

<b>Item Number</b>	<b>Item 4 – Paper 2</b>
<b>Title of Paper</b>	<b>Fire Standards Delivery Plan Update</b>
<b>Decision or Information</b>	For decision
<b>Date of Meeting</b>	9 December 2020
<b>Presented by</b>	CPO
<b>Attachments</b>	Appendix A and B – Revised Commissioning Briefs – Leadership Appendix C - Phase Two Delivery Plan Proposals

## Summary

This paper provides the Board with an update on progress that has been made in developing the Fire Standards included as part of phase one.

The following persons have been invited to attend at the times indicated below to discuss progress with the following Fire Standards:

- **12.00 – 12.30pm - Code of Ethics**  
Becci Bryant, NFCC Lead for Leadership and Gill Gittins, LGA Lead for Workforce
- **12.30 – 1.00pm - Community Risk Management Planning**  
Nikki Richards, NFCC Lead for Community Risk

This paper also provides the Board with proposals as to what Fire Standards may be included in the phase two delivery plan.

## Recommendations and decisions required

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

- Review the progress made against the phase one delivery plan;
- Note the developments made on the Leadership Fire Standards, agree the approach to the two overarching Leadership Fire Standards (Appendix A and B) and approve the revised timeline for the well-led organisation Fire Standard; and
- Discuss and agree the proposals for the Fire Standards to be included in the phase two delivery plan (Appendix C).

## Fire Standards Development – Progress Report

The table at the end of this paper summarises the progress which has been made against each Fire Standard included in phase one which include:

- Four Fire Standards as listed below are being presented to this Board meeting for sign-off. These will then be subject to quality assurance before expected publication in February 2021; (*see Item 5 – Paper 3 – Fire Standards sign off*):
  - Emergency Response Driver Training
  - Operational Response
    - Operational Competence
    - Operational Preparedness
    - Operational Learning
- The **Code of Ethics Fire Standard** may be subject to delay due to the comments received to the separate consultation on the Core Code of Ethics.
- The **Community Risk Management Planning Fire Standard** is on track to be published by March 2021. The four-week consultation closed on 7 December. Analysis will be completed during December and a consultation report and recommendations for any revisions to the Fire Standard will be shared by email with the Board with the aim of this Standard being signed off (subject to the impact of the Xmas leave period) on or before early January 2021.
- A working group has been established to support the development of the first **Fire Protection Fire Standard** and to establish the scope of other Protection Fire Standards. A draft Fire Standard has been produced and it is currently being prepared for peer review which will start in December 2020 and continue into January 2021.
- A working group has been established to support the development of the first **Prevention Fire Standard** and to establish the scope of further Prevention Fire Standards. A draft Fire Standard is in development and is being prepared for peer review which will start in December 2020 and continue into January 2021.
- The **Data Requirements and Management Fire Standard** will now be in phase two and is expected to be published in July 2021.

## General Progress

### Operational Response Fire Standards – Implementation support

Work to develop the online implementation support guide for National Operational Guidance is in progress. Workshops with volunteer services have taken place to collate potential content for the support guide. The workshops also acted as a networking forum to kick start establishing links with implementation teams within those services that are further ahead with implementation than others.

The intention is to launch the online support guide alongside the Operational Response Fire Standards in February 2021.

### **Communications and Engagement**

Communications planning for the launch of the first published Fire Standards in progress.

### **Quality Assurance**

The Quality Assurance process has been defined (*see Item 3 – Paper 1 – General Progress*) and will be tested during January 2021 on the Fire Standards the Board has signed off.

### **Leadership Fire Standards**

Following the discussion at the last two Board meetings and the subsequent meeting between the Chairs and the NFCC Lead officer (Becci Bryant), Commissioning Briefs for the two overarching **Leadership Fire Standards** setting out the Board's expectations have been developed and shared with the NFCC. Copies are attached to this paper in Appendix A and B for information.

Work on the scoping and drafting of the Leadership Fire Standard which defines what a well-led organisation looks like has commenced. The NFCC CPO will be coordinating this work.

It is proposed that drafting, stakeholder engagement and peer review work on this particular Fire Standard will take place during December and January. This will be followed by a full consultation starting in February 2021. Subject to consultation responses, it is envisaged that this Fire Standard will be presented to the Board for sign off in April with a revised target publication date of May.

Two originally proposed Fire Standards under the People / Leadership area - Selection and Recruitment, including fitness standards and Promotion and Succession Planning - are being considered as part of a second Leadership Fire Standard – **Developing Leaders**. This work will be led by the NFCC Leadership Project under the NFCC People Programme. A revised timeline for this Fire Standard will need to be agreed once scoping work by the project team is further progressed.

The Leadership Project will also establish the scope of any further workforce / people related Fire Standards that will be needed to link two the overarching Leadership Fire Standards mentioned above.

