

Item Number	Item 8 – Paper 3
Title of Paper	Fire Standard Approval for Publication
Decision or Information	For Decision
Date of Meeting	30 th March 2023
Presented by	Fire Standards Team
Attachments	Appendix A – Fire Control Fire Standard Appendix B – Communications and Engagement Fire Standard

Summary

The purpose of this paper is to present the following Fire Standards for approval for publication:

1. Fire Control
2. Communications and Engagement

Recommendations and Decisions

The Board is asked to:

- Confirm that they are content with the findings and recommendations presented in the Quality Assurance report, which has been sent to all members prior to this Board meeting; and
- Confirm that they are content to publish the **Fire Control** (Appendix A) and **Communications and Engagement** (Appendix B) Fire Standards.

APPENDIX A

Title of Standard	Fire Control
Business Area (ref Activity Framework)	Service Delivery
Sponsoring NFCC Committee	TBC
Desired Outcome	
<p>A fire and rescue service that has a competent and resilient fire control capability, resourced to meet the demands placed upon it. Its fire control is prepared and empowered to manage emergency calls from when they are received, through to the conclusion of incidents and beyond, providing the best possible service to the public. Fire control employees gather and share information to make informed and proactive decisions. They mobilise resources, provide safety, evacuation, and survival guidance to the public in an accessible way, contributing to the effective, safe and coordinated resolution of local, regional and national incidents.</p> <p>The service values and understands the critical and broad role of fire control as an integral part of its operational preparedness, response and incident command arrangements. When the service responds to multi-agency incidents or events, its fire control contributes to an effective response between operational employees, blue light partners and other organisations, following JESIP principles.</p> <p>The service acknowledges the expertise and perspective of fire control in informing both its community risk management and strategic plans. The service has a culture that actively values and encourages the contribution of fire control managers as part of its organisational leadership, providing them with opportunities for development and progression.</p> <p>The service trains and equips its fire control employees and supports them through continuous professional development to achieve and maintain their competence. This includes regular training and exercising with operational employees, incident commanders and, where relevant, other services and agencies.</p> <p>Fire control is integrated in the organisational learning process of the service. There is recognition of the value that is drawn from effective de-briefing and the sharing of information and experiences from a fire control perspective. The service adopts good practice and is innovative, it stays informed of industry developments, emerging technologies and trends.</p> <p>It is an inclusive and caring organisation that recognises the mental health pressures fire control employees may be exposed to, and proactively provides appropriate health and wellbeing support.</p>	

During periods of exceptional demand for fire control and when other factors disrupt business as usual, the service continues to deliver critical fire control functions because of its resilient fire control capability and business continuity arrangements.

What is required to meet the Fire Standard

To achieve this Fire Standard, a fire and rescue service **must**:

1. Include fire control managers in its community risk management and strategic planning;
2. As part of their community risk management, strategic and workforce planning, consider the resources they need to provide a resilient fire control, including:
 - a. the number of fire control employees required for the safe and effective command and operation of fire control;
 - b. the role and level of the fire control commander; and
 - c. an effective fire control management structure that takes into account the leadership and ongoing development of its fire control function.
3. Base fire control policies, procedures and tailored guidance on National Operational Guidance, unless by exception its content is not relevant to the service;
4. Embed JESIP principles into policies, procedures, training and exercising to support interoperability and multi-agency working;
5. Embed national resilience arrangements into policies, procedures, training and exercising to support intraoperability;
6. Provide fire control employees with effective systems and arrangements to:
 - a. Receive and manage emergency calls;
 - b. Identify and record the location of emergency callers and incidents;
 - c. Provide advice and life-saving survival guidance to help people at risk;
 - d. Determine an appropriate response;
 - e. Identify the location, skills and availability of resources;
 - f. Mobilise appropriate resources;
 - g. Share incident related information with operational employees, other fire controls and other multi-agency organisations;
 - h. Increase emergency call management capacity;
 - i. Escalate fire control command levels according to operational need;
 - j. Record all incident-related actions and decisions; and
 - k. Support the ongoing needs of an incident.
7. Recruit, train, exercise, develop and maintain a competent and professional fire control workforce;
8. Have in place necessary succession planning and processes to maintain a sustainable competent fire control workforce;
9. Develop a cycle of continuous learning and professional development for fire control employees that considers relevant occupational standards;
10. Have assurance processes in place to ensure that fire control commanders and employees working within its fire control are suitably competent;
11. Establish and regularly test and evaluate robust business continuity plans (BCP) and arrangements relating to critical fire control functions, that:

- a. plan for the degradation and loss of fire control capabilities, including systems, infrastructure and people; and
 - b. provide clear steps for invoking the BCP with assigned responsibilities.
12. Provide easily accessible and widely promoted mental and physical health and wellbeing support to its fire control employees;
13. Integrate fire control employees in organisational and multi-agency learning processes, providing opportunities and tools to:
- a. Share relevant learning;
 - b. Receive relevant learning; and
 - c. Implement improvements by acting on relevant learning.

