

<b>Item Number</b>	<b>Item 7 – Paper 4</b>
<b>Title of Paper</b>	<b>Fire Standard sign off and approval</b>
<b>Decision or Information</b>	For information and decision
<b>Date of Meeting</b>	14 <sup>th</sup> July 2021
<b>Presented by</b>	CPO
<b>Attachments</b>	<a href="#">Appendix A</a> – Post-Consultation Prevention Fire Standard – <i>pg. 3</i> <a href="#">Appendix B</a> – Prevention Consultation Report – <i>pg. 6</i> <a href="#">Appendix C</a> – draft Safeguarding Fire Standard for sign off for consultation – <i>pg. 17</i> <a href="#">Appendix D</a> – draft Well-Led Organisation Fire Standard for review and decision – <i>pg. 19</i> <a href="#">Appendix E</a> – draft Fire Protection Fire Standard for review – <i>pg. 23</i>

## Summary

The purpose of this paper is to present the following Fire Standards for sign off or review:

1. Prevention Fire Standard – for sign off to proceed to Quality Assurance;
2. Draft Safeguarding Fire Standard – sign off to proceed to consultation;
3. Draft Well-Led Organisation – to note the contents and consider new name; and
4. Draft Fire Protection Fire Standard – to review the contents.

## Recommendations and Decisions

The Board is asked to:

- Review and confirm that the **Prevention Fire Standard** (Appendix A), which is presented alongside the consultation feedback report (Appendix B), is suitable to be signed off and proceed to Quality Assurance (QA);
- Agree to sign off the draft **Safeguarding Fire Standard** (Appendix C) to commence consultation;
- Note the contents of the draft **Well-Led Fire Standard** (Appendix D) and agree to the revised name **Service Leadership and Management**; and
- Note the contents of the draft **Fire Protection Fire Standard**.

## Background

The following summarises the progress and status of each Fire Standard attached to this paper:

1. The **Prevention Fire Standard** (Appendix A – pg. 3) has undergone a full and thorough analysis of all feedback received throughout its consultation. The report at Appendix B (pg. 6) summarises the feedback received, and the changes subsequently made to this Fire Standard.

If agreed by Board at this meeting, this Fire Standard will commence QA. The QA report will be shared with Board along with the final Fire Standard via email with a request to finally approve with the intent to publish by the end of July 2021.

2. The draft **Safeguarding Fire Standard** (Appendix C – pg. 17) has undergone a peer review. Donna Bentley will be presenting on this subject to the Board at this meeting.
3. A workshop on the draft **Well-Led Organisation Fire Standard** (Appendix D – pg. 19) took place in June as part of the peer review process. Feedback from this workshop and from a number of other stakeholders has led to the current version presented.

This Fire Standard is still under review and further feedback is expected, views from the Board will be welcomed to help finalise the wording and produce a pre-consultation draft. That draft will be shared with Board via email to sign-off for consultation which is planned to start in late July and run to September 2021.

4. The draft **Fire Protection Fire Standard** (Appendix E – pg. 23) has completed its consultation, and a full and thorough analysis of the feedback has led to the current version. Feedback on how petroleum and explosives should be addressed within the Fire Standard led to further discussions with relevant subject matter experts. Revisions to the Fire Standard to date are highlighted in red in the text. It is expected that further revisions will be made as a result of further discussions.

In order to avoid waiting until the next Board meeting on 1 October, a final post-consultation draft along with the consultation feedback report will be shared with Board via email to allow us to progress this standard to publication in September 2021.

# APPENDIX A – DRAFT FIRE STANDARD

<b>Title of Standard</b>	Prevention		
<b>Business Area/Capability</b>	Service Delivery		
<b>Sponsoring NFCC Committee</b>	Prevention Committee		
<b>Date of approval</b>	[for office use]	<b>Date of Issue</b>	[for office use]
<b>Reference Number</b>	[for office use]	<b>Review Date</b>	[for office use]
<b>Desired Outcome</b>			
<p>A fire and rescue service that works to educate its communities to adopt safer behaviours, improving their safety, health and wellbeing. One that reduces community related risks identified through its community risk management planning and reduces incidents through delivering effective, efficient and targeted prevention activities.</p> <p>A service with a learning and sharing culture, working collaboratively with others where appropriate, seeking to improve and innovate prevention activities. One that contributes to a more consistent national approach to reducing risk and keeping communities safe.</p>			
<b>To achieve this Fire Standard</b>			
<p>A fire and rescue service must:</p> <ol style="list-style-type: none"> <li>1. identify those who are most at risk in its community and target prevention activities in an inclusive way, through its community risk management planning;</li> <li>2. adopt a person-centred approach that places the individual and the community it serves at the core of its prevention activity;</li> <li>3. develop a prevention strategy and plan with the flexibility to proactively respond and adapt to the changing needs of its community, and for this to be supported by a named lead for prevention from within the service;</li> <li>4. recruit, train, and develop employees and volunteers, working with others where relevant, to establish and maintain a competent and professional prevention workforce. This includes being qualified in accordance with relevant legislation and requirements for example safeguarding;</li> <li>5. optimise resources to proactively engage and educate the community it serves, working collaboratively with others as and when appropriate;</li> <li>6. demonstrate inclusivity by recognising the diversity of its community and providing equality of access;</li> <li>7. utilise and share accurate and consistent data and intelligence, from a variety of sources to support evidence-based decision making and the deployment of appropriate resources for prevention activities;</li> </ol>			

8. demonstrate how it monitors and evaluates the effectiveness and efficiency of its prevention activity;
9. generate a culture which embraces national and organisational learning allowing it to identify and capture feedback from a range of sources; evaluate, share and act upon it to drive innovation and continuous improvement and enhance future performance; and

A specific Fire Investigation Fire Standard is under development which will provide more detail. However, where Fire Investigation is managed within its prevention function, a fire and rescue service must:

10. investigate, report on and learn from the cause and behaviour of fires, working with others when appropriate.

To support this Fire Standard, a fire and rescue service should:

1. contribute to the continual improvement of prevention activities coordinated through the National Fire Chiefs Council (NFCC) network; and
2. Contribute and support national campaigns, where appropriate and where resources are available.

#### **Expected benefits of achieving the Fire Standard**

1. Improved safety, health and wellbeing of communities leading to a reduction in incidents, injuries, serious injuries and fatalities.
2. Improved competency in the prevention workforce, including an increase in the number of employees and volunteers trained.
3. Improved evaluation to increase the efficiency and effectiveness of prevention activities.

