

FIRE STANDARDS BOARD

Title of Paper	Standards development scoping & prioritisation Approval of a test of the standards development process <i>For decision</i>
Date of Meeting	2 April 2019
Paper Number	Paper 1
Presented by	CPO

Summary

This paper asks the Board to consider the proposed business areas to which standards will apply and the prioritisation criteria we propose the Board will use to help determine the work plan.

It also seeks approval for the CPO to run a test of the standards development process, agreed at the last Board meeting, through the piloting of two standards for testing with stakeholders.

Decisions

That the Board:

1. Consider the information provided in Appendix A and the other background information in this paper to help the Board form and shape the scope of the proposed suite of professional standards.
2. Agree for the CPO to develop prioritisation criteria metrics to help prioritise standards for development to inform the work programme.
3. Agree to the CPO testing of the standards development process with two pilot standards which it plans to be presented for approval in October 2019.

FIRE STANDARDS BOARD

Background Information

The aim is for the professional standards to represent “what good looks like” in any particular field of work for each of England’s fire and rescue services. It is anticipated that the standards will reflect what is already considered to be best practice.

Figure 1 shows the proposed component parts of a standard as agreed by the Board at its last meeting.



Figure 1 - Professional standard component parts

Standards Development - Current Status

The NFCC has a strategy with the aim of supporting services to deliver the best service to communities and to drive fire and rescue services transformation which includes:

- Achieving a consistent risk-based approach to risk management planning
- Building a representative workforce
- Maximising the added value of digital solutions, innovative use of information technology and effective sharing and utilisation of data

The NFCC also is the conduit to the professional subject matter experts who would be consulted as standards are developed.

FIRE STANDARDS BOARD

The NFCC's annual plan and programmes of work are aimed at developing guidance, tools and information. As a result of the NFCC's programmes and projects much work has been done in developing national guidance and best practice. While the outcome of this work is already either in place or in progress, it is not formally or nationally recognised as standards.

A number of national practitioner groups which sit below the NFCC Committee structure also develop solutions in the form of guidance, tools, training packages and supporting information. These solutions are aimed at resolving common issues and improving consistency to service delivery. Examples of those with work almost completed includes:

- Driver Training Advisory Group (Fire)
A national approach to training and assuring emergency response drivers in the fire and rescue services to meet the requirements laid out in the Road Safety Act
- Trauma Care Working Group linked to NFCC Operational Committee
A national standard aligned to NICE health standards to bring consistency to the initial medical treatment of casualties by firefighters (prior to arrival of paramedics)
- Children and Young People Programme
A national training and assurance package for practitioners delivering Firesetter intervention activity with young people (preventing arson)

These groups are formed of representatives from UK fire and rescue services who collaborate to address common problems or to improve their working practices for the benefit of staff and the communities they serve. They are seeking to gain national acceptance and endorsement of the solutions they have produced.

As professional standards and supporting guidance and tools will be primarily derived from the outcomes of the NFCC annual plan and programmes of work, it is proposed that this body of work is considered as part of the prioritisation of the work programme.

Scope of Standards Development Work Programme

The Board's priority is to identify what professional standards are required and create a prioritised work programme/ schedule so that the CPO can then plan and develop those standards for the Board's eventual approval.

The first step in this process is to establish the size of the task in hand and to agree the areas of business to which standards will apply. This will set the scope for the work programme – the areas included in the work programme and which are not.

FIRE STANDARDS BOARD

To help establish the scope of standards, *Appendix A - Standards Scoping Map*, provides the Board with an overview of the business functions that exist within each fire and rescue service, whatever the Governance model. The business functions have been grouped at two levels and attempt to cover all aspects of the Fire and Rescue Service business. They are then categorised in two ways:

- Areas of business where standards would “enhance the fire profession” and are therefore more specialist or specific to the services; or
- areas of business that enable the services to deliver their work more efficiently and effectively (“run the business”), but where appropriate industry recognised standards may already exist to which we can link.

