

<b>Item Number</b>	<b>Item 6 – Paper 3</b>
<b>Title of Paper</b>	<b>Impact Assessment</b>
<b>Decision or Information</b>	For information
<b>Date of Meeting</b>	15 <sup>th</sup> June 2022
<b>Presented by</b>	Fire Standards Team
<b>Attachments</b>	Appendix A – Implementation Team Fire Standards Report Appendix B - Code of Ethics

## Summary

This paper provides the Board with an update on the proposed approach to determining the impact of the Fire Standards. It covers:

- Feedback from the NFCC Implementation Team;
- Feedback from the NFCC People Programme – Code of Ethics implementation; and
- Proposed approach, impact assessment tool and engagement activity.

## Recommendations

The Board is asked to note the contents of this paper.

## Background

As previously discussed, and in response to actions recorded from previous meetings, the Board seeks to understand the impact of the published Fire Standards on fire and rescue services and whether the benefits intended are achieved.

It has become clear that appreciating the full realisation of the benefits of each of Fire Standard will take time as each service works to achieve them. These often include benefits such as “improved service to the public”, “improved competency” and “improved national consistency”.

From information gathered at consultations, services have indicated that they believe it will take approximately 1-2 years for them to achieve each Fire Standard following its publication. For some services this will be longer.

Therefore, as discussed with the Board, the Fire Standards Team has focussed on assessing the initial impact the published Fire Standards are having on services and how well they have been received. The team is doing this in liaison with the NFCC Implementation Support Team and NFCC programme teams.

The Fire Standards Team will also liaise with the NFCC's Implementation and Portfolio Teams as the approach to benefits management matures across all areas of delivery through the NFCC.

## **Implementation Support**

Attached at **Appendix A** is the Fire Standards Implementation Report 2021-22 produced by the NFCC Implementation Team. It provides an overview of implementation activity undertaken by the NFCC Implementation Support Team with assistance from the Fire Standards Team.

The table on page seven shows the number of interventions made by the team with services. The Board may wish to note that Fire Standards rank second in the table showing the areas that services make enquiries or on which they seek support.

Anecdotal evidence, supported by the work of the NFCC Implementation Team and their report suggests that services are responding proactively to each standard as it is published. In addition, we know that the implementation tools are relied on heavily by services to allow them to assess whether their service is achieving the Fire Standard and helping them to identify those areas they feel need attention. More information and an example of an implementation tool can be found in Appendix A page 8.

The report states that: *"The consistent message the Implementation Liaison Managers (ILM) receive from services is that they need support in understanding how to implement NFCC products and Fire Standards"*.

Further engagement activity is planned and intends to go some way in helping to support services and gauge levels of impact, working in liaison with the NFCC Implementation Team.

With regards to the Core Code of Ethics specifically, Appendix B contains a summary of feedback from workshops hosted jointly by the NFCC, LGA and APCC. It indicates that the Core Code of Ethics which underpins the Fire Standard is being well received and services are either adopting it completely or working to align their existing policies and processes to it.

## **Proposed Approach using the Impact Assessment Tool**

The Fire Standards Team working with the NFCC Analytics Team has carried out some research to consider how best to conduct impact assessments in relation to national standards. Some comparison work has been done against other parts of the public sector including health and social care.

Our conclusions will enable the Team to create an impact assessment tool which can be used either to facilitate discussions in person or distributed to services for them to complete in their own time.

This tool will be built in liaison with the Implementation Support Team so that they can use it when working at the planned engagement events and when working with services. It will also be made available for services to use independently.

The intention for the tool is to help clarify what impact the Fire Standards already published are having and the potential impact of Fire Standards in progress. The results gathered using the tool will enable the Team to collate feedback in a consistent way which can then be evaluated more easily for presentation to the Board.

## **Engagement Events**

To support this work, the Team has proposed to hold three engagement events in July and September 2022 hosted by the FSB Chairs and supported by members of the Fire Standards and Implementation Teams.

These engagement events will be aimed at those strategic level managers who have responsibility for their service achieving the standards. They will provide an opportunity for the FSB Chairs to connect directly with services, something which has been restricted over the past two years because of COVID.

The events will be used to pose questions to services about their actions once a Fire Standard is published. It will allow the Team to gather experiences and feedback directly from services as well as providing an opportunity for services to share their experience with each other.