#### **Legal Requirements or mandatory duties**

- Fire and Rescue Service Act
- Fire Safety Order
- Fire and Rescue National Framework for England
- The Road Traffic Act, Section 39
- Home Safety Act
- Housing Act
- Children's Act
- Working Together to Safeguard Children
- Safeguarding Vulnerable Groups Act 2006 and the Protection of Freedoms Act

- Human Rights Act
- United Nations Human Rights Convention on the Rights of the Child
- Mental Capacity Act and Mental Health Act
- Police & Crime Act
- Modern Slavery Act
- Crime and Disorder Act
- Counter Terrorism and Security Act
- The Care Act
- Equality Act
- Health and Safety at Work Act
- The Management of Health and Safety at Work Regulations
- Homelessness Reduction Act
- Anti-social Behaviour Crime & Policing Act

#### **Linked qualifications, accreditations or Fire Standards**

- Fire Standard for Fire Protection (Link will be added upon publication)
- Fire Standard for Community Risk Management Planning (Link will be added upon publication)
- [Fire Standard for Code of Ethics](#)
- [Operational Fire fighter Apprenticeship](#)
- [Community Safety Advisor Apprenticeship](#)

#### **Guidance and supporting information**

- [StayWise](#)
- [Children and Young People Guidance](#)
- Person Centred approach (to be added when published)

# APPENDIX B – PREVENTION CONSULTATION REPORT

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## Purpose

This report contains details from the consultation and subsequent analysis on the **Prevention Fire Standard** which took place from February to April 2021.

The report provides an overview of the process undertaken and amendments that have been made to the Fire Standard based on the consultation feedback. The report has been produced for the Fire Standards Board (Board or FSB) to provide assurance and confidence in the approach taken.

## Drivers for Change

As one of the four key pillars of service delivery that include Operational Response, Fire Protection and Resilience; the Board commissioned work to develop Fire Standards focussed on Prevention activities and initiatives in the first phase of Fire Standards development.

In order to help Board prioritise the first phase of Fire Standards development, data relating to Prevention activities from the NFCC Strategic Improvement Model (SIM) was referenced. This included findings from the first phase of inspection of services in England by HMICFRS.

Overall, there were no major issues or recommendations made with regards to how services deliver Prevention interventions. However, what the analysis did indicate is that there is a need to bring more consistency to the approach used by services across the country. This includes the need to evaluate prevention interventions to help identify good practice and share this across the country. In addition, it was highlighted that services need to better target their resources to match local needs and priorities and provide appropriate training and support for all those who may be called on to deliver Prevention initiatives.

## Development Process

The NFCC Lead for this area of work is Neil Odin, Chief Fire Officer for Hampshire Fire and Rescue Service. Neil chairs the NFCC Prevention Committee and is also the Programme Executive for the new NFCC Prevention Programme.

From that network, a group of subject matter experts and representatives from services were drawn together to form a working group. The Fire Standards Team worked with this group through development and peer review.

The working group identified stakeholders who should be included either in development, peer review or consultation.

The core Fire Standards development process was used and work progressed in parallel to the development of the Fire Protection Fire Standard. In many services strategic oversight of these two functions is done by the same strategic manager or department. Additionally, there is a degree of overlap in these areas of activity and so it was felt appropriate to develop the two standards in parallel to identify any potential duplications or conflicts as early as possible.

## Consultation

Development work started in November 2020, included a four-week peer review and concluded with the open consultation which ran from March to April 2021. The consultation survey was hosted on the [Fire Standards Board's website](#).

The stakeholders for consultation were identified and they were notified about the consultation through several communication channels:

- FSB Twitter
- NFCC Twitter
- Various NFCC Workplace groups
- Via direct email message

The network of contacts from services for Prevention has been strengthened by work on this standard. The NFCC Prevention Committee and Programme are seeking to optimise this opportunity to engage with services to support and inform future projects. This improved engagement will inform the development of guidance and other tools which will, in time, support the Fire Standard.

All contacts were notified via email about the consultation and follow up calls were made to prompt responses from any service who had not responded as the closing date approached.

## Response to the Fire Standard Consultation

A total of 55 responses were received, including: 46 FRS and four separate responses submitted by FRS employees. Responding services include:

- |                        |                      |                      |                             |
|------------------------|----------------------|----------------------|-----------------------------|
| • Avon                 | • Bedfordshire       | • Cambridgeshire     | • Cheshire                  |
| • Cleveland            | • Cornwall           | • Cumbria            | • Derbyshire                |
| • Devon & Somerset     | • Dorset & Wiltshire | • Durham             | • East Sussex               |
| • Essex                | • Gloucestershire    | • Greater Manchester | • Guernsey                  |
| • Hereford & Worcester | • Hertfordshire      | • Humberside         | • Hampshire & Isle of Wight |
| • Kent                 | • Lancashire         | • Leicestershire     | • Lincolnshire              |
| • London Fire Brigade  | • Merseyside         | • Mid & West Wales   | • Norfolk                   |
| • North Yorkshire      | • Northamptonshire   | • Northern Ireland   | • Northumberland            |
| • Nottinghamshire      | • Oxfordshire        | • Royal Berkshire    | • Scottish Fire and Rescue  |
| • Shropshire           | • South Wales        | • South Yorkshire    | • Staffordshire             |
| • Suffolk              | • Surrey             | • Warwickshire       | • West Midlands             |
| • West Sussex          | • West Yorkshire     |                      |                             |

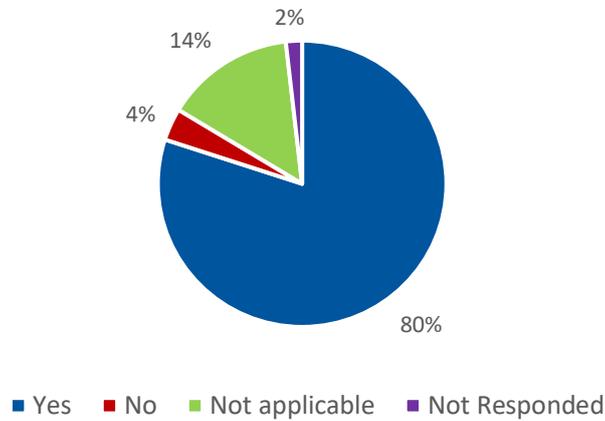
Responses were also received from the organisations below:

