BOARD PAPER

Item Number	**4**
Title of Paper	**Paper 1 - Activity Framework and Delivery Timetable**
Decision or Information	For decision
Date of Meeting	5 November 2019
Presented by	CPO – Joy Flanagan and Susan Ellison-Bunce
Attachments	Appendix A – Activity framework Appendix B – Draft phased work programme

Summary

This paper provides the Board with an update on the development of the draft activity framework for Fire Standards, identified work in progress for Fire Standards development and some considerations of the priorities for Fire Standards development. There will be a presentation and explanation of the activity framework at the Board.

Recommendations

The Board is asked to:

- Review and then discuss both the activity framework and the draft phased work programme
- Consider the priorities which may influence the work programme

Decisions Required

The Board is asked to review the paper and appendices, if content, to agree for the CPO:

- to finalise the activity framework through further stakeholder engagement
- to complete the work programme for the Board to review at its next meeting
- to consider and confirm the Board's priorities to inform the CPO's work

Background Information

Activity Framework

The aspiration for the activity framework is to allow the Board and stakeholders to visualise the proposed scope of Fire Standards and guidance to be produced by showing the range of activities undertaken by fire and rescue services, irrespective of their governance arrangements, size, location or community demographics.

A first draft of the activity framework was shared with Board at the last meeting. Since then the CPO have engaged with a number of stakeholders, but primarily with fire and rescue services, and have collated feedback.

This feedback has been considered which has led to the evolution of the current version of the framework which can be found in **Appendix A**.

Whilst the activity framework is presented in document format, it is envisaged the framework, once agreed, will be an integral part of the website. It will also act as a road map for all audiences to comprehend the status of Fire Standards being developed and those which are approved.

The framework is designed to be read from left to right with more strategic activities on the left moving across to service delivery on the right. The intention is that any proposal presented for consideration as a Standard could be aligned to an activity on the framework.

There are some principles that the CPO has followed in developing the framework:

- For it to provide a complete road map so we can see where we are going and what it will look like when we have finished
- For it to help to categorise guidance effectively (operational and non-operational), ensuring that any potential duplication is identified and rectified at the earliest opportunity
- For it to allow interdependencies or links to be more easily mapped as Fire Standards are developed
- For it to be easy to navigate for all audiences

Whilst the CPO has done as much as it can to ensure the framework is comprehensive, based on experience of the National Operational Guidance Programme, the activity framework will evolve and develop in a controlled manner. This is expected to be iterative as work progresses on Fire Standards development.

It is important to recognise that not all areas may warrant a specific, stand-alone Standard. Also, in some areas there may multiple levels or tiers of Standard as indicated with the different colours on the framework.

Phased Work Programme

As previously discussed, it is envisaged the Fire Standards will be underpinned by guidance, supporting information and implementation tools. These will be produced in conjunction with subject matter experts drawn from the services through the NFCC improvement programmes and the network of NFCC national practitioner groups, as well as from other stakeholders and external consultancy, where appropriate.

In developing the framework, the CPO has been identifying and verifying the areas where previously developed guidance already exists or where work is in progress to develop new guidance. Where this is the case the activity is marked with an asterisk.

Not all current or planned work has been identified as yet but the CPO is continuing to clarify this through engagement with the broad range of NFCC committees and groups.

From the information gathered so far, the CPO has started to collate the foundation of a phased work programme which can be found in Appendix B.

Matching both Board priorities alongside areas where guidance already exists or is in progress will allow the CPO to confirm timings around the phased work programme at the next Board.

The Board is asked to review and then discuss both the activity framework and the draft phased work programme.

Prioritisation

A range of considerations which may influence priorities have been shared with the Board at previous meetings. This has included the results of the original Professional Standards Body project's (PSB project) research along with the themes emerging from the first tranche of HMICFRS' inspection findings.

The Board is reminded to consider the HMICFRS' recommendation published in the *Summary of Findings from Tranche 2* report which includes reference to the Fire Standards Board on page 9.

Below is a reminder of the considerations shared previously. It should be noted that the themes from the HMICFRS may be influenced by the release of the HMICFRS' third tranche inspection report and the State of Fire report which are both expected in December 2019.

