

Item Number	Item 6 – Paper 4
Title of Paper	Update on Fire Standards development
Decision or Information	For information and decision
Date of Meeting	3 rd September 2020
Presented by	CPO
Attachments	Appendix A – Correspondence regarding Emergency Response Driving Appendix B – Draft Commissioning Brief – Leadership (<i>to follow</i>)

Summary

This paper provides the Board with a more detailed update on the following Fire Standards:

1. Emergency Response Driving (pilot)

The Board will find for its information at **Appendix A** correspondence between the Home Office and the FSB Chairs with regards the Emergency Response Driving Fire Standard.

2. Code of Ethics

Progress has been made with the draft Code of Ethics and a summary of progress is provided in this paper.

3. Leadership

There is an immediate need is to establish an agreed Board position for the Leadership Fire Standard so that a Commissioning Brief (if this is agreed as a step in the development process) can be presented to the NFCC Leadership Project team.

4. Fire Protection

This paper also presents proposals with regards to the Protection Fire Standard for the Board's consideration and agreement.

5. Community Risk Planning

Finally, this paper summarises the progress made with the Community Risk Planning Fire Standard.

Recommendations and decisions required

The Board is asked to review and note the contents of this paper and specifically:

- To consider and discuss the background information and draft Commissioning Brief (**Appendix B**) for the Leadership Fire Standard, agree its position and provide a steer for the CPO to finalise the Commissioning Brief to pass on to the project team.
- Agree a position and way forward for the Fire Protection Fire Standard
- Note the progress made on the Community Risk Planning Fire Standard

Code of Ethics

Following feedback from the last Board, the Code of Ethics has been drafted during August with involvement of employers (including the Association of Police Crime Commissioners) and the NFCC.

That draft is currently undergoing peer review and the project team plan to issue a communication to all services to make them aware of the work completed to date. They will seek to explain how it is proposed the Code of Ethics be used within services, clarifying the ability for services to add to, but not take away from, the national code.

This communication is a priority as there has been limited time to engage with services nationally, to prepare them for the consultation and to potentially handle the expected queries such as the impact on services which are part of County Councils and challenges from services which already have a locally agreed code in place.

At the time of these papers being prepared, this Fire Standard is being amended in accordance with the draft Code of Ethics. This means the Board does not have these drafts with the meeting papers. The intention is to share them either immediately before, at, or immediately after the Board for review by Board members before starting the consultation intended to begin in September.

Leadership Fire Standard

Background Information

It has become evident that clarifying the Board's position on the Leadership Fire Standard is essential to ensure that work can progress as the Board requires.

It will also inform the work needed to establish other activities relating to people and the workforce that may become Fire Standards.

To date the following has been established:

- The Fire and Rescue Activity Framework previously approved by the Board sets out the areas where Fire Standards, national guidance or both may be required (the top level of the Activity Framework is shown below)

- Included at the *strategic* level are activities for which leaders are responsible
- Included in the *enabling* activities are those which relate to managing people and the workforce
- Extracts from the Activity Framework are included below for reference:

