

Fire and Rescue  
Activity Framework Review and  
Impact Assessment

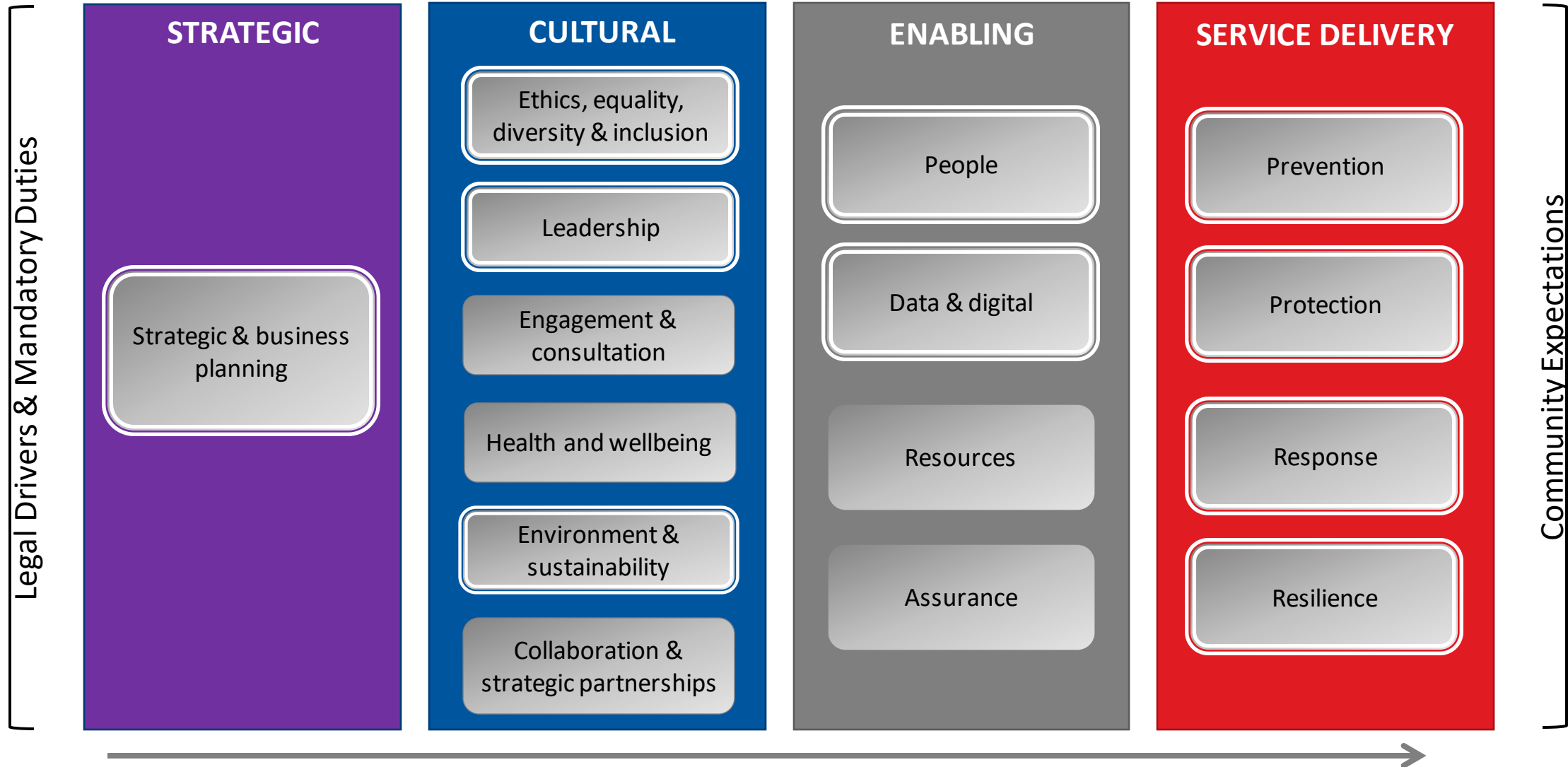
July 2021

# What is the activity framework?

## Principles

- A complete road map so we can see where we are going and when we have finished
- Avoid duplication and overlap
- Easy to navigate for all audiences

# Mapping fire and rescue service activity



Key: Double white border - indicates areas included in phase one or phase two development plans

# Fire Standards Plan and Progress

Key



Phase 1	Phase 2	Future Phases - TBC
Community Risk Management Planning	<i>Developing Leaders (Leadership #2)</i>	<i>Communication, engagement, consultation</i>
<i>Well-Led Organisation (Leadership #1)</i>	<i>Workforce Management (Leadership #3)</i>	<i>Collaboration and strategic partnerships</i>
Code of Ethics	<i>Safeguarding</i>	<i>Health and wellbeing</i>
Emergency response driving	<i>Fire Investigation</i>	<i>Digital and Technology</i>
Operational response - Preparedness	<i>Emergency Planning and Resilience</i>	<i>Resources</i>
Operational response - Competence		<i>Assurance</i>
Operational response - Learning		
<i>Prevention</i>		
<i>Fire Protection</i>		
<i>Data Management and Requirements</i>		

