

Appendix B: Fit for the Future (FfF) – links to Service Improvement work

Theme: Service Delivery – the role of the Fire and Rescue Service

FfF Improvement Objective (IO)	Fire Standard	HMICFRS Inspection framework	Area for Improvement (AFI) from SYFR HMICFRS Inspection reports	Service Plan 2024/25 priority	Functional plan
<p>IO1: Fire and Rescue Services will have evidence based, high quality and consistent community risk management plans, based on the Community Risk Planning Fire Standard. The Plans will encompass all aspects of service deployment and delivery, addressing local risks within diverse communities as well as ensuring they are resilient to national risks and threats.</p>	<p>Community Risk Management Planning</p>	<p>1.1. How well does the FRS understand the risk of fire and other emergencies?</p>	<p>AFI: The Service needs to make sure that it uses its resources across prevention, protection and response functions in a more joined up way to meet the priorities in its community risk management plan.</p> <p>AFI: The Service should have effective measures in place to assure itself that its workforce is productive and that their time is used as efficiently and effectively as possible to meet the priorities in its community risk management plan</p>	<p>Performance and productivity</p>	<p>Service Improvement Team</p> <p>Emergency Response</p> <p>Prevention</p> <p>Business fire Safety</p>
<p>IO2: Fire and Rescue Services support new and innovative ways to prevent fires and other emergencies. They will work with people in local communities to make them safer including tackling the health</p>	<p>Prevention</p>	<p>1.2. How effective is the FRS at preventing fires and other risks?</p>	<p>AFI: The Service should make sure it puts in place measures so it can catch up on the home fire safety checks identified and awaiting a visit that have built up during the pandemic.</p> <p>AFI: The Service should make sure it quality assures its prevention</p>	<p>Service delivery improvements</p>	<p>Prevention</p>

<p>inequalities that put their wellbeing at risk.</p>			<p>activity, so staff carry out home fire safety checks to an appropriate standard.</p>		
<p>IO3: A culture of responsibility and ownership will be driven by the fire and rescue service to influence all organisations and bodies responsible for fire safety. Fire protection activity carried out by fire and rescue services will reflect their role as a part of the changing regulatory system.</p>	<p>Protection</p>	<p>1.3. How effective is the FRS at protecting the public through the regulation of fire safety?</p>	<p>AFI: The Service should assure itself that its risk-based audit programme prioritises the highest risks and includes proportionate activity to reduce risk.</p> <p>AFI: The Service should make sure it has an effective quality assurance process, so staff carry out audits to an appropriate standard.</p> <p>AFI: The Service should make sure it works with local businesses and large organisations to share information and expectations on compliance with fire safety regulations.</p>	<p>Service delivery improvements</p>	<p>Business Fire Safety</p>
<p>IO4: The benefits of all Fire and Rescue Service activity are measured and evaluated so that decision making about resource allocation can be improved.</p>	<p>n/a</p>	<p>1.2.3 The FRS evaluates the impact of its prevention activity and uses this to improve its own and partners' approaches.</p> <p>2.1.6 The FRS comprehensively monitors, reviews and evaluates the benefits and outcomes of any collaboration and can demonstrate that it improves the provision of its core functions or achieves work force efficiencies.</p>	<p>n/a</p>	<p>Efficiency</p>	<p>Service Improvement Team</p>

Theme: Leadership, people and culture

FfF Improvement Objective (IO)	Professional Fire Standard	HMICFRS Inspection framework	Area for Improvement (AFI) from SYFR HMICFRS Inspection reports	Service Plan 2023/24 priority	Functional plan
<p>IO5: Fire and Rescue Services refocus their investment in the selection, training and development of employees to maintain, support and improve their skills and knowledge throughout their careers.</p>	<p>Operational Competence</p> <p>Operational Preparedness</p>	<p>3.2. How well trained and skilled are FRS staff?</p>	<p>AFI: The Service needs to assure itself that all staff are appropriately trained for their role. It needs to ensure all staff keep their skills up to date and have a consistent method of recording when they have received training.</p> <p>AFI: The Service should ensure it understands everything it needs to do to adopt national operational guidance and it should ensure its plan is resourced to do so.</p> <p>AFI: The Service should arrange a programme of cross-border exercises, sharing the learning from these exercises.</p>	<p>Leadership</p>	<p>People</p> <p>Training & Development</p>
<p>IO6: Prospective employees are attracted to fire and rescue services as an employer of choice where inclusive recruitment practices and the available diverse roles</p>	<p>Leading and Developing People</p>	<p>3.3.3. The FRS operates an open, fair and honest recruitment process for staff or those wishing to work for it. The FRS exploits opportunities to make sure that its workforce better reflects the community it</p>	<p>AFI: The Service should identify and overcome barriers to equal opportunity, so that its workforce better represents its community.</p> <p>AFI: The Service should make sure that it has effective</p>	<p>Inclusion, diversity and culture</p>	<p>People</p>

