Fire & Rescue Service

Performance Measures

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Foreword by CFOA's Director of Performance and Improvement

With the reduction of government specified indicators to just two specific FRA outcomes indicators (NI 33 & NI 49), Fire and Rescue Services are left to locally develop performance indicators to demonstrate all aspects of service delivery. This remains hugely important in an environment where performance management, particularly in optimising the delivery of demonstrable outcomes is a key feature of the future of the service.

Rather than leaving this work to take place separately in fire and rescue authorities up and down the country CFOA has undertaken to develop a suite of "best practice" performance measures. It has done so through the Performance Improvement Network (PIN) drawing on expertise from services all over the UK.

This document contains the first iteration of this process along with performance measures that can be used by FRAs who recognise the value of benchmarking their performance with peers. The use of the measures in this document is not in any way compulsory and it is fully recognised that local indicators may need to be developed and used. This work is simply there to be drawn upon if it is felt to be useful.

Measuring the performance of the Fire & Rescue Service is a complex process and like other public services, it cannot be an exact science. Until April 2008, Fire and Rescue Authorities had to collect and publish information for Best Value Performance Indicators set by government. These included a number of service specific indicators and a number of 'corporate health' measures shared with wide local government.

The measures have drawn upon previous work and have been further developed using a conceptual framework that covers specific areas considered to be of value to any public service and, at this stage in the process, the measures have been designed to cover the *'effectiveness'* of the FRA. The measures have been designed to form part of a balanced view of performance. Each of the measures is cross referenced to the Fire and Rescue Service National Framework[1] and areas of the external assessment process.

I hope you find this work useful, but it is by no means finished. We will continue to develop it, as it is used and as we understand more about how we can demonstrate our performance in a meaningful way. I'd like to invite as many services as possible to continue contribute to it, through the PIN and as it progresses, we will update the content.

Kind regards

Nick Collins

CFOA Performance & Improvement Director

1. National Framework ISBN: 978-4098-0012-5

1 Introduction

1.1 Good performance information helps to identify what policies and processes work and why they work. Making the best use of available data and knowledge is critical to improving the Fire and Rescue Service as a whole. Performance information is a key element of effective management, including business planning, benchmarking, monitoring and evaluation.

1.2 The introduction of the National Indicators from April 2008 reduced the number of Best Value Indicators (BVPIs) from around 1200 to just below 200. Within this new suit of indicators the Fire & Rescue Service has just two indicators (comprising four separate measures):

- NI 33: (Arson Incidents) Number of deliberate primary and secondary fires.
- NI 49: Number of primary fires and related fatalities and non-fatal casualties excluding precautionary checks.

1.3 This has resulted in a move away from the previous 34 Best Value Performance Indicators that were used to measure the performance of the service. Although this move has rationalised the number of indicators imposed by government, the opportunity to undertake comparative measurement of service performance is reduced. This comparison (or benchmarking) is important to a wide variety of stakeholders including the community, the media, local and national government as well as for strategic mangers within the FRS.

1.4 The Audit Commission has indicated that it would welcome the introduction of sector led performance measures for the Fire and Rescue Service and will be prepared to use them as part of their external assessments processes (were appropriate).

1.5 Comprehensive Area Assessments have introduced an assessment of the national indicators with the underlying principle of assessing ‘collective services’ where working in partnership can bring about the desired outcomes. As a result Fire and Rescue Services have looked towards the new indicators to measure the work they are doing to improve the safety and wellbeing of the communities that they serve, and contribute toward local ‘place shaping’.

1.6 The proposed national FRS indicators presented here have been developed by taking a fundamental view of what the service does and as such are intended to represent the widest possible information about the modern fire and rescue services in England. Where appropriate the indicators have been mapped to the National Indicator set. The bottom line of this work is to maintain a method of developing indicators for the service by the service that will satisfy the aforementioned stakeholders.

2 Background

2.1 Fire and Rescue Authorities provide a complex range of services for the community. These cover responding to fires, providing 'insurance' to the community in the form of a capacity to respond to a wider range of potential disasters especially since 9/11. It also includes undertaking activities to reduce the probability of fires and other emergencies occurring in the first place; helping the community to recover in the aftermath of events such as flooding and protecting the integrity of the environment. All these factors make it difficult to measure and compare outcomes and outputs of service delivery and therefore adequately judge success.

2.2 Under the Local Government Act 1999, Fire and Rescue Authorities are Best Value authorities and FRAs has used a selection of indicators to measure, benchmark and report its success. Although performance measures for the Service were in existence prior to this Act it introduced reporting linked to the creation of a published and consulted plan.

2.3 In 2005 the Service was subjected to a formal evaluation though Comprehensive Performance Assessment and it was noted that performance management was generally the weakest area. Since 2005 Services have introduced frameworks, performance reporting systems and demonstrated distinct improvements in successive assessments.

2.4 The introduction of Comprehensive Area Assessments hails a new direction for assessing performance, where it is the collective arrangements of public services that are assessed for their ability to provide the desired outcomes. In some cases the performance will be assessed against nationally set department objectives or Public Service agreements. Within this framework Local Area Agreements will also be used as a method of determining the local priorities for improvement.

2.5 Additionally at the same time public service productivity has been raised and considered as an issue as governments around the world attempt to rationalise the investments they make. For the Fire and Rescue Service productivity is currently measured in the national accounts by using an input output convention. This method was criticised in the Atkinson review as it gave no account of the value of property protected. It also recommended that further work should be undertaken on aspects such as the outputs of fire prevention and non-fire activities. The UK Centre for the Management of Government Activity will be undertaking this work over the next year.

2.6 Finally it is also worth looking at the Gershon inspired efficiency agenda. In this all public services have been required to search for cashable and non cashable efficiency savings. Essentially services have looked at new ways to provide the same service for less cost of an improved delivery for the same cost. In this sense innovation is key and by the very non competitive nature of the Service innovative answers need to be shared widely.

2.7 Therefore this work has been undertaken to where possible bring together the aforementioned elements under simple but not simplistic framework. This framework can be utilised to set in context voluntary indicators that truly reflect the capabilities, activities and level of protection that is provided for the community.

3 Guiding Factors

3.1 The use of the indicators developed under the fire and rescue framework will be voluntary, with services deciding whether and how they can be used to help drive improvements.

3.2 If services are going to measure performance in a useful way and be of value to different stakeholders it should be formed from its reason for existing. As such it should take account of the full range of tasks undertaken in preparation and subsequent protection of the community.

3.3 As far as practical there should be a balanced assessment of the service performance and as such specific items should not be taken in isolation. For example response times give one dimension, without the training and necessary equipment the quality of service provided cannot be judged by timeliness of arrival alone.

3.4 The 'triple bottom line' approach of looking at economic, social and environmental issues should underpin the development of the indicators to capture the success of the service in these areas. In pursuing this goal practical solutions should be identified.

3.5 The performance information collected should follow the 'FABRIC' idea for performance information:

Focused on the organisation's aims and objectives;
Appropriate to, and useful for; the stakeholders who are likely to use it;
Balanced, giving a picture of what the organisation is doing, covering all significant areas of work;
Robust in order to withstand organisational changes;
Integrated into the organisation, being part of the business planning and management process; and
Cost Effective - balancing the benefits of the information against costs.

3.6 To aid innovation and effectiveness across the sector the indicators should reflect best practice and be of benefit to any future comparative studies in the sector.

4 Key Aspects

4.1 Good **performance information** helps to identify what policies and processes work and why they work. Making the best use of available data and knowledge is critical to improving the government as a whole. Performance information is key to effective management, including business planning, monitoring and evaluation.