*Italics denotes Fire Standards yet to be confirmed, developed or published*

# Strategic, Cultural and Enabling - Leadership and Workforce Scope

## Leadership and People Fire Standards

Well-Led Organisation #1	Developing Leaders #2	Workforce Planning and Management #3	People Programme Projects / Outputs which support
<ul style="list-style-type: none"> <li>• Corporate Planning                             <ul style="list-style-type: none"> <li>• Finance</li> <li>• Risk</li> </ul> </li> <li>• Performance Management</li> <li>• Change Management</li> <li>• Org Learning</li> <li>• Workforce planning</li> <li>• Business continuity                             <ul style="list-style-type: none"> <li>• Link - Emergency planning and Resilience</li> </ul> </li> <li>• Environment and sustainability</li> <li>• Health &amp; Wellbeing</li> <li>• Employee &amp; industrial relations</li> </ul>	<ul style="list-style-type: none"> <li>• Management &amp; leadership development                             <ul style="list-style-type: none"> <li>• Executive</li> <li>• Middle Management</li> <li>• Supervisory</li> </ul> </li> <li>• Talent management</li> <li>• Career pathways and Succession planning (Leadership and Management)</li> <li>• Individual Performance Management                             <ul style="list-style-type: none"> <li>• Appraisals / 360</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment &amp; selection</li> <li>• Induction &amp; support</li> <li>• Competencies inc fitness</li> <li>• Skills acquisition &amp; maintenance</li> <li>• Contracts, pensions &amp; pay</li> <li>• Learning &amp; development (inc apprenticeships)</li> <li>• Career pathways and Succession planning (non-leadership and specialisms)</li> <li>• Individual Performance Management                             <ul style="list-style-type: none"> <li>• Disciplines &amp; grievances</li> <li>• Appraisals</li> <li>• Technical Assessments</li> </ul> </li> <li>• Leave arrangements</li> <li>• Retirement support</li> <li>• Secondment / career breaks</li> </ul>	<ul style="list-style-type: none"> <li>• Working patterns</li> <li>• Recruitment</li> <li>• Health and Wellbeing</li> <li>• Competence (inc Review of NOS)</li> <li>• Leadership Programmes                             <ul style="list-style-type: none"> <li>• ELP</li> <li>• Supervisory</li> <li>• Middle Management</li> </ul> </li> <li>• EDI</li> </ul> <p>Developing Leaders</p> <ul style="list-style-type: none"> <li>• Direct entry</li> <li>• Coaching and mentoring</li> <li>• Leadership Framework</li> <li>• Leadership and Management Core Learning pathway</li> <li>• Coaching and Mentoring</li> <li>• Talent management toolkit</li> <li>• Maturity Models</li> </ul>
<p><b>Linked Fire Standards</b> CRMP Safeguarding Code of Ethics Developing Leaders Workforce Management</p>	<p><b>Linked Fire Standards</b> CRMP Safeguarding Code of Ethics Well-Led Organisation Workforce Management</p>	<p><b>Linked Fire Standards</b> CRMP Safeguarding Code of Ethics Operational Competence Well-Led Organisation Developing Leaders</p>	

# Enabling - Data and Digital Scope (proposed)

## Data (Phase 1)

- Data management and governance
- Information management /FOI
- Data protection / Protective Security
- Data analysis
- Data sharing

## *Digital and Technology (future phase)*

- *Information Technology  
(infrastructure)*
- *Digital Communications*
- *Support and back up*
- *Cyber security*

# Culture, Resources and Assurance scope (proposed)

## Communication, engagement, consultation

- Internal and External
- Formal and Informal
- Stakeholder management
- Collaboration and strategic partnerships\*

## Health and wellbeing

- Occupational Health
- Counselling
- Health & Safety accident management

## Resources

- Procurement
- Contract management
- Commercial activities
- Fleet management
- Estates and asset management