- |   |  |
|---|--|
| • London Gatwick Airport                  | • Fire and Rescue Services Association       |
| • LABC (Local Authority Building Control) | • Worshipful Company of Firefighters         |
| • Tomac Consulting                        | • NFCC (Children and Young People Programme) |

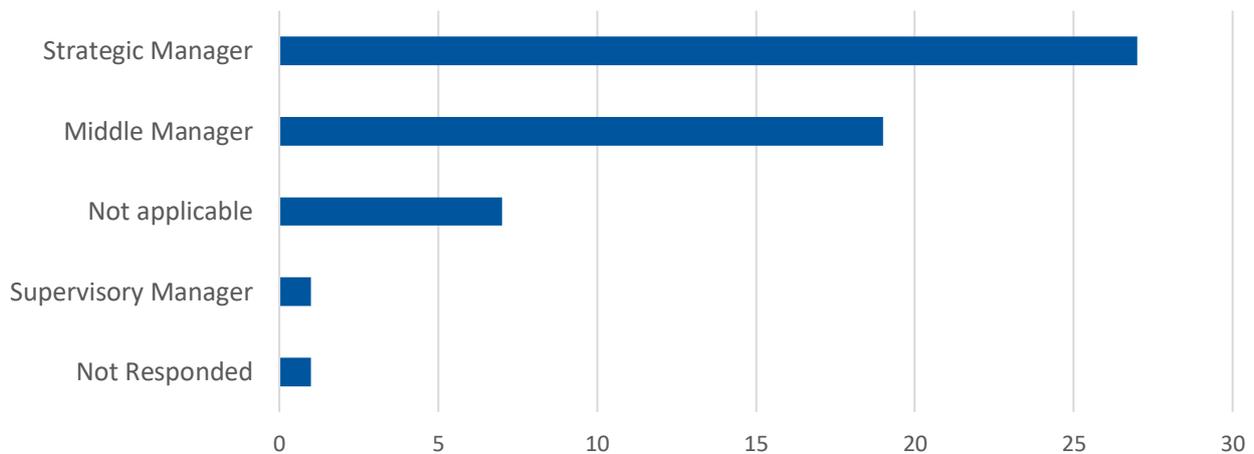
## Who responded to the consultation?

### Level of responsibility for implementation of the Fire Standard

Will you have a role in implementing this Fire Standard in your fire and rescue service?



### Type of role in the organisation



These results indicate that the consultation reached the right audience.

Over 260 comments were analysed, several which contained multiple points and opinions. Each of these have been reviewed and categorised into the following categories:

- a. Agreed
- b. Partially agreed
- c. Noted
- d. Declined

The consultation feedback provided covered a range of topics including:

- Educating the community to adopt of safer behaviours;
- Clarification that prevention activities reduce risks and incidents;
- Inclusion of children and young person’s guidance;
- A need for more detail on Fire Investigation activities;
- The availability and the need for current guidance;
- How the benefits included would be measured;

Amendments suggested by respondents that were declined included topics such as:

- Too much detail requested around certain topics which is not consistent with the high-level information that should be presented in a Fire Standard, much of this will be include in underpinning guidance;
- Requirement for more information regarding Fire Investigation activities and Safeguarding training. This information will be covered in the respective Fire Investigation and Safeguarding Fire Standards which will complement the Prevention Fire Standard
- Suggestions for qualifications. The Prevention Programme will be conducting a review of all qualifications to determine a national approach. The Fire Standard will be updated accordingly after this has been completed.

## Modifications to the Fire Standard

Following analysis of the consultation feedback several amendments were made to the draft Fire Standard. The amendments made are as follows:

### Desired Outcome

1. Educating the community to adopt safer behaviours was added to strengthen the purpose of Prevention activities.
2. Reduction in incidents was added as a key outcome of reducing risks;
3. The term “others” has been used here. It will be defined within a glossary that will accompany the Prevention Fire Standard and will encompass a number of groups, such as stakeholders, partners, other services etc.

### What is Required to Meet the Fire Standard

1. *Inclusive* replaced the term *non-discriminatory*, as it was deemed more positive and appropriate terminology.
2. *Prevention activities* was added to replace *fire, road and water safety*. Prevention activities will be defined in a glossary that will accompany the Prevention Fire Standard. It will aim to explain the statutory nature of these activities and will describe any other prevention work.
3. Engaging with the community was expanded to proactively engaging and educating its community.

4. Wording amended to emphasise that data should be consistent.
5. Fire Investigation was pulled out and highlighted to make clear a Fire Standard for Fire Investigation is in development. It was made clearer that services should report and learn from fires and in particular, the unusual behaviour of fire was highlighted as important point that should be referenced. This has been replicated in the Fire Protection Fire Standard.
6. Expanded the point relating to continual improvement by contributing to NFCC to include an additional point about contributing to national and local campaigns.

## **Expected Benefits of Achieving the Fire Standard**

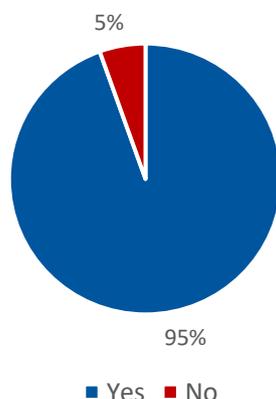
Overall, there concerns and queries about the level of the benefits being set and the measurability of them. Therefore, the working group decided to review the benefits and refine them, the details of which are described below.

1. Sub-bullets within *Improved safety, health and wellbeing of communities* were reduced to remove *reduction in economic loss to its communities* and *reduction in psychological impacts to its communities*;
2. *Greater consistency in the use of data and intelligence will aid information sharing and better targeting of prevention activities* was removed;
3. *National consistency in the planning, collaboration and development of prevention* was removed;
4. *Improved trust in and reputation of the service* was removed;
5. *Improved professionalism and competence in the prevention workforce* was amended to remove professionalism and the following was added *including an increase in the number of employees and volunteers trained*; and
6. *Improved evaluation to improve the efficiency and effectiveness of prevention activities* was reworded so that efficiency and effectiveness would be increased, rather than improved.