4.2 **Benchmarking** will allow different Services to compare their respective performance in specific area as they search for method of making improvements in practice. The peer group will be made up from each Service that collects the data under the best practice performance measures developed by the sector.

4.3 To help describe and measure what government does and how well it provides; the measurement of its public services is often broken down into; inputs, outputs and outcomes. This can be seen from how the Treasury interpret these aspects to model public service **productivity**.

4.4 As previously mentioned; for the national accounts **inputs** are fixed to include labour, capital, goods and services. Generally speaking they are the resources that contribute to production and delivery. They commonly include things such as labour, physical assets and IT systems and can be used for example at an operational level to describe assigned resources to project.

4.5 In the public service context **outputs** are generally defined as the goods and services produced by agencies on behalf of government for external organisations or individuals. For the fire and rescue service it is considered that outputs could be usefully classified by using the prevention, preparedness; response and recovery categories.

4.6 **Outcomes** are the impact s or consequences for the community, of the activities of the government. Outcomes are normally what the organisation is trying to achieve. For the service a reduction in fire deaths is a positive outcome. However; any harm to firefighters whilst undertaking their work is an undesired or negative outcome.

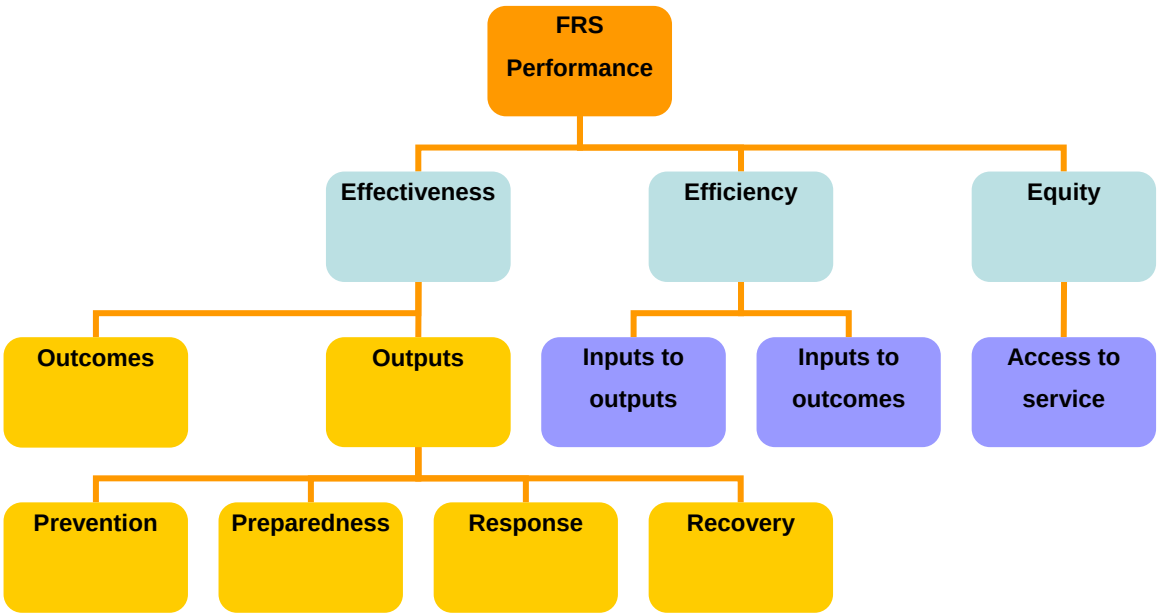
4.7 An **economy** measure looks at the costs of acquiring the inputs to the service or programme. For example procurement costs for service assets.

4.8 An **efficiency** measure generally looks at whether we are getting the maximum output for the inputs that go into the process.

4.9 Finally an **effectiveness** measure looks at whether the outputs of the service or programme lead to the desired outcomes. Trying to measure effectiveness if particularly important where there are lots of influences, outside the organisation, which will affect the outcomes.

5 The Approach

5.1 The following framework puts into its widest context the measures and indicators that a modern fire and rescue service uses. It is intended to capture information for key stakeholders in a useful way that takes account of both the primary function of the service and its secondary or subsequent influences for community welfare and sustainability.



5.2 The framework itself is spilt into three main areas to form the basis of further contextual headings for the measures to be placed; effectiveness, efficiency and equity. There are inherent trade-offs in allocating resources and dangers in analysing only some aspects of the service. A unit of service may have a high cost but be more effective than a lower cost, and therefore be more cost effective.

5.3 Effectiveness

5.3.1 The effectiveness area is divided into two broad areas of outcomes and outputs. The first of these, outcomes; covers the actual consequences of the work. It is essentially what has happened as a result of an emergency or the work that has been undertaken to deal with these emergencies. In this sense it includes aspects such as the number of fire deaths, the injuries and the level of arson attacks and is therefore the natural place for the two national indicators.

5.3.2 The second part of the effectiveness leg, the outputs is further subdivided into four categories namely; prevention preparedness response and recovery.

Prevention

This aspect of ***output*** covers the activities undertaken by the service to first of all educate the community and secondly monitor compliance with the Regulatory Reform Order. Hence the desired 'outcome' is risk reduction.

Preparedness

Preparedness ***outputs*** are to measure to some extent how well the community is ready for emergency events and the operational capabilities of the service. The risk and the cover provided for the risk.

Response

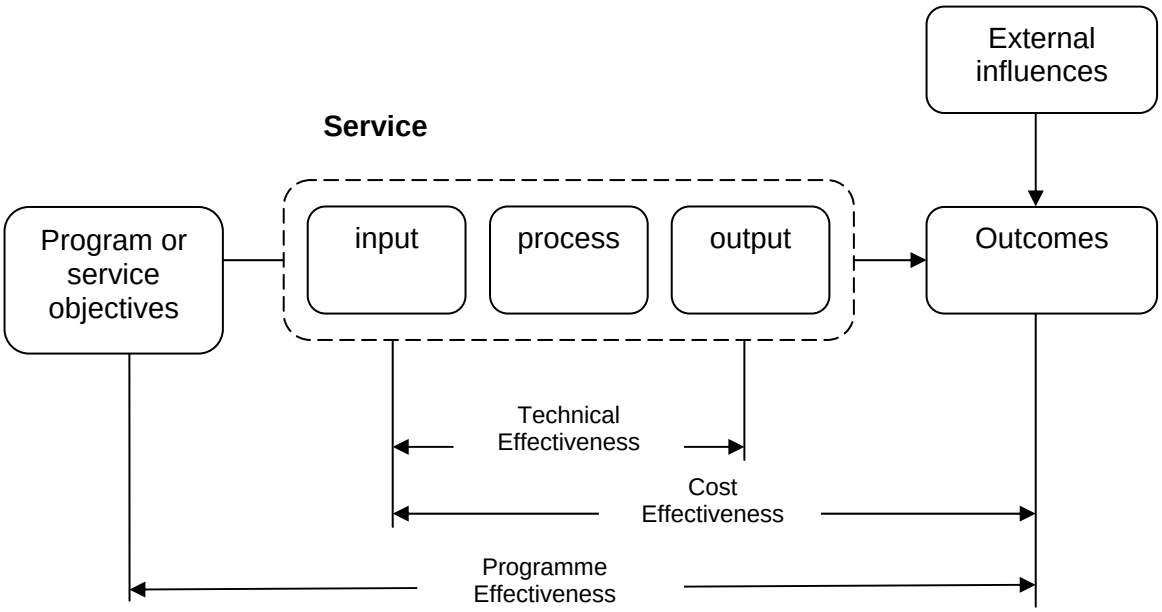
The response ***output*** covers the demand side of the service or in other terms strategies and services to control, limit or modify the emergency to reduce its effects.