Proposed Priorities for Professional Standards from the PSB Project

Based on the results of a survey into the standards in use by fire and rescue services currently, the PSB Project team proposed broad areas of priority. These included:

- Strategic deployment of fire and rescue service resources based on risk
- Prevention of fires and other emergencies
- Protection of people and property from fires and other emergencies
- Response to fire and other emergencies
- Business continuity and resilience to fires and other emergencies
- Workforce development within fire and rescue services

They also considered the levels at which standards might apply:

- **Organisational**
  Expectations that require contributions from different parts of the organisation
- **Functional**
  Expectations of particular functions or specialisms within each organisation
- **Individual**
  Expectations of individuals carrying out specific roles

HMICFRS' Findings

On behalf of the NFCC, the CPO undertook an analysis of the currently published HMICFRS' inspection findings from tranches one and two. The chart below shows the number of areas of

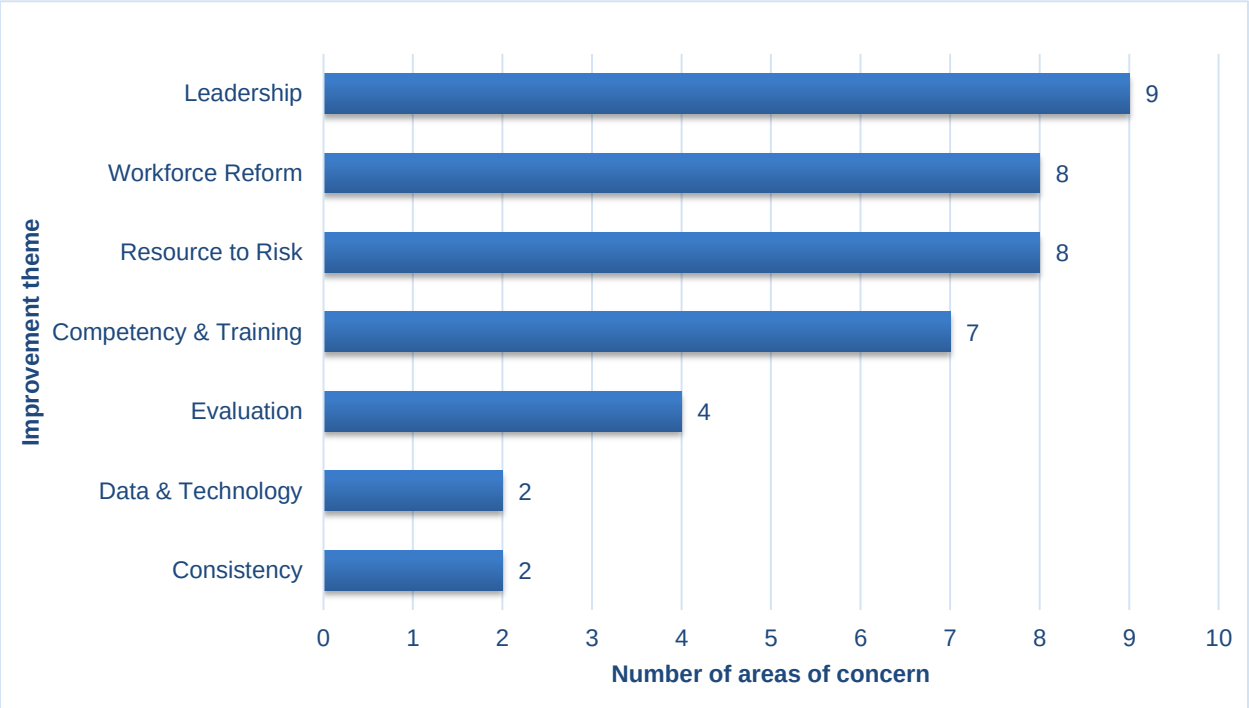

Figure 1 - Source - NFCC Strategic Improvement Model Analysis

concern grouped by improvement theme.

It is apparent that some areas of concern included in this analysis would be more appropriately addressed at a local level, but there are a number of areas where a national approach would be beneficial.

In these areas it is envisaged that the development of Fire Standards underpinned by guidance and supporting information would bring about a more consistent approach to service delivery resulting in more efficient and effective fire and rescue services.

As previously discussed with the Board, the NFCC has a national portfolio of improvement programmes underway, much of which is directly linked to addressing many of the areas highlighted by HMICFRS.

