MINUTES (APPROVED)

Date: **2 April 2019**
Time: **Meeting commenced at 11.00**
Venue: **etc.venues - Victoria , 1 Drummond Gate, Pimlico, London SW1V 2QQ**

Attendees: Suzanne McCarthy – Chair

Alison Sansome – Vice-Chair

Jonny Bugg – Home Office

Nick Chard –Local Government Association (LGA)

Susan Ellison-Bunce – NFCC Central Programme Office (CPO)

Julia Mulligan –Association of Police & Crime Commissioners (APCC)

Roy Wilsher – National Fire Chiefs Council (NFCC)

In Attendance: Simon Davis – NFCC Central Programme Office (CPO)

Joy Flanagan – NFCC Central Programme Office (CPO)

Jessica Norman – Local Government Association (LGA)

Eddie Smethwick - Association of Police & Crime Commissioners (APCC)

Introductions, welcome and apologies, conflicts of interests   **Chair**

The Chair welcomed attendees to the second meeting of the Fire Standards Board (FSB or Board).

There were no apologies.

There were no conflicts of interest.

Minutes, actions of last meeting - 1 February 2019 and matters arising   **Chair**

Page 4

It was observed that HMICFRS is not a regulatory body as stated in the draft minutes, but an inspectorate. It was suggested that the text should be amended to make this clear. It was also suggested that the sentence, "Any action taken would need joint agreement with the HMICFRS and the Board", should be removed. This was agreed by the Board.

Original wording:
It was clarified that the HMICFRS are in effect the regulatory body through its inspection activity and therefore any non-compliance would be raised via that route. Any action taken would need joint agreement with the HMICFRS and the Board. How the HMICFRS and the Standards Board work together and share information needed further clarification.

Proposed revised wording:

It was clarified that the HMICFRS is not a regulatory body, and that any non-compliance with standards would be raised through its inspection activity. How the HMICFRS and the Standards Board work together and share information will require further clarification.

Action – FSB – A012 – CPO to amend minutes as per comments in the minutes once agreed by the Board before wider publication.

Review of Actions

A001 – Ongoing. Action closed.

A002 – The amended Terms of Reference were included in the Board pack. Joy Flanagan (JF) explained the highlighted change was made to improve understanding. Action closed.

Decision – FSB-D003 – subject to agreed amendments, the Board approved the amended Terms of Reference.

A003 – The Chair reported that she had met with Zoe Billingham (HMICFRS). The HMICFRS wished to work closely with the FSB and recognised the importance of sharing information and data. Action closed.

Action – FSB-A013 – CPO to develop an information sharing MoU with HMICFRS.

A004 – On the agenda. Action closed.

A005 – On the agenda. Action closed.

A006 - A008 – JF described the steps taken in developing Standards. She explained that the terminology used in the example template, which was discussed at the previous meeting, was not consistent and so has been revised to ensure clarity and understanding.

There was a discussion about the implementation of Standards. It was recognised that individual fire and rescue services were responsible for implementing Standards locally. The FSB's role is to monitor implementation.

Feedback from HMICFRS would be important in enabling the FSB to fulfil its role, and the process for receiving information from them would be developed in due course. Action closed.

A009 – On the agenda. Action closed.

A010 – A Twitter account for the FSB had been set up. Action closed.

A011 – Request for biographies in readiness for the website had been made to Board members. CPO to follow up with Board members as and when required. Action closed.

National Operational Guidance development approach - Presentation   **CPO**

The CPO gave a presentation on the work undertaken by the National Operational Guidance (NOG) Programme. They explained the obstacles encountered by the Programme and how the learning from these was helping to inform the process for developing Standards.

The activity framework for NOG allowed the Programme developers to understand the scope of guidance that would be included as part of the Programme and what would be generated at the end of the Programme. The framework remained under review and continued to change as guidance was developed and the team became more informed. It is likely the same would happen as FSB Standards are developed.

It was explained that the Programme was responsible for delivering operational guidance only. Other types of non-operational guidance, such as prevention, would be derived from the current NFCC programmes.

It was clarified that not all Standards will need to be developed from scratch, and that in some areas where there are recognised existing standards, we would direct services to them, such as CIPFA for finance related standards and CIPD for learning, development and resource management standards.

Ministerial Feedback   **Chairs & Home Office**

Paper 2 – For information

The Board understood the importance of appreciating the Minister's expectations for the FSB's output.

Jonny Bugg reported on the introductory meeting on 19 March 2019 between the Chair and Vice-Chair and the Minister which he also attended. The meeting was positive, with the Minister appreciating the FSB's value as an important element of the fire reform agenda together with the HMICFRS.

