BOARD PAPER

Item Number	Item 5 – Paper 3
Title of Paper	**Fire Standards Development – Proposals for Phase Three**
Decision or Information	For Decision
Date of Meeting	8th December 2021
Presented by	CPO
Attachments	Appendix A – Phase One and Two Fire Standards Appendix B - Impact Assessment Results

Summary

This paper Identifies the possible remaining areas identified in the Activity Framework that could be developed into as Fire Standards. The Board's decision on what work to take forward will enable the Fire Standards Team to prepare a delivery plan for a third phase of Fire Standards.

Recommendations and Decisions

The Board is asked to review the content of the paper and decide if:

- the Fire Standards Team should complete discovery work and research on the remaining areas of activity in order to clarify the potential Fire Standards which may be developed from the remaining areas of activity;

Depending on what the Board decides, proposals for Phase Three will be brought to the Board's March meeting.

Background Information

The Board has previously agreed the Activity Framework, which has acted as a road map helping to plan the development of Fire Standards.

The top level of the Activity Framework is shown below. The double white border around a box indicates areas where Fire Standards are either published or in progress. Appendix A provides a table showing the standards contained in the first two phases of development and the categories on the Activity Framework they are located.
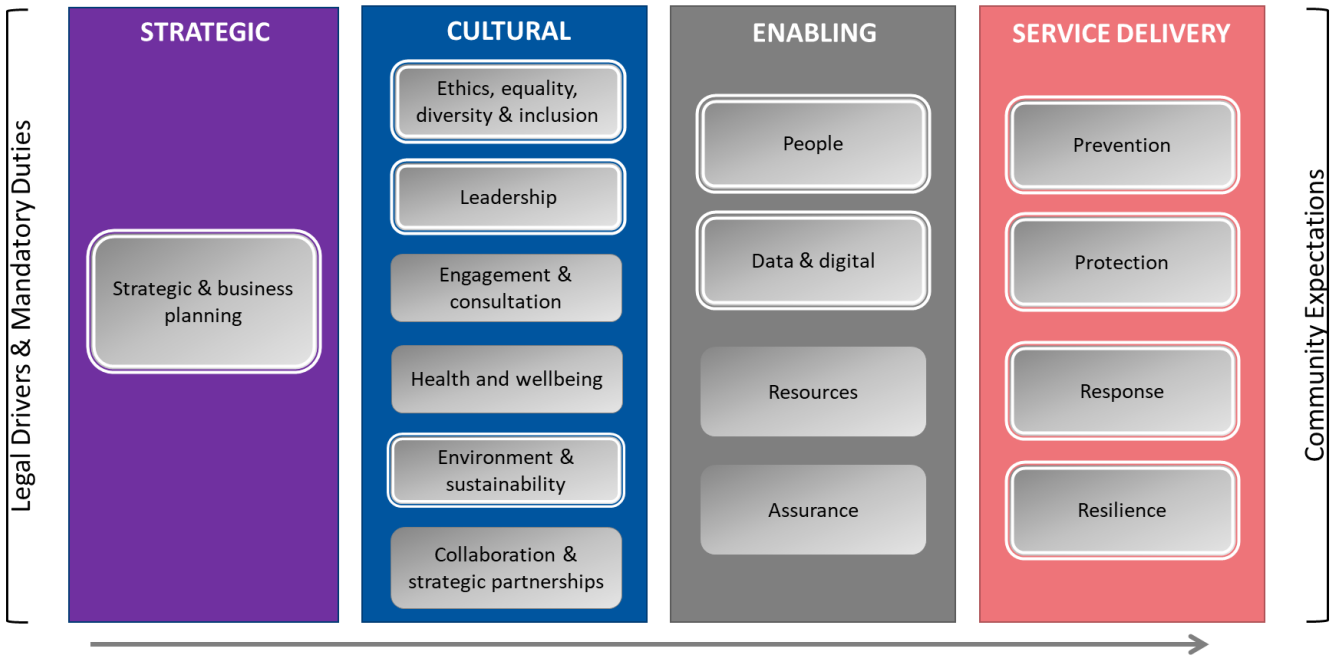
Remaining Possible Fire Standards Areas

The following table shows the activities that remain to be explored as potential Fire Standards, the potential scope of each and the Activity Framework Category they belong to. An Impact Assessment against these areas is at Appendix B.

