the extent to which community fire safety and statutory fire safety activities influence and contribute to the effectiveness of operational fire and rescue service delivery.
- the expertise exercised in the collection, analysis and interpretation of data and the professional judgement exercised in transposing the information into strategy, policy and action.
- the consistency of assumptions in respect of expectations and targets arising from the IRMP in the context of the data and by comparison with other appropriate FRS.
- whether ambition and the pace of change are balanced with justifiable judgements in respect of safe and effective service delivery.
- whether a lack of ambition or change is justifiable in the light of evidence and emerging good practice elsewhere.

And compare IRMP ambitions with results recorded as BVPI and local performance targets and safety related data.

IPDS & Operational Training

In the light of CPA conclusions and reports from IST's, consider the extent to which IPDS has progressed in its connectivity with IRMP requirements. In particular, whether:

- operational training and development undertaken clearly relates to plans for all aspects of service delivery and is sufficient to meet statutory requirements.
- the training and development accords with appropriate service guidance.
- the use of operational scenario based training, (possibly supported by IT, table top or practical exercises) and actual incident monitoring, reviews and debriefs is providing effectively for the needs of operational crews.
- the use of specialist training facilities such as the Fire Service College, flashover and backdraft, New Dimension, water rescue and collaboration with neighbouring authorities are being used constructively to meet needs.
- the particular training needs associated with the range of duty systems, including those for flexible duty officers and retained staff, are being satisfied.
- the monitoring of training and development is effective.
- the health safety and welfare of the workforce and those affected by operations is embedded effectively in operational planning, preparedness and service delivery. And whether the outcomes of investigation and review of accidents and near misses are used effectively to improve safety and operational effectiveness.

Operational Preparedness

Consider the extent to which:-

- the appropriateness, deployment, availability and utilisation of operational resources and the resilience of those arrangements including personnel, fleet, equipment and PPE reflect statutory requirements; the risk modelling and planning assumptions in the local IRMP, service policy and current national guidance.
- the arrangements for obtaining and using risk, topographical and water supplies information are effective and current.

- policy, plans, procedures and operations related information are current and effectively communicated to responding personnel.
- over the border risk information and operating practices for joint service working and training have been effectively addressed.
- resource provision, planning and exercising arrangements for joint service responses to national and regional emergencies are effectively managed.

Incident Response

Consider the extent to which:-

- the speed and weight of operational response is in accordance with service policies and whether this is monitored for safety and effectiveness and to shape policy development.
- fleet and personnel availability are managed and monitored to ensure that delivery policy is resilient.

Incident Management

Consider the effectiveness of outcomes related to the arrangements for the:

- use of the national standard Incident Command System, and that it is uniform within and across service boundaries.
- management of safety at incidents.
- active monitoring of operational effectiveness and whether this addresses both individual and crew performances and shares lessons learned.
- environmental and salvage considerations feature effectively in planning and training and delivery.
- fire investigation, including access where appropriate to specialist support – police, forensic, dogs etc.
- management of incident review and whether debrief to monitor performance is routine practice and use of learning from such events is fed into policy and practices development.

Call Management and Incident Support

Consider the adequacy and the extent to which:

- call management policy together with the actual speed and effectiveness of call and incident handling are monitored and benchmarked against notable practice.

- the resilience of control and communications facilities and arrangements has been considered and addressed in contingency plans; the fall-back arrangements are routinely exercised and learning from such events is shared with the Centre.
- the effectiveness of dynamic mobilising and on line support and advice for callers in distress or danger is monitored and comparable with notable practice elsewhere.
- engagement of communications centre staff appropriately features in training and exercising for major or special incidents and in post incident reviews and debriefs.
- Operational management support is available to Control Centre staff.
- the management of cross border incidents is embedded in procedures together with the necessary risk and procedural information to ensure effectiveness.

Assess and Review

BVPI Results:

Consider and compare against previous results in authority/family/regional/national group, as required:

BV142	No of primary fires and accidental dwelling fires
BV143	Deaths and injuries from accidental fires
BV144	Accidental dwelling fires confined to room of origin
BV146	Malicious false alarms
BV149	False alarms resulting from automatic detection
BV206	Deliberate fires
BV207	Fires in non-domestic premises
BV209	Smoke alarms
BV12	Sickness absence

ODPM and CIPFA Performance Data

Consider and compare, as appropriate, against previous results in authority and family/regional/national group as required, e.g:

OPS 4	Nos of RTA
OPS 5	Nos of SS
OPS 6	Calls handled by Fire Control
OPS 7	No of Operational vehicles
OPS 11	No of fire stations

HRF	
1	W/T Establishment and Strength
2	Retained Establishment and Strength
3	Fire Control Establishment and Strength
4	Establishment by duty system
7	Days lost due to sickness by duty system
80	Injury rate at operational incidents
81	Injury rate during training
90	Ill health retirements due to Service

Fire and Rescue Authority Operational Performance Data

Consider extent of challenge and performance results of local targets and indicators, against reasonableness of risk assessment for area of operational activity being measured in the light of CPA conclusions, existing ODPM guidance documentation and any existing input from IRMP/IPDS support teams.

(Data should be available from the authority's BVPP/IRMP/Annual Report)

However, the examination of historical data and performance indicators alone may not be enough and a qualitative view of service delivery is needed to reflect the combined picture of performance.

Logistics

External support to fire and rescue authorities for these operational service delivery aspects of diagnosis and action planning will, for the post-CPA process, be managed by HMFSI regional leads, supported by assistant inspectors as necessary. Discussions have commenced with CFOA about the extent to which, should an Authority wish it, further elements of assistance could be provided from 'Good' or 'Excellent' authorities.

HMFSI Liaison Officers for the Fire & Rescue Service

Gordon Russel

Buckinghamshire
East Sussex
Hampshire
Isle of Wight
Kent
Oxfordshire
Royal Berkshire
Surrey
West Sussex

Humberside
North Yorkshire
South Yorkshire
West Yorkshire

Cleveland
Durham
Northumberland
Tyne & Wear

Gerry Goldsack

Cheshire
Cumbria
Greater Manchester
Lancashire
Merseyside

Derbyshire
Leicestershire
Lincolnshire
Northamptonshire
Nottinghamshire

Bedfordshire
Cambridgeshire
Essex
Hertfordshire
Norfolk
Suffolk

Peter Morpew

Avon
Cornwall
Devon
Dorset
Gloucestershire
Isles of Scilly
Somerset
Wiltshire

Hereford & Worcestershire
Shropshire
Staffordshire
Warwickshire
West Midlands

Sir Graham Meldrum

London Fire Brigade