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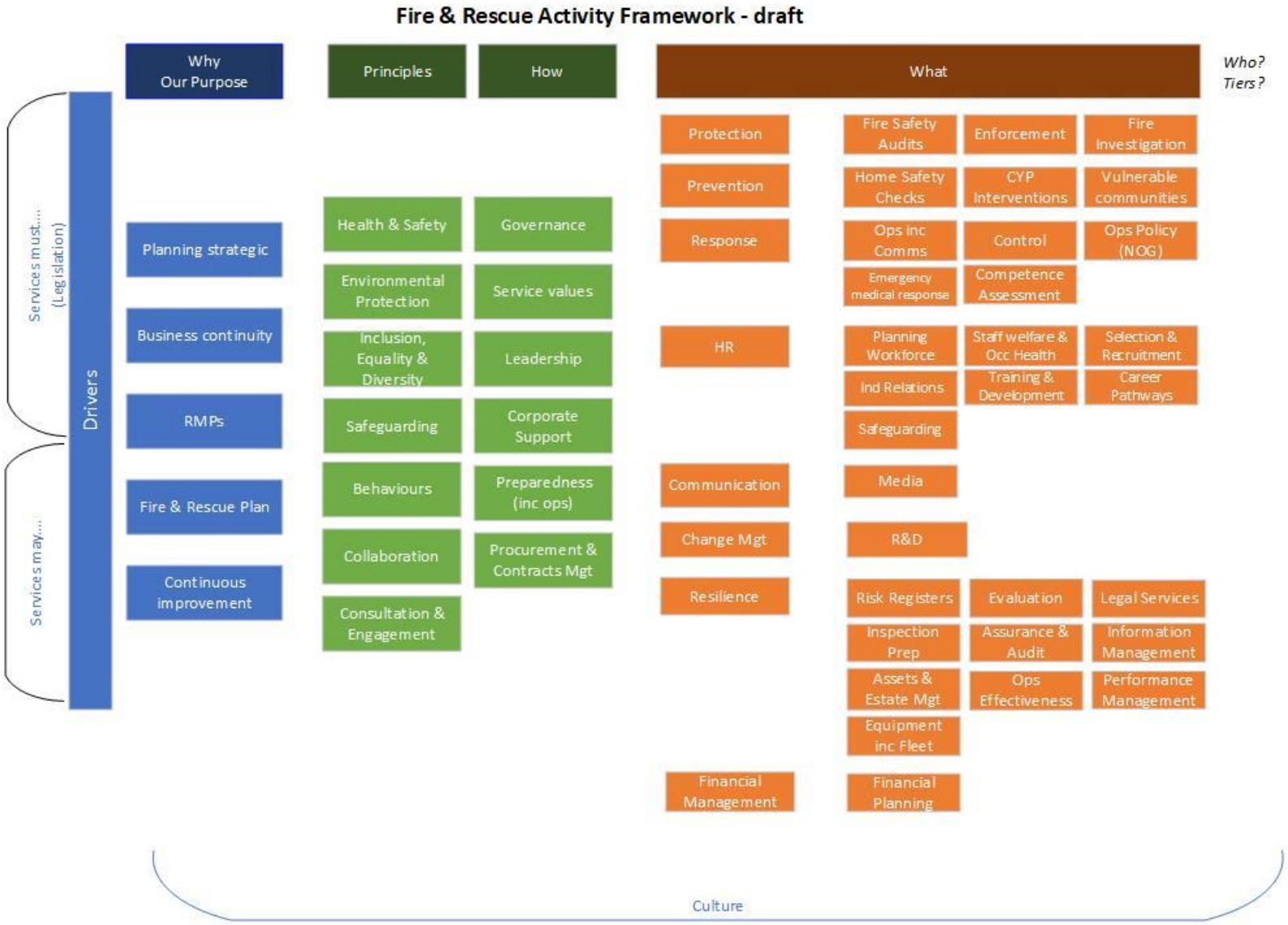
Appendix A – Draft Activity Framework

(Please note this will be formerly presented at the meeting)

Activity Framework first draft - for info only



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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