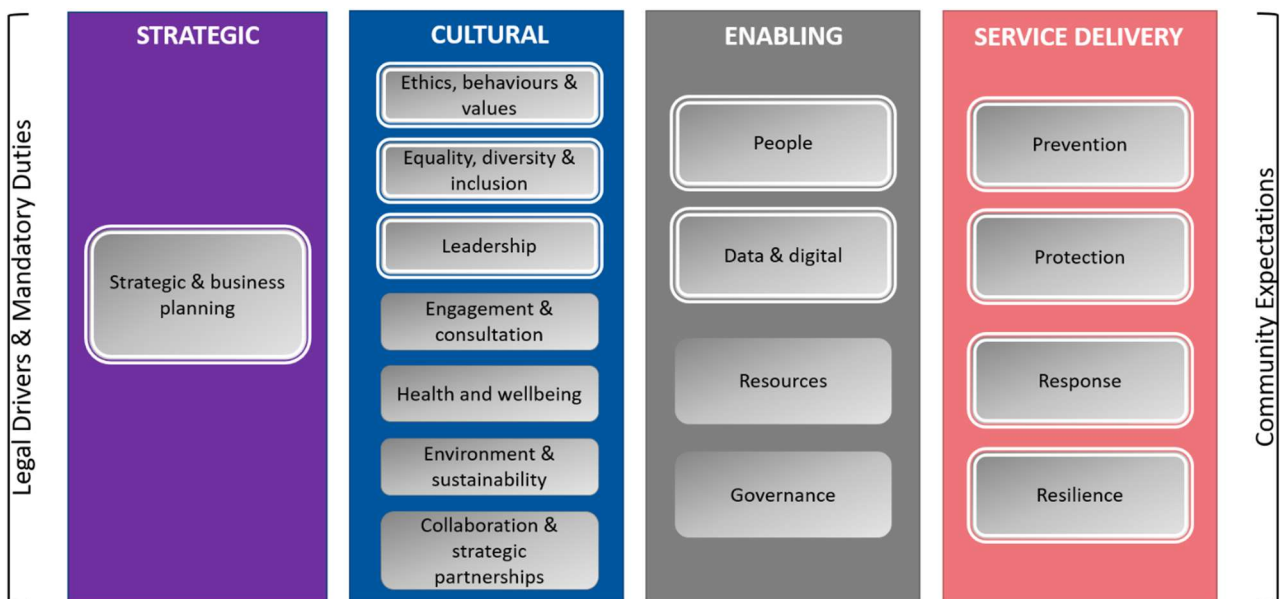


Figure 1 - Fire and Rescue Activity Framework Top Level



Figure 2 - Strategic and Business Planning Activities

The STEP diagram below is part of the Activity Framework and shows the various activities relating to managing and developing workforces from entry in the organisation to moving away from or out of the organisation.

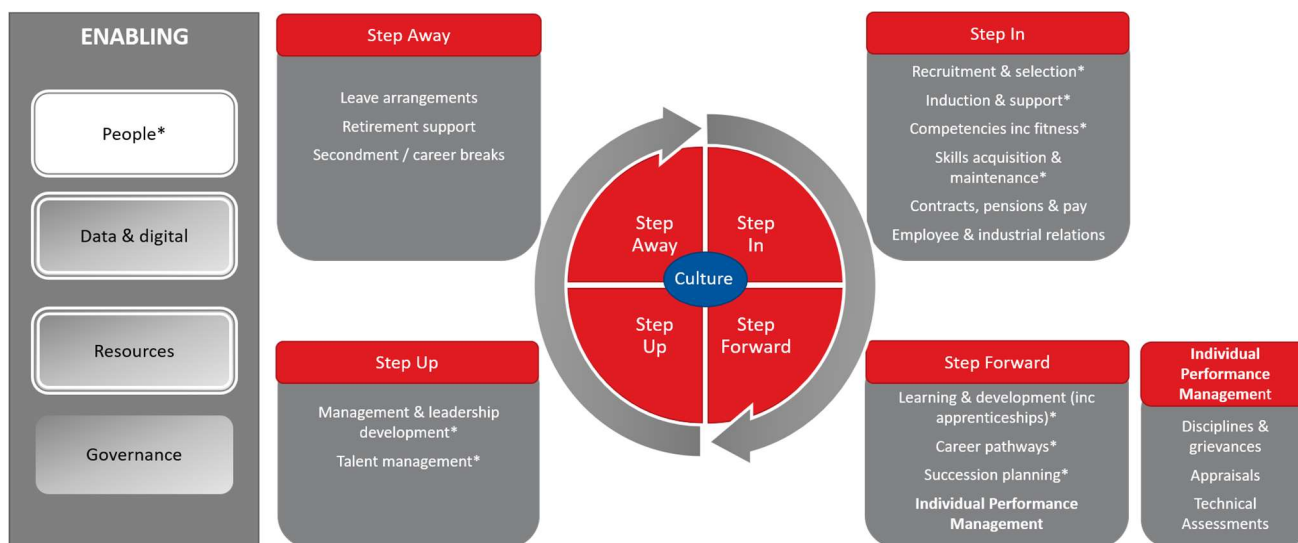


Figure 3 - Managing People and the Workforce

Through the NFCC Leadership Project, work has been initiated in many areas relating to both leadership and workforce management and reform. The work is likely to result in development of national guidance, products, support and tools for use by services. Some of these areas may be deemed as requiring a specific and stand-alone Fire Standard, but this has not yet been decided.

From their work to date, the project team considers all of the following areas to be priority elements when leading a fire and rescue service and sees them as the component parts underpinning the Fire Standard for Leadership.

The components identified so far include:

- Direct Entry
- Coaching and Mentoring
- Talent management & succession planning
- Supervisory Leadership Development
- Middle manager Leadership Development (yet to be approved by the board)
- Code of Ethics
- Competency Framework (not under the leadership board)
- Core Learning pathways (published)
- NFCC Leadership Framework (published)

As part of its ongoing strategic planning, the NFCC identified a number of areas where improvement nationally is needed. Leadership is one of the themes identified. However, that broad term covers aspects relating to leadership behaviours and developing future leaders alongside leadership responsibilities for managing people such as creating positive working

cultures, improving communications with employees and having more open and transparent procedures, recording personal development and managing performance better through appraisals and grievance procedures.

A draft Commissioning Brief (based on the template proposed in **Item 4 – Paper 2**) has been prepared (**Appendix B**) based on the background information above and discussions at the Fire Standard Board, the People Programme Board and the Leadership Project Board.

