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| Item Number | Item 7 – Paper 4 |
| Title of Paper | Fire Standards Development – Proposals for Phase Three |
| Decision or Information | For Decision |
| Date of Meeting | 15 th June 2022 |
| Presented by | Fire Standards Team |
| Attachments | Appendix A – Phase One and Two Fire Standards Appendix B - Impact Assessment Results |

Summary

In response to Action FSB-A106¹ from the December 2021 meeting, this paper identifies the remaining areas from the Activity Framework which may be developed into Fire Standards.

This paper includes a proposed delivery plan and timelines for those potential standards together, each with an impact assessment.

It is still anticipated that a full suite of approximately 20 professional Fire Standards will be completed within the original five-year timescale

Recommendations and Decisions

The Board is asked to:

- review and agree the proposals for the Phase Three delivery plan.

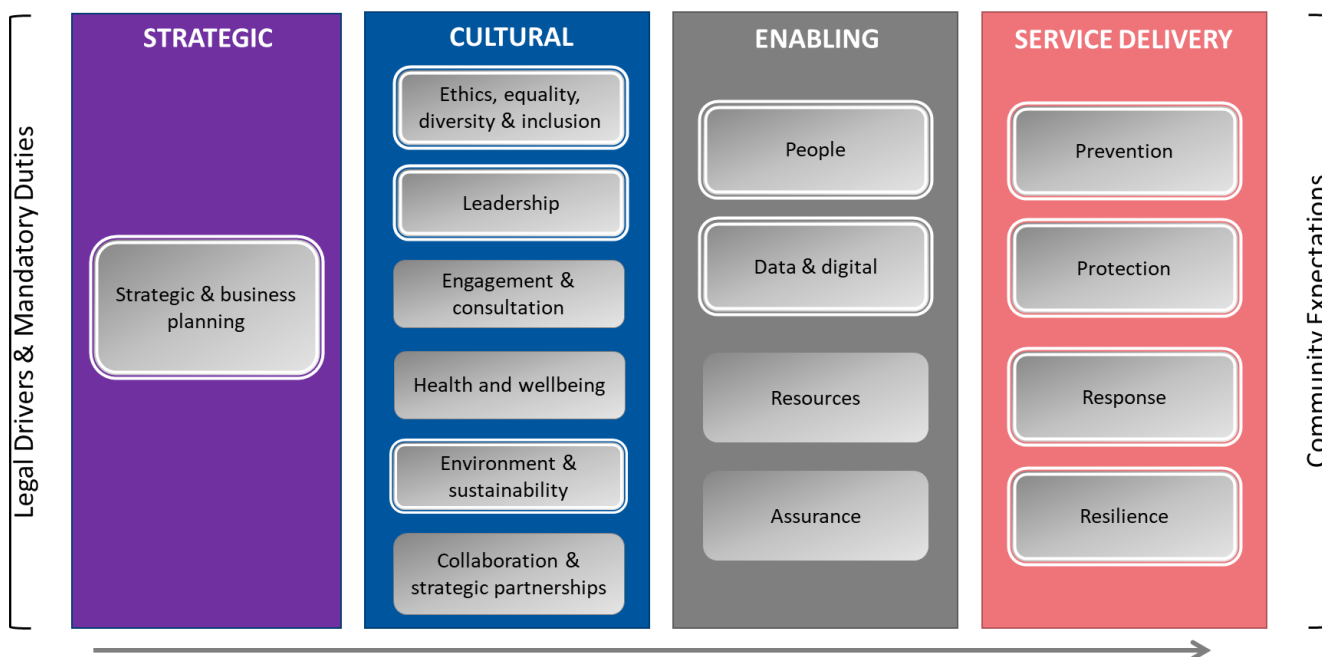
¹ The Board agreed for discovery work on the proposed Fire Standards should continue and a paper with the proposals should be brought to the next meeting for further discussion and decision.

Background Information

The Board agreed the Activity Framework which is the road map we have used in developing the suite of 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.

For information, **Appendix A** provides a table showing the standards contained in the first two phases of development and the categories from the Activity Framework they are within (Strategic, Cultural, Enabling or Service Delivery).



Possible Fire Standards

The Board agreed that the Fire Standards Team should complete the discovery work required to assess a third phase of Fire Standards development.