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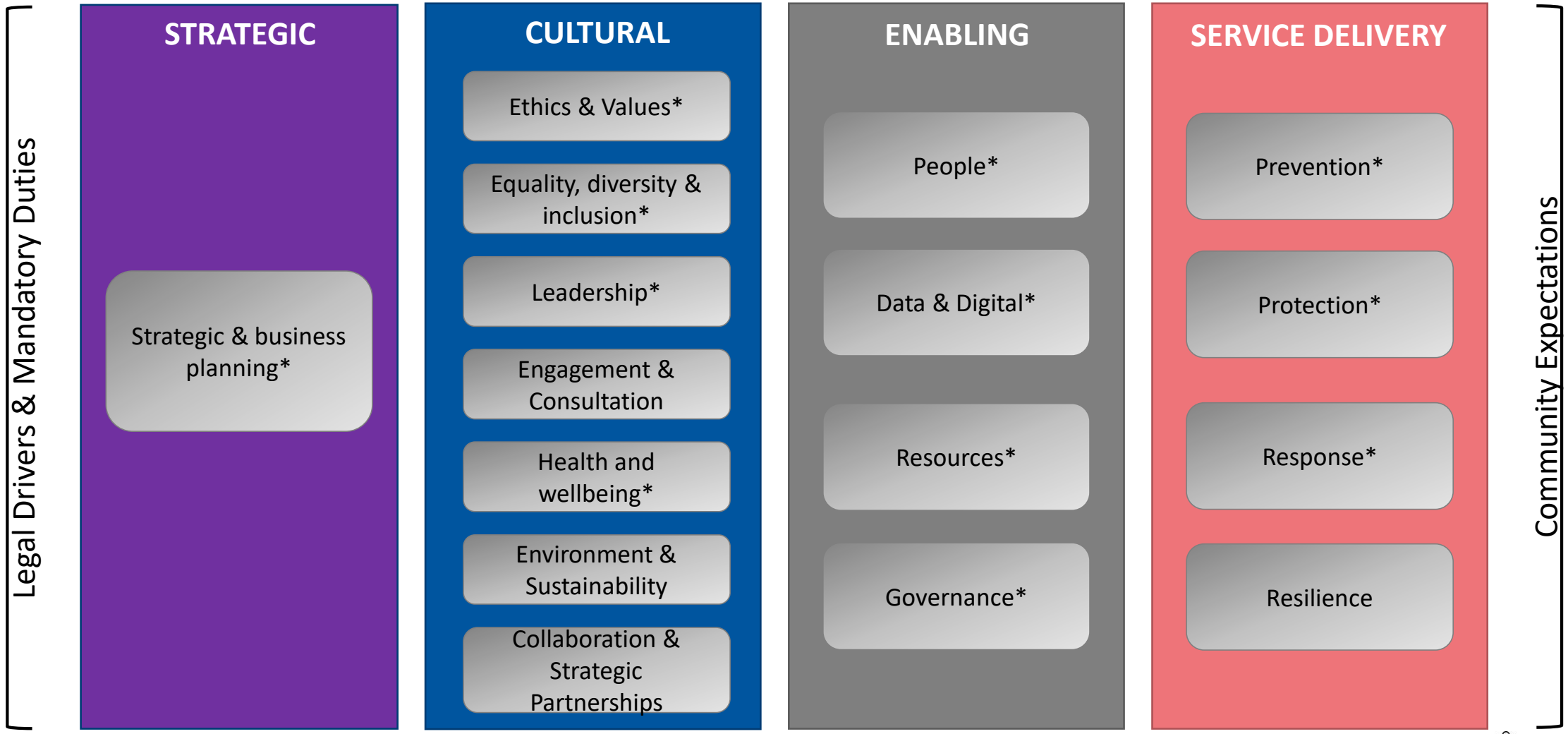
FRS Activity Framework v0.2



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Strategic Activities

STRATEGIC

Strategic & business planning*

STRATEGIC

Corporate planning

Risk management planning

Workforce planning

Business continuity planning

STRATEGIC

Financial

Corporate Risk

Organisational performance management

Change management

Organisational learning

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Strategic Activities

STRATEGIC

Strategic & business planning*

STRATEGIC

Corporate planning

Risk management planning

Workforce planning

Business continuity planning

STRATEGIC

Financial

Corporate Risk

Organisational performance management

Change management

Organisational learning

STRATEGIC

Risk management process (PPRR)

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Strategic Activities

STRATEGIC

Strategic & business planning*

STRATEGIC

Corporate planning

Risk management planning

Workforce planning

Business continuity planning

STRATEGIC

Financial

Corporate Risk

Organisational performance management

Change management

Organisational learning

STRATEGIC

Risk management process (PPRR)

STRATEGIC

Operational personnel

Non-operational personnel

On-Call personnel

Volunteers

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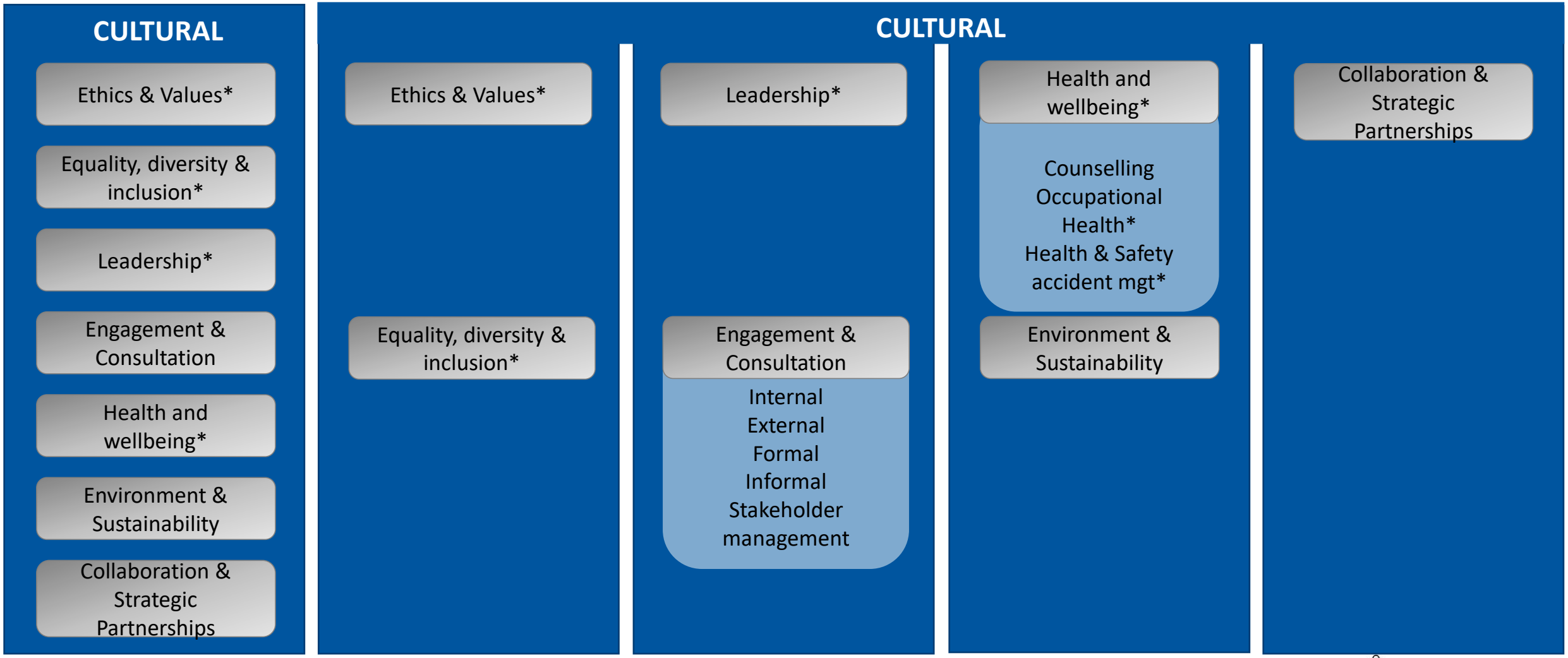
Cultural activities