Recovery

The final major ***output*** group relates to recovery. As a consequence of any emergency both the community and service have to return to normal arrangements. The community may need to recover a flood or a business from arson attack and the service will need to have its own continuity arrangements.

5.4 Efficiency

5.4.1 The next high level area is efficiency. This deals with two separate elements; the ***technical efficiency*** of the service by directly relating its inputs to outputs, this will be similar to how the service is measured in the national accounts but would include a method of measuring capability to respond. The second element relates inputs to outcomes at the highest level and as such measures the ***cost effectiveness*** (Value for Money) of the service.



5.5 Equity Indicators

5.5.1 Performance literature often refers to equity as a third element of performance, separate from effectiveness and efficiency. The main reason for this separation is that effectiveness indicators are generally absolute measures of performance, whereas equity indicators relate to the gap in service delivery outputs and outcomes between groups that are perceived to be hard to reach, vulnerable or have additional needs and the general population.

5.5.2 Whereas all members of the community are expected to have access to the services provided, equity indicators should measure how well a service is meeting the needs of certain groups in society that may be perceived as hard to reach, vulnerable or have additional needs. These may include groups across the strands of diversity including race, disability, gender, sexual orientation, religion belief, age and other factors that may relate to the local context such as rurality. Equality indicators should therefore capture how well the service provides for the diverse community and workforce.

Box 1 Equality / Equity

Equality is important for Fire and Rescue Services for the following reasons:

Statutory duty as a public authority under equality legislation
The requirements of the National Framework 2008-11
The National Fire and Rescue Service Equality Strategy 2008-2018
The Equality Framework for Local Government

In order to achieve Excellence in the new Equality Framework for Local Government a Fire and Rescue Service will need to demonstrate that it is measuring progress on equality and that it can demonstrate improved outcomes in equality in services and employment.

As an important economic concept for public services **equity** has two elements:

- Horizontal equity – the equal treatment of equals
- Vertical equity – the unequal treatment but equitable ('fair') treatment of unequals.

In the context of FRS performance, horizontal equity is exhibited when services and equally accessible to everyone in the community with a similar level of need.

Service delivery exhibits vertical equity when it accounts for the needs of certain groups in the community and adjusts aspects of service delivery to suit these needs. This approach may be needed where geographic; culture or other reasons mean some members of the community have difficulty accessing a standard service.

5.6 The Indicators

5.6.1 The proposed framework can be utilised by the fire and rescue service for the development of voluntary indicators in a meaningful way. It is expected that the service can concentrate on in primary activities to develop the measures and in turn use these to identify how it contributes to collective service arrangements.

5.6.2 It is important to remember that these measures can supplemented by additional local level indicators where the individual service believes the information can strengthen its performance management arrangements.

5.6.3 The measures have been coded to reflect their position in the conceptual framework as follows:

Effectiveness

A - Performance outcome measures (This section includes the two national indicators)

B - Performance outputs for prevention

C – Performance outputs for preparedness

D – Performance outputs for response

E – Performance outputs for recovery

N.B. any measures developed for efficiency and equity will be coded separately.

National indicators for the Fire and Rescue Service

The first two indicators presented are from the National Indicator Set produced by CLG. These will be applied to each FRS during the Comprehensive Area Assessments undertaken by the Audit Commission. Therefore they have been included as outcome measures for effectiveness assessment in the aforementioned framework.

- NI 33: (Arson Incidents) Number of deliberate primary and secondary fires.

- NI 49: Number of primary fires and related fatalities and non-fatal casualties excluding precautionary checks

NI 33 - outcomes

Arson Incidents

Is data provided by FRS or a local partner?	Y	Is this an existing indicator?	Y

Rationale	Deliberate fires are a key component of Anti-Social Behaviour which is a national priority for Government.
Definition	Number of deliberate primary and secondary fires per 10,000 population **Deliberate primary fires** Using IRS, deliberate primary fires = Number of fires where IsPrimaryFire Flag = Yes AND Cause/Motive (Q5.15) = Deliberate [Codes 2,3,4] **Deliberate secondary fires** Using IRS, deliberate secondary fires = Number of fires where IsPrimaryFire Flag = No AND IsChimneyFire Flag = No AND Cause/Motive (Q5.15) = Deliberate [Codes 2,3,4] **Deliberate** FDR1 – to include malicious and doubtful IRS - deliberate - own property, deliberate – others property and deliberate – unknown owner **Population** the Registrar-General's (ONS) latest mid-year estimates for the fire authority's area
Formula	(i) Number of deliberate primary fires per 10,000 population (X / Y) * 10,000 where X = number of deliberate primary fires and Y = population (ii) Number of deliberate secondary fires per 10,000 population (X / Y) * 10,000 where X = number of deliberate secondary fires and Y = population

Worked example	Deliberate primary fires = 17,859 Population 1,050,800 / 10,000 = 105.08 17,859 / 105.08 = 169.95 (per 10,000 population) Plus same calculation for secondary fires	**Good performance**	Lower numbers; less anti-social behaviour
Collection interval	Quarterly	**Data source**	FRS incident data available from incident recording system (IRS) or equivalent
Return Format	Number and rate per 10,000 population	**Decimal places**	2
Links to FRS guidance/ reports	National Framework Document **2008-11-** PREVENTION - The continuing effort by FRS's to reduce deliberate fires and reduce antisocial behaviour www.arsonpreventionbureau.org.uk www.communities.gov.uk/fire/arsonreduction/arsoncontrolforum Also forms part of Analysis of Policing and Community Safety (APACS) http://police.homeoffice.gov.uk/performance-and-measurement/assess-policing-community-safety/		

NI 49 - outcomes

Number of primary fires and related fatalities and non-fatal injuries

Is data provided by FRS or a local partner?	Y	**Is this an existing indicator?**	Y

Rationale	The rationale for the indicator is linked to DSO4: "*To support local government that empowers individuals and communities so citizens feel they have a voice and can influence decisions; and promotes sustainable development and high quality services*". The indicator assists in this by measuring the incidence of fire and related casualties, and is therefore a means by which individuals and communities can assess the fire safety support provided by their local fire service as well as supporting performance assessment by the Audit Commission.
Definition	The measure is in three parts: (i) Total number of primary fires per 100,000 population (ii) Total number of fatalities due to primary fires per 100,000 population (iii) Total number of non-fatal casualties (excluding precautionary checks and treated at scene) per 100,000 population A **primary fire** is any fire involving property (including non-derelict vehicles) and/or casualties and/or involves 5 or more fire appliances. For those brigades calculating indicators using IRS, primary fires = Number of incidents with IsPrimaryFire flag = Yes All relevant data for the component parts of the indicator are available from each individual incident report. **Fatality** – person whose death is attributed to fire. The death may occur weeks or months later. Checks against death certificates are made by FSRD. For those brigades calculating indicators using IRS, fatalities = Number of fatalities (Q9.6=Fatality) with Q9.21– Was the death/injury fire related? = Yes or Don't know in primary fires (IsPrimaryFire flag = Yes) **Non fatal casualty** - For those brigades calculating indicators using IRS, non fatal casualties = Number of injuries (Q9.6=Injured AND Q9.24 Severity= '1' or '2') in primary fires (IsPrimaryFire flag = Yes) **Population** figures used in denominator are provided by the Office for National Statistics.

