

Item Number	Item 4 – Paper 2
Title of Paper	Fire Standards Benefits Measurements
Decision or Information	For decision
Date of Meeting	19 th April 2021
Presented by	CPO
Attachments	Appendix A – Fire Standards Benefits Measurements

Summary

This paper presents proposed benefits metrics for discussion by the Board.

Recommendations and decisions required

The Board is asked to:

- consider the contents of this paper and agree on a way forward with regards to measuring Fire Standards benefits.

Background Information

In December 2020, the Board agreed that a paper on measuring the benefits of Fire Standards should be presented to the Board for discussion at this meeting.

The Fire Standards team have collated the benefits identified within the already four approved Fire Standards. They have also had discussions with the National Operational Guidance team and the Driver Training Advisory Group lead who have identified various metrics which could be used to measure benefits realisation (See Appendix A). The FSB Chairs also met with Julia Mulligan on 31 March 2021 to discuss this subject.

It is appreciated that the metrics listed in Appendix A are ambitious. Also, reliance at this time on individual services being able to provide robust data will it is recognised be a challenge. Although Fire Standards themselves require services to be able to demonstrate their achievement of the standards, there is currently no specific requirement for services to provide the information listed in Appendix A.

The lack of consistent, comparable and good quality data about the performance of services is a known issue identified through the NFCC Strategic Improvement Model (SIM). With no common data sets defined across services, routine data collection and management in many services is not

well developed and may present challenges in providing the level of detail required. In addition, we need to be aware of the demand that data collection places upon services.

Working cooperatively and collaboratively with HMICFRS is important to being able successfully to assess how the benefits identified will be judged by inspections. Utilising data sets established by HMICFRS would reduce the data demands on services and provide for a more reliable assessment of benefits realisation. It is felt that the issuing of a joint statement by FSB and HMICFRS would set the right tone and indicate the level of importance placed on data collection with services.

The challenge of establishing a baseline of where services are now in order to measure improvement was discussed along with a number of suggestions which could support benefits management and realisation. They include:

1. Collaborating with HMICFRS and a select group of services to define possible data sets and/or indicators of improvements where data may not be readily available;
2. Utilising a pilot group of services to baseline a selection of benefits and capture and refine ongoing measurements; and
3. Working with NFCC Chair and Chiefs (via the Chiefs Council) to develop core metrics and agree a baseline. Proposals on these metrics would be put forward via Chiefs Council for consensus.

Conclusion

The Board is asked to consider the contents of this paper and agree on a way forward with regards to measuring Fire Standards benefits.

Item 4 – Paper 2 Appendix A

Fire Standards Benefits Realisation

Introduction

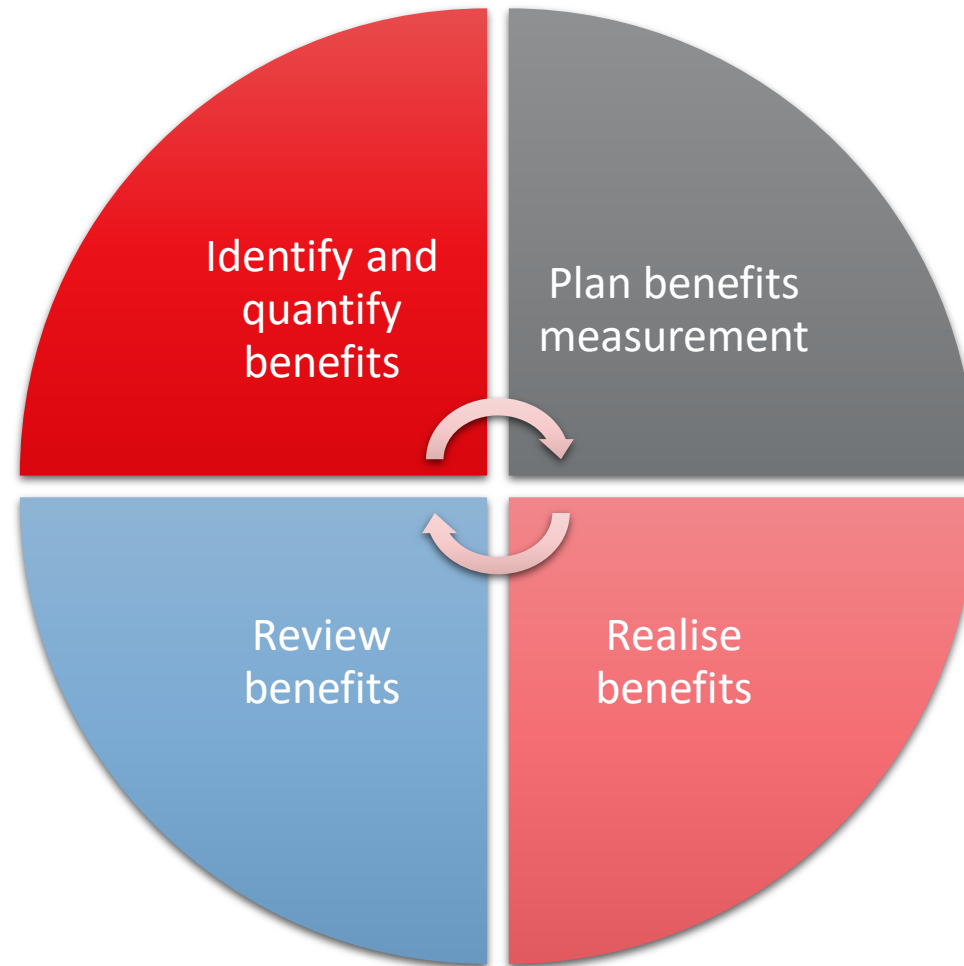
This discussion document outlines the proposed measurements against approved Fire Standard benefits. It aims to help us agree how the benefits will be baselined and what measurements we will use.