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

14. Use the training specification component of National Operational Guidance to inform their training needs analysis;
15. Stay informed of trends, developments and innovations in mobilising and communications technologies

Expected Benefits

1. Continuously improves the quality of service provided to the public.
2. An effective operational response and improved community safety and wellbeing.
3. Professional and competent fire control employees.
4. Improved safety, mental and physical health and wellbeing of employees.
5. Improved levels of recruitment and retention as a consequence of increased professional development opportunities and effective planning.
6. Effective intra-operability between fire controls, contributing to improved coordinated responses, collaboration and sharing of learning.
7. Improved interoperability with other organisations.
8. A resilient fire control capability.

Relevant Legislation

This Fire Standard reflects only the most relevant legislation to this topic.

We recognise that fire and rescue services must comply with a broader list of legislation to undertake their duties, which would be applicable to all standards. [View the legislation which applies to **all** Fire Standards.](#)

1. [HSE Display Screen Equipment Regulations](#)

Linked qualifications, accreditations, or Fire Standards

Fire Standards:

- [Code of Ethics](#)
- [Community Risk Management Planning](#)
- [Leading and Developing People](#)
- [Leading the Service](#)
- [Operational Competence](#)

- [Operational Learning](#)
- [Operational Preparedness](#)

Standards:

- National Occupational Standards - currently under review

Qualifications

- [Emergency Contact Handler Apprenticeship](#)
- [Communications Tactical Advisor](#)
- [National Control Liaison Officer \(NCLO\)](#)

Guidance and supporting information

- [Fire control National Operational Guidance: Survival guidance](#)
- [Fire control National Operational Guidance: Fire control command](#)
- [Fire control National Operational Guidance: Multiple calls and multiple incidents](#)
- [Fire control National Operational Guidance: Emergency call management: People at risk](#)
- [JESIP](#)
- Fire control National Operational Guidance: Multi-agency (Publication 2023)
- [International Organisation for Standardisation \(ISO\) 22301: Business continuity management systems](#)
- [ISO 11064: Ergonomic design of control centres](#)
- Public Emergency Call Service (PECS) Code of Practice – Official sensitive/restricted access

APPENDIX B

Title of Standard	Communications and Engagement
Business Area/Capability	Corporate Services
Sponsoring NFCC Committee	Prevention Committee
Desired Outcome	
<p>A fire and rescue service whose leaders understand and champion its inclusive approach to communications and engagement, contributing to its positive culture and working environment. Through good leadership, everyone knows both when to use effective communication to support the safety and well-being of their communities and people, and when to engage to gain insight, encourage involvement and build trust.</p> <p>A service where everyone recognises and understands their important role in communicating and engaging, they communicate openly and effectively internally and externally and particularly through times of change. They actively listen and welcome feedback, especially through consultation to keep people engaged, informed and reassured. Its people develop and maintain positive relationships, within and outside of the service, building trust, creating advocates and resulting in successful collaborations and partnerships.</p> <p>It ensures its vision, strategic objectives, and any information it needs to share are delivered in a way that is understandable and accessible to all because it tailors its communications and engagement approaches to suit its multiple audiences.</p> <p>Based on its community risk management planning and driven by insight and engagement, the service knows who are the most vulnerable and in need in its community. It contributes to community resilience using effective techniques to connect with its communities. It draws upon established behavioural science methods to inform how it educates and encourages communities to adopt safer practices.</p> <p>When carrying out its civil contingencies' role and in times of emergency and crises, the service communicates clearly to warn, inform, protect and reassure the public, coordinating with others when appropriate.</p> <p>It evaluates the effectiveness of its communications and engagement activities using learning to improve.</p>	
To achieve this Fire Standard	
<p>A fire and rescue service must:</p> <ol style="list-style-type: none"> 1. have a strategic approach to communications and engagement, including consultation, which includes clear principles about how the organisation will communicate with its audiences, aligned to organisational goals of the service, its values and the principles contained within the Core Code of Ethics. 	

