

Appendix B – Item 4 – Paper 2

Analysis findings report

The analysis results within this paper are provided to help the Board consider if the proposed delivery plan addresses the areas of largest concern in a balanced way resulting in the business changes required while accepting there may be variations in development time.

The Board is asked to consider the analysis results and their significance as it considers the proposed Fire Standards delivery plan.

Analysis Method

The NFCC carried out analysis on the most recent sources of observations and recommendations about fire and rescue service performance. These include:

- Recommendations from the [Independent Review of Building Regulations and Fire Safety](#) carried out by Dame Judith Hackitt
- Findings from the HMICFRS inspections carried out on services in England between 2018-2019
- Report from phase one of the [Grenfell Tower Incident \(GTI\) public inquiry](#)

All sources of information contained a considerable amount of narrative including observations, concerns and areas for improvement. All sources made multiple recommendations.

The Hackitt review recommendations were widespread and involved multiple stakeholders, not just fire and rescue services. The NFCC is heavily involved in the response to those recommendations already and there is a specific team within the NFCC working in this area (the Building Safety Programme). The focus of activity is in the Fire Protection area.

The purpose of the analysis conducted by the NFCC is to pull these recommendations and comments together to identify higher level, thematic issues. Then to identify, for those where a national coordinated approach would be beneficial, the best way to deliver a solution. The solution will normally be Fire Standards, guidance or tools that can be used by local fire and rescue services to improve these areas of activity in their own areas and contexts.

This approach ensures that services, individually and collectively through the NFCC, can react to the recommendations in a strategic, sustainable way rather than with a short-term reaction to each individual recommendation, potentially across 50 services.

Another key advantage of this approach is that development of the products of the higher-level work can be tracked back to the individual recommendations to ensure that they have been addressed.

From the root cause analysis, multiple issues were identified. Each was assessed and categorised in a number of ways including:

- Which function within each service would this issue be addressed by?
- Which NFCC Committee would be responsible for any national activity?
- What improvement theme did the issue align with?

In some cases, the NFCC has work in progress which will address the issues identified, but this analysis also provided useful evidence by which the NFCC could prioritise and focus its activity over the coming months.

Fit for the Future

This analysis also informed a joint piece of work with the National Employers (England) and the Local Government Association (LGA) to produce a vision for longer term improvement called *Fit for the Future*. This work considers the evidence base identified above and proposes a series of improvement objectives.

The proposals are currently being shared with fire and service chiefs and their governing bodies for consideration and to gain national support.

The aspiration is for *Fit for the Future* to inform a longer-term joint strategy for improvement and in turn address the issues identified through multiple sources of evidence, including the Hackitt review, the HMICFRS inspections and the GTI inquiry report. The Board may wish to consider this in the context of its work.

Culture Change

Some of the issues that have been identified will require robust investigation and research to ensure work planned will deliver the changes required. Many of the changes proposed will challenge historic ways of working in services and will drive changes in the culture within services.

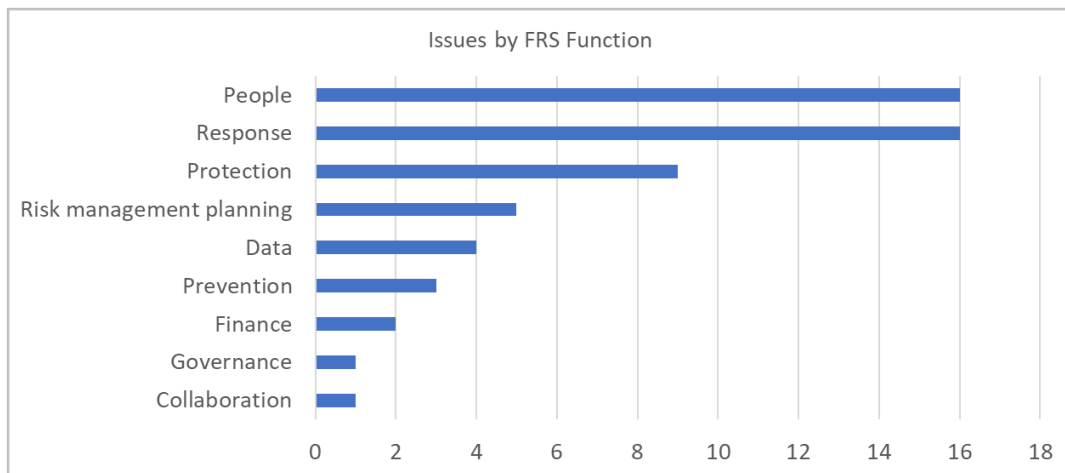
The creation of a set of Fire Standards for England's Fire and Rescue Services will help drive and embed that culture change. However, it will take time to see progress and tangible changes on the ground.