## Assurance

- External audit
- Internal audit
- Evaluation
- Operational assurance

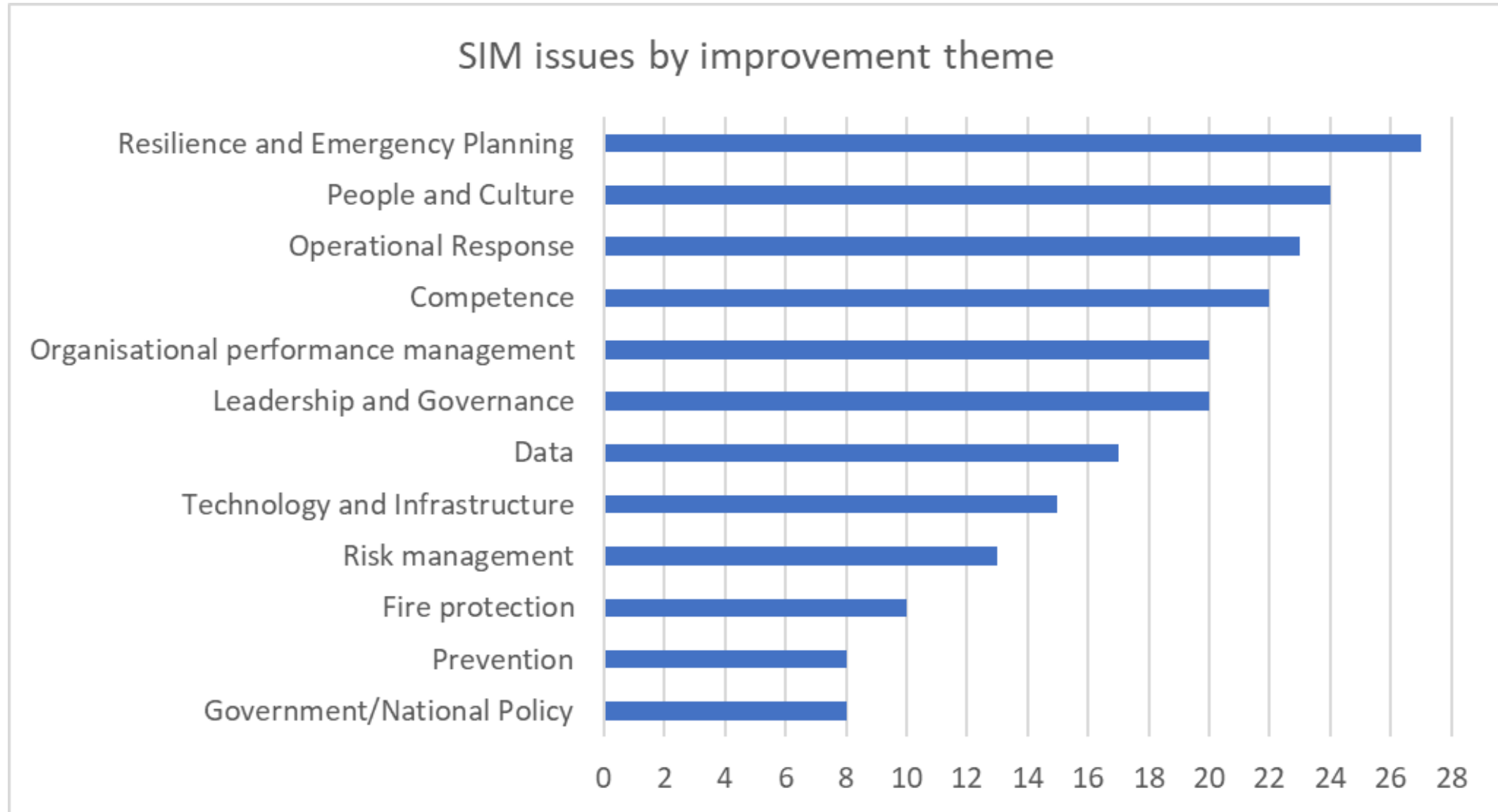
\* Potential to combine partnership working with communications and engagement

# Impact Assessment

Fire Standards – areas remaining	Legislative drivers	Other drivers (political, public interest)	HMICFRS	SIM Issues	Supporting guidance available	Fit for the Future Improvement Objectives	Score
<b>Phase Two Fire Standards</b>							
Safeguarding	✓	✓			✓	✓	4
Fire Investigation	✓		✓		✓	✓	4
Developing Leaders (Leadership)		✓	✓	✓	✓	✓	5
Emergency Planning / Resilience		✓		✓	✓	✓	4
Workforce Management		✓	✓	✓	✓	✓	5
<b>Proposed Phase Three Fire Standards</b>							
Communication, engagement, consultation			✓	✓	✓	✓	4
Collaboration and strategic partnerships		✓	✓			✓	3
Digital and Technology		✓	✓	✓		✓	4
Health and wellbeing						✓	1
Resources				✓		✓	2
Assurance				✓		✓	2



# Improvement Themes post COVID learning



# Fit for the Future Improvement Objectives?

1) Evidence based risk planning

2) Focus on improving competence

3) National standards and guidance

4) Innovative approaches to prevention

5) Evolved role of protection

6) Measuring benefits, evaluating activity

7) Attracting employees

8) Retaining employees

9) Effective leadership

10) Meaningful collaboration

11) Organisational learning