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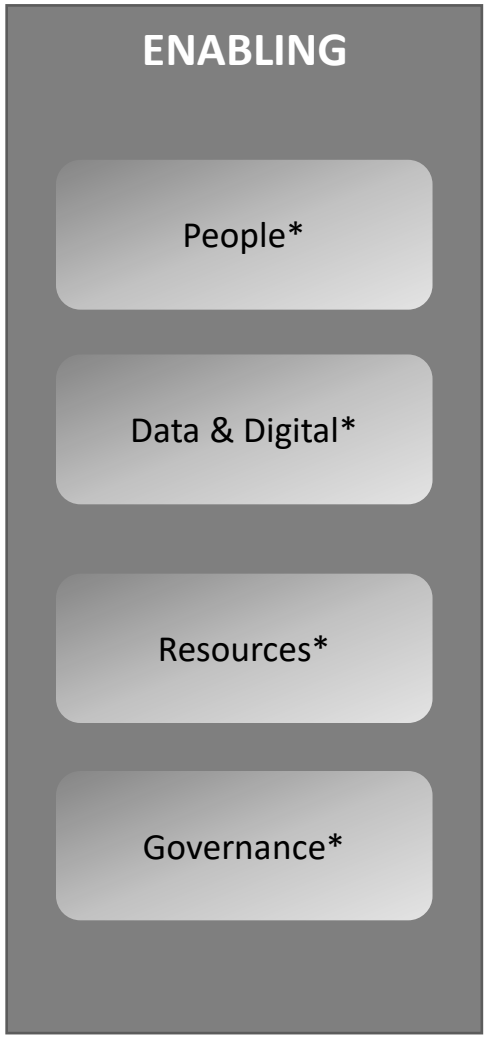
Enabling activities - People



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Enabling activities - People

ENABLING

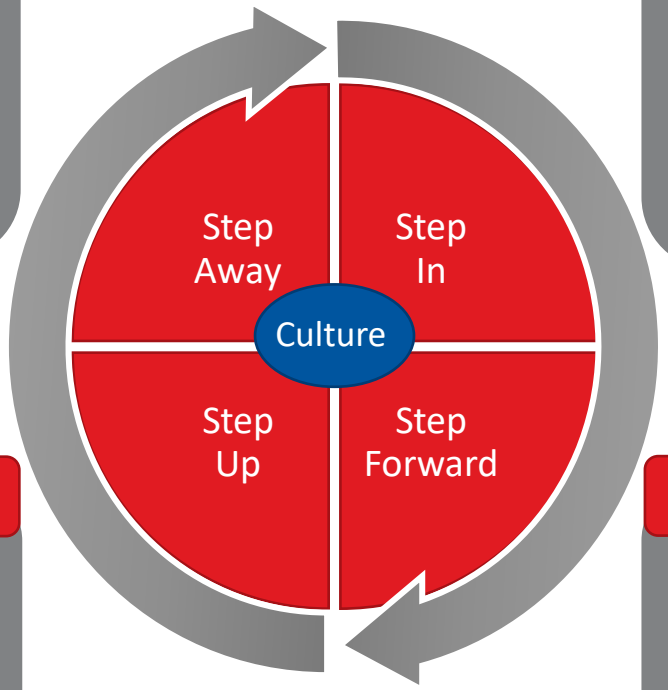
- People*
- Data & Digital*
- Resources*
- Governance*

