

<b>Item Number</b>	<b>Item 4 – Paper 2</b>
<b>Title of Paper</b>	<b>Fire Standards Delivery - Progress Report</b>
<b>Decision or Information</b>	For information and decision
<b>Date of Meeting</b>	9 <sup>th</sup> October 2023
<b>Presented by</b>	Fire Standards Team
<b>Attachments</b>	Appendix A - Results of Financial Mapping Exercise Appendix B – Extract from the Exceptional Review Process

## Summary

This paper provides an update on the progress made in developing the Fire Standards in the final phase of development. These are the standards included in the Resources areas of activity in the Enabling category of the Activity Framework.

This paper also provides the results and implications of the work done relating to financial activities following the decisions made and action agreed at the additional Board meeting held in September.

In light of the work outstanding, the paper asks the Board to prioritise the use of the resources available to it for the remainder of this financial year.

## Recommendations and decisions required

The Board is asked to:

- note the contents of the paper and the results of the mapping exercise of the financial activities and the suite of Fire Standards; and
- consider the workstreams and how it wishes to use the resources available to it for the remainder of the financial year.

## Fire Standards Development – Progress Highlights

Details of the progress and next steps for the Fire Standards now proposed as part of Phase Three development are contained in the table on page 3.

As the Board may recall the following work has been done:

- Discovery and scoping phase of development for the potential Resources Fire Standards took place during Spring 2023 (in line with the original scope agreed with the Board).
- Workshops with subject matter experts and representatives from services on these standards were held during April and May 2023.
- Early draft outcome statements were shared with the Board in July on:
  - Financial Management
  - Asset Management
  - Procurement
  - Internal Governance and Assurance
- Peer review was completed resulting in feedback received, both from key stakeholders and subject matter experts. This raised concerns about the need for a single standard for financial activities and the proposed Resources Fire Standards.
- An additional Board meeting was held in September to discuss the options for progressing a Fire Standard relating to financial activities.
- A revised scope for financial activities was developed and shared with the Board in September 2023.
- Since the Board meeting in September, drafts of two draft Resources Fire Standards have been revised, including incorporating some aspects of the scope for financial activities and circulated to the Board for approval to consult. The working titles of these drafts are:
  - Procurement and Asset Management
  - Internal Governance and Assurance
- Consultation is proposed to begin by the end of w/c 2<sup>nd</sup> October, subject to Board approval via email.

## Phase Three Development Plan Progress Summary

**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 recent progress	Next steps
Procurement and Asset Management	Complete	Complete	In progress	Jan 2024	<ul style="list-style-type: none"> <li>• Draft Fire Standard developed following SME workshops and peer review.</li> <li>• Revised draft now encompassing procurement and asset management released for consultation.</li> <li>• Consultation close date 10 November 2023</li> </ul>	<ul style="list-style-type: none"> <li>• Post consultation analysis Nov 23</li> <li>• Final draft and post consultation report expected Dec 23</li> <li>• Sign off for QA expected Dec 23</li> <li>• Final approval Dec 23/Jan 24</li> <li>• Publish and Launch Jan 24</li> </ul>
Internal Governance and Assurance	Complete	Complete	In progress	Jan 2024	<ul style="list-style-type: none"> <li>• Draft Fire Standard developed following SME workshops and peer review.</li> <li>• Revised draft now encompassing procurement and asset management released for consultation.</li> <li>• Consultation close date 10 November 2023</li> </ul>	<ul style="list-style-type: none"> <li>• Post consultation analysis Nov 23</li> <li>• Final draft and post consultation report expected Dec 23</li> <li>• Sign off for QA expected Dec 23</li> <li>• Final approval Dec 23/Jan 24</li> <li>• Publish and Launch Jan 24</li> </ul>
Digital and Information Technology	Not started	Not started	Not started	Jun 2024		

## Update on Review of Financial Activities

Discussions at the September Board meeting led to the following decision and action:

**Decision: FSB – D056 The Board agreed that a single Fire Standard for wider financial activities was not required at this stage, and that the aspiration would be to incorporate the scope identified within the paper into other Fire Standards.**

**Action: FSB - A144 FST to undertake mapping exercise between the revised scope for strategic financial activities and the suite of Fire Standards.**

The exercise to map the areas identified in the revised scope for financial activities against the published Fire Standards and those in development has been completed. The FST has made an initial assessment on how well the elements of scope are represented across the published Fire Standards and those in draft. This can be found at Appendix A.

From the initial assessment undertaken, and to ensure the elements of scope for financial activities are adequately referenced, the FST is proposing that reviews may be required for the Fire Standards listed in the table below. The reviews would be carried out under our Exceptional Review Process which stipulates three potential levels of change and outlines the steps required for review dependant on the level of change required (see Appendix B).

