

## Round 2 Inspection – Areas for Improvement

### Effectiveness

Question	Area for improvement
Understanding the risk of fire and other emergencies	The service should ensure it gathers and records relevant and up-to-date risk information. The service should ensure that all risk and safety-critical information has been read and understood by staff
Preventing fire and other risks	The service should make sure it quality assures and evaluates its prevention work so it understands the benefits better
Protecting the public through fire regulation	The service should make sure it meets the targets it sets for its risk-based inspection programme
Protecting the public through fire regulation	The service should make sure it has an effective quality assurance process, so staff carry out audits to an appropriate standard.
Protecting the public through fire regulation	The service should make sure it effectively addresses the burden of false alarms.
Protecting the public through fire regulation	The service should assure itself that its use of enforcement powers prioritises the highest risks and includes proportionate activity to reduce risk.
Responding to major and multi-agency incidents	The service should put in place a programme of multi-agency exercises so its procedures for responding are well tested and understood.
Responding to fires and other emergencies	The service should ensure it has an effective system for staff to use learning and debriefs to improve operational response and incident command.
Responding to fires and other emergencies	The service should make sure it puts in place and delivers its plan to adopt national operational guidance
Responding to fires and other emergencies	The service should make sure it participates in a programme of cross-border exercises, with learning from them obtained and shared

## Appendix A – Areas for Improvement

### Efficiency

Question	Area for improvement
Making best use of resources	The service needs to show a clear rationale for the resources allocated between prevention, protection, and response activities. This should reflect, and be consistent with, the risks and priorities set out in its integrated risk management plan.
Making best use of resources	The service should make sure there is a testing programme for its business continuity plans, particularly in high-risk areas of service.
Making best use of resources	The service should have effective measures in place to assure itself that its workforce is productive and that their time is used as efficiently and effectively as possible to meet the priorities in the integrated risk management plan

### People

Question	Area for improvement
Promoting the right values and culture	The service should ensure its expected values and behaviours are understood and demonstrated at all levels of the organisation and that managers actively promote these standards.
Promoting the right values and culture	The service should assure itself that senior managers are visible and demonstrate service values through their behaviours.
Promoting the right values and culture	The service should monitor secondary contracts to make sure working hours aren't exceeded.
Getting the right people with the right skills	The service should review its succession planning to make sure that it has effective arrangements in place to manage staff turnover while continuing to provide its core service to the public
Ensuring fairness and promoting diversity	The service should make sure staff understand the value of positive action and having a more diverse workforce.

## Appendix A – Areas for Improvement

Question	Area for improvement
Ensuring fairness and promoting diversity	The service should make improvements to the way it collects equality data to better understand its workforce demographic and needs.
Ensuring fairness and promoting diversity	The service should make sure it has robust processes in place to undertake equality impact assessments and review any actions agreed as a result.
Ensuring fairness and promoting diversity	The service should make sure that all staff understand the benefits of equality, diversity and inclusion and their role in promoting it.
Managing performance of developing leaders	The service should ensure it has an effective system in place to manage staff development, performance and productivity.
Managing performance of developing leaders	The service should improve all staff understanding and application of the performance development review process