The Appendix also indicates areas where work is already underway or planned through the NFCC and its network of Committees, national lead officers and practitioner groups.

Within each area of business, it is proposed standards are likely to be applied at a number of levels, namely;

- **Organisational**
Expectations of good practice that require contributions from different parts of the organisation
- **Functional**
Expectations of particular specialisms within each organisation
- **Individual**
Expectations of individuals carrying out specific roles

Recommendation

1. Consider the information provided in Appendix A and the other background information in this paper to help the Board form and shape the scope of the proposed suite of professional standards.

Priorities for Standards

With the scope of standards agreed, the next step will be to prioritise standards development and generate a work programme in line with the time and resources available.

Assessment of priorities will need to consider work already in progress, their importance to the development of the professionalism of the service and the capacity of the CPO (which has resource limitations).

FIRE STANDARDS BOARD

It is appreciated that there are many drivers for change which will influence the priorities for individual standards development. These include, but are not limited to:

- 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
- 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.

Recommendation

2. Agree for the CPO to develop prioritisation criteria metrics to help prioritise standards for development to inform the work programme.

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.

FIRE STANDARDS BOARD

HMICFRS' findings

The introduction of inspections by HMICFRS ahead of professional standards being developed has led to a tacit benchmark of what good looks like through the judgement criteria that the inspectorate has developed and applied.

However, it is important to note that the current inspection framework and associated judgement criteria do not cover all areas of Fire and Rescue Services' business. Therefore, it is proposed that the judgement criteria used by the Inspectorate informs standards development.

The proposed MoU to be developed between the Board and HMICFRS aims to clarify how the two will share information to inform professional standard development and ensure that the standards developed can be incorporated into the HMICFRS' inspection arrangements.

Testing the Standards Development Process

To ensure that the proposed standards development process is workable and will achieve the desired results, it is proposed that the Board agree for the CPO to run two pilot standards development processes.

There are two areas where work is virtually complete and many of the requirements of the standards development process have been met.

The first proposed standard is the suite of National Operational Guidance which will ultimately bring about consistency in operational response.

The second proposed standard is the Emergency Response Driver Training package which has been developed in line with the Department of Transport's requirements for all emergency services and would bring services in line with the Road Safety Act. There is a requirement for all services to be compliant with this legislation by 2020. The work in this area aims to bring consistency in the way all blue light drivers are trained and the way in which Fire and Rescue Service driver trainer schools or centres operate.

Much work has already been completed to ensure the sector is compliant with the legislation around high speed driving. Many are already following the draft processes and training that has been developed. National recognition by way of a professional standard would bring about consistency in this area and ensure all UK Fire and Rescue Services are compliant with legislation. The Devolved Administrations have been involved with the development of this package and are already applying it. Subject to formal approval from them, this has the potential to be a UK wide standard.

FIRE STANDARDS BOARD

Recommendation

3. Agree to the CPO testing of the standards development process with two pilot standards which it plans to be presented for approval in October 2019.

Conclusions and Next Steps

Should the Board agree with the proposals in this paper, the CPO will complete and provide the following at the next Board meeting:

- the initial scoping of the suite of standards
- the draft prioritisation criteria metrics

Their production will enable the CPO to develop a more detailed work programme and timeline for standards development for consideration by the Board at a later meeting.