The Board is asked to consider the developments made on the Leadership Fire Standards, agree the approach to the two overarching Leadership Fire Standards and approve the revised timeline for the well-led organisation Fire Standard.

## Phase One Delivery Plan Progress

**Key:**

	Work not started		Potential slippage on publication date or issue through development phase identified but is being managed
	On track for target publication date		Issue requires Board intervention

Activity Area for Fire Standard	Stage 1 (Scoping)	Stage 2 (Development to post-consultation draft)	Stage 3 (Final governance sign off, approval)	Expected publication date (Post QA)	Summary of progress to date	Next steps
Pilot Fire Standard – Emergency Response Driving	Complete	Complete	Dec 2020	Feb 2021	<ul style="list-style-type: none"> <li>The FSB Chairs and NFCC Lead Officer met to discuss the response from the Department of Transport</li> <li>Agreement reached to accept the DfT's position and to progress the Fire Standard and underpinning training and competency framework for approval as-is</li> <li>NFCC Lead to communicate position to all Chiefs</li> <li>Draft Fire Standard is presented to Board for sign-off for quality assurance (stage 2 governance complete)</li> </ul>	<ul style="list-style-type: none"> <li>Stage 3 governance initiated - Quality Assurance due to commence Jan 2021 with report due Feb 2021</li> <li>Final approval by the Board and publication due Feb 2021</li> </ul>
Operational preparedness	Complete	Complete	Dec 2020	Feb 2021	<ul style="list-style-type: none"> <li>Development of implementation guide in progress</li> </ul>	<ul style="list-style-type: none"> <li>Stage 3 governance initiated</li> <li>Completion of the implementation guide</li> <li>Quality Assurance due to commence Jan 2021 with report due Feb 2021</li> </ul>
Operational competence	Complete	Complete	Dec 2020	Feb 2021		

Activity Area for Fire Standard	Stage 1 (Scoping)	Stage 2 (Development to post-consultation draft)	Stage 3 (Final governance sign off, approval)	Expected publication date (Post QA)	Summary of progress to date	Next steps
Operational learning	Complete	Complete	Dec 2020	Feb 2021	<ul style="list-style-type: none"> <li>Amended draft Fire Standards are presented to Board for sign-off for quality assurance (stage 2 governance complete)</li> </ul>	<ul style="list-style-type: none"> <li>Approval by Board and publication due Feb 2021</li> </ul>
Code of Ethics	Complete	In progress	Jan 2021	Original date - Feb 2021 Revised date – Mar 2021	<ul style="list-style-type: none"> <li>Four-week separate consultations on both draft Fire Standard and Core Code of Ethics completed November 2020</li> <li>Consultation responses being collated and analysed: <ul style="list-style-type: none"> <li>themes from the feedback on the Core Code identified and being acted on</li> <li>Early indications are only minimal changes required to the Fire Standard to include additional benefits to be added</li> </ul> </li> <li>Lead officers invited to attend Board for discussion on findings and next steps</li> </ul>	<ul style="list-style-type: none"> <li>Implementation impacts collated from the consultation and accompanying communications and support being developed by the development team</li> <li>Board to consider findings of both consultations and any impact on the Fire Standard as drafted</li> <li>Full consultation findings presented by email to Board in January 2021</li> <li>Publication date to slip by one month to March 2021 due to the Core Code requiring amendment post-consultation</li> <li>Agree next steps and timeline at December Board meeting</li> </ul>
Community Risk Management Planning	Complete	In progress	Dec 2020	Original date - Feb 2021 Revised date – Mar 2021	<ul style="list-style-type: none"> <li>Consultation on the draft Fire Standard closed on 7 December 2020</li> <li>Initial consultation response analysis to be completed by early December 2020</li> <li>Lead officers invited to attend Board for discussion on findings and next steps</li> </ul>	<ul style="list-style-type: none"> <li>Consultation responses to be collated analysed and full findings report produced January 2021</li> <li>Post-consultation draft to be re-presented to Board by email in January 2021 (subject to consultation) for sign-off</li> <li>Quality Assurance to be completed by February 2021</li> </ul>

