

Item Number	4
Title of Paper	Paper 2 - Activity Framework & Prioritisation
Decision or Information	Decision
Date of Meeting	24 June 2019
Presented by	CPO – Joy Flanagan & Susan Ellison-Bunce

Summary

This paper provides the Board with both an update on the development of the draft activity framework and priorities for standards for discussion.

Recommendations & Decisions

That the Board:

1. Consider the draft activity framework, provide comment and/or suggested amendment and, if content, agree to the CPO continuing development of the framework on the basis proposed
2. Agree to the CPO providing an update on standards priorities along with the activity framework and progress with the pilot standards to the next Board meeting.

Background Information

Activity Framework

Further to discussions at the last Board meeting and in response to the action, *FSB – A014 - CPO to develop an initial Standards framework and present to the next Board meeting*, the CPO has initiated work on developing an activity framework to help clarify and define the scope of the areas of business to which standards will apply.

Appendix A shows the first draft of the proposed framework which provides the Board with an indication of what a draft framework may look like.

Its evolution and structure will be explained at the Board meeting by members of the CPO. The content on the framework is a starting point to capture the different activities of fire and rescue services that enable them to deliver their service to the public.

The draft framework shown in Appendix A is the first draft and is in no way complete at this stage. The Board is invited to discuss the concept illustrated by the draft.

The CPO is seeking the Board's agreement to continue development work on the framework and for this work to be presented at the next meeting.

The aspiration for the activity framework is to allow the Board and stakeholders to comprehend the entire scope of standards to be produced and to easily show which of those standards are in place, those that are in development and those which are planned for development.

It will also allow the CPO to indicate those areas where there may already be national guidance available or being developed through the NFCC, but which may not be areas that warrant a specific, stand-alone fire standard.

The two pilot standards will test the standards development process. With both the process and the activity framework confirmed, the CPO can then develop a long-term work programme for the development of the standards in line with the time and resources available for approval by the Board at the next meeting.

Standards Prioritisation

The final element of being able to define the overall work programme is the order in which standards will be developed. This clearly needs to be in line with the priorities for continued improvement in the fire and rescue services.

A range of factors affecting priorities, including meeting the Minister's expectations, were shared and discussed at the last meeting, a summary is detailed below as a reminder:

- *Whether there is a 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 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 HMICFRS¹*
- *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 outcome of the review of the Grenfell incident is likely to impact on priorities for standards*

¹ Work is underway within the NFCC to analyse and verify the key improvement themes coming from the initial HMICFRS inspection findings however, this is currently based on the first 14 services to be inspected only.

- *The impact of the standards on both services and the public*

In addition, factors relating to work in progress and the amount of work required are also considerations affecting prioritisation. For example, a project that may be considered lower impact or less risk critical may be almost complete against a much larger programme of important work.

Priority Areas

Also, as a reminder, a number of priority areas had also been established following research carried out during the Professional Standards Board project, they included:

- *Leadership*
- *Resource deployment - Integrated Risk Management Planning*
- *Protection*
- *Prevention (activities and evaluation of effectiveness)*
- *Response (national operational guidance)*
- *Business Continuity*

HMICFRS Inspection Findings

The initial tranche of HMICFRS inspection provides the most recent view on areas for improvement for fire and rescue services. The Board agreed that the inspection findings should be a significant factor when considering the prioritisation of standards development.

On behalf of the NFCC, the CPO has carried out an analysis of the findings from the initial tranche of 14 inspections which took place in 2018. The analysis has drawn out the specific issues identified by the inspectorate. From this analysis, the issues have been categorised by a number of improvement themes which are shown in Appendix B.

It is proposed that once further inspection findings are released, further analysis should be carried out to build on that completed so far and which may impact on the priorities for Standards.

Feedback from Services

During June and July, a series of engagement workshops will be delivered aimed at senior managers from within the fire and rescue services about the Board's progress.

The purpose of these is to gather feedback from the services on the elements of standards development already agreed by the Board (the process, the component parts of a standard and the proposed structure and format of them).

In addition, the workshops are being used to gather feedback from services about the scope of standards and priorities as well as the perceived impact of standards on services with regards to implementation.

