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| Item Number | Item 6 – Paper 2 |
| Title of Paper | Fire Standards Progress Report |
| Decision or Information | For information |
| Date of Meeting | 9 th September 2022 |
| Presented by | Fire Standards Team |
| Attachments | <i>Appendix A - Phase Two Delivery Plan Progress Summary</i> <i>Appendix B – Phase Three Delivery Plan Progress Summary</i> <i>Appendix C - Leadership and People Fire Standards Consultation Engagement Session Feedback Report</i> |

Summary

This paper provides an update on the progress that has been made in developing the Fire Standards included in Phase Two and Three.

The Board is asked to:

- review the progress against the Phase Two and Phase Three delivery plans (*Appendices A and B*)
- make note of the feedback from the Leadership Consultation Engagement sessions in *Appendix C*

Fire Standards Development – Progress Highlights

Progress made against each Fire Standard included in Phase Two. since the last meeting include:

Data Management

- It was approved by all Board members and published on 3 August 2022.
- Formal launch activities will take place in September 2022.

Leadership and People Fire Standards

- The Board approved the draft Leadership and People Fire Standards at the last meeting and consultation was opened in June 2022 and will close on 9 September 2022.

- Engagement with services relating to the consultation on the two Leadership and People Fire Standards took place in July 2022. Feedback from these sessions can be found in *Appendix C*.
- The Fire Standards Team have engaged with HMICFRS to discuss the inclusion of the Leadership and People Fire Standards within the next round of HMICFRS inspections. They are working to establish a good level of maturity within the Fire Standards in preparation for this.

Highlights since the last meeting on progress made against the Fire Standard in Phase 3 are:

Fire Control

- Internal meetings with those working on Fire Control national guidance took place during August 2022.
- NFCC's Fire Control Project Executive, has been identified as Ben Norman and a commissioning meeting with him has been scheduled for early September 2022.

Communications, Engagement and Consultation

- The Fire Standards Team met with the Chair of FirePro¹ Paul Compton and FirePro member Jack Grasby in February 2022 to discuss the possibility of a Fire Standard for Communication and Engagement.
- The proposed scope of this standard would also include the best approaches to partnership working and collaboration.
- The Fire Standards Team are now considering working groups members to inform the content of this standard.

¹ FirePro is a network of communications professionals working within all UK fire and rescue services.

Appendix A - Phase Two Development Plan Progress Summary

Key:

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|--------------------------------------|---|
| 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 recent progress | Next steps |
|--|-------------------|--|---|---|--|---|
| Data Management | Completed | Completed | Completed | Publication date July 2022 | <ul style="list-style-type: none"> • Consultation completed Apr 22 • Post consultation analysis completed May 22 • Final draft and post consultation report approved by FSB Jun 22 • Board approved QA report and Fire Standard Aug 22 • Published Aug 22 | <ul style="list-style-type: none"> • Formal launch activities planned for Sep 22 |
| 1. Leading the Service 2. Leading and Developing People | Completed | In progress | Not started | Publication date Dec 2022 (subject to consultation) | <ul style="list-style-type: none"> • Board approved revised drafts in Jun 22 and consultation was opened • Online engagement sessions with services took place Jul 22 | <ul style="list-style-type: none"> • Consultation is due to close Sep 22 • Analysis of responses and any further revisions to the standards due Sep and Oct 22 • Publication due Dec 22 • Consideration of relevant implementation support required throughout Oct-Dec 22 |

Appendix B - Phase Three Development Plan Progress Summary

Key:

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|--------------------------------------|---|
| 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 recent progress | Next steps |
|---|-------------------|--|---|-------------------------------------|--|--|
| Fire Control | In Progress | Not Started | Not Started | Mar 2023 | <ul style="list-style-type: none"> Fire Standards Team engaged NFCC Fire Control Project Executive Ben Norman and meeting scheduled Fire Standards Team met with NFCC Fire Control Project Manager and set up working group for development on 16 Aug 22 | <ul style="list-style-type: none"> Meeting with NFCC Fire Control Project Executive Ben Norman scheduled for 8 Sep 22 Presentation at practitioner group scheduled 21 Sep 22 Kick-off meeting with working group scheduled for early Sep 22 Peer reviewers to be identified in Sep 22 First draft Fire Standard to be developed by Oct 22 |
| Communications, Engagement and Consultation | In Progress | Not Started | Not Started | Mar 2023 | <ul style="list-style-type: none"> Fire Standards Team met with FirePro leads in Feb 22 to discuss potential Fire Standard on communication and engagement FirePro have proposed content for a Fire Standard, yet to be reviewed | <ul style="list-style-type: none"> Establish NFCC Lead for standard Sep 22 Meeting scheduled with FirePro leads scheduled 1 Sep 22 Review proposed content for Fire Standard Sep 22 Establish working group due Sep 22 Peer reviewers to be identified by Oct 22 |
| Resources: Estates and Assets | Not Started | Not Started | Not started | Sep 2023 | | <ul style="list-style-type: none"> Work to commence in Jan 23 |

| 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 recent progress | Next steps |
|--|-------------------|--|---|-------------------------------------|----------------------------|--|
| Resources: Finance and Assurance | Not Started | Not Started | Not started | Sep 2023 | | <ul style="list-style-type: none"> Work to commence in Jan 23 |
| Resources: Commercial and Procurement | Not Started | Not Started | Not started | Sep 2023 | | <ul style="list-style-type: none"> Work to commence in Jan 23 |

Appendix C - Leadership and People Fire Standards Consultation Engagement Session Feedback Report

This report has been prepared by Claire Whitehead-Wall, Leadership Consultant, to record observations and feedback made by services during two online engagement sessions. The two-hour sessions were held using MS Teams on 14th and 28th July 2022.