Step Away

- Leave arrangements
- Retirement support
- Secondment / career breaks

Step In

- Recruitment & selection*
- Induction & support
- Competencies inc fitness*
- Skills acquisition & maintenance
- Contracts, pensions & pay
- Employee & industrial relations



Step Up

- Management & leadership development*
- Talent management

Step Forward

- Learning & development (inc apprenticeships*)
- Career pathways*
- Succession planning
- Individual Performance Management

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Enabling activities - People

ENABLING

- People*
- Data & Digital*
- Resources*
- Governance*

Step Away

Leave arrangements

Retirement support

Secondment / career breaks

Step In

Recruitment & selection*

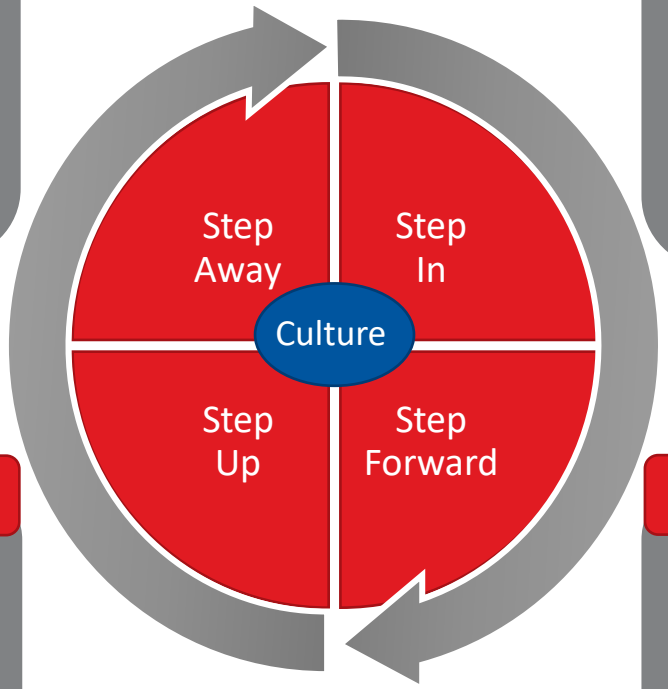
Induction & support

Competencies inc fitness*

Skills acquisition & maintenance

Contracts, pensions & pay

Employee & industrial relations



Step Up

Management & leadership development*

Talent management

Step Forward

Learning & development (inc apprenticeships*)

Career pathways*

Succession planning

Individual Performance Management

Individual Performance Management

Disciplines & grievances

Appraisals

Technical Assessments

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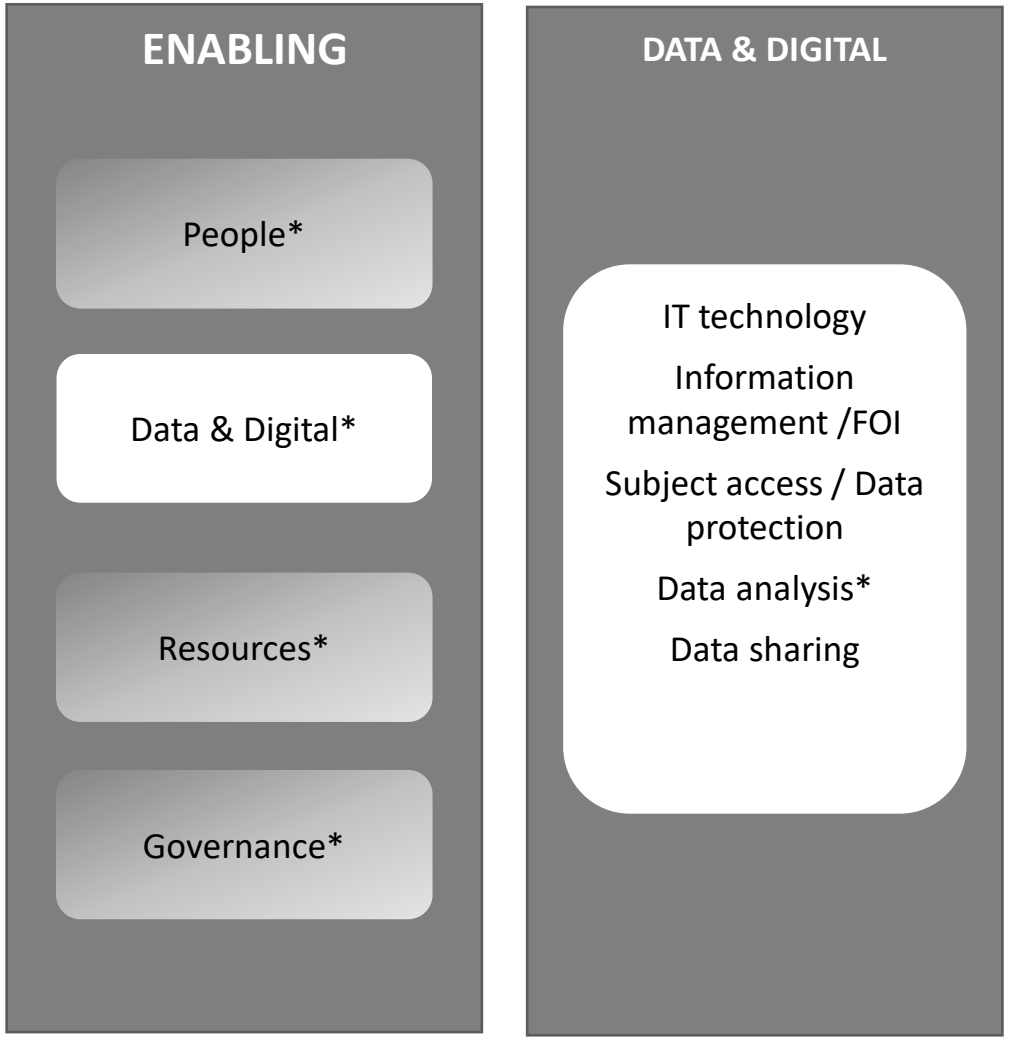
Enabling activities - other