The impact of the introduction of standards is something that the Board has recognised as being of considerable importance to standards development. Therefore, the CPO plan to collate all of this feedback to inform the development of the activity framework and priorities for standards.

Conclusion and next steps

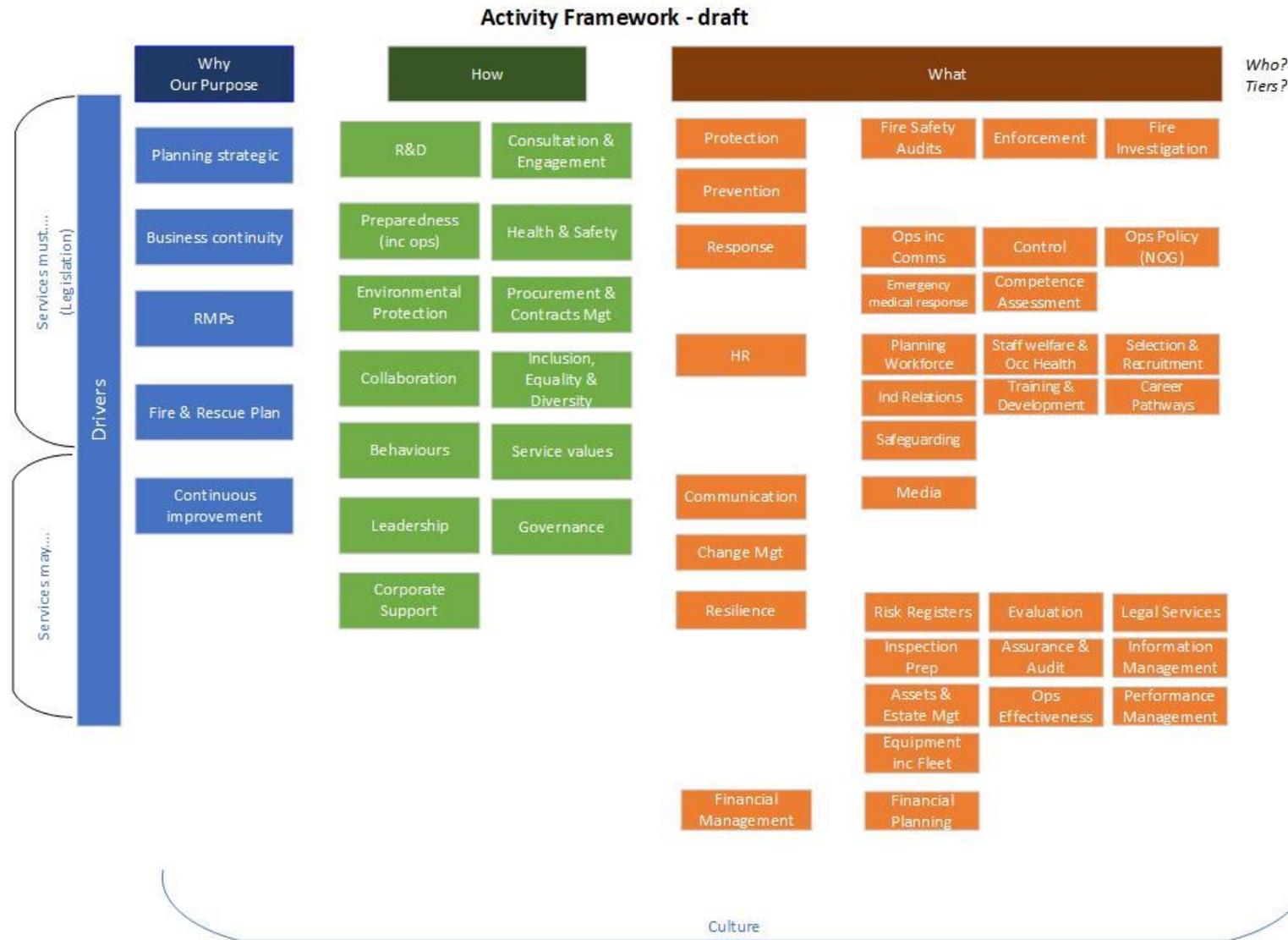
Work on prioritisation is ongoing, and the CPO is proposing to gather feedback from services as part of its upcoming engagement planned throughout June and July.