On that basis, an estimate of the level of change and time needed for the review work is also shown in the table below.

Fire Standard Affected	Level of Change	Estimated time needed <sup>1</sup>
1. Leading the Service	Major	4 - 6 months
2. Leading and Developing People	Moderate	1 - 3 months
3. Community Risk Management Planning	Moderate	1 - 3 months
4. Emergency Planning and Resilience	Minor	1 - 3 months
5. Data Management	Minor to Moderate	1 - 3 months

Should the Board agree with the outcome of the mapping exercise and the above proposals for the level of review work required, the next steps would be to initiate the exceptional review process for all five Fire Standards.

This represents an additional unanticipated workstream for the FST in addition to already agreed work which has resource implications as explained below.

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<sup>1</sup> Based on existing capacity of FST, allowing for public holidays and periods of limited availability of SMEs

## Matching Work to Resources – the Need for Prioritisation

The original delivery plan for the period 2023/24 is shown below:

Fire Standards	2023												2024												
	Q4 22-23			Q1 23-24			Q2 23-24			Q3 23-24			Q4 23-24			Q1 24-25			Q2 24-25			Q3 24-25			
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
<b>In development</b>																									
Resources - Financial Management																									
Resources - Asset Management																									
Resources - Procurement																									
Resources - Internal Governance and Assurance																									
Digital and Technology																									
<b>Culture Change Reviews</b>																									
Review: Leading the Service																									
Review: Leadership and People																									
Review: Safeguarding																									
<b>Exceptional Review</b>																									
Review: Code of Ethics																									
<b>Periodic Reviews</b>																									
Review: Operational Competence																									
Review: Operational Preparedness																									
Review: Operational Learning																									
Review: Emergency Response Driver																									

There were three main workstreams identified. An additional change request was also completed (minor change to the Code of Ethics Fire Standard) and was finished in July 2023.

The workstreams are shown in the different colours on the above timeline:

1. New Fire Standards to develop (blue)
2. Fire Standards under review due to the recommendations made in the HMICFRS Culture Review or other change requests (pink).  
This work was initiated in April 2023 and has resulted in some moderate changes to the wording of the Leading the Service, Leading and Developing People and Safeguarding Fire Standards. This will be discussed at the Board meeting under Item 3 – Paper 1.  
Subject to Board approval, this work will be completed within the agreed timescales.
3. Those standards due for their first periodic review since publication (grey) according to the agreed policy for reviewing standards periodically.

## Delivery Status and Impacts

### Work in In Progress

As the Board will appreciate, the time estimated for the development of the Resources Fire Standards has been impacted by the need to respond to feedback received during the peer review stage. This has resulted in:

- an extended timeline of three months to allow for development of the draft Resources Fire Standards to evolve and provide the various iterations for the Board to consider and agree a way forward.
- two draft Resources Fire Standards being finalised and progressed for consultation in October 2023.
- completion of the mapping exercise in relation to financial activities following the Board's agreement not to pursue a stand-alone Fire Standards for financial activities.
- the potential of additional work required to review potentially five Fire Standards as outlined in the ***Update on Review of Financial Activities*** section of this paper.

### Work Outstanding

The original delivery plan also included the workstreams below which have not yet been started in line with the agreed timeline:

- periodic reviews of the first published Fire Standards – three Operational Response Fire Standards and the Emergency Response Driving Fire Standard (due to start in December 2023).
- initiating development of the final Resources Fire Standard – Digital and Information Technology (due to start in January 2023).

## Implications

It is not possible for the FST, given its current capacity, to complete all the work now identified as within this financial year. This includes:

- completing work in progress;
- the work on the original delivery plan; and
- new work that has emerged during the year including the requirement of both developing new and reviewing multiple Fire Standards.

Should the Board agree that the exceptional review of the five Fire Standards to encompass the financial activities, outlined earlier in this paper is a priority, then this will impact on the ability of the FST to achieve the original delivery plan.

Depending on the preference of the Board the FST could focus on completing the suite of new standards and delay the review work on published standards. The FST is not aware of any pressing need to proceed with the latter, except for the work related to the absorption of financial activities as explained below. The Board can, of course decide on other modifications of the original delivery plan.

### Workstreams Overview

The work in progress and work yet to be initiated are shown as workstreams in the tables below with an estimation of the time required to complete each one.

#### Work In Progress

	<b>Workstream</b>	<b>Estimated time required</b>
1	Complete development of two Resources Fire Standards (currently out for consultation - Procurement and Asset Management and Internal Governance and Assurance)	4 months Oct 2023 – Jan 2024
2	Complete review of three Fire Standards in response to HMICFRS Culture Review recommendations (subject to Board approval see Item 3 – Paper 1)	1 month (October 2023)

#### Work Outstanding

	<b>Workstream</b>	<b>Estimated time required</b>
3	Development of the Digital & IT Fire Standard	6 months
4	Periodic review of Operational Response Fire Standards (x 3) and Emergency Response Driving Fire Standard	6 - 7 months
5	Exceptional Review of 5 x Fire Standards (incorporating financial scope)	6 - 7 months

## Options

Some potential options for delivery planning are outlined below along with revised timelines.