Recommendation

The Board is asked to consider and discuss the background information and draft Commissioning Brief at **Appendix B**, agree its position on the aim and outcome of the Leadership Standard and provide a steer for the CPO to finalise the Commissioning Brief to pass on to the project team.

Fire Protection Fire Standard

Background

On the original phase one plan, the title of the Fire Standard for this area was *Protection roles and competence*. This was based on work led by the NFCC post-Grenfell which developed a new [Competency Framework for Fire Safety Regulators](#) on which it was proposed the Fire Standard be based.

This framework sets out National Occupational Standards, qualifications and competencies for individuals working in fire safety regulation, applicable to many organisations not just fire and rescue services. It also contains expected ethical behaviours which potentially will not be aligned to the separate Code of Ethics Fire Standard.

Our proposed approach for Fire Standards is an outcome at organisational level underpinned by guidance and tools to help services achieve those outcomes. In many areas this guidance will include how individuals working in that area will achieve competence via, for example, fire specific apprenticeships or competency frameworks.

The NFCC has initiated a project to look at competency to bring about consistency at a national level. There are a number of competency frameworks in use at the moment, but many need review and there is overlap and duplication in some cases. It is envisaged that once reviewed, many of these competency frameworks will underpin future Fire Standards.

Proposed way forward

After discussions with the NFCC lead and Chair of the NFCC Protection and Business Safety Committee, Mark Hardingham, it is proposed to redefine this Fire Standard so that it is an overarching one describing what a good Fire Protection function looks like underpinned by national guidance including a relevant competency framework.

Following this meeting, the next step is to initiate the scoping work on this Fire Standard which will clarify the areas the overarching Fire Standard should include and the potential new Fire Standards that may be required. The results of this will be presented at the next Board meeting in October.

Recommendation

For the Board to consider the proposed way forward suggested above and also agree to this Fire Standard being changed to *Fire Protection*. A report on the agreed scope and revised timeline will be provided at the next Board meeting in October.

Community Risk Management Planning Fire Standard

Background

As part of the NFCC Community Risk Programme, the (I)RMP Guidance project has been working on the Fire Standard for Community Risk Management Planning. An initial draft has been produced and the project team is now sharing the draft with the UK's fire and rescue services and various nominated and specialist stakeholders as part of the peer review process.

The aim is to ensure this Fire Standard is technically correct, fit for purpose and supports the drive for continuous improvement of the fire and rescue service by both the Fire Standards Board and the NFCC.

Following peer review, revisions may be made before preparations for the full consultation with a proposed timeline running through October and into November 2020. Following reviewing the consultation responses, a final draft for presentation back to the Board is intended for December 2020.

Development Approach

Following the guidance provided by the Board, the draft standard has been informed by:

- a) the findings of the Nottingham Trent University study, an early piece of research that informed the structure of the Community Risk Programme
- b) the findings of the most recent HMICFRS inspections and the State of Fire and Rescue report
- c) analysis of current literature on the subject of integrated risk management planning
- d) feedback from the Technical Working Group, a body of risk management specialists from within the fire and rescue service that supports the Community Risk Programme
- e) the related work of the Definition of Risk project, also within the Community Risk Programme
- f) the importance of Equality Impact Assessment based on work shared by the People Programme
- g) our liaison with the Data and Digital programme
- h) the work of other NFCC committees.

The approach to good community risk management planning developed by the team includes a five-step process, supported by three important themes. These are the basis for this draft Fire Standard and the steps services should follow in generating their risk management plans.

a. The five steps:

- I. **Defining Scope** – Understanding and explaining what the risk management process is planning for.
- II. **Hazard Identification** – The process of recognising and describing hazards.
- III. **Risk Analysis** – The process of characterising risks, including determining the risk level where appropriate.

- IV. **Decision-Making** – The risk management process where decisions are made regarding allocating resources (people, money, tools and techniques) to mitigate risk.
- V. **Evaluation** – Providing assurance that risk management strategies will achieve the desired outcome.

b. The three themes:

- I. Data and Business Intelligence
- II. Equality Impact Assessment.
- III. Public Engagement and Consultation.

This Fire Standard is aimed at being non-prescriptive and appropriate for services no matter the governance structures under which they operate.

To lessen the impact on services and support implementation of this Fire Standard the team is developing a gap analysis tool linked to the content of the Fire Standard. This will help services measure their alignment with the Fire Standard and identify areas where further work, or changes, will create improved alignment.

Implementation support will also be provided through the CPO Implementation team that is being established working alongside the CRP Programme and project team.

Recommendation

The Board is asked to note the progress made on the Community Risk Planning Fire Standard.

Appendix B - Draft Commissioning Brief – Leadership

This appendix to follow.