The paper provided a summary of the meeting. The key areas highlighted by the Minister were:

- **Prioritisation** – seen as a key focus, with a need to make demonstrable progress on matters of importance for the sector. The Minister saw the first HMICFRS reports' findings as providing themes that would provide foundation for the Board's work and key to informing its early priorities.
- **Expectations** – to understand what 'good' looks like and address inconsistences across a fragmented system.

- **Business change** – ensuring that Standards produced by the Board are implemented. This is seen as essential by the Minister and a need for strong change management was noted.
- **Lessons learned** – how lessons were being learned from other relevant sectors along with learning from partner agencies in their respective standards development journeys – the College of Policing was mentioned specifically

The Board discussed the importance of recognising local governance arrangements and their role in the successful implementation of Standards. It was emphasised that effective engagement with those who govern services is vital as they are responsible for driving change locally. The Chair confirmed that, whilst not mentioned explicitly in the summary report, this was discussed with the Minister.

Standards Development – scoping & prioritisation CPO

Paper 1 - for decision

Scoping

The CPO presented the report which set out both the proposals for the establishing of the scope of Standards to be developed and sought approval for piloting the agreed standards development process.

The Board recognised that the existing NFCC programmes and initiatives encompassed many of the areas which are priorities and drivers for change, and that the Standards would be derived from that

There was a discussion about the proposed scope of Standards and which ones, some members of the Board felt, should receive early attention. Leadership was discussed, and whilst it was confirmed that leadership behaviours apply to any role within a fire and rescue service there may be a need for a strategic leadership Standard in response to findings from the first tranche of HMICFRS inspections. It was agreed that whilst HMICFRS' findings should not drive the development of Standards, they needed to be considered and would be part of prioritising work.

Values and culture were discussed, with comparisons made to both police and healthcare where ethical codes have been developed which span all job roles and levels. It was agreed that a national ethical code linked to leadership behaviours for fire and rescue services was something worthy of consideration by the Board.

In discussing the scoping proposals, the Board recognised that there may be a reluctance by fire and rescue services to adopt newly developed Standards and that consideration of local factors would need to be given to assist with implementation. The CPO confirmed this would form part of the impact assessment carried out as part of the development process and through consultation. In addition, the Business Change function within the CPO would provide implementation support to services.

It was considered to what extent Standards might lean towards being more prescriptive in style. It was recognised by the NFCC that response times and numbers of staff on appliances may be useful for easy inspection purposes, but not necessarily realistic for Services.

There was a discussion regarding developing an initial Standards framework following the methodology explained by the CPO in the earlier presentation. The CPO explained that they had such work in progress and the plan was to present the findings of that work as an initial framework to the next Board meeting.

It was agreed that the Standards Scoping Map provided as an appendix with the paper was a good start to developing the Standards framework. It was noted that equality, diversity and inclusion are likely to be included as part of any Standards linked to workforce and leadership.

Action – FSB - A014 – CPO to develop an initial Standards framework and present to the next Board meeting.

Priorities

It was recognised that to enable efficient production of Standards, a method of prioritisation is needed. A prioritisation process would allow for better planning and a more structured approach to the development of Standards, providing reassurance to the Board and its stakeholders.

The CPO proposed a range of criteria that could be applied to determine priorities. It was agreed that findings from the initial HMICFRS inspections should be considered when prioritising Standards work together with other criteria. Any legal requirement, the pillars of fire reform and the Ministerial expectations were also key elements in determining priorities.

The LGA expressed the view that to deliver some Standards quickly would show progress and build confidence within the Services. Therefore, it would be expected by Services for some initial Standards to be concerned with areas such as workforce reforms, managerial leadership, ethics and values. Driving efficiency and effectiveness were also important considerations as to the order in which Standards were to be developed. It was also stressed that there needed to be capacity to deal with urgent matters that may arise outside of the agreed work programme.

There was general agreement that, whilst workforce and culture are areas that arise in many conversations about fire and rescue service improvement, these should not be the only things prioritised.

Benefit to the public was also raised as a key driver and needed to be included when considering the prioritisation criteria.

It was also stressed that achieving approval of a Standard was only the start of the improvement journey for Services as local implementation and embedding were both crucial to the success of Standards.

The Board discussed communication with Services. It was agreed that clear communication would be needed so that Services could understand why and when certain Standards would be developed and their impact on the service. NFCC programmes would need to develop their own prioritisation process that complemented the overall process.

The CPO confirmed that engagement with Services was crucial and that this is the role of the Business Change team. This team also leads on benefits management and establishing benefits along with post-implementation reviews. This team, through its work, would be able to provide important information for the Board and may be used to refine the development process.

The CPO proposed to generate more detailed prioritisation criteria and weightings based on the drivers and influences shared with the Board in the paper. These would be brought to the next Board meeting.

Action – FSB-A015 – The CPO to develop more detailed prioritisation metrics for discussion at the Board's next meeting.