Activity Area for Fire Standard	Stage 1 (Scoping)	Stage 2 (Development to post-consultation draft)	Stage 3 (Final governance sign off, approval)	Expected publication date (Post QA)	Summary of progress to date	Next steps
						<ul style="list-style-type: none"> <li>Original publication date February 2021, revised timeline may lead to slippage of publication date to March 2021 (subject to consultation and Quality Assurance).</li> </ul>
Leadership: well-led organisation	In progress	March 21	May 21	Original date – April 2021 Revised date – May 2021	<ul style="list-style-type: none"> <li>Revised Commissioning Brief post-Board meeting shared and discussed with NFCC Lead in October 2020</li> <li>Board confirmed requirement for two Leadership Fire Standards:               <ol style="list-style-type: none"> <li>1) Well-Led Organisation – development to be led by the NFCC CPO</li> <li>2) Developing Leaders – development to be led by the NFCC People Programme (Leadership Project) – anticipated in phase 2</li> </ol> </li> <li>Well-Led Organisation Fire Standard - scoping and drafting work has commenced with re-defined timeline due to delays in work commencing</li> </ul>	<ul style="list-style-type: none"> <li>Timelines for both Fire Standards to be defined and agreed with Board and development teams</li> <li>Drafting and peer review on 1) Well-led organisation Fire Standard to commence December 2020 into January 2021</li> <li>Target date for consultation February 2021</li> <li>Target date for publication subject to consultation and Quality Assurance is May 2021</li> </ul>
Fire Protection	Complete	In Progress	Mar 2021	May 2021	<ul style="list-style-type: none"> <li>Led by the NFCC Protection, Policy, Reform Unit (PPRU)</li> <li>Scoping meeting completed September 2020</li> <li>Workshop to establish working group of SMEs and to initiate drafting of Fire Standard completed 5 November 2020</li> <li>Further drafting work on Fire Standard in progress</li> </ul>	<ul style="list-style-type: none"> <li>Draft Fire Standard due to be completed end December 2020</li> <li>Peer review to commence December 2020 into January 2021</li> <li>Target for consultation to commence February 2021</li> </ul>

Activity Area for Fire Standard	Stage 1 (Scoping)	Stage 2 (Development to post-consultation draft)	Stage 3 (Final governance sign off, approval)	Expected publication date (Post QA)	Summary of progress to date	Next steps
Prevention interventions	In Progress	In progress	Mar 2021	May 2021	<ul style="list-style-type: none"> <li>Led by the NFCC Prevention Programme</li> <li>Scoping initiated November 2020</li> <li>Workshop to establish working group of SMEs, initiate drafting of overarching Prevention Fire Standard, identify other Prevention Fire Standards in scope and confirm timeline incorporating peer review planned for 3 December 2020</li> </ul>	<ul style="list-style-type: none"> <li>Identify any existing related work and activities that may underpin and support Prevention Fire Standards</li> <li>Peer review to commence December 2020</li> <li>Final draft of the overarching Fire Standard completed by January 2021</li> <li>Target for consultation to commence February 2021</li> </ul>
Selection and recruitment, including fitness standards	To be scoped	Not started	Not started	TBC	<ul style="list-style-type: none"> <li>To be led by the NFCC People Programme</li> <li>May be redefined as guidance once scoping on Developing Leaders is completed</li> <li>Decision on way forward expected by Dec 2020 Board meeting</li> </ul>	<ul style="list-style-type: none"> <li>Review and consider specific requirements of this Fire Standard(s) as part of scoping work on the Developing Leaders Fire Standard</li> </ul>
Promotion and succession planning	To be scoped	Not started	Not started	TBC	<ul style="list-style-type: none"> <li>To be led by the NFCC People Programme</li> <li>May be redefined as guidance once scoping on Developing Leaders is completed</li> <li>Decision on way forward expected by Dec 2020 Board meeting</li> </ul>	<ul style="list-style-type: none"> <li>Review and consider specific requirements of this Fire Standard(s) as part of scoping work on the Developing Leaders Fire Standard</li> </ul>
Fire and rescue service data requirements and management	To be scoped	Not started	Not started	Jul 2021	<ul style="list-style-type: none"> <li>To be led by the NFCC Digital and Data Programme</li> <li>Scoping to be initiated December 2020</li> </ul>	<ul style="list-style-type: none"> <li>Programme team to review and consider specific requirements of this Fire Standard</li> </ul>

## Revised Commissioning Brief #1 – Well-led and managed service

Date issued	18 November 2020
Title of Fire Standard	Leadership #1 Well-led and managed service (working title)
Business Area (Activity Framework)	Strategic Leadership, People and Workforce
NFCC Sponsoring Committee / Programme	TBC
Development work to be led by	NFCC Central Programme Office (CPO)
Proposed Consultation start date	To be confirmed
Proposed Final Approval date	May 2021

The Fire Standard Board's decision to produce Leadership Fire Standards was taken in order to achieve the following aims:

- To encapsulate what leadership of a well led and managed fire and rescue service looks like, highlighting the core responsibilities and required behaviours of leaders.
- To encapsulate what is required to develop and promote good leadership at all levels within the fire and rescue service and to highlight the core responsibilities and required behaviours of leaders.

With both aims there is a desire to bring clarity about the role of leaders both for the general public and the employees of the services as well as for all other stakeholders.

