



NFCC

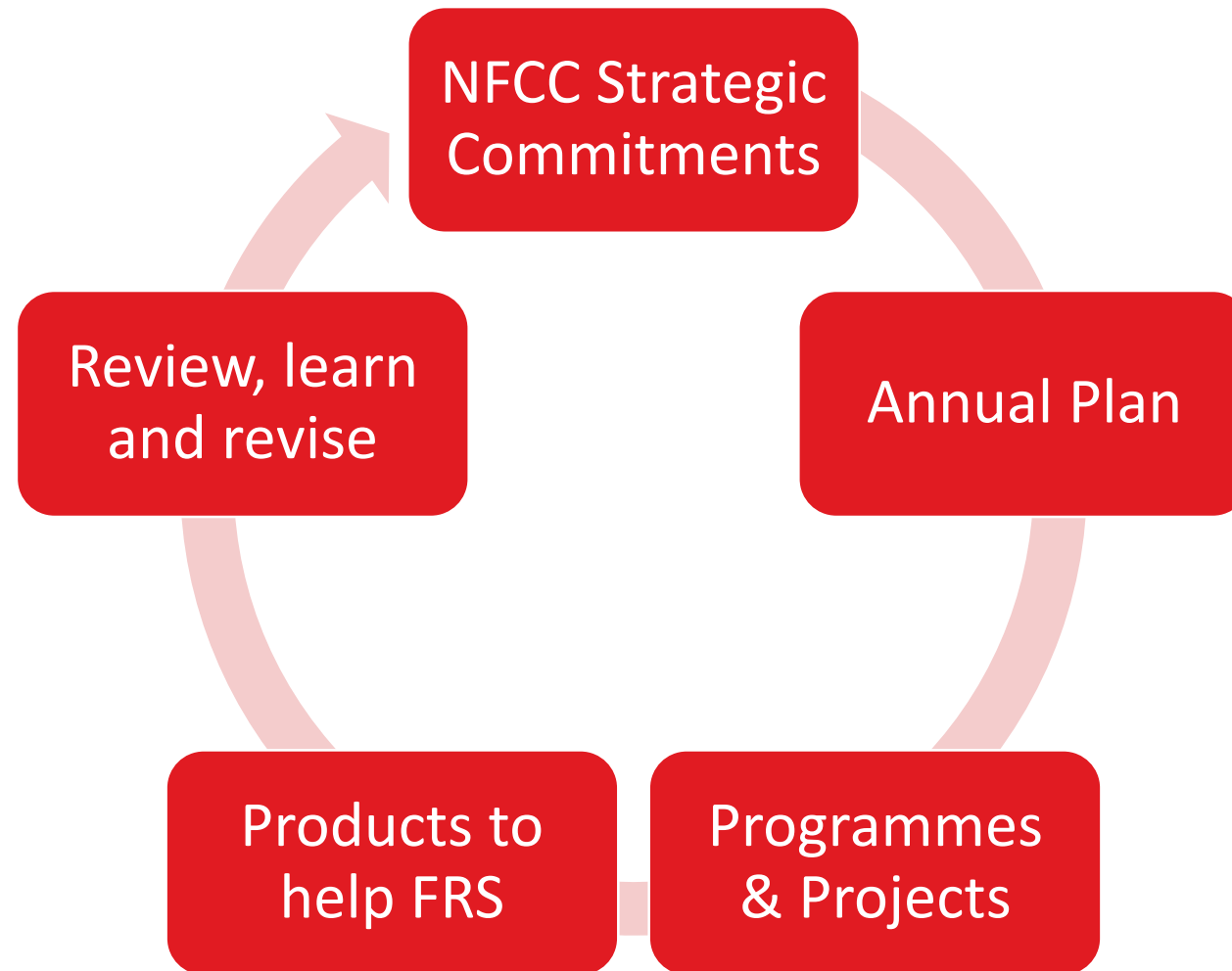
Fire Central
Programme Office

Proposed NFCC Strategic Improvement Model

Geoff Howsego

NFCC Sector Improvement and Assurance
Committee

NFCC business planning



Understanding our improvement journey



Annually we should check....

Review, Learn & Revise

NFCC Strategy and annual plan still fit for purpose?

Whats completed & whats continuing?

Will it deliver as planned?