The questions included in the impact assessment tool will form the basis for discussions at these events and will also be released to services to complete online.

In addition to the events mentioned above, the NFCC Implementation Team held a workshop focussed on the Protection and Prevention Fire Standards. There is information about this event in their report at Appendix A on page 11. Based on this model, and following the strategic level engagement proposed above, plans are now underway which will see a series of workshops arranged for services. Each workshop will focus on a different Fire Standard or topic to allow services to share and gain more practical support from the NFCC teams and from their peers, as well as allowing us to gather more information about impact.

## **Conclusions**

It is anticipated that following the in-person engagement events alongside data gathered from services voluntarily through the impact assessment tool, we will be able to build a better picture of how services are reacting to the Fire Standards and the impact they are having.

We will bring an update to the Board at its next meeting in September 2022.

## **Annual Fire Standards Implementation Report**

### **NFCC Implementation Team**



## Annual Fire Standards Implementation Report 2021-22

### Contents

<a href="#">Introduction</a> .....	6
<a href="#">Fire Standards</a> .....	6
<a href="#">Impact and Implementation</a> .....	6
<a href="#">Implementation Support Activity</a> .....	7
<a href="#">Fire Standards Implementation Tools</a> .....	8
<a href="#">Dashboard Page of a Fire Standard Implementation Tool</a> .....	8
<a href="#">Criteria Page of a Fire Standard Implementation Tool</a> .....	9
<a href="#">Benefits Realisation</a> .....	9
<a href="#">Communications and Engagement</a> .....	10
<a href="#">Communication Evaluation</a> .....	10
<a href="#">Next Steps</a> .....	10

## Introduction

This is the 2021/22 Fire Standards Implementation Report and provides an overview of implementation activity undertaken by the Fire Standards Team and assistance from the Implementation Support Team.

## Fire Standards

This report covers activity relating to the following Fire Standards approved and published up to the March 2022.

Title of Standard	Business Area / Capability
Code of Ethics	Cultural - Ethics, equality, diversity & inclusion
Community Risk Management Planning	Strategic - Risk Management Planning
Emergency Response Driving	Service Delivery – Response
Operational Competence	Service Delivery – Response
Operational Learning	Service Delivery – Response
Operational Preparedness	Service Delivery – Response
Prevention	Service Delivery - Prevention
Protection	Service Delivery - Protection
Safeguarding	Service Delivery - Prevention

## Impact and Implementation

The Implementation Support Team is now established and building relationships with services. The services have provided positive verbal feedback that they are finding the implementation tools developed by the Fire Standards Team useful as a self-assessment of how much of a Fire Standard is being achieved by the service. What services are asking for is information on good practice and examples of how others may have achieved elements of the Fire Standards that they have not.

## Implementation Support Activity

The Implementation Support Team are tracking interactions with services and for year one have recorded the following activities:

Criteria	Total Interventions
<b>Function</b>	<b>415</b>
Standards	99
CRP	6
People	18
Prevention	27
Digital	1
NOG / NOL	116
Protection	7
Programme Wide	141
<b>Activity</b>	<b>415</b>
Emails	205
Multi service regional workshop	35
Single service workshop	5
MS Teams calls	85
Phone calls	15
Site visit	55
Lunch and Learn online sessions	0
Social media	1
Unknown / unrecorded type	14
<b>Types of Engagement</b>	<b>415</b>
Remote	325
Face to Face (F2F)	68
Regional	22

The consistent message the Implementation Liaison Manager's (ILM) receive from services is that they need support in understanding how to implement NFCC products and Fire Standards. The implementation tools developed by the Fire Standards Team are seen as exemplars which can be used and adapted for other national products.

The Fire Standards and Implementation Support Teams are working together to discuss what more support can be provided to services and consider ways in which both can gather feedback more consistently. In 2022, the Fire Standards Team will be developing a Fire Standards Impact Assessment Tool that could be used by the Implementation Support Team and also made available

for services to use. The intention for the tool is to help clarify what impact the Fire Standards already published are having and the potential impact of Fire Standards in progress.

### **Fire Standards Implementation Tools**

Implementation tools have been designed to aid each service in implementing standards. The tools provide a gap analysis and each tool has been created to assist fire and rescue services in planning, delivering and reporting on their implementation of Fire Standards. Completion of the tool will provide the service with a benchmark against which progress over time can be measured. They may also choose to share this information as useful evidence with HMICFRS when inspected.