The NFCC Central Programme Office is forming an implementation team who will coordinate both implementation of the Fire Standards and benefits realisation.

The team will be responsible for:

- defining benefits and their measurements in liaison with those developing Fire Standards;
- baselining approved benefits;
- supporting implementation of Fire Standards to help services achieve benefits;
- monitoring and tracking benefits; and
- providing an annual report on benefits realisation progress to the Fire Standards Board.

Proposed benefits process



Emergency Response Driver Fire Standard Training Benefits

ID	Approved Benefit Description	Proposed measurement
1	Defined route to competency by alignment to the framework and improved driver safety	<ol style="list-style-type: none"> 1. HMICFRS Inspection reports 2. ERDT Quality Assurance reports to measure competence of training
2	<p>Compliance with related legislation, guidance and DfT Codes of Practice which supports:</p> <ol style="list-style-type: none"> a. Interoperability through collaboration of blue light resources b. Opportunity for intra-service driver training provision c. More efficient transfer of appropriately trained and competent personnel between services 	<ol style="list-style-type: none"> 1. HMICFRS Inspection reports 2. Direct engagement with services by Implementation team to identify <ol style="list-style-type: none"> a. Training undertaken by transferred employees and instructors b. Number of legal disputes raised in relation to or as a result of non-compliance
3	<p>Improved road safety for the public and employees evidenced by:</p> <ol style="list-style-type: none"> a. Reduction in the number of low and high-speed collisions when responding b. Reduction in injuries 	<ol style="list-style-type: none"> 1. Reduction in insurance costs 2. Reduction in accidents involving emergency response drivers 3. Direct engagement with services by Implementation team

Operational Preparedness Fire Standard Benefits

ID	Approved Benefit Description	Proposed measurement
4	Comprehensive and accurate risk management processes to protect fire and rescue service employees and the community, backed by national expertise	<ol style="list-style-type: none"> 1. Evidence of community risk management plan which aligns with the national plan produced in CRP Programme 2. HMICFRS Inspection Report 3. Direct engagement with services by Implementation team
5	<p>For inspectorates, including Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services and the Health and Safety Executive, to be able to base their expectations of the operational preparedness of the service on:</p> <ol style="list-style-type: none"> a. Adherence to the legislative requirements for operational preparedness b. How comprehensively the National Operational Guidance has been considered and applied 	<ol style="list-style-type: none"> 1. HMICFRS Inspection Report 2. Report on number of incidents where National Operational Guidance hasn’t been applied (to be confirmed) 3. Use of Strategic Integration Tool (SIT) 4. Direct engagement with services by Implementation team 5. Learning submitted through National Operational Learning (NOL)
6	Simpler processes for the development of policies, procedures and tailored guidance, by aligning methods for the identification of local hazards and control measures with the National Operational Guidance	<ol style="list-style-type: none"> 1. HMICFRS Report 2. Implementation guide use and collaboration dashboard 3. Use of SIT 4. Direct engagement with services by Implementation team

Operational Preparedness Fire Standard Benefits cont...

ID	Approved Benefit Description	Proposed measurement
7	The ability for those outside the service, including coroners or those responsible for matters such as public inquiries, to recognise and acknowledge that the service has a sound body of intelligence and good practice on which its activities are based	<ol style="list-style-type: none"><li data-bbox="1340 372 1798 408">1. Public inquiries into incidents<li data-bbox="1340 422 2283 465">2. Reduction in legal cases won against a fire and rescue services