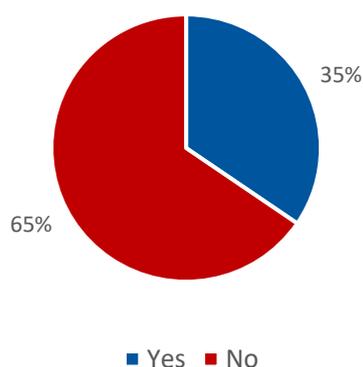
## Consultation Questions – Summary of Responses

Responses to questions on the content of the Fire Standard are summarised below.

### Do you think the Fire Standard is clear and easy to understand?



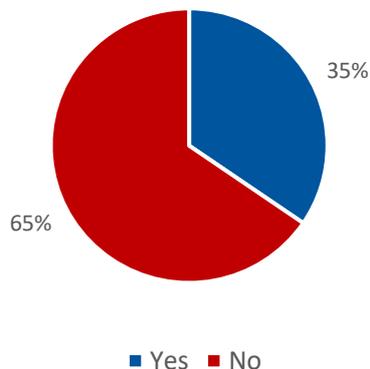
### Do you think there are any omissions or errors in the Desired Outcome?



The 35% of those who replied that there were omissions and errors made the following observations, actions taken are shown in italic:

1. The Fire Standard needed to address educating the community to adopt safer behaviours.  
*This was addressed in both the Desired Outcome and How To Achieve sections*
2. The Fire Standard needed to address Fire Investigation in more detail.  
*These comments were declined as this would be addressed in the Fire Investigation Fire Standard. Revisions were made to this statement to make it clearer.*
3. The Fire Standard should make better reference to specific prevention activities relating to children and young people.  
*This was declined as it was felt this was too prescriptive for the Fire Standard, however Children and Young Persons guidance was added to the Guidance and Supporting Information section.*

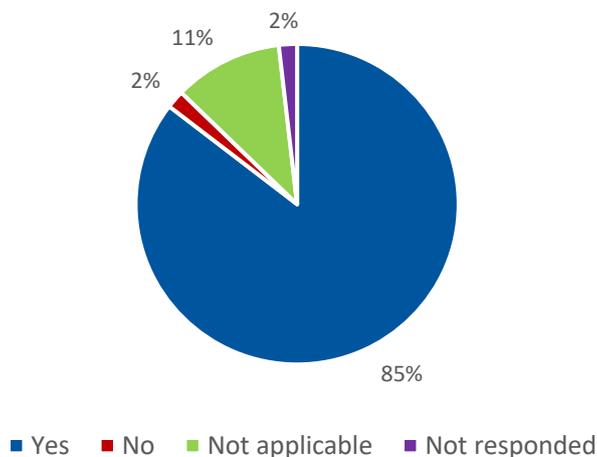
**Do you think there are any omissions or errors in the Expected Benefits of achieving the Fire Standard section?**



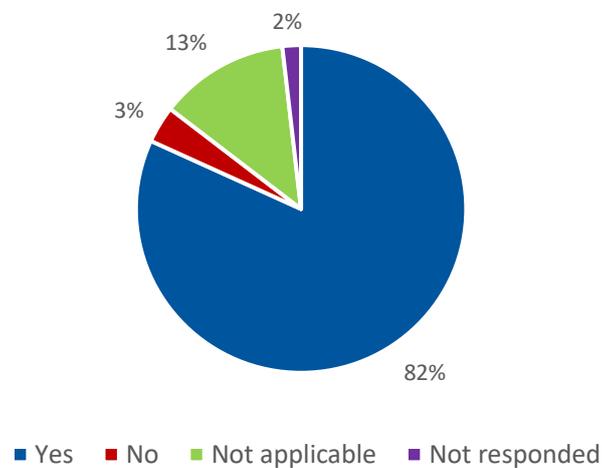
### **Impact and Implementation**

Responses to questions on the impact of the implementation of the Fire Standard are summarised below:

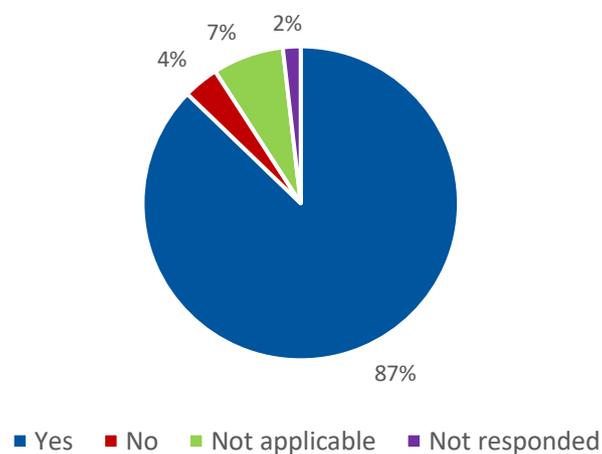
**Do you think that the introduction of this Fire Standard will have a positive impact on your service?**



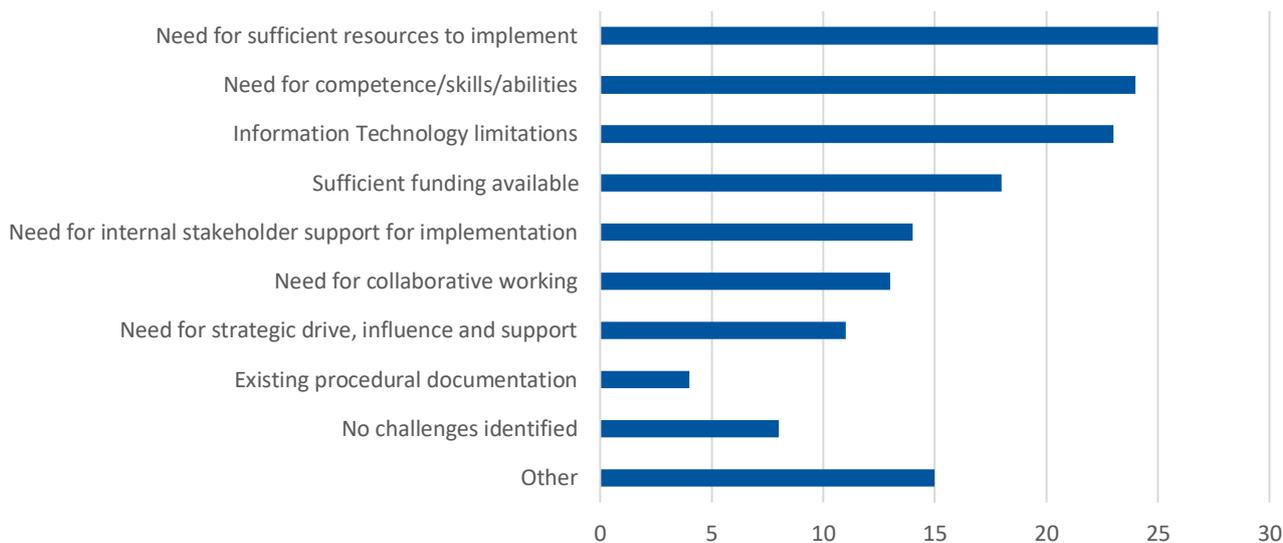
**Do you think that the introduction of this Fire Standard will have a positive impact on communities served by your service?**