The following tools have been published:

- Code of Ethics implementation tool
- Community Risk implementation tool
- Emergency Response Driving implementation tool
- Operational Competence implementation tool
- Operational Learning implementation tool
- Operational Preparedness implementation tool
- Prevention Fire Standard implementation tool
- Protection Fire Standard implementation tool
- Safeguarding Fire Standard implementation tool

### **Dashboard Page of a Fire Standard Implementation Tool**

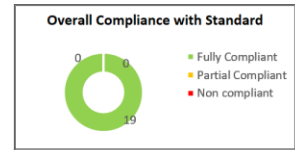
Each implementation tool has a dashboard which is automatically populated as the user completes information against each of the criteria listed in the “How to Achieve” section of the Fire Standard.



PROTECTION FIRE STANDARD IMPLEMENTATION TOOL

Please fill in the contact details below:

Fire and Rescue Service	
Contact Name	
Contact Email Address	
Contact Phone Number	



Criteria	Description	Priority			Impact			Compliance			
		Low	Medium	High	Low	Medium	High	Fully Compliant	Partially Compliant	Non Compliant	Chart
1	Identify and understand its risk profile related to the built environment, including premises they need to regulate, through its community risk management planning	0	0	0	0	0	0	0	0	0	1
2	Carry out appropriate equality impact assessments with those responsible for keeping premises safe, to assist them in understanding how best to support vulnerable occupants, striving to ensure equality of safety provision	0	0	0	0	0	0	0	0	0	1
3	Gather and maintain an accurate risk profile and supporting information about relevant premises in a manner that is compliant with legislation	0	0	0	0	0	0	0	0	0	1
4	Make available information about premises to all employees who need it when required, allowing them to be informed, stay safe and effectively carry out their duties	0	0	0	0	0	0	0	0	0	1
5	Ensure there is a mechanism for employees to feedback any new or emerging information or risks about buildings as a result of them carrying out their duties, to enable it to maintain an accurate risk profile	0	0	0	0	0	0	0	0	0	1
6	Plan and deliver effective and robust protection activities to mitigate and reduce the risks identified through its community risk	0	0	0	0	0	0	0	0	0	1

Criteria Page of a Fire Standard Implementation Tool

The criteria pages differ for each Fire Standard aligned to what is required of services to achieve the specific Fire Standard. Users can complete their analysis, prioritise and assign work and give evidence of progress. The tools can be dated to benchmark initial compliance with a standard and allow the service to demonstrate progress towards complete implementation.

Adopt and embed the Core Code to demonstrate that the service is fully committed and compliant at both an individual and corporate level.	Priority	Impact	Compliance	Work assigned to	Projected date for completion	Description of work needing to be done	Evidence of Compliance
Is FRS fully compliant with this Criteria?			Non Compliant				
IRMP/CRMP - published externally and customer facing. Updated every 4 years with interim refresh conducted annually by Corp Assurance	High	High	Non Compliant	GM Sutcliffe & T/AM Rhodes	tdc	The IRMP/CRMP is an information source for the public and a planning tool for HFRS to inform strategic plan. The Core Code of Ethics is not referenced at present	Evidence to be provided
HFRS Strategic Plan - published externally and customer facing. Updated every 4 years with interim refresh conducted annually by Corp Assurance. 2 versions - plan on a page and extended version with objective outcome measures	High	High	Non Compliant	GM Sutcliffe & T/AM Rhodes	tdc	The HFRS Strategic Plan is informed by the IRMP/CRMP. The Core Code of Ethics is currently not referenced in either version	Evidence to be provided
Humberside Fire Authority - makes decisions on all matters concerning the function, power, duties and responsibilities relating to HFRS. HFA is responsible for providing, training and equipping HFRS to carry out its statutory duties. The current members of HFRS are published in the HFA section of the external, customer facing HFRS website	High	High	Fully Compliant	T/AM Kirby	01/06/2021	Members of HFA must be aware of the new Core Code of Ethics and their responsibility to uphold the code in all they do	Introduce Core Code and provide a presentation members at Member Day in June 2021
Humberside Fire Authority constitution - the HFA constitution sets out the rules, governance arrangements and framework for the Authority to follow. The most up to date version of the HFA constitution is published in the HFA section of the external, customer facing HFRS website	High	High	Fully Compliant	CFO/DCFO	04/06/2021	The Core Code of Ethics must be written in to the HFA constitution setting out the responsibilities of elected members	The Core Code was written into the HFA constitution 4th June 2021
GAS Committee	High	High	Non Compliant	T/AM Kirby	01/10/2021	Confirmation required as to whether members of the GAS committee have received input on the Core Code of Ethics	LM to check with JK. Email sent 03/03/2021. Aw response.
SLT	High	High	Partially Compliant	T/AM Kirby	01/11/2021	The Core Code of Ethics must be at the heart of everything we do. As such, the ethical principles should be considered in all decision making processes at a strategic/executive level.	Evidence required to show how SLT have incorp Core Code of Ethics into decision making process the Service is led. Is there a ToR or similar for SLT JK.