	All the information necessary for the indicator is available to the local authority (Fire & Rescue Authorities have access to the data they supply to CLG; and CLG publish finalised figures; population statistics are available to all local authorities).		
Formula	(i) Number of primary fires per 100,000 population (X /Y) * 100,000 where X = number of primary fires and Y = population (ii) Number of fatalities in primary fires/ population (X / Y) * 100,000 where X = number of fatalities and Y = population (iii) Number of non-fatal casualties in primary fires, excluding precautionary checks. (X / Y) * 100,000 where X = number of non-fatal casualties and Y = population		
Worked example	In 2005/06 a Fire Authority with population 300,000 suffered 8,000 primary fires, resulting in 17 fatalities and 247 non-fatal casualties (excluding precautionary checks). Performance for this indicator would therefore be: (i) Total number of fires: (8,000 / 300,000) * 100,000 = 2,666.7 per 100,000 population (ii) Related fatalities: (17 / 300,000) * 100,000 = 5.7 per 100,000 population (iii) Related non-fatal casualties: (247 / 300,000) * 100,000 = 82.3 per 100,000 population	**Good performance**	The lower the number, the better the performance

Collection interval	quarterly	**Data source**	FRS incident data available from incident recording system (IRS) or equivalent
Return Format	Number and rate per 100,000 population	**Decimal places**	2
Links to FRS guidance/ reports	**FRS National Framework 2008-11:** PREVENTION – Reducing the incidents of accidental fires and the human suffering as a consequence at some of these incidents		

CFOA indicators for the Fire and Rescue Service

The following measures have been developed to capture information about the effectiveness of the fire and rescue service. They are therefore presented in outcomes and outputs with the latter categorised as prevention, preparedness, response and recovery.

The measures presented in this document are not intended to be either a definitive, or a prescriptive, list. They have been developed, and will continue to be developed, with a view to ensuring that those Fire and Rescue Services who make use of them are provided with measures that both accurately demonstrate achievement, whilst also highlighting areas for future development.

All services will need to assess the viability of these measures in their local context and ensure their performance information continues to develop in support of their Integrated Risk Management Plan.

FRS Measure A1 - outcomes

Unwanted fire signals from automatic fire detection equipment

Is data provided by FRS or a local partner?	Y	**Is this an existing indicator?**	Y

Rationale	Attendance at properties where an alarm call has been made temporarily renders fire service resources unavailable whilst committed to the incident. Each event will incur an 'activity' cost to the FRS, along with an additional risk to the public as vehicles are unavailable to respond to another emergency.
Definition	**False alarms caused by automatic fire detection per 1,000 non-domestic properties** **False alarms** – an event in which the fire service believe they are called to a fire and then find there is no such incident. For calculating indicator from IRS, the calculation is as follows Number of False Alarms where False Alarm Reason (Q3.4) = 'Due to apparatus' [Codes 20 - 109] and Property Type(Q3.2) Category is 'OtherResidential' or 'Nonresidential' **Automatic fire detection** – the call was initiated by, or by a person responding to, an alarm actuated by automatic fire detection equipment or fixed firefighting equipment including sprinkler gongs. **Non-domestic properties** – the number of non-domestic properties in the FRA area. This figure is to be taken from the latest available National Non-Domestic Rates Provisional Contributions published by CIPFA
Formula	N = (a / b) * 1,000 Where a = Number of false alarms caused by automatic fire detection apparatus b = Number of non-domestic properties

Collection interval	Quarterly	**Data source**	FRS incident data available from incident recording system (IRS) or equivalent
Return Format	Number and rate per 1,000 non domestic properties	**Decimal places**	2

Links to FRS guidance/ reports	**National Framework 2008-11:** para.1.23 Operational Assessment – Key Line of Enquiry 2 & 3 Adaptation of BVPI 149i

FRS Measure A2 - outcomes

Malicious calls (attended and not attended)

Is data provided by FRS or a local partner?	Y	**Is this an existing indicator?**	Y

Rationale	Malicious calls made to the FRS have a significant impact on the availability of resources and if a decision is taken to attend resources will not be available for real emergencies. The first part of this measure (i) looks at the totality of malicious false alarms received by the FRS and (ii) looks at the performance of controls in appropriately challenging malicious calls for service assistance and reducing the number of attended calls. Additionally, attending such incidents will have an inherent risk and will carry an 'activity' cost to the FRS, in terms of resources mobilised. Therefore driving down the number of malicious calls will assist in creating more effective working practices.
Definition	The measure is in two parts: (i) **All of calls to malicious false alarms per 1,000 population** (ii) **What percentage of calls received in part(i) are attended by the FRS** **Malicious false alarm** – the call was made with the intent of getting the FRS to attend a non-existent event (both for fire and special service) and includes deliberate and suspected malicious intentions **Alarm Calls Attended** – where a FRS appliance, other vehicle or officer attendance is dispatched to the location of the reported incident. For calculating part (ii) from IRS, the calculation is as follows Number of False Alarms where False Alarm Reason (Q3.4) = Malicious [Codes 10 - 19] **Population** – the Register-General's latest mid-year estimates for the FRA area

Formula	(i) N = (a / b) * 1,000 Where: a = Number of calls to malicious false alarms b = Population (ii) N = (a / b) * 100 Where: a = Number of calls to malicious false alarms attended b = Total malicious false alarms		
Worked example	(i) population 2,000,000 all malicious false alarms 4,000 = (4,000 / 2,000,000) * 1,000 = 0.002 * 1,000 = 2 per 1,000 population (ii) all malicious false alarms 4,000 Attended 2,000 = (2,000 / 4,000) * 100 = 0.5 * 100 = 50%	**Good performance**	Fewer malicious calls made to the service and higher success in challenging any false calls for assistance
Collection interval	Quarterly	**Data source**	FRS incident data available from incident recording system (IRS) or equivalent
Return Format	Number and rate per 1,000 population	**Decimal places**	2
Links to FRS guidance/ reports	Operational Assessment – Key Line of Enquiry 2 Adaptation of BVPI 146 (parts i & ii)		

FRS Measure A3 - outcomes

Economic cost of fire

Is data provided by FRS or a local partner?	Y	Is this an existing indicator?	N

Rationale

Economic, social and environmental impacts are evident to varying degrees each time a fire occurs. Part of this can be calculated through a measure of the economic impact of fire which would demonstrate the effect that it has on local communities.

By using a statistical average cost for specific events a reasonable estimate can be made of overall economic costs to the community.

This information can be used by the FRS to inform the public, strategic partners and other stakeholders about the consequential costs of fire within their area.

Definition

This measure is formulated by using five separate categories

(i) **Number of dwelling primary fires** weighted by the average value of property damage in dwellings

(ii) **Commercial property fires** weighted by the average value of damage in commercial properties

(iii) **Public property fires** weighted by the average value of property damage in public property

(iv) **Vehicle fires** weighted by the average value of vehicle fires

(v) **Outdoor fires** weighted by the average value of outdoor fires

Working in collaboration with the Association of British Insurers statistical values will be published prior to the commencement of the financial year.