To achieve these aims the Board feels the Fire Standards for Leadership would be best expressed through two overarching, but complementary Fire Standards which have slightly different emphasis and would be developed by different teams:

1. A Fire Standard which would articulate what a **well led and managed service** looks like; and
2. A Fire Standard which would articulate what is required to **develop and promote good leadership** at all levels within the fire and rescue service.

The Board recognises that further Fire Standards relating to leading and managing services, leadership development, and workforce management may also be required. Any other Fire Standards covering these aspects may additionally underpin the two overarching Fire Standards.

The CPO will liaise with the NFCC Leadership Project team to establish what other Fire Standards may be required.

As with all Fire Standards, there will be links from the Leadership Fire Standards to the Code of Ethics Fire Standard.



## Proposed way forward

Through this Commissioning Brief, the Board seeks to explain the rationale for its proposed approach to the **well led and managed service** Fire Standard.

The CPO will plan and coordinate the development of this Fire Standard. In doing so it will recognise that input to this Fire Standard will need to be drawn from a range of NFCC Lead Officers and potentially other stakeholders as well including those from outside of the fire and rescue sector. The CPO team will liaise with the NFCC Leadership Project team to ensure alignment of the Fire Standard with any supporting products.

## Proposed Fire Standard Content

The table below details what this specific Fire Standard should include:

A Fire Standard which would articulate what a well led and managed service looks like	
It is envisaged this Fire Standard will include:	
Leadership responsibilities for Strategic and Business and Budgetary Planning including: <ul style="list-style-type: none"><li>• Corporate planning<ul style="list-style-type: none"><li>– Financial management</li><li>– Commercial activities and procurement</li><li>– Corporate risk</li><li>– Organisational performance management</li><li>– Change Management</li><li>– Organisational Learning</li></ul></li><li>• Risk management planning</li><li>• Business continuity planning</li><li>• Workforce planning</li></ul>	
Improvements expected in these areas through this Fire Standard (drawn from the NFCC SIM):	
<ul style="list-style-type: none"><li>• Managing People</li><li>• Consistency</li><li>• Resource to Risk</li><li>• Data and technology</li><li>• Governance</li></ul>	<ul style="list-style-type: none"><li>• Financial planning</li><li>• Evaluation</li><li>• Ethics, behaviours and values</li><li>• Creating efficiencies</li></ul>

## Roles and Responsibilities

Fire Standards are the responsibility of the Fire Standards Board which commissions work to develop Fire Standards through the CPO.

A comprehensive and auditable development process for Fire Standards has been agreed, and all those involved in development work are asked to follow this process to ensure the end-product meets the required Quality Assurance standards.

The CPO acts as facilitator between the Board and those involved in development and can provide advice on, and assistance during, the development process.

The tables below are intended to provide clarity and set expectations about the roles and responsibilities of each team's involvement in the Fire Standard development. It outlines each role at every stage of the process.

### Key:

	Role	Definition
A	Accountable	Owner of the Fire Standards, commissions those responsible for the development work and retain overall accountability
R	Responsible	Responsible for coordinating and/or completing actions relating to the Fire Standards development work
C	Consulted	Is consulted as part of the Fire Standard development process and may provide input into it
I	Informed	Is notified/informed about progress with Fire Standards development

Stages of Development Process							End Users	
	Fire Standards Board	Fire Standards Team (CPO)	Development Team	Implementation Support Team	Assurance Team		Fire & Rescue Services	*Relevant Practitioner Groups
Commission Work	A / R	I	C	I	I			
Research, Development & Draft	A	R	R	C			C	C
Peer review	C	C	A / R	C			C	C
Peer review sign-off	I	I	A / R	I				
Consultation	A	R	C	C			C	C
Post-consultation draft sign-off	A/R	R	C	I				
Quality Assurance	I	A	C	I	R			
Approval (Final)	A / R			I			I	I
Publish and Maintain	A	R	I	I			I	I
Implementation Support	I	C	C	A / R	I		C	C
Benefits Realisation Monitoring	I	A	C	R			C	C
Benefits Realisation	I	I		C			A / R	

\*As appropriate

**The Board asks that all those involved with this Fire Standard's development to please note the following:**

- It is assumed any linked Fire Standard will relate to the people / workforce area of activity as articulated in the Fire and Rescue Service [Activity Framework](#).
- It is recognised that there may be a range of supporting products that will underpin this and other People or Workforce related Fire Standards. Some of these may either already be in place or are being developed through the NFCC Leadership Project or other NFCC Programmes. Ongoing liaison via the CPO will ensure work on people / workforce area remains aligned.
- Any guidance or supporting information should be referred to under the relevant section of the Fire Standard. As further products designed to help services achieve the overarching Fire Standard are produced, they can be easily linked to the online Fire Standard after it has been published.
- A list of what is required by services to achieve the desired outcome is required as part of the Fire Standard. Primarily this will be a list of statements that state what a service [*“must”*] do to achieve the Fire Standard. There is scope for other statements that describe activities that services either [*“should”*] or [*“may”*] do.
- The benefits of the Fire Standard need to be specifically identified.