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Enabling activities - other

ENABLING

- People*
- Data & Digital*
- Resources*
- Governance*

DATA & DIGITAL

- IT technology
- Information management /FOI
- Subject access / Data protection
- Data analysis*
- Data sharing

RESOURCES

- Finance
- Procurement*
- Contract management
- Commercial activities*
- Fleet management
- Estates and asset management
- Communication*

Enabling activities - other

ENABLING

- People*
- Data & Digital*
- Resources*
- Governance*

DATA & DIGITAL

- IT technology
- Information management /FOI
- Subject access / Data protection
- Data analysis*
- Data sharing

RESOURCES

- Finance
- Procurement*
- Contract management
- Commercial activities*
- Fleet management
- Estates and asset management
- Communication*

GOVERNANCE

- External audit
- Internal audit
- Evaluation*
- Operational assurance
- Protective security

Service delivery

SERVICE DELIVERY

- Prevention*
- Protection*
- Response*
- Resilience*

PREVENTION

- Home safety checks*
- Youth work*
- Fire setters / arson*
- Road safety*
- Safeguarding*

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Service delivery

SERVICE DELIVERY

- Prevention*
- Protection*
- Response*
- Resilience*

PREVENTION

Home safety checks*
Youth work*
Fire setters / arson*
Road safety*
Safeguarding*

PROTECTION

Fire engineering*
Enforcement*
Building regulations & planning consultations

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Service delivery

SERVICE DELIVERY

- Prevention*
- Protection*
- Response*
- Resilience*

PREVENTION

Home safety checks*
Youth work*
Fire setters / arson*
Road safety*
Safeguarding*

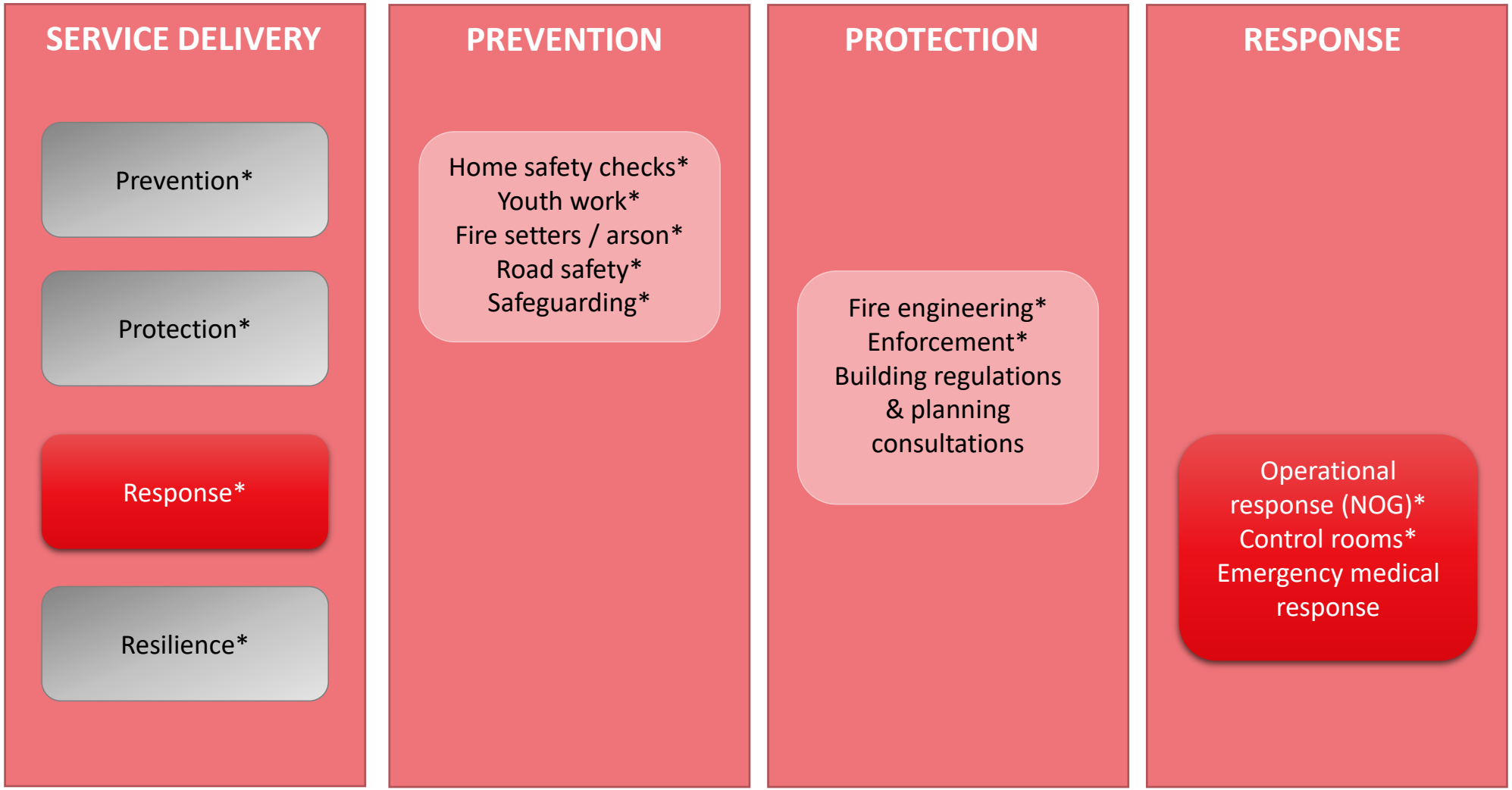
PROTECTION

Fire engineering*
Enforcement*
Building regulations & planning consultations

Enforcement

Primary Authority Schemes
Fire Investigation*
Fire Safety Audits*

Service delivery



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Service delivery

SERVICE DELIVERY

- Prevention*
- Protection*
- Response*
- Resilience*

PREVENTION

Home safety checks*
Youth work*
Fire setters / arson*
Road safety*
Safeguarding*

PROTECTION

Fire engineering*
Enforcement*
Building regulations & planning consultations

RESPONSE

Operational response (NOG)*
Control rooms*
Emergency medical response

Operational response