Appendix A

FIRE STANDARDS BOARD

Appendix A - Standards Scoping Map

Business Function Level 1	Business Function Level 2	Role	Workstream	Work in Progress	Work Planned
Corporate planning and governance	Leadership	Enhancing the profession	People Programme		
	Collaboration	Enhancing the profession			
	Strategic planning & organisational change	Enhancing the profession			
	Corporate risk management	Enhancing the profession	Community Risk Programme		
Risk Management Planning / Emergency Planning/LRF	Business Continuity & Contingency Planning	Enhancing the profession	Community Risk Programme		
	Community risk register	Enhancing the profession	Community Risk Programme		
	Emergency & crisis management, civil protection	Enhancing the profession	Community Risk Programme		
	Local resilience - planning and preparedness	Enhancing the profession	Civil Contingencies Secretariat		
Prevention - Community Safety	Prevention activities including volunteers, schools, youth engagement, cadets,	Enhancing the profession	Children & Young People		
	Home Fire Safety Visits	Enhancing the profession	Community Risk Programme		
	Casualty reduction	Enhancing the profession			
	Safeguarding	Enhancing the profession	NFCC Committee Level		
Protection - Fire Safety	Inspection officers / enforcement (Fire Safety Order)	Enhancing the profession	Hackitt Review Response Programme		
	Fire investigation	Enhancing the profession	NFCC Committee Level		
Operational	Operational Policy	Enhancing the profession	NOG		

Appendix A

FIRE STANDARDS BOARD

Business Function Level 1	Business Function Level 2	Role	Workstream	Work in Progress	Work Planned
Response	Operational Effectiveness	Enhancing the profession	NFCC Committee Level		
	Operational Assurance	Enhancing the profession	NFCC Committee Level		
	New Dimensions/ National Resilience	Enhancing the profession	NFCC NR Hub		
Learning and Development, Training	Leadership and management (career pathways)	Enhancing the profession	People Programme		
	Basic and core training (operational)	Enhancing the profession	People Programme		
	Specialisms for example rope rescue, MTA, USAR	Enhancing the profession	NFCC NR Hub		
	Control Room	Enhancing the profession	NOG		
Performance and Data	Business intelligence	Running the business	NFCC Committee Level		
	IRMP	Running the business	Community Risk Programme		
	Information Management & FOI	Running the business	NFCC Committee Level		
	Project Management	Running the business	For Assessment		
Business Administration	Secretariat	Running the business	For Assessment		
	PAs	Running the business	For Assessment		
	Reception	Running the business	For Assessment		
	General administration	Running the business	For Assessment		
Legal Services	Legal departments	Running the business	For Assessment		
	Internal Lawyers / Barristers	Running the business	For Assessment		
	Democratic services	Running the business	For Assessment		
Finance department & services	Internal and external finance	Running the business	For Assessment		
	Payroll	Running the business	For Assessment		
	Audit	Running the business	For Assessment		
	Procurement	Running the business	For Assessment		

Appendix A

FIRE STANDARDS BOARD

Business Function Level 1	Business Function Level 2	Role	Workstream	Work in Progress	Work Planned
	Contract management	Running the business	For Assessment		
Technical Services	Research, development & testing	Running the business	For Assessment		
	Water - Hydrants, mapping	Running the business	For Assessment		
Fleet Management	Fleet/workshops and equipment	Running the business	For Assessment		
	Maintenance & transport	Running the business	For Assessment		
Estate and asset management	Buildings & Estates	Running the business	For Assessment		
	Asset Management	Running the business	For Assessment		
	Catering Services	Running the business	For Assessment		
	Environmental Management - Sustainability	Running the business	For Assessment		
Information & Communication Technology	Business continuity	Running the business	For Assessment		
	Infrastructure & assets	Running the business	For Assessment		
	Service support / help desk	Running the business	For Assessment		
	Operational (Radios / Airwave/ ESN)	Running the business	Emergency Services Network Project		
Communications & Media	Internal & External	Running the business	For Assessment		
Human Resources	Employee relations	Running the business	For Assessment		
	Contracts and employment	Running the business	For Assessment		
	Recruitment	Running the business	People Programme		
	Occupational Health	Running the business	People Programme		
	Equality and Diversity	Running the business	People Programme		
Health and Safety	Organisation	Running the business	NFCC Committee Level		
	Risk assessment	Running the business	NFCC Committee Level		