Following both that discovery work and discussions with NFCC Leads and subject matter expert groups, the following table shows the proposed areas for a third phase of Fire Standards development to be initiated during this year, in order of delivery.

| No. | Activity / Potential Fire Standard | Activity Framework Category |
|-----|---|-----------------------------|
| 1 | Fire Control | Service Delivery |
| 2 | Communication, engagement, consultation | Cultural and Enabling |
| 3 | Commercial and Procurement (Resources) | Enabling |
| 4 | Finance and Assurance (Resources) | Enabling |
| 5 | Asset Management (Resources) | Enabling |

In deciding on the above list, the Team reviewed the areas of the Activity Framework remaining as well as referencing the NFCC Strategic Improvement Model. They completed impact assessments covering external influences and drivers for change for each proposed fire standard (see **Appendix B** and **Appendix C**).

Balanced against the assessments mentioned above, the Team then assessed each area of activity against a series of internal criteria to inform the priority and anticipated order of delivery. These criteria are:

1. Is there a supporting NFCC Lead Officer?
2. Is there a linked NFCC Programme or Committee to act as an internal governance route?
3. Is there an internal point of contact and NFCC Subject Matter Expertise lead, group or practitioner network that can support development and peer review activities?
4. Is there any existing fire sector specific guidance or guidance in progress or development?
5. Is there external guidance or other professional standards that we could link to?
6. Are there any dependencies, risks or activities that could affect this development work (both content and timing of it)?

The results of this assessment can be found in **Appendix D**.

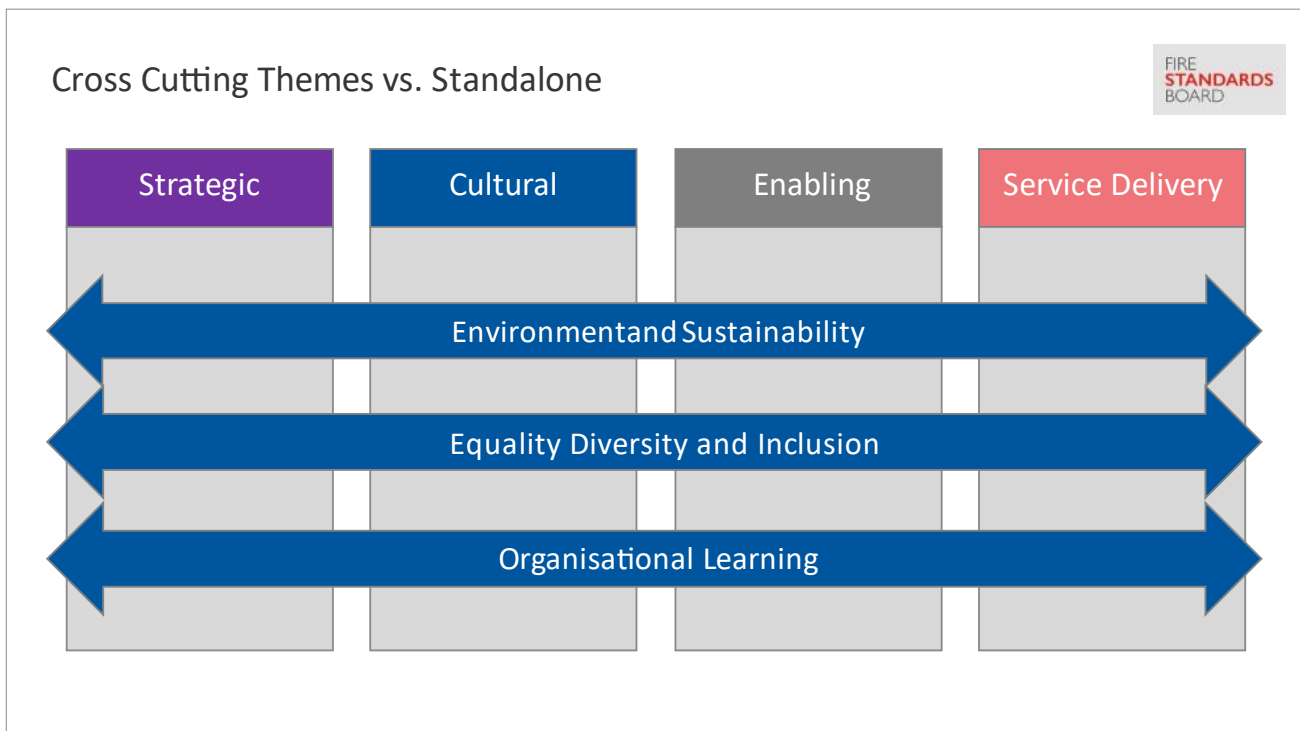
In respect of some of the potential Fire Standards, the Board should note that:

- Health and Wellbeing has been considered during the development of the Leadership and People Fire Standards. The NFCC People Programme will be undertaking work and producing products relating to health and wellbeing, however, some of this work will not commence until 2023. Therefore, it is proposed that the need for a separate Health and Wellbeing Fire Standard

will be reviewed once phase three is complete and the NFCC People Programme has progressed their programme of work.