Non-domestic properties – the number of non-domestic properties in the FRA area. This figure is to be taken from the latest available National Non-Domestic Rates Provisional Contributions published by CIPFA

	Domestic properties – the number of domestic properties within the FRA area. This figure is to be taken from the latest available National Non-Domestic Rates Provisional Contributions published by CIPFA **Population** – the Register-General's latest mid-year estimates for the FRA area **Vehicle** – as per IRS definition **Outdoor** – as per IRS definition		
Formula	SUM of (i) to (v) in £ ÷ population N.B. Each separate category can be used benchmarking purposes or locally for LAA or other discussions regarding local priorities.		
Worked example	Total cost of fire (SUM (i) to (v)) = £49,690,569 Population 1,050,800 = 49,690,569 / 1,050,800 = 47.288 = Cost per person £47.29	**Good performance**	Cost per person low as possible
Collection interval	Annual	**Data source**	Local FRS data in conjunction with ABI cost of fire data
Return Format	Total average cost (£) per resident.	**Decimal places**	2
Links to FRS guidance/ Reports	Operational Assessment – Key Line of Enquiry 2, 3 & 4		

FRS Measure A4 - outcomes

Road traffic collisions attended by the FRS with related fatal and non-fatal injuries

Is data provided by FRS or a local partner?	Y	**Is this an existing indicator?**	N

Rationale	The FRS attends some road traffic collisions (RTCs) to assist other blue light services with a range of services. The FRS has a duty to attend and assist at RTCs but does not have a statutory duty in respect of road safety within its area. The work that the FRS does in partnership with other organisations can contribute to the national casualty reduction target to the number of people killed or seriously injured in road traffic accidents.
Definition	**The number of people killed or seriously injured (KSI) in road traffic collisions attended b y the FRS**. For incidents attended by the FRS, Include all those killed and seriously injured casualties in an authority's area on public roads, including those that are not the authority's direct responsibility, such as motorways and trunk roads, and, for London Boroughs, Transport for London roads. The definitions of 'Killed' and 'Seriously Injured' are given in the Department for Transport (DfT) document *Road Casualties Great Britain and Stats 20 – Instructions for the Completion of Road Accident Reports*.
Formula	Return a 3 year average figure (to 1 decimal place) for the most current year, plus the 2 immediately preceding years, This is then compared to the baseline calculated over the period 2006/07 to 2008/09 (3 years), and a percentage change calculated. $\frac{(cy + (cy-1) + (cy-2))}{3} \; / \; \frac{(a + b + c)}{3} \; * \; 100$ cy = killed and seriously injured in current year Cy-1 = killed and seriously injured in previous year 1 Cy-2 = killed and seriously injured in previous year 2 a = killed and seriously injured in 2006/07 b = killed and seriously injured in 2007/08 c = killed and seriously injured in 2008/09

Worked example	current year – 50 Previous year 1 – 53 Previous year 2 – 52 2006/07 – 55 2007/08 – 52 2008/09 - 53 = ((55 + 52 + 53) – (50 + 53 + 52) / (55 + 52 + 53)) * 100 = ((160 – 155) / 160)) * 100 = 3.23% improvement	**Good performance**	A reduction in the three year average compared to the baseline figure
Collection interval	Quarterly	**Data source**	FRS incident data available from incident recording system (IRS) or equivalent
Return Format	Percentage	**Decimal places**	2
Links to FRS guidance/ reports	Operational Assessment – Key Line of Enquiry 2 & 4 National Indicator **NI 47** People killed or seriously injured in road traffic accidents National Indicator **NI 48** Children killed or seriously injured in road traffic accidents This indicator is an updated version of the former Comprehensive Performance Assessment item E12 and best value performance indicator 99a.		

FRS Measure A5 - outcomes

Health & Safety

Is data provided by FRS or a local partner?	Y	Is this an existing indicator?	N

Rationale

Staff safety is paramount, and it is important that the service measures whether health and safety procedures and initiatives to reduce physical attacks on firefighters are working. This is particularly important in light of any changes to types of station, appliances and crewing arrangements.

Definition

This measure takes the form of two tables; one based on absolute numbers and one based on a rate per 100,000 employees. The structure of the table is the same in both cases.

			RIDDORS		
	Establishment	<3 day injuries	fatal	major	3+ days
Wholetime					
Retained					
Control					
support					
Total	0	0	0	0	0

RIDDOR: Any Injuries, deaths and dangerous occurrences reportable under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995

Wholetime – All Firefighters employed as permanent employees who are mobilised to fires. This includes all senior officers and station based personnel who attend incidents; it does not include trainees, day related staff who do not attend fires as part of their normal duties (e.g. training centre and fire safety personnel etc.)

Retained – All Firefighters who are mobilised to fires who are on a retained contract – this includes wholetime personnel that are additionally employed on a retained contact. This may result in some double counting on individual employees, but they are members of both populations, the parent Authority will need to be sure of whether these people were “at work” or “retained” at the time of their accident

Control – All staff employed wholly to mobilise appliances

Support – this is all other staff, administrative support, cooks, cleaners, and importantly any uniformed staff not normally mobilised to incidents

	Establishment – Total posts (FTE) as at 31 March in each recording year.		
Formula	All sections N= (a / b) * 100,000 a = Total number of injuries of that category b = Total FTE as at 31 March		
Worked example	All sections 300 <3 day injuries Whole time staff FTE as at 31 March – 1,500 = (300 / 1,500) * 100,000 = 0.2 * 100,000 = (5,000 ÷ 2,000) * 100,000 = 20,000 = 20,000 <3 day injuries per 100,000 staff	**Good performance**	Reducing injury rates
Collection interval	Annual	**Data source**	Local FRS data
Return Format	Rate per 100,000 staff	**Decimal places**	0
Links to FRS guidance/ Reports	**RIDDOR** (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995): Health & Safety Executive F2508 Guidance Notes		

FRS Measure B1 – prevention

Home fire safety checks

Is data provided by FRS or a local partner?	Y	Is this an existing indicator?	N

Rationale	To ensure FRSs are making the biggest difference they should target home fire safety checks (HFSCs) in those most at risk of fire and/or other types of incidents. The vulnerable groups will of course be different for each FRS.
Definition	**Percentage of Home Fire Safety Checks (or equivalent) completed for vulnerable groups.** This will include HFSCs conducted by partners on behalf of the FRS. **Home fire safety check –** This must comprise[2] (1) Identifying and advising of the potential fire risks within the home; (2) Advising householder what to do in order to reduce or prevent these risks; and (3) putting together an escape plan in case a fire does break out and ensuring the householder has working smoke alarms. The HFSC can include installing a smoke alarm(s) where appropriate. **Vulnerable Groups –** Determined locally within the FRS strategy and will usually reflect those who are likely to have additional needs and experience poorer outcomes if these needs are not met. A target group could be defined using lifestyle, ethnicity, age, etc.
Formula	N = (a / b) * 100 = x.x% Where: a = Number of HFSC conducted for vulnerable groups b= Total number of HFSC conducted by the FRS

Worked example	Vulnerable group total 6,805 Total number HFSC conducted 28,300 = (6,805 / 28,300) * 100 = 0.24 * 100 = 24.05%	**Good performance**	High percentage of HFSCs undertaken in properties most at risk.

[2] http://www.fire.gov.uk/Home+safety/IsYourHomeSafe/FreeHomeSafetyCheck.htm

Collection interval	Quarterly	**Data source**	FRS local data
Return Format	Percentage	**Decimal places**	2
Links to FRS guidance/ Reports	**Rising to the Challenge:** The Audit Commission reiterates that HFSCs should not be conducted indiscriminately, but targets those most at risk. **Operational Assurance (Op A):** 2.1 **NI 136** People supported to live independently through social service (all ages) PSA 18 **NI 142** Number of vulnerable people who are supported to maintain independent living PSA 17		

FRS Measure B2 – prevention

Inspections of high risk premises to support compliance with the Fire Safety Order

Is data provided by FRS or a local partner?		Y	**Is this an existing indicator?**	N
Rationale	Inspections within those premises covered by the fire safety order should reduce the perceived risk. Consequently, over time FRSs should see a positive reduction in inspection compliance outcomes within premise groups.			
Definition	FURTHER DEVELOPMENT / CONSULTATION during 2009 **Premises covered by the Fire Safety Order** – All premises except single private dwellings.			
Formula				
Worked example		**Good performance**		
Collection interval	Quarterly	**Data source**		
Return Format	%	**Decimal places**	2	
Links to FRS guidance/ reports	Community Fire Protection Planning and Management Guide IRMP Guidance Note 4 CFOA Audit form guidance and the enforcement management model			

FRS Measure C1 – prevention

Smoke alarms in dwellings

Is data provided by FRS or a local partner?	Y	**Is this an existing indicator?**	Y