By re-adjusting the workstreams and delivery plan, there is the potential for the Board to complete the initial suite of Fire Standards by the end of this financial year and thus meet its original five-year goal.

It can do this by focussing only on completing development of the Resources Fire Standards (workstreams 1 and 3) and delaying all review work until the next financial year (outlined in Option 3 below). However, this will not address the incorporation of financial activities into existing standards.

However, if the Board considers the work relating to financial activities to be a priority, then they may want to consider an alternative delivery plan. Alternative options are outlined below and timelines for Option 2 and 3 are shown on the following page.

### Option 1 – remain with original delivery plan

Work included	Work not included
– completion of two resources standards in progress by Jan 2024	– initiating exceptional review of 5 x standards to encompass finance activities
– initiating a third standard Jan 2024 (Digital and Information Technology)	
– initiating periodic review of Operational Response and Emergency Response Driving standards (total four) in December 2023 / January 2024	

### Option 2 – complete the two resources standards in progress and the review to incorporate financial activities in five others resulting in:

Work included	Work not included
– completion of two resources standards in progress by Jan 2024	– initiation of a third standard (Digital and Information Technology) until next financial year
– initiating exceptional review of 5 x standards to encompass finance activities in November 2023	– periodic review of operational response and emergency response driving standards until next financial year



**Option 3 – complete two resources standards in progress and initiate the third and final standard resulting in:**

Work included	Work not included
<ul style="list-style-type: none"> <li>– completion of two resources standards by Jan 2024</li> </ul>	<ul style="list-style-type: none"> <li>– exceptional review of 5 x standards to encompass finance activities until next financial year</li> </ul>
<ul style="list-style-type: none"> <li>– initiating Digital and Information Technology in November 2023 (potential to reach approval post consultation by March 2023)</li> </ul>	<ul style="list-style-type: none"> <li>– periodic review of operational response and emergency response driving standards until next financial year</li> </ul>

## Timeline for Option 2

Fire Standards	FY 2023- 2024												FY 2024-2025											
	Q1 23-24			Q2 23-24			Q3 23-24			Q4 23-24			Q1 24-25			Q2 24-25			Q3 24-25			Q4 24-25		
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<b>In development</b>																								
Resources - Financial Management							Combined with other Fire Standards																	
Resources - Procurement & Asset Management																								
Resources - Procurement				Combined with other Fire Standards																				
Resources - Internal Governance and Assurance																								
Digital and Technology																								
<b>Exceptional Review Process Related to Financial scope</b>																								
Leading the Service																								
Leading and Developing People																								
CRMP																								
Emergency Preparedness and Resilience																								
Data Mangement																								
<b>Periodic Reviews</b>																								
Review: Operational Competence																								
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Review: Operational Learning																								
Review: Emergency Response Driver																								
Review: Code of Ethics																								
Review: CRMP																								
Review: Prevention																								
Review: Protection																								
Review: Safeguarding																								

### Timeline for Option 3

Fire Standards	FY 2023- 2024												FY 2024-2025											
	Q1 23-24			Q2 23-24			Q3 23-24			Q4 23-24			Q1 24-25			Q2 24-25			Q3 24-25			Q4 24-25		
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
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Leading the Service																								
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Review: Operational Competence																								
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Review: CRMP																								
Review: Prevention																								
Review: Protection																								
Review: Safeguarding																								

\* a decision would be required about the order and timing for both the Exception and Periodic reviews during the FY 2024-25. The illustration above shows them all starting in April 2024 as an illustration only. It is suggested the timing of periodic review work could be decided based on review work that has been taken place already (HMICFRS Culture Review alongside feedback coming from services).

## Conclusions

The option selected by the Board will dictate what can be achieved in the remaining months of this financial year and what would have to wait to be delivered in the next financial year.

The Board should note that any amendments to the delivery plan will impact on the deliverables agreed with the Home Office as part of the grant arrangements with the NFCC. Therefore, any changes agreed by the board will also need to be agreed between the NFCC and the Home Office following the agreed change request process.

The Board is asked to consider the workstreams and options for combining them and confirm its preference to enable the FST to revise the delivery plan and allocate resources accordingly.

## APPENDIX A - FINANCIAL ACTIVITIES MAPPING EXERCISE

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The table shown on the following page shows the results of the mapping exercise related to the scope of financial activities.

It lists the identified areas of scope in the first column and the Fire Standards across the top. The colour coding on the table indicates where it is assessed the scope is either already sufficiently referenced within Fire Standards, or where the FST is proposing review work may be required.