**If the Fire Standard is implemented and embedded, do you think it will result in the benefits we have identified?**



**What are the potential challenges that may prevent your organisation from achieving the Fire Standard? (Respondents were asked to tick as many as applicable)**



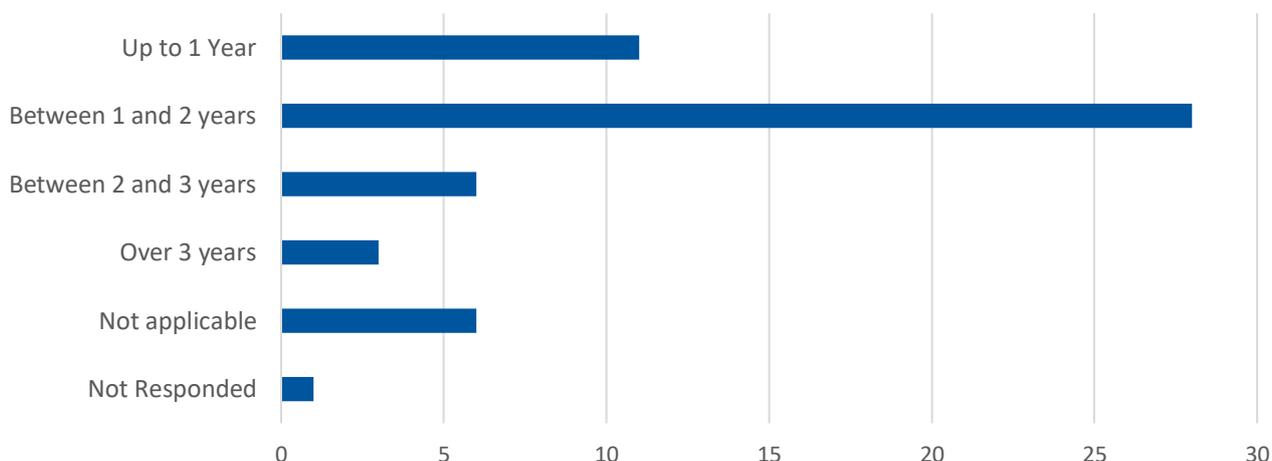
The following themes were raised in response to the ‘other’ perceived barriers identified by respondents:

- Gaining access to critical partner data sets
- Consistency and quality of data collection within services

*The Data Fire Standard will address these issues.*

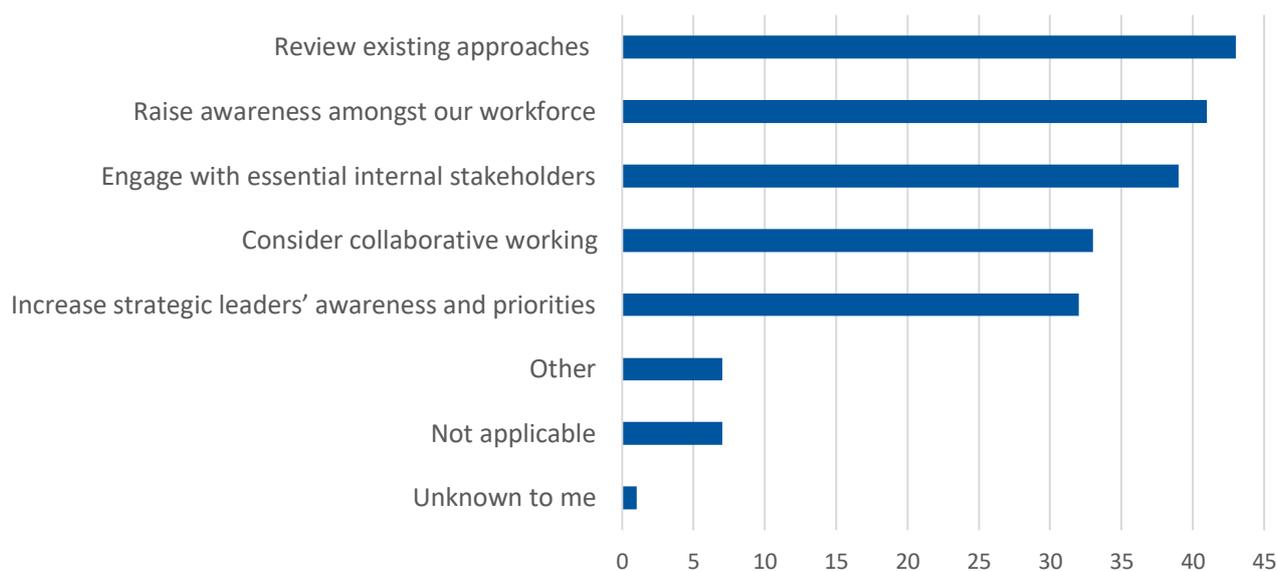
24 services felt they lack the competence/skills/abilities to achieve the Fire Standard. *The release of guidance and other support from the NFCC Prevention Programme (see page 15) is aiming to support services in this area.*

**In what timescale do you think your service will achieve this Fire Standard?**



Three respondents believed it would take three or more years to achieve the Fire Standard “due to competencies, skills, IT, resources and funding”.

## What actions will your service take to ensure it achieves the Fire Standard?



Other responses given were:

- Budget Assessment; and
- improved data sharing

## Observations and conclusions

Overall, the Prevention Fire Standard received a largely positive response from a wide range of services, partners and stakeholders.

In response to the feedback, minor amendments were made to the Fire Standard. The Prevention Programme Board have reviewed the final version and agreed the content is appropriate, accurate and provides services with a benchmark for a good prevention function.