Rationale	The aim of this performance measure is to provide data to ascertain how effective the promotion, use and upkeep of smoke alarms has been within the community.
Definition	**Dwelling fires attended where a smoke alarm was fitted but did not activate**. For calculating data from IRS, the calculation is as follows: % of fires where 'Was there an alarm system present' (Q5.8) = 'No' for fires where Property Type(Q3.2) category = 'Dwelling'
Formula	N = (a / b) * 100 = x.x% Where: a = Fires attended where no smoke alarm was fitted b = Number of dwelling fires

Worked example	Number of dwelling fires with no smoke alarm 406 Number of dwelling fires attended 749 = (406 / 749) * 100 = 0.54 * 100 = 54.00%	**Good performance**	The lower the percentage, the better

Collection interval	Quarterly	**Data source**	FRS incident data available from incident recording system (IRS) or equivalent
Return Format	Percentage	**Decimal places**	2
Links to FRS guidance/ reports	**NI 49** Number of primary fires and related fatalities and not-fatal casualties, excluding precautionary checks. Adapted from BVPI 209		

FRS Measure C2 - preparedness

Average number of working days / shifts lost to sickness

Is data provided by FRS or a local partner?	Y	**Is this an existing indicator?**	Y

Rationale	Sickness absence reduces the effectiveness of an organisation.
Definition	**Average number of working shifts lost to sickness** The numerator is defined as the total number of working days lost due to sickness absence, including industrial injury, irrespective of whether this is self certified, certified by a GP or long term. For part-time staff, the authority should calculate the FTE for both the numerator and denominator on a consistent basis. Calculated as average days per employee and as a percentage of time. Exclude agency staff, staff on maternity or paternity leave and for operational staff, exclude those on a RDS. Temporary staff or staff on fixed term contracts who have been employed by the authority for over a year should be counted. The denominator is the average number of FTE employed during the financial year. 'Working days/shifts', means days/shifts scheduled for work after holidays/leave days have been excluded. In the instance of an employee reporting sick part way through a working day/shift authorities should record the information to the nearest half-day/shift. Include days lost through sickness due to disability or long term sickness even if the staff are not paid. Each FRS should report firefighter, non-uniformed and Control staff separately.

Formula	The denominator is the average number of FTE staff calculated by reference to the current financial year [i.e. (FTE 1st April Yr 1) + (FTE 31st March Yr 1) / 2] Dealing with sickness absence for part-time staff: If a person works 5 half days and misses 10 days, the numerator = 10 x 0.5 = 5 days If a person works 2 full days a week and misses a week, the numerator = 2 days Adjustments also need to be made in the denominator, staff working a half a day every day counts as 0.5 of a person, and staff working 2 days a week counts as 2/5ths (or 0.4) of a person.		
Worked example	Operational staff sickness 780 shifts / duties lost to sickness Operational staff FTE 01/04/08 = 1,600 Operational staff FTE 31/03/09 = 1,610 = ((1,600 + 1,610) / 2) / 780 =1,605 / 780 = 2.06 shifts / duties lost	**Good performance**	The lowest number of days lost per person employed
Collection interval	Quarterly	**Data source**	Local FRS data
Return Format	Average number of shifts / duties lost per person	**Decimal places**	2
Links to FRS guidance/ reports	**Audit Commission "Rising to the challenge":** If all FRS's with whole time sickness above the lower quartile of 6.5 shifts / days reduced absences to that level a cost saving of £10million could be made. If all FRS's with non-uniform absence above the lower quartile of 8.8 shifts / days reduced absences to that level a saving of £1.5million could be made. Operational Assurance Key Line of Enquiry 5 Adapted from BVPI 12		

FRS Measure C3 - preparedness

Female firefighters as new entrants to the Fire and Rescue Service

Is data provided by FRS or a local partner?		Y	**Is this an existing indicator?**	Y
Rationale	In support of the national strategy to tackle current inequalities, promote equality, diversity and fairness and establish a culture of inclusion to enable the Service to meet the needs of its diverse communities.			
Definition	**Women Entrants to Operational staff** For the purpose of this measure 'operational staff' means whole-time or RDS operational staff. Calculate staff on headcount, not FTE basis. For those FRS's with RDS, this should be reported separately.			
Formula	N = (a / b) * 100 = x.x% a = Number of women firefighters as new entrants b = Total number of firefighters as new entrants			
Worked example	Where the number of female new entrants to be firefighters = 23 and the total number of new entrants = 100. (23 / 100) * 100 = 0.23 * 100 = 23%	**Good performance**	Improving the percentage of female firefighters as new entrants within the Service.	
Collection interval	Annual	**Data source**	Local FRS data	
Return Format	Percentage	**Decimal places**	2	
Links to FRS guidance/ reports	**FRS Equality and Diversity Strategy 2008 – 2018** Note: this target in the strategy is about no of females as NEW ENTRANTS to the Fire and Rescue Service. It is not about the whole organisation. CLG target for all FRS is 15% by 2013 and stretch target is 18% by 2013.			

FRS Measure C4 - preparedness

Minority ethnic staff as new entrants to the Fire and Rescue Service

Is data provided by FRS or a local partner?		Y	**Is this an existing indicator?**		Y
Rationale	In support of the national strategy to tackle current inequalities, promote equality, diversity and fairness and establish a culture of inclusion to enable the Service to meet the needs of its diverse communities.				
Definition	**Minority ethnic entrants to FRS staff** Calculate staff on headcount, not FTE basis. Data to be compared to minority ethnic representation in the local working population				
Formula	N = (a / b) * 100 Where: a = total number of new staff from minority ethnic Groups b = total number of new staff employed by the FRS				
Worked example	68 new staff from ethnic minority groups out of 100 staff. = (68 / 100) * 100 = 0.68 * 100 = 68.00%		**Good performance**	The proportion of staff from minority ethnic groups reflects the community profile of working age population.	
Collection interval	Quarterly		**Data source**	Local FRS data National Labour Force Survey	

Return Format	Percentage	**Decimal places**	2
Links to FRS guidance/ reports	**FRS Equality and Diversity Strategy 2008 – 2018** There is no requirement from the national strategy to collect this in 2 parts. The national strategy asks that FRS monitor and reports % of minority ethnic employees in the workforce (composite figure) as compared to local working age population of minority ethnic groups. This is based on the national Labour Force Survey. The strategy says that the workforce should be representative of the community by 2013 and the stretch target is 2-5% above local working age representation. There is detailed guidance on FRS Circulars from CLG about how to collect this indicator, It is not sensible for CFOA to duplicate this with another indicator.		