## **Support with Developing Fire Standards**

We are creating a suite of Fire Standards that are consistent in presentation and style. As the responsibility for the Fire Standards lies with the Board, they may alter or adjust proposed wording in order to retain that consistency across the suite of Fire Standards.

It is important that those being commissioned to work on a Fire Standard refer to the guidance below to ensure that the Fire Standard is produced in line with the Board's requirements. These documents can be provided by the CPO team.

- Fire Standards Development Guide
- Fire Standards Style Guide

If you have any queries or questions, please liaise with them as you develop the Fire Standard.

[Firecpo@nationalfirechiefs.org.uk](mailto:Firecpo@nationalfirechiefs.org.uk)

## Revised Commissioning Brief #1 – Develop and promote good leadership

Date issued	18 November 2020
Title of Fire Standard	Leadership #2 Develop and promote good leadership (working title)
Business Area (Activity Framework)	Strategic Leadership, People and Workforce
NFCC Sponsoring Committee / Programme	NFCC People Programme
Development work to be led by	NFCC Leadership Project
Proposed Consultation start date	To be confirmed
Proposed Final Approval date	To be confirmed

The Fire Standard Board's decision to produce Leadership Fire Standards was taken in order to achieve the following aims:

- To encapsulate what leadership of a well led and managed fire and rescue service looks like, highlighting the core responsibilities and required behaviours of leaders.
- **To encapsulate what is required to develop and promote good leadership at all levels within the fire and rescue service and to highlight the core responsibilities and required behaviours of leaders.**

With both aims, there is a desire to bring clarity about the role of leaders both for the general public and the employees of the services as well as for all other stakeholders.

To achieve these aims, the Board feels the Fire Standards for Leadership would be best expressed through two overarching, but complementary Fire Standards which have slightly different emphasis and would be developed by different teams:

1. A Fire Standard which would articulate what a **well led and managed service** looks like; and
2. A Fire Standard which would articulate what is required to **develop and promote good leadership** at all levels within the fire and rescue service.

The Board recognises that further Fire Standards relating to leading and managing services; leadership development; and workforce management may also be required. It acknowledges the work underway within the NFCC People Programme. Any other Fire Standards covering these aspects may additionally underpin the two overarching Fire Standards.

As with all Fire Standards, there will be links from the Leadership Fire Standards to the Code of Ethics Fire Standard. The CPO will liaise with the NFCC Leadership Project team to establish what other Fire Standards may be required.

## Proposed way forward:

Through this Commissioning Brief, the Board seek to explain the rationale for its proposed approach to the **developing and promoting good leadership** Fire Standard.

The table below details what this specific Fire Standard should include:

<b>A Fire Standard which would articulate what is required to develop and promote good leadership at all levels within the fire and rescue service</b>
<b>It is envisaged this Fire Standard will include:</b>
Leadership recruitment and training, leadership behaviours and competencies and the career pathways available within the sector.
The behaviours detailed in the NFCC Leadership Framework encapsulate many of the outcomes this Fire Standard would seek to achieve. In summary they include: <ul style="list-style-type: none"><li>• Outstanding leadership</li><li>• Personal impact</li><li>• Organisational effectiveness</li><li>• Service delivery effectiveness</li></ul>
<b>Improvements expected in these areas through this Fire Standard (drawn from the NFCC SIM):</b>
<ul style="list-style-type: none"><li>• Competence</li><li>• Developing leaders</li><li>• Ethics, behaviours and values</li><li>• Creating efficiencies</li></ul>

## Roles and Responsibilities

Fire Standards are the responsibility of the Fire Standards Board which commissions work to develop Fire Standards through the CPO.

A comprehensive and auditable development process for Fire Standards has been agreed, and all those involved in development work are asked to follow this process to ensure the end-product meets the required Quality Assurance standards.

The CPO acts as facilitator between the Board and those involved in development and can provide advice on, and assistance during the development process.

The tables below are intended to provide clarity and set expectations about the roles and responsibilities of each teams' involvement in the Fire Standard development. It outlines each role at every stage of the process.