Over 70 people joined the two sessions representing a wide cross section of services. It was pleasing to note how well received the draft Fire Standards for both Leading the Service and Leading and Developing People were by those attending.

The sessions started with a brief overview of how the Fire Standards have been developed over the last two years and then asked the participants to consider a series of three questions in smaller breakout groups. Feedback plenaries allowed sharing of information before a general question and answer forum concluded the session.

Feedback

Both sessions expressed how pleased they were to see the progress made with both Fire Standards and how it was felt that they were now ready for implementation. There was agreement that the Fire Standards needed to be used in services and then monitored, reviewed, and 'tweaked' if necessary.

The first question we posed asked what else attendees thought would make a well-led organisation and it is pleasing to note that attendees struggled to make additional suggestions here, there were only very minor points made and these were more to elaborate on areas already covered.

Two further questions were then posed identifying the benefits to the service, public and communities that would come from the implementation of the Fire Standards. These questions generated high levels of engagement and discussion in the breakout groups and the feedback raised some interesting points.

It was felt that Fire Standards are an excellent opportunity for benchmarking and standardisation as they feed into all areas. *"It would be useful to know how we can utilise the data captured within Services that demonstrate good leadership, for example the HMI data on absence, this could then be shared and used to benchmark and help set local performance indicators"* was one example shared.

The clarity the Fire Standards were felt to bring, would aid standardisation across the sector: *"they set expectations for staff; standardise KPIs across the Sector; track reasons for staff exiting the sector; look at the wider effect on their community with IRMP delivery"* and *"The*

Standards provide great opportunities for consistency and standardisation of excellence. Partnerships and measuring effectiveness give dashboard data that can develop the industry as well as Services.”

The references to “Leadership at all Levels” helps everyone in the service understand where they fit in and how that supports their community, how they are part of the bigger picture, it supports how everyone is engaging with their community, so promoting openness and transparency, this in turn helps leaders to demonstrate value for money.

One group asked whether the Fire Standards have enough in them about wellbeing. It was felt that they could have gone further through supporting people and the impact of culture and especially about psychological safety. It will be interesting to note whether this is raised in the consultation feedback.

One observation that I would offer, having facilitated both sessions, is about inclusion. Points were made about aspects of Equality, Diversity, and Inclusion however I’m not sure that all of the services attending have yet understood the impact of good leadership in underpinning the inclusion agenda, this is another area where I felt that a tick box approach might prevail, so missing an area of huge importance in moving forward.

Concern was raised that the Desired Outcome statements at the beginning of The Leading the Service Fire Standard could be put into paragraph form and not bulleted A-F. It was felt that this might encourage delivery to the ‘bullet points’ not the overall Fire Standard. One observation I would offer is that the list may be seen as a ‘tick box’ to be achieved and so detract from a focus on implementing fully the Fire Standard, so that if the list is ticked the Fire Standard has been achieved, which is not the case.

The importance of the Fire Standards aligning with CRMP, IRMP and Strategic Business plans was recognised. Whilst connectivity between the described plans and the Fire Standards would be localised, the Fire Standards should clarify this. Key measures, metrics and accountability are needed and it was questioned whether they are already in place. This stresses the importance of engagement of people both internally and externally with a need for robust communication to support identification.

There was a suggestion that links to the Core Code of Ethics could be explicitly mapped across into the Fire Standards, to strengthen the links and demonstrate the integration of NFCC products.

One area to consider before publication is whether the Fire Standards have enough of a key focus on innovation, agility, and flexibility of the service, as it was felt that their capacity to be agile and flexible will ensure success. It also makes them more future focused. This is an area that needs to be considered in the light of the consultation feedback.

Discussion and feedback suggested that the benefit statements for both Fire Standards would benefit from some additional work and one CFO was keen to see benefits that stretched services and excited people, he felt that they were too bland in their current form.

It was felt that the Leading and Developing the People Standard develops a feeling of collaboration and co-creation, it allows services to better understand their people and understand the need for diversity. The Fire Standard allows services to demonstrate good practice to HMICFRS, to friends and family and communities, so aiding attraction and recruitment.

Conclusion

From the discussions I have identified that there is a key piece of work to be done in conjunction with HMICFRS, looking at how will the Fire Standards be incorporated into the Inspection regime. I fear that without an explicit link services will concentrate their limited resources on what they know will get inspected and impact from the Fire Standards may well be diminished.

Two key questions areas were raised in the question and answer forum:

1. How do the standards fit with the NFCC Leadership Framework? And what Implementation Tools will be available? A need for very clear signposting of support and NFCC products to support implementation was identified and requested.
2. The links to HMI Inspections and Maturity models was raised – How do the Fire Standards fit with this? Is it duplication? Personnel will struggle to deliver both. It was felt that a one-page Plan, a mind map type Infographic from the People Workstream would be most helpful here explaining this is what it looks like and how the Standards relate to other frameworks.

Both questions demonstrated an opportunity for the NFCC People and Leadership Programmes and Implementation Team linked to these Fire Standards to provide much needed support to services. They also highlighted the immense pressure on resources to implement the Fire Standards that services felt, several expressed concerns about timescales for implementation.

The sessions concluded with thanks to participants and a reminder that services need to submit their consultation feedback by 9th September 2022.

Claire Whitehead-Wall
1st September 2022