Analysis Results

The following charts illustrate the issues identified through the analysis against the different categories detailed previously.

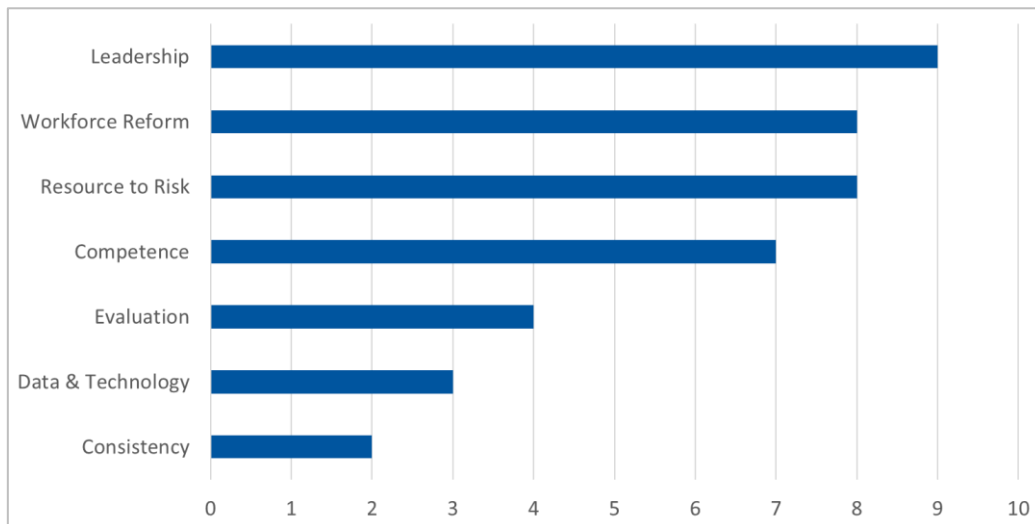
Service function or activity

The chart below shows the issues categorised by the area of activity or function within each fire and rescue service.