The Prevention Programme has taken feedback on board and has agreed to the following actions to support the Fire Standard:

- Development of a glossary of terms for the Prevention Fire Standard;
- Development of Prevention content pages on [www.UKFRS.com](http://www.UKFRS.com) (to include guidance for Person Centred Framework and Children and Young People);
- Generate a list of all Prevention leads from fire and rescue services / regional groups to support direct communication; and
- Review the Programme timescales for development of evaluation guidance and a competency framework for prevention employees with the aim for them to be pushed forward.

<b>Title of Standard</b>	<b>Safeguarding</b>		
<b>Business Area/Capability</b>	Service Delivery		
<b>Sponsoring NFCC Committee</b>	Prevention		
<b>Date of approval</b>	[for office use]	<b>Date of Issue</b>	[for office use]
<b>Reference Number</b>	[for office use]	<b>Review Date</b>	[for office use]
<b>Desired Outcome</b>			
<p>Fire and Rescue Services have legal, moral and/or designated, advisory or frontline accountability in respect of safeguarding duties. Such duties incorporate both those of the organisation as well as individual roles in accordance with relevant legislation.</p> <p>For all Designated Safeguarding Leads (DSL) or Head of Safeguarding (HOS) to be qualified and in accordance with the relevant legislation and requirement of Local Safeguarding Adults and Children’s Boards. This will enable awareness, learning and development for all staff and that this is current and in line with relevant legislation.</p> <p>Effective safeguarding measures will ensure that Fire and Rescue Services can proactively mitigate risk within its communities and safeguard our safe-guardians its employees so they in turn are best placed to safeguard children, young people and adults at risk within its communities. This will enable the sector to appropriately discharge key legal duties together with key core themes which are underpinned by the standards set out in Section 11 of the Children Act 2004 and Section 42 – 46 of the Care Act 2014."</p>			
<b>To achieve the Fire Standard</b>			
<p>A fire and rescue service <b>must</b>:</p> <ol style="list-style-type: none"> <li>1. Ensure that there is a responsible person within their fire and rescue service at the highest strategic level (where reasonable) that demonstrates the services commitment to the importance of safeguarding.</li> <li>2. Have a clear statement of fire and rescue service responsibilities and processes in place that comply with legislation and relevant guidance that applies to safeguarding adults and children at risk</li> <li>3. Demonstrate a clear line of accountability within the fire and rescue service for work on safeguarding and promoting the welfare of children, young people and adults.</li> <li>4. Ensure development takes into account the need to safeguard and promote welfare of children, young people and adults at risk.</li> <li>5. Have regular training, supervision and appraisal of staff with regard to safeguarding children, young people and adults at risk. Adopt and align the NFCC CPD accredited safeguarding ‘train the trainer’ training to ensure it is appropriate and relevant to role.</li> </ol>			

## APPENDIX C – DRAFT FIRE STANDARD

6. Have effective safer recruitment and managing allegations processes in place that minimises the possibility for those who may be unsuitable to work with adults and children at risk.
7. Ensure effective inter-agency and partnership working to safeguard and promote the welfare of children, young people and adults at risk.
8. Have Information sharing processes that are both efficient and effective.
9. Encompass the work with children, young people and adults at risk so that it adheres to the principles of anti-discriminatory practice and equality of opportunity.
10. Adopt and align their safeguarding compliance in line with the NFCC Self-Assessment Toolkit and guidance.

A fire and rescue service **should**:

11. Ensure that managers who are responsible for the Professional Advisory role (DSL/HOS) to their FRS and those acting as Safeguarding Officers, contribute to the continual improvement of safeguarding adults and children at risk by communicating, sharing learning and experiences with the NFCC network of fire and rescue service safeguarding leads through:
  - a. Engaging on the NFCC Workplace online forum.
  - b. Supporting the Safeguarding Workstream through national and regional structures.
  - c. Considering appropriate representation at relevant national events and conferences.

### Expected benefits of the achieving the Fire Standard

12. Improved safeguarding outcomes for communities and employees evidenced by:
  - a. Measurable safeguarding referrals to Local Authorities that identify emerging risks and issues.
  - b. Protecting people's health, wellbeing and enabling them to live free from harm, abuse and neglect.
  - c. Increase in referrals due to raised awareness.

### Legal requirements or mandatory duties

- Fire and Rescue Services Act 2004
- The Care Act 2014
- The Children's Act 2004
- Working Together to Safeguard Children 2018

### Linked qualifications, accreditations or Fire Standards

- Prevention Fire Standards

### Guidance and supporting information

- NFCC Safeguarding Guidance for Children, Young People and Adults.

# APPENDIX D – DRAFT FIRE STANDARD

<b>Title of Fire Standard (working title)</b>		<b>Service Leadership and Management</b>	
<b>Business Area/Capability</b>		Leadership	
<b>Sponsoring NFCC Committee/Programme</b>		NFCC Chairs	
<b>Date of approval</b>	TBC	<b>Date of Issue</b>	TBC
<b>Reference Number</b>	TBC	<b>Review date</b>	TBC
<b>Desired Outcome</b>			
<p>A fire and rescue service that makes communities safer and protects life and property with the confidence and trust of its community. One that is integral to national resilience by collaborating positively with partners and responding agencies, both cross-border and nationally, to protect the public.</p> <p>A service that is financially viable, sustainable and is compliant with its legislative and statutory responsibilities. It has the capacity and resources to respond appropriately to the risks faced by its community, whilst delivering value for money. It achieves and upholds professional Fire Standards, to ensure its community receives the best service possible.</p> <p>One whose leaders are inspirational, embrace innovation and change and prioritise the health, safety and wellbeing of their people. They are capable, accountable and authentic, building a culture of organisational learning to drive continuous improvement. They ensure their service can respond with agility to the changing needs of the community by monitoring and evaluating the performance of their service.</p> <p>They ensure the service has a clear vision supported by values, strategies and plans, which are understood and championed by everyone in the service. They engender trust, demonstrate ethical behaviour and professionalism, embodying the Code of Ethics Fire Standard. They build positive and inclusive places to work, enabling, empowering and developing their people to deliver excellence to the public.</p> <p>They establish a positive and trusted interface between themselves and their governing body. They lead by example, effectively communicating and engaging, collaborating and building positive relationships with their peers, other services, partner agencies, representative bodies and other stakeholders.</p>			

