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| Item Number | Item 3 – Paper 1 |
| Title of Paper | Fire Standard Progress Report |
| Decision or Information | For information |
| Date of Meeting | 15 th June 2022 |
| Presented by | Fire Standards Team |
| Attachments | Appendix A - <i>Phase Two Delivery Plan Progress Summary</i> Appendix B - <i>Leadership and People Fire Standards Gap Analysis Report</i> |

Summary

This paper provides an update on the progress that has been made in developing the Fire Standards included in Phase Two.

The Board is asked to:

- Review the progress against the Phase Two delivery plan (*Appendix A*); and
- Note the progress made on both the Emergency Preparedness and Resilience and Leadership and People Fire Standards by the respective NFCC Leads for these subjects.

Fire Standards Development – Progress Highlights

The table at *Appendix A* summarises the progress made against each Fire Standard included in Phase Two. Highlights since the last meeting include:

Fire Investigation

- Quality Assurance (QA) on this standard was completed in February 2022. The Board approved publication of this standard via email and it was published on 19th April 2022.

Emergency Preparedness and Resilience

- Consultation on this standard took place between January and February 2022.
- The revised standard and QA report were circulated via email to Board members during April.
- It was approved by all Board members and was published on 31 May 2022.
- CFO Stuart Errington and National Resilience Board member Kevin Longshaw are attending this Board meeting to discuss this Fire Standard.

Data Management

- Consultation on this standard was completed in April 2022.
- Analysis of the responses and resultant revisions are being made.
- A revised Fire Standard and consultation report will be shared with the Board via email to request permission to commence QA.
- Final publication is on track for July 2022.

Leadership and People Fire Standards

- Following a review by the working group of the three Leadership Fire Standards: *Service Leadership, Developing Leaders and Service Management*, it was suggested that there was significant overlap.
- The three standards were condensed into two Fire Standards in early 2022, their working titles were revised to *Leading the Service* and *Leading and Developing People*.
- The Board discussed the current drafts of the standards at their workshop in February 2022 and provided feedback to the Fire Standards Team.
- A workshop was held with the working group and other key stakeholders in early March to develop the content of the two Leadership and People Fire Standards further.
- Following feedback received from Board members and stakeholders in February and March, the scope for these Fire Standards was revised to re-confirm the scope of the two standards and help refine the development process.
- The commissioning of a Leadership Consultant to facilitate discussions on and support the completion of the development work for these standards has taken place. Claire Whitehead-Wall will have met all Board members, subject to availability.
- Claire assessed the Leadership and People Fire Standards against wider professional leadership standards (see **Appendix B**). This assessment led to revisions to the two standards which can be found in paper 2.
- Claire will be involved in development work and engagement sessions which are proposed to take place as part of the consultation process during the summer 2022.

APPENDIX A

Phase Two Development Plan Progress Summary

Key:

| | |
|--------------------------------------|---|
| Work not started | Potential slippage on publication date or issue through development phase identified but is being managed |
| On track for target publication date | Issue requires Board intervention |

| Activity Area for Fire Standard | Stage 1 (Scoping) | Stage 2 (Development to post-consultation draft) | Stage 3 (Final sign off, approval) | Expected publication date (Post QA) | Summary of recent progress | Next steps |
|-----------------------------------|-------------------|--|------------------------------------|-------------------------------------|--|---|
| Emergency Planning and Resilience | Completed | Completed | Completed | May 2022 | <ul style="list-style-type: none"> • Consultation completed in Feb 2022. • Post-consultation report and revised draft shared with Board for sign off to commence QA in Apr 2022 • Board to approve post consultation report and revised draft Apr 2022 • QA to commenced in Apr 2022 • Implementation support to considered and implementation tool developed to support launch • QA report to be shared with Board for approval in May 2022 | <ul style="list-style-type: none"> • Published 31 May 2022 • Launch notifications to follow launch. |

| Activity Area for Fire Standard | Stage 1 (Scoping) | Stage 2 (Development to post-consultation draft) | Stage 3 (Final sign off, approval) | Expected publication date (Post QA) | Summary of recent progress | Next steps |
|---------------------------------|-------------------|--|------------------------------------|---|---|---|
| Data Management | Completed | Completed | In progress | <p>Original date Jul 2021*</p> <p>*Revised publication date July 2022</p> | <ul style="list-style-type: none"> Peer review completed and Board approval for consultation received in February 2022 Consultation completed in April 2022 Post consultation analysis to be completed during May 2022 | <ul style="list-style-type: none"> Final draft and post consultation report to be presented to FSB in Jun 2022 Planned publication Jul 2022 |