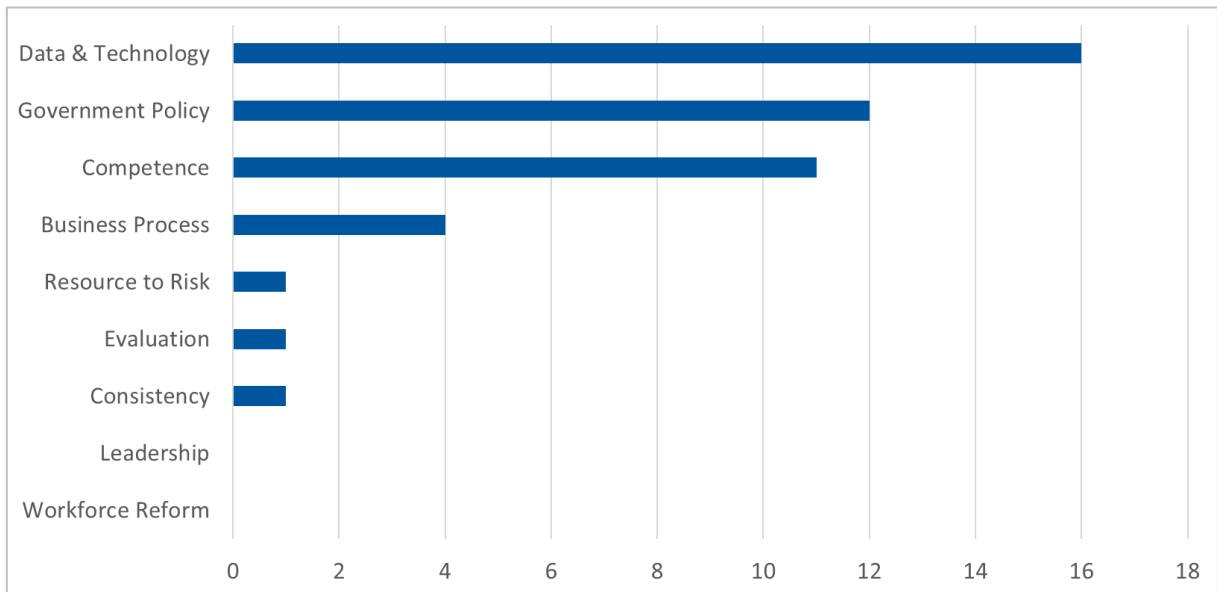
HMICFRS Inspection Findings

The chart below shows the issues drawn from the HMICFRS categorised by improvement theme:



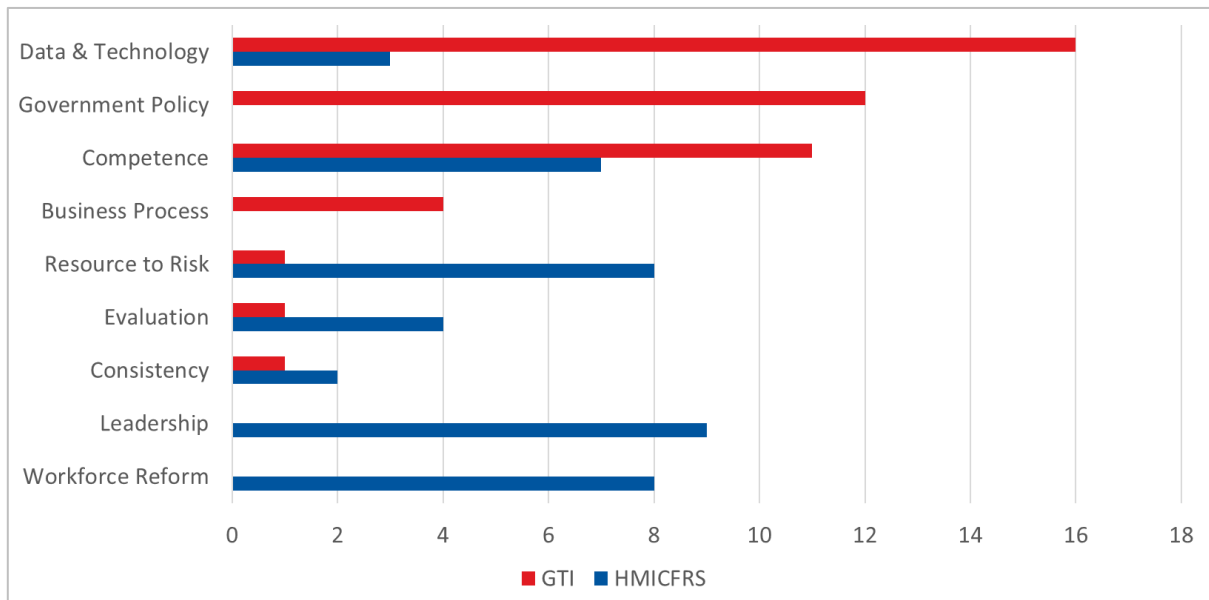
Grenfell Tower Incident Inquiry Report Findings

The chart below shows the issues drawn from the Grenfell Tower Incident inquiry report, categorised by improvement theme:



Combined Findings

The chart below shows the combination of issues from both HMICFRS and GTI by improvement theme:



Conclusions

The results of the analysis summarised above highlight clear areas where improvements are needed. This evidence has been considered in the development of the phase one delivery plan.

It is clear from the above analysis that the development of appropriate Fire Standards can drive positive change and improvement across Fire and Rescue Services. In progressing this work efficiently, the previously agreed approach of the Board 'to use or enhance what exists already' wherever possible, will be important.

After many years without any form of national standards, it is not surprising to see the variation in service delivery identified by the HMICFRS inspections. With regards to addressing issues, it is clear that one solution will not fit all, and different organisations will have differing views on priorities.

In determining timelines and priorities for Fire Standards development, input and feedback from these different parties will need to be considered by the Board to assess potential impacts and avoid unintended consequences.

The NFCC and the employers (Governing bodies) already have much work underway to address some of the specific issues identified. However, to see long lasting change, a longer-term agreed approach to improvement is required and Fire Standards will form part of that.