**Key:**

	Role	Definition
A	Accountable	Owner of the Fire Standards, commissions those responsible for the development work and retain overall accountability
R	Responsible	Responsible for coordinating and/or completing actions relating to the Fire Standards development work
C	Consulted	Is consulted as part of the Fire Standard development process and may provide input into it
I	Informed	Is notified/informed about progress with Fire Standards development

Stages of Development Process	End Users							
	Fire Standards Board	Fire Standards Team (CPO)	Development Team	Implementation Support Team	Assurance Team	Fire & Rescue Services	*Relevant Practitioner Groups	*Other Stakeholders
Commission Work	A / R	I	C	I	I			
Research, Development & Draft	A	R	R	C		C	C	C
Peer review	C	C	A / R	C		C	C	C
Peer review sign-off	I	I	A / R	I				
Consultation	A	R	C	C		C	C	C
Post-consultation draft sign-off	A/R	R	C	I				
Quality Assurance	I	A	C	I	R			
Approval (Final)	A / R			I		I	I	I
Publish and Maintain	A	R	I	I		I	I	I
Implementation Support	I	C	C	A / R	I	C	C	I
Benefits Realisation Monitoring	I	A	C	R		C	C	C
Benefits Realisation	I	I		C		A / R		

\*As appropriate

**The Board asks that all those involved with the development of this Fire Standard's to please note the following:**

- As part of developing this Fire Standard it is anticipated that the Leadership Project Team will liaise with the CPO to outline the scope of other potential Fire Standards that may link to the two overarching Leadership Fire Standards. This will help the Board with forward planning of Fire Standards delivery.
- It is assumed any linked Fire Standards will relate to the people / workforce area of activity as articulated in the Fire and Rescue Service [Activity Framework](#).
- It is recognised that there may be a range of supporting products that will underpin this and other People or Workforce related Fire Standards. Some of which may either already be in place or are being developed through the Leadership Project or other NFCC Programmes. Ongoing liaison via the CPO will ensure work on people / workforce area remains aligned.

- Any guidance or supporting information should be referred to under the relevant section on the Fire Standard. As further products designed to help services achieve the overarching Fire Standard are produced, they can be easily linked to the online Fire Standard after it has been published.
- A list of what is required by services to achieve the desired outcome is required as part of the Fire Standard. Primarily, this will be a list of statements that state what a service [*“must”*] do to achieve the Fire Standard. There is scope for other statements that describe activities that services either [*“should”*] or [*“may”*] do.
- The benefits of the Fire Standard need to be specifically identified.

## **Support with Developing Fire Standards**

We are creating a suite of Fire Standards that are consistent in presentation and style. As the responsibility for the Fire Standards lie with the Board, they may alter or adjust proposed wording in order to retain that consistency across the suite of Fire Standards.

It is important that those being commissioned to work on a Fire Standard refer to the guidance below to ensure that the Fire Standard is produced in line with the Board’s requirements. These documents can be provided by the CPO team.

- Fire Standards Development Guide
- Fire Standards Style Guide

The CPO team are in place to help coordinate and support Fire Standards development work. If you have any queries or questions, please liaise with them as you develop the Fire Standard.

[Firecpo@nationalfirechiefs.org.uk](mailto:Firecpo@nationalfirechiefs.org.uk)

## Phase Two Delivery Plan Proposals

The first phase of Fire Standards was agreed by the Board at the start of this financial year. The areas selected were based on categories in the Activity Framework below (framework).

The framework was designed to encompass all activities that any fire and rescue service may carry out. It acts as a “road map” for Fire Standards and guidance helping to categorise work. All activities fit within four overarching categories which are:

- Strategic
- Cultural
- Enabling
- Service Delivery

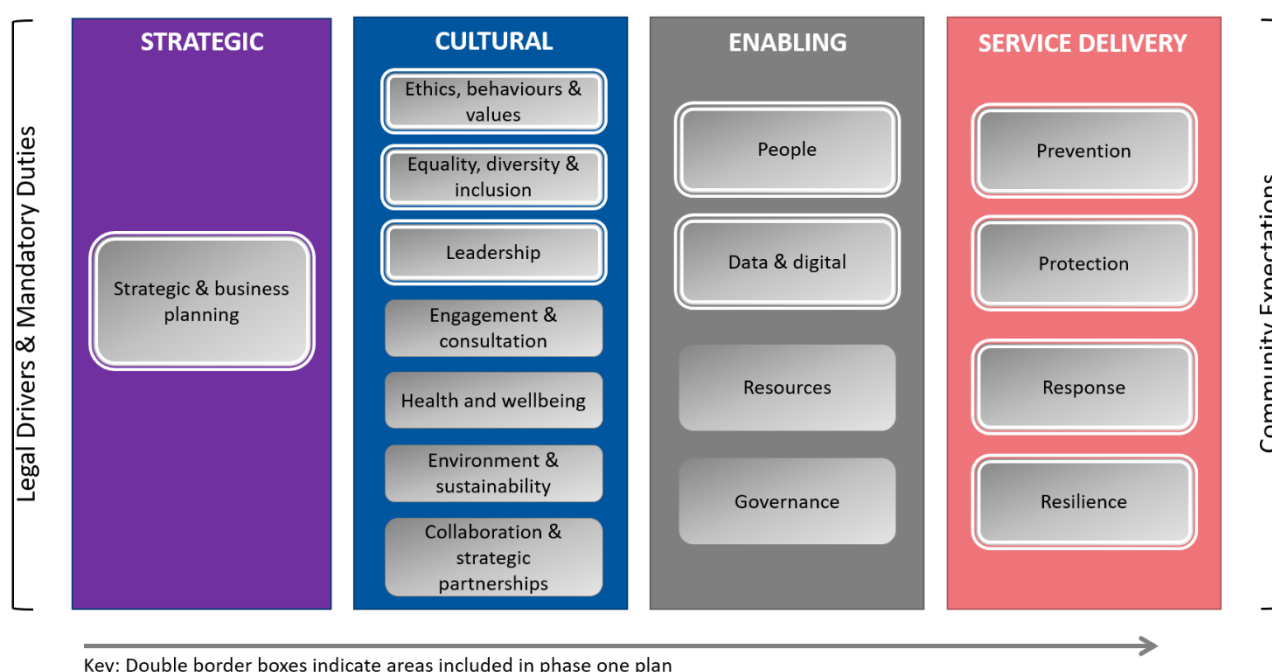


Figure 1 - Activity Framework (top level)

It was explained to the Board that as progress was made on Fire Standards and more was understood about the areas of activity, the framework could be updated.

During the development of the phase one Fire Standards, and by working with the NFCC Lead officers and subject matter expert groups, more of the areas on the framework have become more clearly defined or verified.

Consequently, it is proposed that the Board agree that the framework be updated. A version will be available on the website alongside the first Fire Standards that are due for publication in February 2021.



## Phase One Delivery Plan

The phase one delivery plan will result in the following Fire Standards:

Name of Fire Standard	Category	Improvement themes addressed and results
Emergency Response Driving (pilot)	Service Delivery – Response	<ul style="list-style-type: none"> <li>Competence -</li> <li>Sector compliance with legislation and national consistency</li> </ul>
Operational Preparedness	Service Delivery – Response	<ul style="list-style-type: none"> <li>Competence, Resource to Risk, Command and Control, Learning (organisational / de-briefing)</li> <li>National consistency in operational response</li> <li>Response to GTI Recommendations</li> </ul>
Operational Competence	Service Delivery – Response	
Operational Learning	Service Delivery – Response	
Code of Ethics	Cultural	<ul style="list-style-type: none"> <li>Ethics, values and behaviours, Managing People, Developing Leaders</li> </ul>
Leadership – (well-led service)	Cultural / People	<ul style="list-style-type: none"> <li>Ethics, values and behaviours, Financial Planning, Resource to Risk, Managing People, Developing Leaders</li> </ul>
Community Risk Management Planning	Strategic and business planning	<ul style="list-style-type: none"> <li>Resource to Risk, Financial Planning</li> <li>National consistency</li> </ul>
Fire Protection	Service Delivery – Protection	<ul style="list-style-type: none"> <li>Resource to Risk, Protection, Evaluation, National Guidance</li> <li>National consistency</li> </ul>
Prevention	Service Delivery - Prevention	<ul style="list-style-type: none"> <li>Resource to Risk, Prevention, Evaluation, National Guidance</li> <li>National consistency</li> </ul>
Data Requirements and Management	Enabling	<ul style="list-style-type: none"> <li>Data and technology, Creating efficiencies, Financial Planning, Evaluation, Organisational Learning</li> </ul>

## Fire Standards Forward Planning

In the initial scoping and prioritising work, the Board was asked to consider the following drivers for change that would influence the first Fire Standards to be developed. These included, but were not limited to:

- Whether there was any legal requirement or mandatory duty
- The pillars of the fire reform agenda which are:
  - Efficiency and Collaboration
  - Accountability and Transparency
  - Workforce Reform
- The pillars of the inspection framework which are:
  - Efficiency
  - Effectiveness
  - People
- The NFCC national change programmes and the work of Committees and national working groups
  - Community Risk Programme
  - People Programme
  - Data & Digital Programme
  - Children and Young People Programme
  - Collaborative Procurement Programme
  - Network of National Practitioner Working Groups
- The improvement themes and findings from the initial inspections by the HMICFRS
- Ongoing operational and organisational learning from incidents and events some of which may be risk critical from a firefighter safety or community safety perspective; for example, the review of the Grenfell incident is likely to impact on priorities for standards
- The impact of the standards on both services and the public

Many of these drivers for change remain the same, but progress has been made with regards to evaluating the priorities for national work by the NFCC through its Strategic Improvement Model (SIM). This model looks to gather external commentary on the fire and rescue service's performance from a range of sources and then identify common areas of concern, trends and improvement themes.