The colours on the table indicate the following:

- Green =** The conclusion is that there is sufficient coverage within the standard (no review required)
- Yellow =** It is assessed that the wording of the standard partially meets the scope, but more work would be required to strengthen the wording (review required)
- Red =** No mention of the scope (review required)

## APPENDIX A - FINANCIAL ACTIVITIES MAPPING EXERCISE

	In Scope	Leading The Service	Leading and Developing People	CRMP	Data Management	Code Of Ethics	Emergency Planning and Resilience	Internal Governance and Assurance	Procurement and Asset Management
1	Strategic approach to managing finance and budgets aligned to the vision and resourcing requirements of the service to deliver value for money for the public.	Yellow							Green
2	Financial planning and budgeting, (medium term, capital programme and efficiency) in line with the requirements identified through its CRMP and the local risk profile.	Yellow		Red			Yellow		
3	Appropriate capacity and capability to manage the finances of the services to ensure it operates efficiently and effectively.	Green							
4	Maximising opportunities to, or benefitting from, collaboration, shared services, or central resources.	Green							Green
5	Planning and managing reserves proportionately	Red							
6	Forecasting and scenario planning	Yellow		Yellow			Yellow		
7	Making sure staff costs including staff salary increases and pension cost are calculated, provisioned for and managed correctly and effectively.	Red							
8	Internal and external audits.	Yellow						Yellow	
9	Monitoring the financial performance of the service	Green			Yellow			Yellow	
10	Responding to issues and enabling the service to respond to new and emerging risks.			Yellow					
11	Ensure senior managers with budget responsibility (but not finance professionals) have the appropriate training and support to enable them to carry out their budget management role effectively to contribute to the efficient running of the service.	Yellow	Red						
12	Sharing positive practice and activity engaging with other services and nationally through the NFCC.	Green	Green		Green			Green	Green

## APPENDIX B – REVIEW PROCESS EXTRACT

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Below is an extract from the agreed FSB Exceptional Review Process which shows the definition of the three levels of potential change, along with the required actions for each level.

Should a change be considered necessary, the Exceptional Review process has three possible “change levels:”

- Minor change
- Moderate change
- Major change

The definition of each of these is explained in the table below:

Type of Change	Definition
<b>Minor</b>	A small change to the Fire Standard which <b>does not</b> change the fundamental meaning of the standard or how services achieve it. Examples of this include but are not limited to: <ul style="list-style-type: none"><li>• typo or missing punctuation</li><li>• broken web links</li><li>• the addition of links to any new supporting information or legislation</li></ul>
<b>Moderate</b>	A moderate change to the Fire Standard which <b>does not</b> change the fundamental meaning of the standard or how services achieve it. Examples of this include but are not limited to: <ul style="list-style-type: none"><li>• a revision to language in the standard providing clarification to readers</li><li>• conclusions from learning or recommendations from external sources</li><li>• new guidance or tools made available</li><li>• significant additions or changes to other components of the standard</li></ul>
<b>Major</b>	A major change to the Fire Standard wording or supporting guidance and information which <b>does change</b> the fundamental meaning of the standard or how services achieve it, therefore will require engagement and consultation. Examples of this include: <ul style="list-style-type: none"><li>• wording that alters the fundamental meaning of the agreed outcome of the standard, or the activities a service must do to achieve it;</li><li>• adds any new activities to what a service must do to achieve the standard.</li></ul>

## APPENDIX B – REVIEW PROCESS EXTRACT

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Once a decision about the level of change has been identified, the actions below will be instigated:

### Minor Change

1. Any minor change will be considered and approved by the nominated responsible manager for supporting the FSB and fire standards development, review and maintenance (responsible manager).
2. The responsible manager will present the change and rationale for the change to the FSB Chairs (Chairs) for confirmation that it can progress as a minor change.
3. The Board will be informed at the next scheduled meeting of any changes of this nature.
4. Communications to services, the NFCC Implementation Team and other stakeholders about any change made once it has been published (dependant on the extent and impact of the change).

### Moderate Change

1. Any moderate change will initially be considered by the responsible manager.
2. The responsible manager will present the change and rationale for the change to the Chairs.
3. The Chairs will review and decide whether to approve the change.
4. Should the Chairs not reach a decision about the change or feel it requires discussion by all Board members, they will put the issue to the Board.
5. If the Chairs have decided on the issue, depending on the extent and urgency of the change, the Board will be informed either at the next scheduled meeting or via email.
6. Communications to services, the NFCC Implementation Team and other stakeholders about any change made once it has been published.

### Major Change

1. The requirement for any major change with rationale will be presented to the Board for consideration and decision.
2. Should the Board approve, the Fire Standards Development Process will be instigated, including commissioning, consultation on changes and full Board approval.