- There is agreement that the current focus on data for the sector is a priority, with digital and technology to follow thereafter. Therefore, work on a Fire Standard relating to digital and technology may be dependent on a variety of influences which yet are unknown. It is proposed that the progression of this work should be reviewed in 2023. The influences include, but are 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.

Currently, it has been agreed the themes shown in the diagram below cut across multiple areas of activity in services. Therefore, we will not at this stage pursuing development of Fire Standards in *Environment and Sustainability, Equality, Diversity and Inclusion or Organisational Learning* and instead aim to incorporate those topics in all standards, where relevant. This will be kept under review and considered again once the next phase of development is complete.



Scope

Learning from the standards produced to date, it is evident that clarification of the scope of a Fire Standard is formed in the early stages of development work. However, through initial discussions with subject matter experts during the discovery phase, a proposed start point for the scope of each Fire Standard has been produced and can be found in **Appendix E**.

At the start of development work, the Team will produce and present a clear commissioning brief which is shared with those involved in the development of the Fire Standard. This enables all roles and responsibilities to be understood from the outset.

If the proposals in this paper are agreed by the Board, the full scope for each Fire Standard will be developed during the early phase of their development and shared with the Board for agreement.

Draft Timeline

Considering the discovery work completed, the Team evaluated the overall state of readiness to start work on each area which has led to the proposals above.

If agreed, the Team would approach development work based on the following timeline:

| | Development Commences | Publication | Sep-22 | Oct-22 | Nov-22 | Dec-22 | Jan-23 | Feb-23 | Mar-23 | Apr-23 | May-23 | Jun-23 | Jul-23 | Aug-23 | Sep-23 | |
|---|-----------------------|-------------|------------------|--------|--------|--------|------------------|--------|--------|--------|--------|--------|--------|--------|--------|--|
| Fire Control | Sep-22 | Mar-23 | Development Work | | | | | | | | | | | | | |
| Communications, Engagement and Collaborative Working | Sep-22 | Mar-23 | Development Work | | | | | | | | | | | | | |
| Finance and Assurance | Jan-23 | Sep-23 | | | | | Development Work | | | | | | | | | |
| Asset Management | Jan-23 | Sep-23 | | | | | Development Work | | | | | | | | | |
| Procurement and Commercial | Jan-23 | Sep-23 | | | | | Development Work | | | | | | | | | |

Conclusion

As has previously been discussed by the Board, the 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 conclusion of phase two, and this proposed third phase of development work if agreed by the Board, will result in 16 Fire Standards being produced by the end of this financial year and a total of 19 by mid-2023.

It is recommended that the Board agree that the Fire Standards Team should start development work on the proposed Fire Standards as described in this paper.

