

<b>Item Number</b>	<b>Item 7 – Paper 4</b>
<b>Title of Paper</b>	<b>Phase Two Delivery Plan Proposal</b>
<b>Decision or Information</b>	For decision
<b>Date of Meeting</b>	16 <sup>th</sup> February 2021
<b>Presented by</b>	CPO
<b>Attachments</b>	Appendix A – Proposed Phase Two Delivery Plan

## Summary

Following the discussion at the last meeting about the second phase of Fire Standards, the Board is provided with a revised phase two delivery plan. (*See Appendix A*).

The NFCC CPO are proposing this plan based on current areas of priority, although the learning from the service's response to COVID and the pending HMICFRS State of Fire report have yet to be fully analysed and understood. Any recommendations that arise from those reports may impact on the proposed delivery plan.

## Recommendations and decisions required

The Board is asked to review and agree the proposals for the phase two delivery plan.

## Background Information

Much has been learnt from the first full year of Fire Standards development. This includes the time needed for the various stages of the process, the importance of early engagement with stakeholders and the need to build in contingency time for slippage. The latter is needed especially when multiple stakeholders with their own internal governance protocols and timetables have to be accommodated in the overall standards development timeline.

The plan aims to ensure that the Board in developing Fire Standards continues to address key areas of improvement identified through the NFCC Strategic Improvement Model (SIM) and analysis of key drivers for change. Results of this analysis are combined with activities where there is an existing body of work that could support Fire Standards or on which standards can be based, even if that work needs to be reviewed to check its validity and currency.

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What is evident from the first full year of Fire Standards development is that timelines are difficult to predict until scoping work, early engagement with services and stakeholders and sometimes peer review are substantially underway or completed.

In addition, the impact of the COVID pandemic and reports pending publication by HMICFRS may also impact on priorities.

Therefore, the proposed phase two delivery plan has been designed with the above considerations and learning in mind, balanced with the current priorities and capacity to deliver. The amount of future funding to support Fire Standards delivery is currently unclear. Therefore, this plan is based on the continuation of capacity at current levels, but it may need to be re-considered if there is a reduction in funding in the next financial year.

Considering the points outlined above, the Board is asked to assume there needs to be a level of flexibility to the timings proposed. Also, the Board should note that there may be the need to consider any emerging priorities from the continued analysis of learning undertaken by the NFCC.

The proposed plan is shown as a simple timeline in *Appendix A* with more detail in the accompanying table. There is a need to phase start dates for multiple standards in order to avoid peaks and troughs in development activity and the impact on services of publishing multiple Fire Standards at the same time.

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## Phase Two Timeline 2021 – 2022 (Revised)

		2021												2022				
Phase 1		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	
1	Prevention	█																
2	Fire Protection	█																
Phase 2																		
1	Data Requirements*																	
2	Well-Led Organisation (Leadership)	█																
3	Communication		█															
4	Fire Investigation			█														
5	Pre-Hospital Casualty Care					█												
6	Developing Leaders (Leadership) - tbc			█										█				
7	Home Safety Checks -tbc									█				█				

\*Scoping work on this Fire Standard has been begun but a defined timeline is not yet confirmed

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## Phase Two Delivery Plan – Rationale

ID	Name of Fire Standard	Activity Framework Category	Improvement themes addressed	Potential results or impact of Fire Standard (rationale)	Proposed start and approval dates
1	Data Requirements and Management	Enabling	<ul style="list-style-type: none"> <li>• Data and technology</li> <li>• Creating efficiencies</li> <li>• Financial Planning</li> <li>• Evaluation</li> <li>• Organisational Learning</li> </ul>	Defined data management principles and standards leading to more accurate and consistent data about FRS performance which will be easier to access, maintain and share	<ul style="list-style-type: none"> <li>• Scoping work initiated but timeline dependent on NFCC Digital &amp; Data funding</li> </ul>
2	Leadership – (well-led organisation)	Cultural / People	<ul style="list-style-type: none"> <li>• Leadership and governance</li> <li>• Ethics, equality, diversity &amp; inclusion</li> <li>• Financial Planning</li> <li>• Creating efficiencies</li> <li>• Resource to Risk</li> <li>• Organisational Learning</li> <li>• People and culture</li> </ul>	To encapsulate what leadership of a well led and managed fire and rescue service looks like, highlighting the core responsibilities and required behaviours of leaders.	<ul style="list-style-type: none"> <li>• Start Jan 2021</li> <li>• Approve Jul 2021</li> </ul>

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ID	Name of Fire Standard	Activity Framework Category	Improvement themes addressed	Potential results or impact of Fire Standard (rationale)	Proposed start and approval dates
3	<p>Communication</p> <ul style="list-style-type: none"> <li>Internal and External</li> <li>Engagement and consultation</li> </ul>	Enabling Resources	<ul style="list-style-type: none"> <li>Competence</li> <li>Creating Efficiencies</li> <li>Ethics, behaviours and values</li> </ul>	<p>Establish a more consistent approach to FRS communications functions including skills required based on recognised industry practices and improving the professionalism of communications within FRS. Bring consistency in approach to consultations and strategic business partnerships.</p>	<ul style="list-style-type: none"> <li>Start Feb 2021</li> <li>Approve Sep 2021</li> </ul>
4	Fire Investigation – Protection	Service Delivery – Protection	<ul style="list-style-type: none"> <li>Resource to Risk</li> <li>Fire Protection</li> <li>Evaluation</li> <li>National Guidance</li> <li>Response to GTI and HMICFRS</li> </ul>	<p>Establishing a more consistent approach to fire investigation including ensuring the specialist fire investigation capacity provided by some FRS to police services meets legislative and professional standards for forensic investigation.</p> <p>Improving fire protection competence and capacity in FRS. Key aspect of learning from incidents (causes of fire).</p>	<ul style="list-style-type: none"> <li>Start April 2021</li> <li>Approve Oct 2021</li> </ul>

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ID	Name of Fire Standard	Activity Framework Category	Improvement themes addressed	Potential results or impact of Fire Standard (rationale)	Proposed start and approval dates
5	Pre-hospital casualty care	Service Delivery - Response	<ul style="list-style-type: none"> <li>Competence</li> <li>Creating Efficiencies</li> <li>National Guidance</li> </ul>	Bring consistency to the initial medical treatment of casualties by firefighters (prior to arrival of paramedics) aligned to NICE health standards	<ul style="list-style-type: none"> <li>Start June 2021 -TBC</li> <li>Approve Nov 2021 -TBC</li> </ul>
6	Leadership – Developing Leaders (initiated in phase one, completion to be confirmed)	Strategic and Leadership	<ul style="list-style-type: none"> <li>Managing People and Leadership</li> <li>Response to HMICFRS</li> </ul>	To encapsulate what is required to develop and promote good leadership at all levels within the fire and rescue service and to highlight the core responsibilities and required behaviours of leaders.	<ul style="list-style-type: none"> <li>Start March 2021</li> <li>Approve March 2022 - TBC</li> </ul>
7	Home Safety Checks - Prevention	Service Delivery - Prevention	<ul style="list-style-type: none"> <li>Resource to Risk</li> <li>Prevention</li> <li>Evaluation</li> <li>National Guidance</li> </ul>	Bringing consistency to home safety checks across the country. Evaluating interventions to improve targeting to communities.	<ul style="list-style-type: none"> <li>Start Sep 2021 - TBC</li> <li>Approve Approve 2022 - TBC</li> </ul>