| Activity Area for Fire Standard | Stage 1 (Scoping) | Stage 2 (Development to post-consultation draft) | Stage 3 (Final sign off, approval) | Expected publication date (Post QA) | Summary of recent progress | Next steps |
|---|-------------------|--|------------------------------------|--|--|---|
| <p>1. Service Leadership (Leading the Service – proposed new title)</p> <p><i>(2. Developing Leaders – now absorbed into the other two standards)</i></p> <p>3. Service Management (Leading and Developing People – proposed new title)</p> | Completed | In progress | Not started | <p>Original date Aug 2021</p> <p>*Revised publication date by Dec 2022 (subject to consultation)</p> | <ul style="list-style-type: none"> Review of revised Fire Standards by peer review group took place during late 2021 and early 2022 Following review of the revised drafts, the FSB and NFCC leads proposed the three Fire Standards be reduced into two, absorbing all relevant content, and would now be: <ul style="list-style-type: none"> Leading the Service (previously well-led service) Leading and Developing People (combination of Developing and Promoting Good Leadership and Service Management) Work is in progress to revise the two drafts following Board and peer review feedback Leadership Consultant to facilitate discussions on and support the completion of the development work commissioned in Apr 22. The content of the White Paper will be reviewed in case of any impacts on the Leadership and People Standards Pre-consultation drafts will be shared with the Board at the June meeting to request approval to start consultation in June | <ul style="list-style-type: none"> Subject to peer review and Board feedback, consultation is proposed to start in Jun 2022 and remain open over the summer period until Aug 2022 Due to the nature of these standards, the level of interest across the sector and to support the consultation process, in-person and online engagement sessions with stakeholders are being planned for June & July Analysis of responses and any further revisions to the standards will take place during Sep and Oct 2022 It is proposed to publish these standards no later than Dec 2022. Consider impact of implementation and consider support required |

Leadership and People Fire Standards - Gap Analysis Report

This report has been prepared for the Fire Standards Board by Claire Whitehead-Wall, Leadership Consultant. It reports on a Gap Analysis exercise undertaken during May 2022.

Having been engaged to support the final development of the two Leadership and People Fire Standards – Leading the Service and Leading and Developing People, my first task was to benchmark both standards against leading industry-based standards for Leadership.

During my initial briefing, whilst recognising the good work that had already been achieved, several gaps were identified that warranted further consideration and investigation:

- A strategic approach to Talent Management, particularly for Executive/Strategic leaders, through a Leadership Strategy
- Inclusion, going beyond Equality and Diversity
- Personal Leadership attributes – authenticity, situational leadership, and communication at all levels suitable for their audience, especially around vision
- Coverage of Culture and Values

A formal mapping exercise was undertaken against two industry-based standards. Firstly, against the Chartered Management Institute’s Professional Standard Framework for Leadership and then the Institute of Director’s Director Competency Framework. These standards were chosen as they represent professional standards in a wider context and are used to benchmark good leadership practice. I also referenced the NFCC Leadership Framework, as it appeared that some areas for review sat within that Framework rather than the two Leadership and People Fire Standards. The mapping exercise identified the following gaps:

| Criteria (Gaps identified) | Suggested Fire Standard to include this coverage |
|---|--|
| CMI Professional Standard Framework | |
| Leading through and the impact of change – hybrid working | Leading the Service |
| Developing staff to meet the needs of the organisation | Leading and Developing People |
| Driving delivery through high performing teams | Both standards |
| Meeting expectations | Both standards |
| Collaboration – championing diversity of thought | Leading the Service |
| Cross Functional Working, Interconnected relationships | Leading and Developing People |
| Self-awareness, emotional intelligence as a leader – impact | Leading and Developing People |
| Effective time and energy management | Leading and Developing People |

| Criteria (Gaps identified) | Suggested Fire Standard to include this coverage |
|--|---|
| Responsible decision making – making difficult decisions in ambiguous and unpredictable contexts | Leading the Service |
| Influencing others – the scale and scope of influencing | Leading the Service |
| Communicating messages to different audiences | Leading and Developing People |
| IOD Director Competency Framework | |
| Impact of decisions | Both standards |
| Adapting communications to audiences | Leading and Developing People |
| Treating others fairly | Both standards |
| Investing in own development | Leading and Developing People |
| Demonstrating cultural sensitivity | Both standards |
| NFCC Leadership Framework | |
| Being innovative and entrepreneurial | Service Delivery – is it strong enough? |
| Leading change | Organisational Effectiveness is it strong enough? |
| Impact of change | Service Delivery – currency? |
| Being resilient | Is it strong enough? |
| Several indicators within the NFCC Leadership Framework require an updating of language used and terminology, in line with these Fire Standards. | |

John Blakey’s model The Power of Trust was also considered, this model of Trust for Executive level leaders has nine indicators: Deliver, Coach, Be Consistent, Be Honest, Be Open, Be Humble, Be Kind, Be Brave and Evangelize. It was considered that these indicators underpin both Leadership and People Fire Standards.

The NHS Framework for a Well Led Organisation provided a useful indicator that summed up the missing link for a Leadership Strategy that manages a senior talent pipeline “Compassionate, inclusive and effective leadership sustained through a leadership strategy and development programme” (*NHS Developmental Reviews of leadership and governance using the well-led framework: guidance for NHS trusts and NHS foundation trusts, June 2017*)

The findings from the gap analysis have been shared with some key stakeholders. This gap analysis resulted in revisions to the standards which were then shared with peer reviewers and the Leadership Fire Standards working group at a workshop held in May 2022. Positive feedback on progress has been received, especially from the working group, and everyone was able to suggest additional minor improvements. These have now been incorporated by the Fire Standards Team and myself into the draft fire standards presented in Item 5 – Paper 2. The working group especially, are keen for these standards to be implemented, used, and then reviewed as necessary.

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