Operational Competence Fire Standard Benefits

ID	Approved Benefit Description	Proposed measurement
8	Constant improvement to the quality of service provided to the public	<ol style="list-style-type: none"> 1. Community satisfaction survey results 2. HMICFRS public opinion survey 3. HMICFRS Inspection reports 4. HMICFRS State of Fire reports 5. Service is engaged in NOL and Action Notes are used to update training materials, policies etc.
9	<p>For inspectorates, including Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services and the Health and Safety Executive, to be able to base their expectations of the operational competence of the service on</p> <ol style="list-style-type: none"> a. Adherence to the legislative requirements for operational response; and b. How comprehensively the National Operational Guidance has been considered and applied 	<ol style="list-style-type: none"> 1. HMICFRS Inspection Report 2. Implementation guide use and collaboration dashboard 3. Use of Strategic Integration Tool (SIT) 4. Direct engagement with services by Implementation team
10	Having competent operational and fire control personnel, who are able to apply risk assessment, decision-making and risk management skills	<ol style="list-style-type: none"> 1. HMICFRS Inspection report 2. Direct engagement with services by Implementation team by: <ol style="list-style-type: none"> a. Ensuring staff training is up to date, regularly reviewed and planned well in advance b. Training documentation and methods are maintained, reviewed regularly and updated in accordance with NOG.

Operational Competence Fire Standard Benefits cont...

ID	Approved Benefit Description	Proposed measurement
11	The ability for those outside the service, including coroners or those responsible for matters such as public inquiries, to recognise that the service is delivering a competent operational response	<ol style="list-style-type: none"><li data-bbox="1319 344 1778 372">1. Public inquiries into incidents<li data-bbox="1319 394 2252 425">2. Reduction in legal cases won against a fire and rescue services

Operational Learning Fire Standard Benefits

ID	Approved Benefit Description	Proposed measurement
12	A reduction in in preventable deaths, injuries and dangerous occurrences	<ol style="list-style-type: none"> 1. Year on year analysis of reductions in preventable deaths, injuries and incidents 2. Direct engagement with services by Implementation team to identify: <ol style="list-style-type: none"> a. Staff training is up to date, regularly reviewed and planned well in advance b. Training documentation and methods are maintained, reviewed regularly and updated in accordance with NOG. c. NOL is embedded into training, policies and guidance 3. Where learning has been communicated, the initial incident is not repeated 4. ROSPA and HSE data 5. Reports on RIDDOR
13	Internal improvements in services of their policies, procedures, tailored guidance and training	<ol style="list-style-type: none"> 1. HMICFRS Inspection Report 2. Implementation guide usage and collaboration dashboard 3. Use of SIT 4. Direct engagement with services by Implementation team
14	Sharing of operational learning for the wider benefit of associated responder agencies	<ol style="list-style-type: none"> 1. Improvements in response to major incidents - evidence of using JESIP
15	Sharing of operational learning for the wider benefit of the fire and rescue service and the communities they serve	<ol style="list-style-type: none"> 1. Incidents where learning has been established are not repeated

Community Risk Management Planning Fire Standard Benefits

ID	Approved Benefit Description	Proposed measurement
16	Standardised and nationally approved approach to Community Risk Management planning will help to maximise the efficiency of cross border, collaborative and national working opportunities.	<ol style="list-style-type: none"> 1. HMICFRS Inspection report 2. Direct engagement with services by Implementation team
17	Improved standardisation in the use of data and business intelligence within community risk management planning will aid information sharing, evaluation of activities and sharing of good practice;	<ol style="list-style-type: none"> 1. HMICFRS Inspection report 2. Direct engagement with services by Implementation team
18	National approach and improved understanding in the development and evidence base of local community risk management planning;	<ol style="list-style-type: none"> 1. HMICFRS Inspection report 2. Direct engagement with services by Implementation team 3. Evidence of data sharing agreements with local partners
19	Evidenced, inclusive and transparent resource deployment decisions that target FRS resources in an efficient and effective manner to mitigate community, firefighter and economic risk;	<ol style="list-style-type: none"> 1. HMICFRS Inspection report 2. Direct engagement with services by Implementation team
20	Through effective consultation and engagement communities, FRS staff and other stakeholders will be able to understand, scrutinise and/or influence risk management objectives and plans;	<ol style="list-style-type: none"> 1. HMICFRS Inspection report
21	Community risk management plans that can withstand the requirements of external scrutiny and inspection.	<ol style="list-style-type: none"> 1. HMICFRS Inspection report

Code of Ethics Fire Standard Benefits

ID	Approved Benefit Description	Proposed measurement
22	Achieves greater consistency in ethical and professional behaviour throughout the service	1. HMICFRS Inspection report
23	Generates a more positive working culture, which embraces learning and is transparent and accountable	1. HMICFRS Inspection report
24	Improves trust in and reputation of the service	1. HMICFRS Inspection report 2. Community satisfaction survey results 3. HMICFRS public opinion survey 4. HMICFRS State of Fire reports
25	Enables all those who work for, or on behalf of, to challenge inappropriate behaviour and hold others to account for their actions	1. HMICFRS Inspection report
26	Improves the recruitment and retention of a workforce that is representative of the community it serves	1. HMICFRS Inspection report
21	Improves governance and leadership of the service	1. HMICFRS Inspection report