In addition, progress will be made over the summer with the pilot standards to test the development process.

It is therefore proposed that the CPO should provide an update on standards priorities along with the activity framework and progress with the pilot standards to the next Board meeting.

APPENDIX A

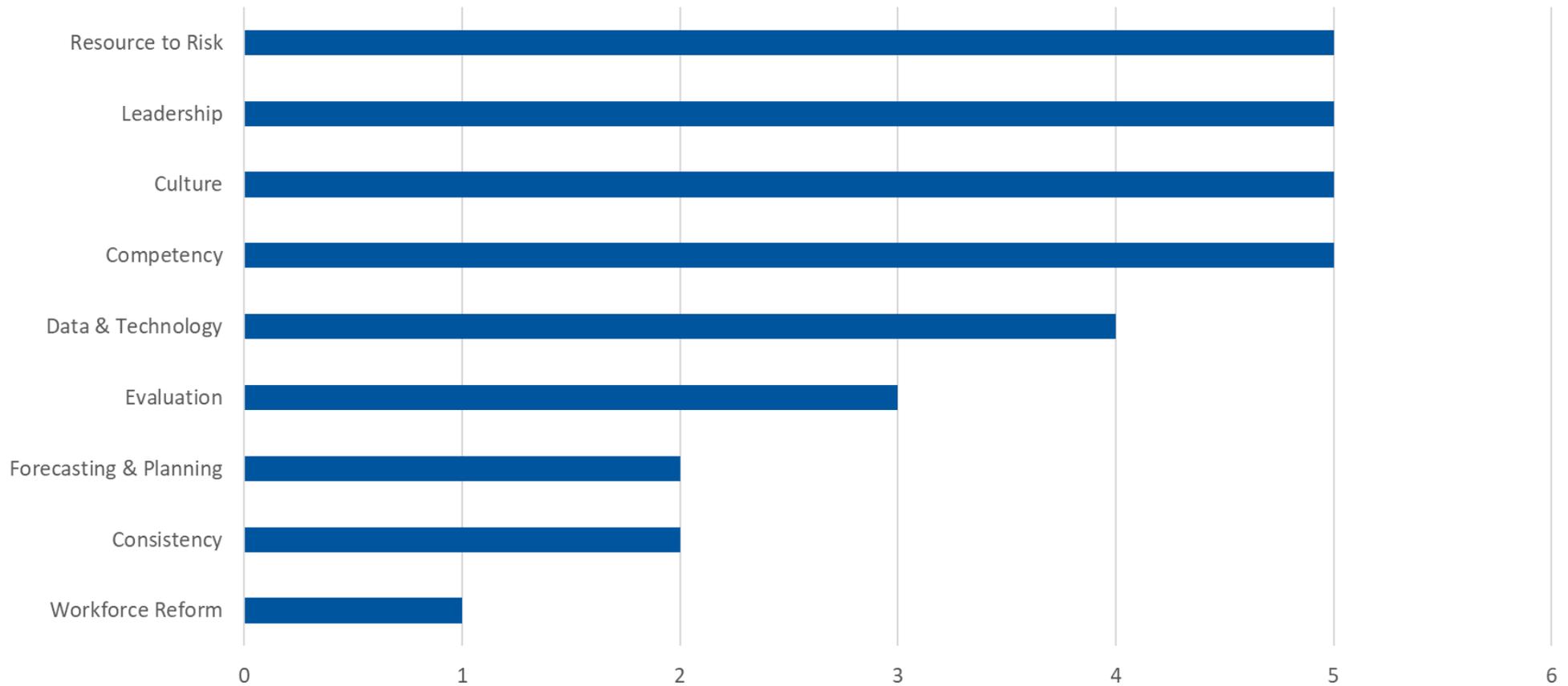
Draft Fire & Rescue Services Activity Framework



APPENDIX B

Analysis from the HMICFRS Initial Inspection Findings

Issues by Improvement Theme



This chart shows the issues collated by areas for improvement.