FRS Measure C5 - preparedness

Operational resource availability

Is data provided by FRS or a local partner?	N	Is this an existing indicator?	N

Rationale	Each FRS provides a number of frontline appliances to provide cover for the risk in the community. In some cases strategic decisions are taken to vary the cover provided by these appliances either geographically or by time available. This measure provides information on how well the Service meets its strategic commitment to providing these resources. Difficulties may arise in meeting the planned availability in areas such as high sickness, retained recruitment and retention and unsupported mechanical breakdown.
Definition	This will be presented as the actual resources available against the planned commitment and measured in days. **Front-line appliance –** Pumps and pump ladders only **Available:** Appliances available as per local crewing arrangements **Unavailable:** Where the appliance is unavailable due to unplanned events out the local crewing arrangements or provisions made within the IRMP
Formula	N = ((a * b) / c) * 100 = x.x% a = number of appliances b = planned days of availability per appliance c = actual availability (in days) Appliances x planned availability days / actual days available * 100

Worked example	The service has 36 appliances of which 8 are removed from operational cover for 12 hours each day. 36 * 365 = 13,140 days - (8 * 365) / 2 = 11,680 days availability Actual availability = (10,100 / 11,680) * 100 = 0.86 * 100 = 86%	**Good performance**	High levels of appliance availability
Collection interval	Quarterly	**Data source**	Local FRS data
Return Format	% of operational response assets available against planned availability.	**Decimal places**	1
Links to FRS guidance/ reports			

FRS Measure C6 - preparedness

Trained Staff

Is data provided by FRS or a local partner?	Y	**Is this an existing indicator?**	N

Rationale	This indicator is designed to capture the number of operational staff that have undertaken a development programme for their specific role (IPDS) and been deemed competent for the substantive role they occupy. It will provide an assessment of the programmes in existence for staff and the percentage of staff in development depending on the retention levels and turnover rates within each service.
Definition	This measure is in four separate parts: (i) Firefighters (ii) Supervisory – Crew and Watch Managers (iii) Middle – Station and Group Managers (iv) Senior – Area Managers **Operational staff –** All levels from firefighter to Area Manager. Those services with retained duty staff should provide a separate return for such staff
Formula	N = (a / b) * 100 a = number of operational staff deemed competent in role and receiving competent rates of pay b = number of operational staff

Worked example	(i) – (iv) At point of reporting, 232 Operational staff deemed competent and receiving competent rate of pay 350 staff (232 / 350) * 100 = 66%	**Good performance**	Higher percentage of staff deemed competent in role

Collection interval	Quarterly	**Data source**	Local FRS data
Return Format	Percentage	**Decimal places**	2
Links to FRS guidance/ reports			

FRS Measure C7 - preparedness

Reduction of CO^2

Is data provided by FRS or a local partner?	Y	Is this an existing indicator?	N

Rationale	Action by local authorities is likely to be critical to the achievement of Government's climate change objectives. The public sector is in a key position to lead on carbon emissions reduction by setting a behavioural and strategic example to the private sector and the communities they serve. Through activities such as management of their own operations and local procurement they can achieve CO^2 emissions reductions. The aim of this indicator is to measure the progress of FRS's to reduce emissions from their own operations which are directly under their control and to encourage them to demonstrate leadership on tackling climate change. Measurement against this indicator will require each FRS to calculate their carbon emissions from analysis of energy/fuel bills and outsourced services. The Carbon Trust currently provides support to LA to guide them through the process of calculating carbon footprints and to help them develop carbon reduction plans. The contact is Peter Roberts – contact details 0800 0852005. In the future measures will be developed to capture the environmental cost of fire. Some work has been undertaken in this area by Greater Manchester FRS – contact SM Jim Marsden.
Definition	**Percentage CO^2 reduction from FRS operations:** The indicator being assessed will comprise of an annually measured reduction of emissions against a set baseline (2008-2009) Carbon emissions: is the total amount of direct and indirect CO^2 emitted as a result of FRS operations. FRS Operations: Those activities involved in the daily functions of a FRS which result (either directly or indirectly) in the emissions of CO^2 into the atmosphere.
Formula	The indicator is the proportion of CO^2 reduction measured against emissions from the identified base year, calculated as follows:

	((y – x) / y) * 100 where: *x* = amount of CO^2 emission in the current year *y* = amount of CO^2 emission in the identified base year Return a percentage reduction figure (to 1 decimal place) for the last reported year compared to the previous year.		
Worked example	Take April 2008 to March 2009 calculated emissions of 18 tonnes CO^2 as identified base year. April 2009 to March 2010 emissions totalled 16 tonnes CO^2. Therefore the percentage of CO^2 reduction from LA operations to be reported for 2009 = ((18 - 16) / 18) * 100 = 11.1%	**Good performance**	Planned reduction of CO^2 emissions and a reduction over time.
Collection interval	Financial year, from 2008/09 onwards	**Data source**	Calculator
Return Format	Annual % CO^2 reduction figure and total tonnage as calculated using agreed spreadsheet methodology	**Decimal places**	1
Links to FRS guidance/ reports	**NI 185** CO^2 reduction from Local Authority operations PSA 27 **NI 188** Adapting to climate change **Carbon Trust** offers advice to Local Authorities on managing their own operations. http://www.carbontrust.co.uk/default.ct. The analysis to support this indicator, the proposed spreadsheet tool and an FAQ can be found at: http://www.defra.gov.uk/environment/climatechange/uk/publicsector/localauth/index.htm		

FRS Measure D1 - response

Accidental dwelling fires

Is data provided by FRS or a local partner?	Y	Is this an existing indicator?	Y

Rationale	Fires in the home can be one of the most devastating circumstances for members of the community. Each fire has the potential to take a life, cause serious injury and or emotional suffering from the loss of a home. A reduction in numbers can be attributed to the effectiveness of certain aspects of FRS activity. Community safety education would mean that the public is prepared to cope with a fire event if it happens by closing doors and fitting smoke detection. On the other hand a rapid and effective response to the incident can confine the fire within the first compartment and reduce the damage and suffering.
Definition	**Number of accidental dwelling fires per 10,000 dwellings** For calculating indicator from IRS, the calculation is as follows Number of fires where Property Type(Q3.2) Category = 'Dwelling' and Cause/Motive (Q5.15) = 'Accidental' or 'Not Known' **Population** – the Registrar-General's (ONS) latest mid-year estimates for the FRAs area The number of 'domestic properties' within an FRS area is taken from the latest CIPFA fire service publication available at the time the data is collected
Formula	N = (a / b) * 100 Where: a = Number of primary fires b = Number of dwellings for calculating indicator from IRS, the calculation is as follows Number of fires where Property Type(Q3.2) Category = 'Dwelling' and Cause/Motive (Q5.15) = 'Accidental' or 'Not Known'

Worked	286 / 310) * 100 = 92.3 %	**Good**	Reduction in the number of dwelling fires

example		**performance**	
Collection interval	Quarterly	**Data source**	FRS incident data available from incident recording system (IRS) or equivalent
Return Format	Number and rate per 10,dwellings	**Decimal places**	2
Links to FRS guidance/ reports	Operational Assessment key Lines of Enquiry 2 and 4		

FRS Measure D2 - response

Response to emergency incidents

Is data provided by FRS or a local partner?	Y	Is this an existing indicator?	N

Rationale	As an emergency service the ability to respond quickly is an essential part of providing more successful outcomes; saving lives, property and the environment. All FRSs aim to get to an incident as quickly as they can and most have in place target response times. Having the resources available in the right places to respond and get to an emergency quickly should be a fundamental part of the IRMP.
Definition	**Percentage incidents attended where FRS set standards of response were met.** Response standards have been set locally since the introduction of the Integrated Risk Management Planning (IRMP) process. This measure uses the locally set standard to identify how successful a service is at meeting its own standard of response; for an appliance to arrive at an incident (regardless of incident type); unless there are arrangements for non-blue light attendance in which case such incidents can be excluded from counting. Also, late calls can be excluded. The response times used in each case is the time taken from the time of call to time in attendance.
Formula	N = (a / b) * 100 = x.x% Where: a = Number of (counting) incidents attended within the locally set standard b= Number of (counting) incidents attended

Worked example	Example used 8 minute response standard to life threatening incidents. 2,111 incidents 1,678 responded to within 8 minutes =(1,678/ 2111) * 100 = 0.795 * 100 =79.5%	**Good performance**	The Service performs well against its locally set standards.
Collection interval	Current financial year	**Data source**	Local FRS data
Return Format	Percentage	**Decimal places**	2
Links to FRS guidance/ reports	http://www.communities.gov.uk/documents/fire/pdf/frsresponsetimes.pdf		

