Fire and Rescue Activity Framework Review and Impact Assessment

July 2021
What is the activity framework?

Principles

• A complete road map so we can see where we are going and when we have finished

• Avoid duplication and overlap

• Easy to navigate for all audiences
Mapping fire and rescue service activity

**STRATEGIC**
- Strategic & business planning
- Ethics, equality, diversity & inclusion
- Leadership
- Engagement & consultation
- Health and wellbeing
- Environment & sustainability
- Collaboration & strategic partnerships

**CULTURAL**
- Leadership
- Engagement & consultation
- Health and wellbeing
- Environment & sustainability
- Collaboration & strategic partnerships
- Ethics, equality, diversity & inclusion

**ENABLING**
- People
- Data & digital
- Resources
- Assurance

**SERVICE DELIVERY**
- Prevention
- Protection
- Response
- Resilience

Key: Double white border - indicates areas included in phase one or phase two development plans
## Fire Standards Plan and Progress

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Future Phases - TBC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Risk Management Planning</td>
<td>Developing Leaders (Leadership #2)</td>
<td>Communication, engagement, consultation</td>
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<tr>
<td>Well-Led Organisation (Leadership #1)</td>
<td>Workforce Management (Leadership #3)</td>
<td>Collaboration and strategic partnerships</td>
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<tr>
<td>Code of Ethics</td>
<td>Safeguarding</td>
<td>Health and wellbeing</td>
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<tr>
<td>Emergency response driving</td>
<td>Fire Investigation</td>
<td>Digital and Technology</td>
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<tr>
<td>Operational response - Preparedness</td>
<td>Emergency Planning and Resilience</td>
<td>Resources</td>
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<tr>
<td>Operational response - Competence</td>
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<td>Assurance</td>
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<td>Operational response - Learning</td>
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<td>Prevention</td>
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<td>Fire Protection</td>
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<tr>
<td>Data Management and Requirements</td>
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</tbody>
</table>

*Italics denotes Fire Standards yet to be confirmed, developed or published*
## Strategic, Cultural and Enabling - Leadership and Workforce Scope

### Well-Led Organisation #1

- Corporate Planning
- Finance
- Risk
- Performance Management
- Change Management
- Org Learning
- Workforce planning
- Business continuity
- Link - Emergency planning and Resilience
- Environment and sustainability
- Health & Wellbeing
- Employee & industrial relations

### Developing Leaders #2

- Management & leadership development
  - Executive
  - Middle Management
  - Supervisory
  - Talent management
  - Career pathways and Succession planning (Leadership and Management)
  - Individual Performance Management
  - Appraisals / 360

### Workforce Planning and Management #3

- Recruitment & selection
- Induction & support
- Competencies inc fitness
- Skills acquisition & maintenance
- Contracts, pensions & pay
- Learning & development (inc apprenticeships)
- Career pathways and Succession planning (non-leadership and specialisms)
- Individual Performance Management
  - Disciplines & grievances
  - Appraisals
  - Technical Assessments
  - Leave arrangements
  - Retirement support
  - Secondment / career breaks

### People Programme Projects / Outputs which support

- Working patterns
- Recruitment
- Health and Wellbeing
- Competence (inc Review of NOS)
- Leadership Programmes
  - ELP
  - Supervisory
  - Middle Management
  - EDI
- Developing Leaders
  - Direct entry
  - Coaching and mentoring
- Leadership Framework
- Leadership and Management
  - Core Learning pathway
  - Coaching and Mentoring
  - Talent management toolkit
  - Maturity Models

### Linked Fire Standards

- CRMP
- Safeguarding
- Code of Ethics
- Developing Leaders
- Workforce Management

### Linked Fire Standards

- CRMP
- Safeguarding
- Code of Ethics
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- Workforce Management

### Linked Fire Standards

- CRMP
- Safeguarding
- Code of Ethics
- Operational Competence
- Well-Led Organisation
- Developing Leaders
Enabling - Data and Digital Scope (proposed)

<table>
<thead>
<tr>
<th>Data (Phase 1)</th>
<th>Digital and Technology (future phase)</th>
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<tbody>
<tr>
<td>• Data management and governance</td>
<td>• Information Technology (infrastructure)</td>
</tr>
<tr>
<td>• Information management /FOI</td>
<td>• Digital Communications</td>
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<tr>
<td>• Data protection / Protective Security</td>
<td>• Support and back up</td>
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<td>• Data analysis</td>
<td>• Cyber security</td>
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<td>• Data sharing</td>
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**Culture, Resources and Assurance scope (proposed)**

<table>
<thead>
<tr>
<th>Communication, engagement, consultation</th>
<th>Health and wellbeing</th>
<th>Resources</th>
<th>Assurance</th>
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<tr>
<td>• Internal and External</td>
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<td>• Procurement</td>
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<td>• Formal and Informal</td>
<td>• Counselling</td>
<td>• Contract management</td>
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<td>• Health &amp; Safety accident management</td>
<td>• Commercial activities</td>
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* Potential to combine partnership working with communications and engagement
# Impact Assessment

<table>
<thead>
<tr>
<th>Fire Standards – areas remaining</th>
<th>Legislative drivers</th>
<th>Other drivers (political, public interest)</th>
<th>HMICFRS</th>
<th>SIM Issues</th>
<th>Supporting guidance available</th>
<th>Fit for the Future Improvement Objectives</th>
<th>Score</th>
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Improvement Themes post COVID learning

SIM issues by improvement theme

- Resilience and Emergency Planning
- People and Culture
- Operational Response
- Competence
- Organisational performance management
- Leadership and Governance
- Data
- Technology and Infrastructure
- Risk management
- Fire protection
- Prevention
- Government/National Policy
Fit for the Future Improvement Objectives?

1) Evidence based risk planning
2) Focus on improving competence
3) National standards and guidance
4) Innovative approaches to prevention
5) Evolved role of protection
6) Measuring benefits, evaluating activity
7) Attracting employees
8) Retaining employees
9) Effective leadership
10) Meaningful collaboration
11) Organisational learning