<p>and responsibilities help the Service manage risk in the local community.</p>		<p>represents and it promotes diversity at all levels within the organisation. The FRS has an effective system to understand and remove the risk of discrimination in recruitment and promotion processes. It has firmly established equality throughout strategies, plans, training and practice.</p>	<p>grievance procedures. It should identify and implement ways to improve staff confidence in the grievance process.</p>		
<p>IO7: An inclusive culture is at the heart of every Fire and Rescue Service. They are welcoming and supportive places to work, retaining the widest variety of people from all backgrounds throughout their careers.</p>	<p>Core Code of Ethics Leading the Service</p>	<p>3.1. How well does the FRS promote its values and culture?</p>	<p>AFI: The Service should identify and overcome barriers to equal opportunity, so that its workforce better represents its community.</p> <p>AFI: The Service should make sure that it has effective grievance procedures. It should identify and implement ways to improve staff confidence in the grievance process.</p> <p>In addition, this links to the recommendations in the HMICFRS values and culture report.</p>	<p>Inclusion, diversity and culture</p>	<p>People</p>
<p>IO8: Political leaders and managers work together to deliver strong inclusive leadership</p>	<p>Leading the Service</p>	<p>3.1. How well does the FRS promote its values and culture?</p>	<p>AFI: The Service should put in place an open and fair process to identify, develop</p>	<p>Leadership</p>	<p>People</p>

across all Fire and Rescue Services. Common approaches and leadership frameworks will be developed that set out Service values, expectations and behaviours which all can support and promote. This will be the basis on which Fire and Rescue Services are led and all employees operate		3.4. How well does the FRS develop leadership and capability?	and support high-potential staff and aspiring leaders.		
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Theme: National infrastructure and support

FfF Improvement Objective (IO)	Professional Fire Standard	HMICFRS Inspection framework	Area for Improvement (AFI) from SYFR HMICFRS Inspection reports	Service Plan 2023/24 priority	Functional plan
<p>IO9: Fire and Rescue Services have access to comprehensive national implementation support and a repository of standards, guidance and tools that they embed in their own local service delivery.</p>	<p>Emergency Preparedness and Resilience</p>	<p>1.4.1. The FRS understands what action it needs to take to adopt fire standards and national operational guidance, including joint and national learning. The FRS is implementing a plan to achieve this.</p> <p>1.5.5. The FRS local arrangements comply with, and support, the requirements within the National Co-ordination and Advisory Framework.</p>	<p>n/a</p>	<p>All</p>	<p>All</p>
<p>IO10: Opportunities to collaborate are considered in all aspects of service delivery, where it will bring about better outcomes for communities. Partnership working will be based on solid evidence and data to determine the most efficient and effective use of resources to ensure the safety of the</p>	<p>Operational Learning</p> <p>Operational Preparedness</p> <p>Prevention</p> <p>Protection</p> <p>Safeguarding</p>	<p>1.2.3. The FRS works with other FRSs, a wide range of partner organisations and diverse sections of the community to reduce the number of fires and other risks.</p> <p>2.2.7. The FRS routinely seeks opportunities to work with others to improve efficiency in future. It has ambitious plans to improve efficiency.</p>	<p>AFI: The Service should arrange a programme of cross-border exercises, sharing the learning from these exercises.</p>	<p>Efficiency</p>	<p>All</p>

<p>public and our employees.</p>					
<p>IO11: All Fire and Rescue Services will develop the management of data and digital capabilities to ensure evidence-based decision making. This will enable the measurement of benefits delivered through Service activity, evaluation of the Service and also support employee development.</p>	<p>Data Management</p>	<p>1.1.2. The FRS routinely gathers a wide range of data to produce an accurate and clear risk profile and risk management plan</p> <p>2.2.5. The FRS actively considers how changes in technology and future innovation may affect risk, and it exploits opportunities presented by changes in technology to improve efficiency and effectiveness.</p>	<p>AFI: The Service should ensure its firefighters have good access to relevant and up-to-date risk information</p>	<p>Performance and productivity</p>	<p>Service Improvement Team</p> <p>Support Services</p>
<p>IO12: The National Employers (England), the LGA and the NFCC will work in partnership to drive and embed organisational learning to promote continuous improvement at all levels. The partners will jointly own an implementation group to support delivery of the Fit for the Future improvements at local level.</p>	<p>Operational Learning</p>	<p>1.4.7. FRS staff use learning to improve operational response and incident command.</p> <p>1.5.6. The FRS is aware of joint organisational and national operational learning. The FRS takes sufficient action to improve the services it provides in line with industry good practice.</p>	<p>AFI: The Service should ensure it has an effective process in place to obtain operational learning so as to improve its operational response.</p> <p>AFI: The Service should arrange a programme of cross-border exercises, sharing the learning from these exercises.</p>	<p>Service delivery improvements</p>	<p>All</p>