FRS Measure E1 - recovery

Business Continuity Planning

Is data provided by FRS or a local partner?	Y	Is this an existing indicator?	N

Rationale	To provide a framework for FRS work on business continuity for benchmarking and ongoing improvement. FRS are encouraged to look at their processes relating to business continuity and assure themselves that they can provide an appropriate level of service in the event of business disruption. The maturity model is provided for those looking to develop processes within this area; it is not intended to be a replacement for any work done in relation to BS25999 – rather a baseline for services to assess their current level of preparedness.
Definition	Self assessment against a business continuity maturity model including 6 measures and 5 levels, giving a maximum score of 100%.
Formula/	N= ((a+b+c+d+e+f) / 30) * 100 a = score for systems and planning b = score for awareness and response c = score for leadership d = score for purpose of BCM e = score for training f = score for partners

Worked example	Systems and planning 1 Awareness and response 2 Leadership 2 Purpose of BCM 2 Exercise and training 3 Partners 2 Overall score 12 out of 30 (12/30) x 100 = 40%	**Good performance**	% increasing

Collection interval	Annual	**Data source**	FRS risk system
Return Format	Percentage	**Decimal places**	2
Links to FRS guidance/ reports	British Standard 25999		

APPENDICES

A1 : Business Continuity Planning Maturity Model

APPENDIX A1 - Business Continuity Planning Maturity Model

Level Measure	Level 1 Very weak	Level 2	Level 3	Level 4	Level 5 Advanced
BCM systems & planning	**The organisation has very little BCM documentation and planning arrangements in place. It may have a business continuity plan or series of incident specific plans, but these are not informed by any formal process or analysis of the organisation's needs. There is no evidence of an underpinning policy.**	The organisation has some basic documentation and planning arrangements in place and has a strategic / high level business continuity plan. There is evidence of organisational self-analysis (business impact analysis), but it is either in the early stages of development or incomplete at present. There may be a basic underpinning policy in place that identifies the need for BCM, but very little evidence of procedure.	The organisation has documentation and planning arrangements in place at both strategic and tactical levels that are based on the analysis of the business (for most, if not all departments and operating units). There is a policy in place that identifies the need for BCM and a description of the procedure through which BCM is to be carried out across the organisation.	The organisation has documentation and planning arrangements in place at strategic and tactical levels that are aligned with the organisation's overall BCM strategy and are based on self-analysis and the needs of all departments and operating units. It has incident specific plans that at least reference the strategic BCP and there are arrangements in place for the management of critical resources during a business disruption. All planning follows the organisation's policy and approach to BCM.	The organisation has comprehensive BCM documentation and planning arrangements in place across all levels of the organisation. It has an approved Policy and Strategy in place and has undertaken the process of Business Impact analysis for all departments and has used this to inform a strategic BCP as well as departmental/ unit level plans. It has incident specific plans in place that dovetail with all BCPs and established and documented arrangements for the management of all critical resources during a business disruption. All planning is tightly aligned to the organisations BCM policy.
BCM awareness & response	**Almost all staff have very little knowledge of BCM and are unaware as to how they would be expected to respond during a business disruption and who to turn to for advice.**	There are small clusters of staff that are aware of, and have a degree of knowledge of BCM, but most staff have little knowledge as to how they would respond during a business disruption although they may know the individuals to whom to turn for advice.	Awareness exists at a top/senior manager level and the majority of people who would be involved in responding to a business disruption are aware of the existence of BCM arrangements. Most staff know who to turn to for advice and there are examples of staff proactively doing this.	Good awareness exists at top/senior and middle manager levels. All staff involved in responding are aware of their BCM duties and the arrangements that would be put into place and know exactly who to turn to for further advice either during normal business or during an actual business disruption.	Top/senior and middle management have a developed awareness and knowledge of BCM. All BCM response staff know exactly how they are required to respond and staff that are unlikely to be required during a business disruption are aware of the appropriate arrangements.

Level Measure	Level 1 Very weak	Level 2	Level 3	Level 4	Level 5 Advanced
Leadership	**There is minimal leadership within the organisation. Where it does exist it is not filtering down through the organisations management levels and as a result may not exist outside of meetings.**	There are signs of leadership at the top of the organisation and some information is filtered through to middle management, but it is often inadequate or messages are incomplete.	Leadership exists at the top of the organisation. There is board level responsibility for BCM and/or a champion acting at this level. Information is filtering through to some if not most middle managers. BCM is a regular agenda item at board meetings which allows for necessary decision making. There are also signs of departmental level leadership for local issues.	There is solid leadership at the top of the organisation, which is supported by defined board-level responsibility for BCM. Information is communicated down from top/senior management and appropriate information is reported upwards. There is effective local level leadership within departments and operational units and there is a specific business continuity group that leads on developing business continuity management within the organisation and reports through to the Board.	Leadership at the top of the organisation is well organised, visible to all staff and leads by example. Information is communicated through the organisation in a highly effective manner and appropriate information/concerns are reported back. Local/departmental leadership is very strong (with agreed deputies in place). There is an established business continuity group in place that reports through to the Board and is visible throughout the organisation and clearly drives BCM systems in line with best practice.
Purpose of BCM within the organisation	**There is insufficient knowledge of BCM to understand how it should be used and there is a lack of clarity in terms of its purpose.**	BCM is used to protect the organisation from a number of identified scenarios that threaten to disrupt the organisation's business. It mainly focuses on crises management.	The purpose of BCM is to act as a generic response to all possible scenarios that threaten to disrupt the organisation's critical business activities. The focus is on business continuity as well as crises management.	BCM is used as a generic response tool to all scenarios that threaten to disrupt the organisation's critical activities. It is used for crises management, business continuity and resumption of normal service levels.	In addition to being used as a generic response tool to all business disruptions (during crises management, business continuity and resumption of normal business levels), BCM is used to further the organisation's understanding of itself, proactively informing objectives and organisational strategy.

Level Measure	Level 1 Very weak	Level 2	Level 3	Level 4	Level 5 Advanced
Exercising, training and learning form business disruptions	**The organisation has never carried out a BCM exercise or training event and has no exercise schedule or programme in place. There is no agreed mechanism in place through which the organisation can learn from actual business disruptions.**	Exercises and training are carried out on an ad-hoc basis. Staff may be targeted in terms of involvement, but there is a lack of a training needs analysis to support this. Some lessons from exercises and events are identified and feed back into BCM arrangements.	Exercises and training sessions are held according to a timetable. The majority of the staff who attend are targeted and there are mechanisms is place that assist in capturing lessons from exercises and actual business disruptions.	There is an exercise and training programme in place that targets all staff with BCM responsibilities and there are agreed mechanisms for capturing all lessons learnt from exercises and business disruptions. Good practice is shared across the organisation.	There is a developed exercise and training programme in place that accounts for the organisation's complete BCM needs. All necessary staff are targeted and there is evidence of tailored training to suit local needs. Lessons are learnt from exercises and business disruptions and they are used to develop further controls or amend BCM arrangements. Good practice is widely shared across the organisation.
BCM arrangements with partners and suppliers	**There is little or no awareness of partner or suppler organisations' BCM arrangements.**	The importance of some partner / suppliers is understood, but there is little evidence to suggest this information is used to inform BCM.	Most partner and supplier organisations who contribute to critical activities are documented and some consideration is given as to the level of impact the organisation would sustain if the arrangements failed. There is also some evidence of using information to inform BCM arrangements.	The relationships between the partner/supplier organisations that feed into critical activities are understood, the impact of a failed supply chain etc. is understood and arrangements are in place to prevent critical activities from becoming disrupted in the event of partners/supplier organisations experiencing difficulty.	The organisation works closely with all partner/supplier organisations that support critical activities and works with them to develop solutions. There is evidence that exercises involve relevant external companies, and business continuity plans are aligned to suit all parties involved.