Emergency response driving*
Incident Command*
Pre-hospital casualty care*
Vehicle Extrication*
Operational learning*

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Service delivery

SERVICE DELIVERY	PREVENTION	PROTECTION	RESPONSE	RESILIENCE
Prevention*	Home safety checks* Youth work* Fire setters / arson* Road safety* Safeguarding*	Fire engineering* Enforcement* Building regulations & planning consultations	Operational response (NOG)* Control rooms* Emergency medical response	Business continuity Local Resilience Forums* Interoperability / Intraoperability*
Protection*				
Response*				
Resilience*				

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APPENDIX B - DRAFT PHASED WORK PROGRAMME

The table below provides the Board with an early indication of areas of standards development work spread over three phases. These phases are not timed at this stage.

This is not a complete picture and further work is required to confirm and fully populate a timed work programme based on the activity framework. This will be facilitated by gaining confirmation across all activities in the framework to establish whether:

- Information exists already but may need review
- Work is underway but end dates and outputs need to be confirmed
- Work is planned but is yet to be fully scoped

Phase 1	Phase 2	Phase 3
Emergency response driving	Strategic & business planning	Financial (planning)
Operational response (NOG)	Corporate planning	Corporate risk (planning)
Workforce / People phase 1	Organisational learning	Organisational performance management
Communication	Community risk phase 2	Change management
Commercial activities	On-Call employees	Community Risk phase 3
Community risk phase 1	Ethics & values	Workforce / People phase 2
Home safety checks	Equality, diversity & inclusion	Workforce planning
Firesetters / Arson interventions	Leadership	Operational assurance
Road safety interventions	Health and wellbeing	Volunteers
Fire engineering	Workforce / People phase 2	
Fire safety audits	Data & digital	
Occupational Health	Data analysis	
Health & safety accident management	Procurement	
Incident command	Evaluation	
Pre-hospital casualty care	Safeguarding	
Operational learning	Vehicle extrication	
Local Resilience	Control Rooms	
	Interoperability	

Key – theme of work

Strategic		Cultural		Enabling		Service Delivery	