2. have leaders that support the strategic approach to communications and engagement and are exemplars in good communication behaviours and principles, aligned to those included in the NFCC Leadership Framework.
3. ensure that everyone in the service understands their responsibilities in relation to communications and engagement.
4. have an appropriately resourced and competent communications and engagement capacity that:
 - a. plans for and manages reactive communication issues such as crises and emergencies, working with local resilience partners; and
 - b. plans proactive communications internally and externally; and
 - c. carries out meaningful engagement exercises and consultations, aligned to the [Gunning Principles](#) to inform strategic direction and support decision making processes
5. have a resilient out of hours arrangement to handle enquiries and manage communications during crises and emergencies, in line with the requirements of the emergency preparedness and resilience fire standard.
6. support, train and develop those working within its communications and engagement capacity (where they are employed within a service) encouraging them to maintain their competency and keep developing their skills, knowledge and new methods of communication through continued professional development.
7. deliver inclusive and accessible communications, recognising that every workforce, community and group has different and diverse needs.
8. evaluate communications and engagement activity to see whether objectives have been met and if there are any lessons that can be learned and shared.

A fire and rescue service should:

9. involve the most senior communications professional in their service in discussions with the leadership team about matters affecting the organisation to ensure communications and engagement aspects are always considered.
10. ensure all departments liaise with and take advice from the communications and engagement functions as early as possible, when requiring any communications or engagement activity.
11. use an established and consistent communications planning framework for communications and campaign work.
12. place an emphasis on stakeholder relationships and management, mapping and analysing key stakeholders, prioritising audiences and managing influencers.
13. use established behavioural science methods to develop interventions and influence positive behaviour change.
14. use audience insight to inform and tailor communications and engagement activities, clearly defining and targeting audiences.
15. have a collaborative approach to communications and engagement both within the service and with partners and stakeholders.

16. seek to build effective relationships with relevant media outlets, proactively and collectively planning stories, building mutual understanding and exchanging feedback about proactive and reactive stories.
17. stay well informed of new communications and engagement methods and techniques, applying them where appropriate.

A fire and rescue service may:

18. enhance its engagement approach by partnering with key stakeholders to co-design service delivery to best meet community needs.
19. Professionalise the communications and engagement functions by investing in their continued professional development through membership of a recognised professional body

Expected benefits of achieving the Fire Standard

This Fire Standard will contribute to the following benefits:

1. Improved safety and wellbeing of the public, its workforce, and volunteers.
2. A more engaged and informed workforce, contributing to a positive working environment.
3. Heightened service reputation and increased public trust.
4. Better planned campaigns leading to better outcomes for key service priorities.
5. More effective crisis and emergency communications
6. Improved outcome-based evaluation to increase the efficiency and effectiveness of communications and engagement work

Legal Requirements or mandatory duties

This Fire Standard reflects only the most appropriate legislation to this topic. We recognise that fire and rescue services must comply with a broader list of legislation to undertake their duties, which would be applicable to all standards. [View the legislation which applies to all Fire Standards.](#)

- [Public Sector Equality Duty](#)
- [Public Sector Accessibility Regulations](#)
- [Local Government Act](#)
- [Privacy and Electronic Communications Regulations](#)
- [Copyright, Designs and Patents Act](#)

Linked qualifications, accreditations or Fire Standards

Other Fire Standards:

- [Code of Ethics Fire Standard](#)
- [Community Risk Management Planning](#)
- [Data Management](#)

- [Emergency Preparedness and Resilience](#)
- [Leading and Developing People Fire Standard](#)
- [Leading the Service Fire Standard](#)
- [Operational Competence](#)
- [Operational Learning](#)
- [Operational Preparedness](#)
- [Prevention](#)
- [Protection](#)
- [Safeguarding](#)

Linked Qualifications or Accreditations:

- Chartered Institute of Public Relations – accredited or chartered practitioner
- Chartered Institute of Marketing – associate or chartered marketer

There are other membership bodies supporting continued professional development for communications and engagement professionals, these include – but are not limited to – The Consultation Institute, Institute of Internal Communications, Market Research Society, and Public Relations and Communications Association.

Communications and engagement professionals in the fire and rescue sector are also automatically members of FirePRO, with access to training, resources and networking.

Guidance and supporting information

- [The Government Communications Service’s OASIS Campaign Planning Guide](#)
- [GovS 011: Communication](#)
- [New Conversations: LGA Guidance to engagement](#)
- [#FutureComms](#)
- [Barcelona Principles 3.0](#)
- [Accessible Communications Formats](#)
- [The Consultation Charter](#)
- [The Principles of Behaviour Change](#)
- [Government consultation principles](#)
- [Gunning Principles](#)
- [Ofcom Communication Market Reports](#)
- [NFCC Stakeholder and Public Engagement](#)
- [NFCC Equality of Access](#)
- [NFCC Leadership Framework](#)