Benefits Realisation

As each Fire Standard has been developed, the approach to benefits realisation has evolved, with an increasing focus on making sure any benefits proposed are measurable.

The Fire Standards Team are currently reviewing the approach to Benefits Management of Fire Standards. They have reviewed the work done by the NFCC to evolve the benefits management approaches.

However, they have concluded that whilst some of the principles developed are useful, the overall approach is not well suited to measuring the benefits of Fire Standards, as the approach has been designed for use with programmes and projects linked to an organisation's strategic objectives.

The Fire Standards Team have been in discussion with HMICFRS about the data and feedback they collect. Whilst they are happy to share data from their inspection findings once they are confirmed and published, only five Fire Standards were published when the current round of inspections was started.

HMICFRS has said that they are not likely to ask directly about every single Fire Standard in their inspection question set. Therefore, the information we glean from them will require a level of interpretation and analysis.

## **Communications and Engagement**

The team have a draft Communications Plan in place and subject to COVID restrictions, the FSB Chairs will be embarking on a number of in-person service visits and engagement workshops with services during the summer 2022.

The Implementation Support team are promoting the use of the Fire Standards Implementation Tools and are responding to service requests to host implementation workshops.

### **Communication Evaluation**

As part of increasing our proactive communications activity, working with colleagues from the NFCC Communications Team, we are now evaluating activity as Fire Standards are developed and launched which we can then learn and act on accordingly.

## **Next Steps**

The priority for the FSB at the moment is to understand the impact of the Fire Standards published so far.

During consultation, most services estimated that it would take them 1-2 years to fully implement a standard. With nine Fire Standards published at the time of this report, and a further five to launch in the next six months, any measurement of whether the benefits of a standard have been realised is not likely to be available for another year at least.

In the meantime, the Fire Standards Team working with the Implementation Support team intend to undertake direct engagement with services.

The Implementation Team have also recently held an engagement workshop focussed on the Prevention and Protection Fire Standards. With a small number of services attending, they have

invited those attendees to share their experiences of implementing the Fire Standards and to peer review the approaches each are taking to completing Fire Standards Implementation Tools.

The team are reviewing that approach and considering further workshops following a similar format or version of it that will be planned for the Autumn following the strategic level events planned with the FSB chairs in the summer. The primary focus of these events is to meet with the more tactical level managers and encouraging them to share experiences from service to service as this is seen as an excellent way to identify notable practice and gauge the levels of impact.

A revised communications and engagement strategy and plan is in development which is seeking to increase awareness of Fire Standards more generally as well as including some targeted engagement as detailed above.

## Feedback from the NFCC People Programme Code of Ethics Workshops

Since its publication and launch, the Core Code of Ethics has been promoted and welcomed across those the partnership bodies represent. The partners include the NFCC, the LGA and the APCC.

During November 2021, the partnership bodies undertook several well attended workshops with fire and rescue services to complement initial awareness activities and to understand how services were approaching implementation.

From feedback gathered during these workshops, services demonstrated awareness of the Core Code, with most already initiating gap analysis exercises. Additionally, the partnership bodies understand that services are in the process of adapting their local, associated policies to ensure the Core Code is taken into account. Services have considered how best to work with their employees in implementing the Core Code and we understand some services are already at this stage.

Looking forward, the partnership bodies will undertake a further “temperature check” with all services. Further workshops will be delivered, this time focussing upon progressing implementation and subsequently delivering the desired outcomes. This will include sharing of good practice.

The partnership bodies will continue to raise the profile of the Core Code and the importance for governance bodies in delivering effective scrutiny in this area. Discussion will continue with HMICFRS to understand their approach to inspection of the Core Code.