Activity / Potential Fire Standard	Potential Scope or areas to include	Activity Framework Category
Communication, engagement, consultation	• Internal communication • External communication • Formal and informal communication • Consultation • Stakeholder management • Collaboration and strategic partnerships	Cultural Enabling
Health and wellbeing	• Occupational Health • Counselling • Health & Safety accident management	Cultural
Resources	• Procurement • Contract management • Commercial activities • Fleet management • Estates and asset management	Enabling
Assurance	• External audit • Internal audit • Evaluation • Operational assurance	Enabling
Digital and Technology	• Information Technology (infrastructure) • Digital Communications • Support and back up • Cyber security	Enabling

What is now required is for discovery work and research to be done into each of these areas to clarify whether Fire Standards are feasible and/or needed and, if so, to ascertain what may exist already to support them and who the Fire Standards Team can work with to support their development.

It is envisaged that service level responsibilities regarding environment and sustainability will be covered in the Service Leadership Fire Standard, but this will need to be reviewed once the Leadership Fire Standards are further progressed.

In respect of the potential fire standards, the Board should note that:

- a Fire Standard including good practice and principles about Collaboration and Strategic Partnerships be combined with those relating to Communication, Stakeholder Management and Consultation;
- Clarification as to whether a stand-alone Fire Standard is required for health and safety, wellbeing and workforce support, but this may be dependent on the final versions of the Leadership Fire Standards;
- A Fire Standard relating to Digital and Technology may be dependent on a variety of influences such as, but not limited to:
  - the work of the NFCC Digital and Data Programme;
  - the evolution and impact of the Emergency Service Network;
  - support for services in improving local infrastructure and systems; and
  - evolution of the Incident Recording System and Fire Control Room technology.

It is anticipated that if all the outstanding areas were included that this would result, as anticipated, in a suite of approximately 20 professional Fire Standards completed within the original five-year timescale.

Improvement Themes and Prioritisation

In order to inform the order in which the remaining work should be completed, the following chart shows the national Improvement Themes drawn from the NFCC's Strategic Improvement Model (SIM).

SIM issues by improvement theme
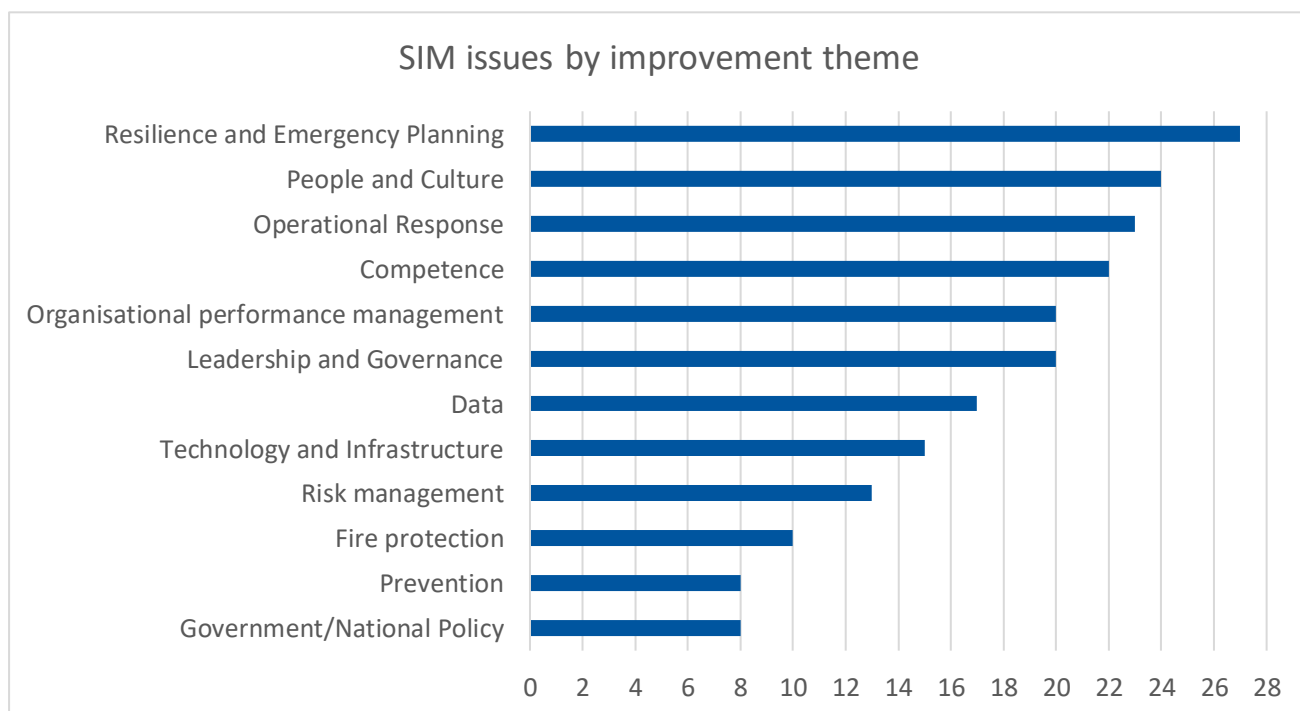
At the time of reporting to Board, it includes data from sources such as:

- HMICFRS's first round inspection findings;
- Grenfell Tower Inquiry Phase One Recommendations and findings;
- COVID learning analysis both independent and from the NFCC; and
- Other relevant research findings, previous incident reviews or results of public inquiries.

The latest HMICFRS inspection findings (State of Fire and Rescue Report and individual inspection reports) have yet to be published. It is anticipated there will also be further recommendations from Phase Two of the Grenfell Inquiry and the MEN Arena enquiry.

All of these data sources will be analysed and added to the SIM when data is available. However, it is anticipated that what will emerge will be further evidence that underpins already identified issues or areas for improvement. Some new or emerging issues may also need to be considered.

The Fire Standards now published are aligned to the priorities shown and include areas such as:

- Community Risk Management
- Service Delivery including Operational Response, Prevention and Protection
- People and Culture including Code of Ethics

Many of the Fire Standards in Phase Two address other improvement themes including:

- Leadership and service management
- Data
- Emergency Planning and Resilience

As well as considering the SIM data, it is important for the Board to consider the changing environment in which fire and rescue service operates, the changing demands being placed on services and work in progress to address the future role of the fire and rescue service (Fit for the Future).

As we potentially draw closer to completing a full suite of Fire Standards, focus must also move to the ongoing maintenance of the Fire Standards as discussed in Paper 2 – Fire Standard Review Process.

Conclusion

As has previously been discussed by the Board, our development work has been phased to match the capacity available for Fire Standard development alongside the emerging priorities for individual services. In addition, timing has been set at a pace deemed appropriate for services to phase local implementation of the standards.

The proposed third and final phase of development work, as agreed by the Board, will enable it to achieve the publication of the full suite of standards within the planned timeframe.

It is recommended that the Board agree that the Fire Standards Team should start work to identify the potential Fire Standards from the remaining areas of activity, including with whom from within

the NFCC they should work with. This will result in a draft development plan which will be aligned to the capacity available, once funding is confirmed by the NFCC and the Home Office (anticipated March 2022). The draft development plan will be shared with the Board at the next meeting in March 2022 for decision.

Appendix A - Fire Standards Completed or In Progress

The following tables show the first two phases of development and the categories they fall within from the Activity Framework following the colour coding:

Phase 1	Activity Framework Category
Emergency response driving	Service Delivery
Operational response - Preparedness	Service Delivery
Operational response - Competence	Service Delivery
Operational response - Learning	Service Delivery
Code of Ethics	Cultural
Community Risk Management Planning	Strategic
Prevention	Service Delivery
Protection	Service Delivery
Phase 2	**Activity Framework Category**
Safeguarding	Cultural
Fire Investigation	Service Delivery
Data Management and Requirements	Enabling
Emergency Planning and Resilience	Service Delivery
Service Leadership (Leadership #1)	Strategic
Developing Leaders and Promoting Good Leadership (Leadership #2)	Strategic
Service (Workforce) Management (Leadership #3)	Strategic

Appendix B – Impact Assessment Results

The impact assessment was based on the following criteria:

- Legislative drivers
- Other drivers such as political, public interest, needs driven by services (including findings or recommendations from public inquiries such as Grenfell)
- HIMCFRS' recommendations, observations or suggested priorities
- Issues and improvement themes derived from the NFCC Strategic Improvement Model (SIM)
- Supporting guidance availability
- Fit for the Future Improvement Objectives

Fire Standards – areas remaining	Legislative drivers	Other drivers (political, public interest)	HMICFRS	SIM Issues	Supporting guidance available*	Fit for the Future Improvement Objectives	Score
Communication, engagement, consultation			✓	✓	✓	✓	4
Digital and Technology		✓	✓	✓		✓	4
Collaboration and strategic partnerships		✓	✓			✓	3
Health and wellbeing						✓	1
Resources				✓		✓	2
Assurance				✓		✓	2

*Work needs to be completed to assess the level of available or existing guidance available to underpin Fire Standards in these area