## To achieve this Fire Standard

### Leading and Managing the Service

A fire and rescue service must:

1. have leaders that proactively deliver the service's vision and strategies, through:
  - a. demonstrating a commitment to equality, diversity and inclusion, prioritising the wellbeing of their people;
  - b. role modelling leadership values and behaviours and encouraging openness and transparency, underpinned by the ethical principles in the Core Code of Ethics;
  - c. demonstrating an understanding of the legislative and political environment in which they operate;
  - d. creating an organisational learning culture, built on trust, and which sees failure as an integral part of creativity and improvement;
  - e. actively engaging and communicating with their people so that everyone understands their respective contribution to the service; and
  - f. creating an organisational culture that empowers their people and allows decisions to be made at the most appropriate level.
2. proactively manage industrial relations by fostering positive and constructive dialogue with governing bodies and employee representative bodies, ensuring their people are trained and equipped appropriately;
3. have systems of accountability in place, to provide assurance and make clear the responsibility of those in leadership roles in:
  - a. delivering its strategies and plans;
  - b. evaluating its efficiency and effectiveness;
  - c. identifying, understanding and managing corporate, financial and operational risks and issues;
  - d. understanding its priorities and embedding them across their areas of responsibility.
4. have organisational policies and procedures in place to enable it to operate in an efficient, effective and safe manner, these must be:
  - a. embedded by its leaders;
  - b. accessible to all whenever they need them; and
  - c. regularly reviewed to ensure they add value and maintain currency;
5. have robust financial controls in place, including following appropriate procurement and contract management procedures;
6. have organisational performance management and assurance processes in place to demonstrate that it is:
  - a. delivering against its strategy and plans;
  - b. operating ethically and providing value for money for its communities.
7. have an Information Technology strategy in place and provide the underpinning infrastructure and systems to enable the service to:
  - a. perform effectively;
  - b. maximise digital approaches wherever possible; and

- c. collaborate to achieve efficiency, where appropriate.
8. manage data in line with a data management strategy to ensure the service has access to the data it needs to support its work, sharing it where appropriate. It should:
- a. collect and manage organisational data in a consistent, robust and secure way;
  - b. analyse and exploit data to support evidence-based decision making;
  - c. sharing data or entering into data sharing agreements with others, in line with appropriate legislation and protocols, when appropriate and where there is benefit to it or the community to do so;

### **Strategic planning**

A fire and rescue service must:

- 9. conduct effective and efficient strategic planning to develop its vision, values and strategies, consulting with its people, and using and exploiting accurate data from a variety of sources, being mindful of its corporate social responsibilities and following other related Fire Standards where appropriate;
- 10. conduct financial scenario planning and modelling to develop an appropriate sustainable financial strategy in line with funding available, to ensure organisational resilience;
- 11. demonstrate an understanding of both community and organisational risks and have appropriate mitigation strategies in place;
- 12. assess its organisational needs and develop a workforce strategy to ensure it has the capacity to match its people and assets against its risks and demands, provide career pathways and development opportunities and build an inclusive workforce representative of its community, and;
- 13. have a leadership and organisational development strategy which:
  - a. supports a positive working environment and culture, providing equal opportunities for all;
  - b. prepares future leaders by providing appropriate training and development;
  - c. defines how it will continually improve and drive change into policies, procedures, tailored guidance and training through a culture of learning by:
    - i. actively responding and adapting to learning from a variety of sources as well as the changing needs of its people and community;
    - ii. regularly evaluating its existing ways of working to identify opportunities to improve, including those which allow it to exploit and optimise technology to drive innovation, make efficiencies and improve the quality of service to its communities; and
    - iii. horizon scanning to anticipate issues and identify opportunities and threats.
  - d. equips its people with appropriate training and development to ensure they gain and retain the required skills, knowledge and experience to carry out their roles and provisions for effective succession planning; and
  - e. explains how the performance of its people will be managed including how issues will be escalated and resolved.

14. have a communications and engagement strategy and plan to enable the service to:
  - a. clearly explain its role and the services it provides;
  - b. demonstrate that it understands who its key stakeholders and partners are and develops and manages those relationships in a positive and constructive way;
  - c. carry out appropriate Equality Impact Assessments to inform its approach to communicating and engaging with both its people and communities;
  - d. make performance and financial data available to the public in a transparent way;
  - e. create a listening and learning culture by demonstrating it responds and acts on feedback or issues received from its people, stakeholders and its community;
  - f. providing regular, accessible and inclusive opportunities to engage with the community; and
  - g. regularly engage with its people and have clear and easily accessible channels of communication that enable them to access the information or services they need, when they need them.
15. collaborate positively to protect the community it serves by engaging and working with:
  - a. other services both cross-border and across the country; and
  - b. other responding agencies and partners.

**Benefits**

**Note:** *To be agreed once Outcome Statement is confirmed.*

**Guidance and supporting information**

**Legal Requirements (mandatory duty)**

**Linked Qualifications, Accreditations or Fire Standards**

**Other Fire Standards**

Code of Ethics

Developing Leaders (once published)

Community Risk Management Planning

Data Management Fire Standard (once published)

Workforce Management Fire Standard (once published)

*[Add details of any specific qualifications or accreditations individuals in this area need to attain or comply with]*

# APPENDIX E – DRAFT FIRE STANDARD

<b>Title of Standard</b>	Fire Protection		
<b>Business Area (ref Activity Framework)</b>	Service Delivery		
<b>Sponsoring NFCC Committee</b>	NFCC Protection and Business Safety Committee		
<b>Date of approval</b>	[for office use]	<b>Date of Issue</b>	[for office use]
<b>Reference Number</b>	[for office use]	<b>Review Date</b>	[for office use]
<b>Desired Outcome</b>			
<p>A fire and rescue service that improves the safety and wellbeing of its communities <b>by reducing risks and incidents</b> in the built environment. It does this <b>through educating those responsible for keeping buildings safe to adopt safer behaviours and delivering proportionate and robust fire protection activities</b>, complying with its statutory responsibilities.</p> <p>One <b>with a competent fire protection workforce</b> which are targeted in line with its community risk management plan, utilising data and business intelligence to optimise resources. It proactively plans, responds and adapts to the diverse and changing needs of its community, <b>ensuring its services are equally available to all</b>.</p> <p>A service with a learning and sharing culture, working collaboratively with others where appropriate, <b>seeking to improve and innovate fire protection activities. One that contributes to a more consistent national approach to reducing risk and keeping communities safe.</b></p>			
<b>To achieve this Fire Standard</b>			
<p>To achieve this Fire Standard, a fire and rescue service must:</p> <p><b>Identifying risk and gathering evidence</b></p> <ol style="list-style-type: none"> <li>1. Identify and understand its risk profile related to the built environment in the area of its responsibility and <b>recognise the diversity of its business community</b> through its community risk management planning;</li> <li>2. <b>carry out appropriate Equality Impact Assessments with those responsible for keeping buildings safe, to assist them in understanding how best to support vulnerable occupants, striving to ensure equality of fire safety provision;</b></li> <li>3. gather and maintain an <b>accurate</b> risk profile and supporting building information, in a manner that is compliant with legislation;</li> <li>4. enable its fire protection, operational response, <b>control room</b>, fire investigation and other employees to access building information when required, allowing them to be informed, stay safe and effectively carry out their duties;</li> </ol>			