## Improvement themes from the NFCC Strategic Improvement Model (SIM)

- Competence
- Command and Control
- Creating efficiencies
- Data and technology
- Developing leaders
- Ethics, behaviours and values
- Evaluation
- Financial Planning
- Implementation
- Improvement
- Managing People
- National Guidance
- Organisational Learning
- Prevention
- Protection
- Resource to risk

## Grenfell Tower Inquiry – Improvement Themes

Most recently evaluation of the learning from the Grenfell Tower Inquiry Phase One Report has been carried out. This analysis formed the basis of a recent poll of Chiefs about priorities for the NFCC and national work, the results of that poll identified the following areas should have priority:

1. Competence
2. Evacuation
3. Command and Control
4. Premises Information
5. Fire Survival Guidance
6. Compartmentation
7. Consistency
8. Collaboration
9. Debrief/Learning
10. Equipment
11. JESIP

Work to address many of these areas is underway, but there is scope to consider these priorities as the second phase of Fire Standards is considered.

There is a clear opportunity for Fire Standards to help drive improvements in key areas. This is essential where a national approach and consistency would benefit both communities and the services themselves.

## Phase Two Delivery Plan

Considering all of the above factors and drivers for change, the areas in the table below are proposed as the basis for the Phase Two delivery plan.

However, there are a number of potential new drivers for change that may impact on this plan. They include:

- Learning from FRS response to COVID – new NFCC Committee and Project established, initial learning report to be published December 2020;
- HMICFRS State of Fire report 2021 – due January 2021;
- Grenfell Tower Inquiry – Phase Two recommendations; and
- Fit for the Future (*See Item 6 – Paper 4*)

The Board is asked to review the proposed Phase Two Delivery plan below, in light of what is said above.

The CPO would need to verify each Fire Standards and its development timeline with the respective NFCC Lead Officers and determine where FSB Commissioning Briefs may be required.

## Phase Two Delivery Plan (Proposed)

Name of Fire Standard	Category	Improvement themes addressed and results
1. Data Requirements and Management (initiated in phase one, completion planned during phase two) - <i>see Item 4 - Paper 2</i>	Enabling	<ul style="list-style-type: none"> <li>Data and technology, Creating efficiencies, Financial Planning, Evaluation, Organisational Learning</li> <li>Consistency to Fire Data collection and management</li> <li>Response to HMICFRS</li> </ul>
2. Leadership – Developing Leaders (initiated in phase one, completion to be confirmed) – <i>see Item 4 - Paper 2</i>	Strategic and Leadership	<ul style="list-style-type: none"> <li>Managing People and Leadership</li> <li>Improved FRS Leadership development, career pathways and talent management</li> <li>Response to HMICFRS</li> </ul>
3. Protection Standard - To Be identified	Service Delivery - Protection	
4. Fire Investigation - Protection	Service Delivery - Protection	<ul style="list-style-type: none"> <li>Resource to Risk, Protection, Evaluation, National Guidance</li> <li>Improving fire protection competence and capacity in FRS</li> <li>Key aspect of learning from incidents (causes of fire)</li> <li>Response to GTI and HMICFRS</li> </ul>
5. Home Safety Checks - Prevention	Service Delivery - Prevention	<ul style="list-style-type: none"> <li>Resource to Risk, Prevention, Evaluation, National Guidance</li> <li>Bringing consistency to home safety checks across the country</li> <li>Evaluating interventions to improve targeting to communities</li> </ul>
6. Communication a) Internal and External	Enabling Resources	<ul style="list-style-type: none"> <li>Competence, Creating Efficiencies, Ethics, behaviours and values</li> <li>Bring consistency in approach to consultations and strategic business partnerships</li> </ul>
7. Engagement and consultation		
8. Finance a) Procurement b) Contract Management a) Commercial	Enabling Resources	<ul style="list-style-type: none"> <li>Financial Planning, Creating Efficiencies, Competence, Ethics, behaviours and values, Leadership</li> </ul>

Name of Fire Standard	Category	Improvement themes addressed and results
		<ul style="list-style-type: none"> <li>Improved financial management within services, consistency in approach and inform better strategic planning – links to the well-led organisation Fire Standard</li> <li>Response to HMICFRS</li> </ul>
c) Health and wellbeing	Cultural	<ul style="list-style-type: none"> <li>Managing People, Ethics, behaviours and values, Leadership</li> <li>Learning from FRS COVID response – driving reform of service delivery</li> </ul>
9. Pre-hospital casualty care	Service Delivery - Response	<ul style="list-style-type: none"> <li>Bring consistency to the initial medical treatment of casualties by firefighters (prior to arrival of paramedics) aligned to NICE health standards</li> </ul>