Pilot of Standards Development Process

The Board discussed the proposal contained in the 'Testing the Standards Development Process' section of the paper.

The development of two Standards were proposed as pilots:

- Operational Response – underpinned by the National Operational Guidance; and
- Emergency Response Driver Training.

There was a discussion about the suitability and levels of acceptance by stakeholders of these two areas for the assessment of the Standards' development process.

The possibility of piloting a Standard concerning leadership was raised. The Chair commented that, while there would be merit in recognising the importance of the leadership Standard by developing it early, it was essential to, first of all, ensure the development process was appropriate, and the two identified Standards were ready and suitable for that purpose.

The CPO proposed that the process for prioritising Standards would likely need to be refined moving forward as work developed and lessons were learned. They confirmed the purpose of running a 'pilot' Standard was not only to assess how well Standards might be applied, but to also enable better understanding of the development process. They explained that there was already a rigorous consultation process in place which had been developed during the NOG Programme. Aspects such as

understanding how much additional consultation and quality assurance may be required were key aspects to test via the pilot.

It was agreed that both of the proposed draft Standards were appropriate to be used for the pilot, and that by using clear communications we could make known to Services that the pilot Standards were being used to test the Standards' development process and also explain the Board's approach to prioritising future work.

Decision – FSB - D004 – The Board agreed to use the proposed draft Standards - Operational Response and Emergency Response Driver Training - as pilots to test the Standards' development process.

Communications and Engagement Plan	**CPO**
Paper 3 - for information and decision	

The Board discussed the proposed communications and engagement schedule and the revised stakeholder summary.

The CPO provided clarity on the analysis of stakeholders. The revised stakeholder summary was provided for information.

The inclusion of Devolved Administrations in the stakeholder list was noted while recognising that the Board was established and funded to focus on Standards for fire and rescue services in England. However, it was hoped that many of the Standards would be adopted by the Devolved Administrations, where applicable and appropriate. The Chair acknowledged this and confirmed that it was recognised that engaging with the Devolved Administrations was important.

Additions to the communications schedule relating to the LGA Fire Commission were noted by the CPO. An offer for the CPO to engage with the LGA about the cascading of information through the LGA network was made.

The Board was informed that two editorial articles were due to be published shortly.

Decision – FSB - D005 – The Board agreed the communications and engagement schedule and revised stakeholder summary.

Communications - Lines to Take

The CPO proposed that the creation of some "lines-to-take" about the Board would be beneficial in ensuring messages about the Board, its purpose and work remained consistent and could be used by both the CPO and Board members.

The Board considered the FSB's proposed strategic objective as a starting point. The Board felt that the statement could be more concise and should link to the ultimate goal of enhancing outcomes for the public.

The CPO also proposed that a briefing note should be produced after Board meetings to update stakeholders on progress until other methods of communication were established.

An FSB website was expected to be live by Autumn 2019.

Action – FSB - A016 – The statement of the FSB's strategic objective to be made more concise for review at next meeting.

Action – FSB - A017 – The CPO and Chairs to draft a briefing note for stakeholders post-Board.

Logo

The Board was presented with redesigned possible FSB logos. There was unanimous agreement on one of the options presented as the FSB logo.

Decision – FSB - D006 – The FSB logo was selected and approved.

Next Meeting: Monday 24 June 11.00 – 14.00hrs
                                etc Venues Victoria - 1 Drummond Gate, Pimlico, London SW1V 2QQ

Actions & Decisions

		Action Log		
ID	Date	Action	Action Owner	Due Date
FSB – A012	2/4/19	CPO to amend minutes as per comments in the minutes once agreed by the Board before wider publication.	CPO	Next meeting
FSB - A013	2/4/19	CPO to develop an information sharing MoU with HMICFRS.	CPO/ Chairs	Next Meeting
FSB - A014	2/4/19	CPO to develop an initial Standards framework and present to the next Board meeting.	CPO	Next Meeting
FSB - A015	2/4/19	The CPO to develop more detailed prioritisation metrics for discussion at the Board's next meeting.	CPO	Next Meeting
FSB - A016	2/4/19	The statement of the FSB's strategic objective to be made more concise for review at next meeting.	CPO/Chairs	Next Meeting
FSB - A017	2/4/19	The CPO and Chairs to draft a briefing note for stakeholders post-Board.	CPO/Chairs	ASAP

		Decision Log
ID	Date	Decision
FSB-D003	2/4/19	Subject to agreed amendments, the Board approved the amended Terms of Reference.
FSB-D004	2/4/19	The Board agreed to use the proposed draft Standards - Operational Response and Emergency Response Driver Training - as pilots to test the standards development process.
FSB-D005	2/4/19	The Board agreed the communications and engagement schedule and revised stakeholder summary.
FSB-D006	2/4/19	The FSB logo was selected and approved.