5. ensure there is a mechanism for employees to feedback any new or emerging information or risks about buildings as a result of them carrying out their duties, to enable it to maintain an accurate risk profile;

#### **Decision making, planning and deployment of resources**

6. plan **and deliver** effective and robust fire protection activities to mitigate and reduce the risks identified through its community risk management planning **in compliance with the Regulator's Code and the principles of Better Regulation**;
7. maintain an ability to deliver statutory fire protection activities at all times;
8. plan **and deliver** engagement with those who are responsible for keeping buildings safe to provide advice **and education** in a constructive and helpful way on matters relating to fire safety legislation, including:
  - a. working to reduce the number of Unwanted Fire Signals (UwFS) that are generated from premises protected by automatic fire detection and fire alarm systems; and
  - b. **actively promoting** and supporting Primary Authority Partnership schemes in compliance with relevant Primary Authority legislation, where appropriate.
9. conduct **timely and appropriate** consultations relating to proposed and actual building construction and other fire safety work;
10. collaborate with fire and rescue services and other partners to deliver fire protection and enforcement activities in the most efficient and effective way possible;

#### **Training, competence and capacity**

11. maintain a competent fire protection workforce by adopting the Competency Framework for Fire Safety Regulators (the framework) by:
  - a. embedding it into local policies, procedures, tailored guidance, and training materials;
  - b. ensuring those who perform fire protection activities are properly trained; and
  - c. recording and monitoring competence.
12. have in place necessary succession planning **and processes** to maintain a sustainable competent fire protection workforce;
13. provide support to operational response employees **and any other employees undertaking protection activities** to build knowledge and understanding.

#### **Evaluation and improvement**

14. demonstrate how it monitors and evaluates the effectiveness, efficiency and impact of its protection activities; and
15. generate a culture which embraces **national and** organisational learning allowing it to identify and capture feedback from a range of sources; evaluate, share and act upon it to drive innovation and continuous improvement and enhance future performance.

#### **Fire Investigation**

A specific Fire Investigation Fire Standard is under development which will provide more detail. However, where Fire Investigation is managed within its fire protection function, a fire and rescue service must:

- investigate, **report on and learn from** the cause **and behaviour** of fires, working with others when appropriate.

To support this Fire Standard, a fire and rescue service should:

- Maximise opportunities gained from supporting the** National Fire Chiefs Council (NFCC) network by **sharing learning and experiences, collaborating with others and contributing to** the continual improvement of fire protection activities;
- Contribute and support national campaigns and initiatives, where appropriate and where resources are available.**

#### Expected benefits of achieving the Fire Standard

#### Legal Requirements or mandatory duties

- [Regulatory Reform \(Fire Safety\) Order](#)
- [Environment and Safety Information Act](#)
- [The Petroleum \(Consolidation\) Regulations](#)
- [The Explosives Regulations](#)
- [Fire and Rescue National Framework for England](#)
- [Building Safety Bill](#)
- [Construction \(Design and Management\) Regulations](#)
- [Fire Safety and Safety of Places of Sport Act](#)
- [Police and Criminal Evidence Act](#)
- [Regulators Code](#)
- [Criminal Procedures and Investigations Act \(CPIA\)](#)
- [Regulatory Enforcement and Sanctions Act](#)

#### Linked qualifications, accreditations, or Fire Standards

- [Code of Ethics Fire Standard](#)
- [Community Risk Management Planning Fire Standard](#)
- Apprenticeships:
  - [Fire Safety Advisor](#)
  - [Fire Safety Inspector](#)
  - [Fire Safety Engineer](#) (date of publication tbc)
- Fire Investigation Fire Standard (development underway and publication due in Spring 2022)
- Prevention Fire Standard

#### **For all buildings regulated under the Regulatory Reform (Fire Safety) Order 2005:**

- Non-Fire Safety Specialist personnel – appropriate fire safety training
- Fire Safety Advisor – Level 3 Certificate in Fire Safety
- Fire Safety Inspector – Level 4 Diploma in Fire Safety
- Fire Safety Competent Manager – Level 4 Diploma in Fire Safety

10. Fire Engineering Design Technician – Level 5 Diploma in Fire Safety Engineering Design
11. Fire Safety Engineer – Level 6 Degree in Fire Safety Engineering and/or MSc/MEng in Fire Safety Engineering
12. Senior Fire Safety Engineer – Level 7 MSc/MEng in Fire Safety Engineering (or equivalent) and Chartered Engineer with the Engineering Council.

**For Higher Risk Premises:**

13. Fire Safety Inspector – Level 4 Diploma in Fire Safety and relevant registration with a professional body
14. Fire Safety Competent Manager - Level 4 Diploma in Fire Safety and relevant registration with a professional body
15. Fire Engineering Design Technician – Level 5 Diploma in Fire Engineering Design and registration as an Engineering Technician with the Engineering Council.
16. Fire Safety Engineer - Level 6 Degree in Fire Engineering and/or MSc/MEng in Fire Engineering and actively working towards Incorporated or Chartered Engineer with the Engineering Council.
17. Senior Fire Safety Engineer – Level 7 MSc/MEng in Fire Safety Engineering (or equivalent) and Chartered Engineer with the Engineering Council.

**Guidance and supporting information**

1. Competency Framework for Fire Safety Regulators
2. Work Related Death Protocol (WRDP)
3. Fire and Rescue National Framework for England
4. Code of Practice (Fire Investigation)