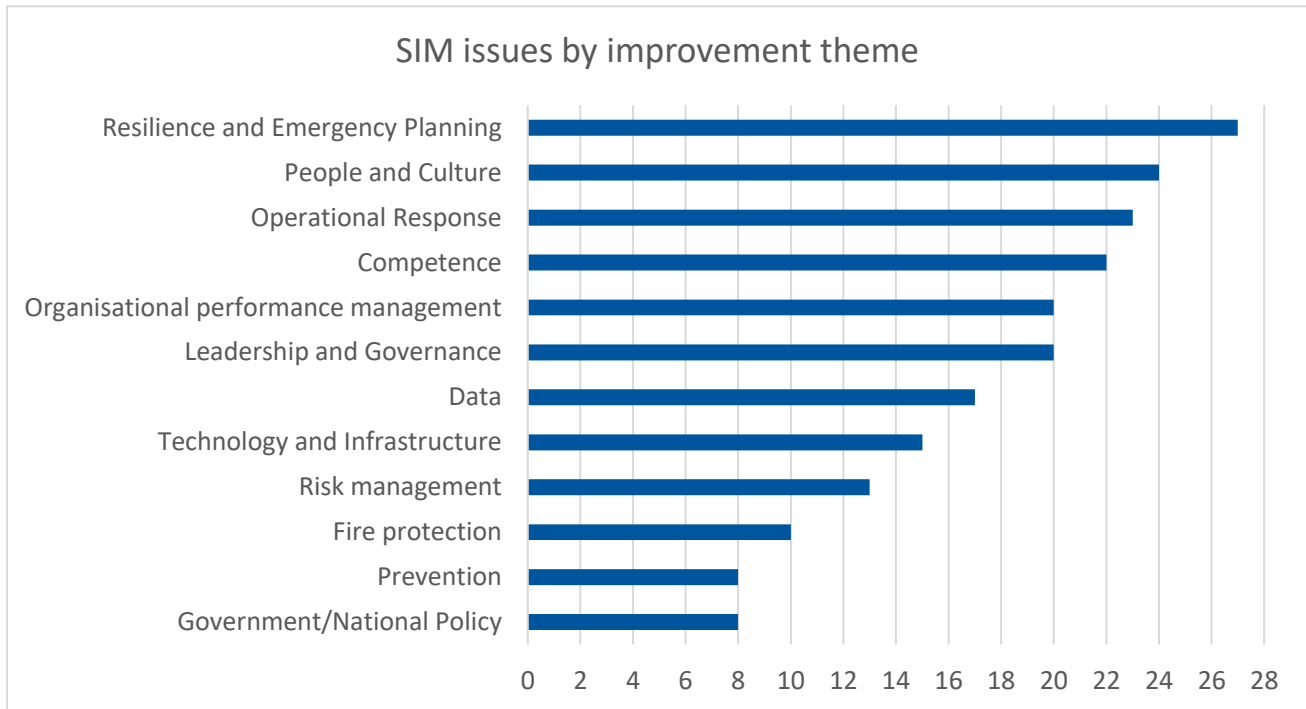
Fire Standards Completed or In Progress

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

| 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 | Enabling |
| Emergency Preparedness and Resilience | Service Delivery |
| Leading the Service (Leadership and People #1) | Strategic and Enabling |
| Leading and Developing People (Leadership and People #2) | Strategic and Enabling |

Improvement Themes and Prioritisation

As part of the considering drivers for change and to inform priorities for the remaining Fire Standards, the following chart shows the latest national Improvement Themes drawn from the NFCC's Strategic Improvement Model (SIM).



At the time of reporting to Board, it includes data from sources such as:

- HMICFRS's first round inspection findings and latest state of Fire and Rescue Report;
- 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.

It is anticipated there will also be further recommendations from Phase Two of the Grenfell Inquiry and the MEN Arena enquiry that will underpin these results.

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.

APPENDIX C

External Factors - 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 |
|---|---------------------|--|---------|------------|--------------------------------|---|-------|
| Fire Control | | ✓ | ✓ | ✓ | ✓ | ✓ | 5 |
| Communication, engagement, consultation | | ✓ | ✓ | ✓ | ✓ | ✓ | 5 |
| Commercial and Procurement (Resources) | | ✓ | ✓ | ✓ | ✓ | ✓ | 5 |
| Finance and Assurance (Resources) | | | ✓ | ✓ | ✓ | | 3 |
| Asset Management (Resources) | | ✓ | | ✓ | ✓ | | 3 |

APPENDIX D

Phase Three Fire Standards Internal Criteria Assessment

The below table indicates how each proposed Fire Standard matches the criteria as set out on page 3 of this paper.

| | Fire Control | Communications, Engagement and Collaborative Working | Finance and Assurance | Asset Management | Procurement and Commercial |
|---|--|--|-----------------------|------------------|----------------------------|
| NFCC Lead | Yes | Yes | Yes | Yes | Yes |
| NFCC Programme/Committee | Yes | Yes | Yes | Yes | Yes |
| NFCC Working/Practitioner group | Yes | Yes | Yes | Yes | Yes |
| NFCC or fire specific guidance existing or in development | Yes | Yes | No | | Yes |
| Other external guidance or professional standards | No | | Yes | | Yes |
| Dependencies or risks | Guidance produced by the NFCC Fire Control project | Guidance produced by the FirePro network | | | |
| Close links to other Fire Standards | Operational Response Fire Standards | All | Leadership and Data | Leadership | Leadership |

APPENDIX E

Potential Outline Scope for Phase Three Fire Standards

| Activity / Potential Fire Standard | Activity Framework Category | Potential Outline Scope or areas to include |
|--|-----------------------------|---|
| Fire Control | Service Delivery | <ul style="list-style-type: none"> • Fire Control as a function (not a physical room) • Roles and responsibilities • Training and competency |
| Communication, engagement, consultation | Cultural and Enabling | <ul style="list-style-type: none"> • Internal communication • External communication • Formal and informal communication • Consultation • Stakeholder management • Collaboration and strategic partnerships |
| Commercial and Procurement (Resources) | Enabling | <ul style="list-style-type: none"> • Procurement • Contract management • Commercial activities |
| Finance and Assurance (Resources) | Enabling | <ul style="list-style-type: none"> • External audit • Internal audit • Evaluation • Operational assurance |
| Asset Management (Resources) | Enabling | <ul style="list-style-type: none"> • Fleet management • Estates and asset management |