Yes – continue

No – review, stop, revise?

Consider new drivers and impacts



NFCC strategic improvement model



Maintain, measure and review



Periodic and dynamic review of content

Measuring success – benefits realisation

Business change – transforming practices

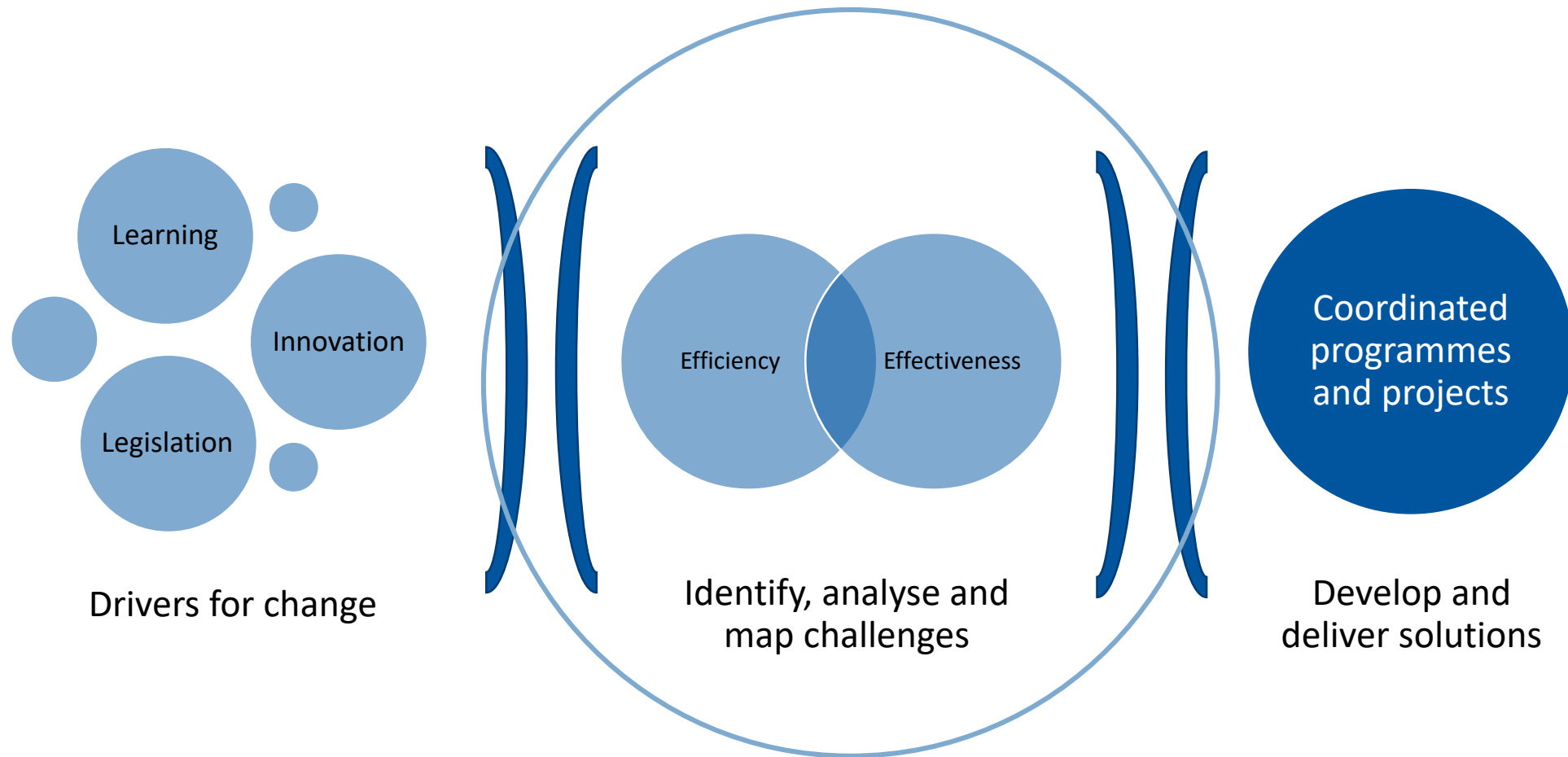
New drivers for change?



NFCC strategic improvement model



Strategic planning



Current driver

What are the challenges?

Common themes?

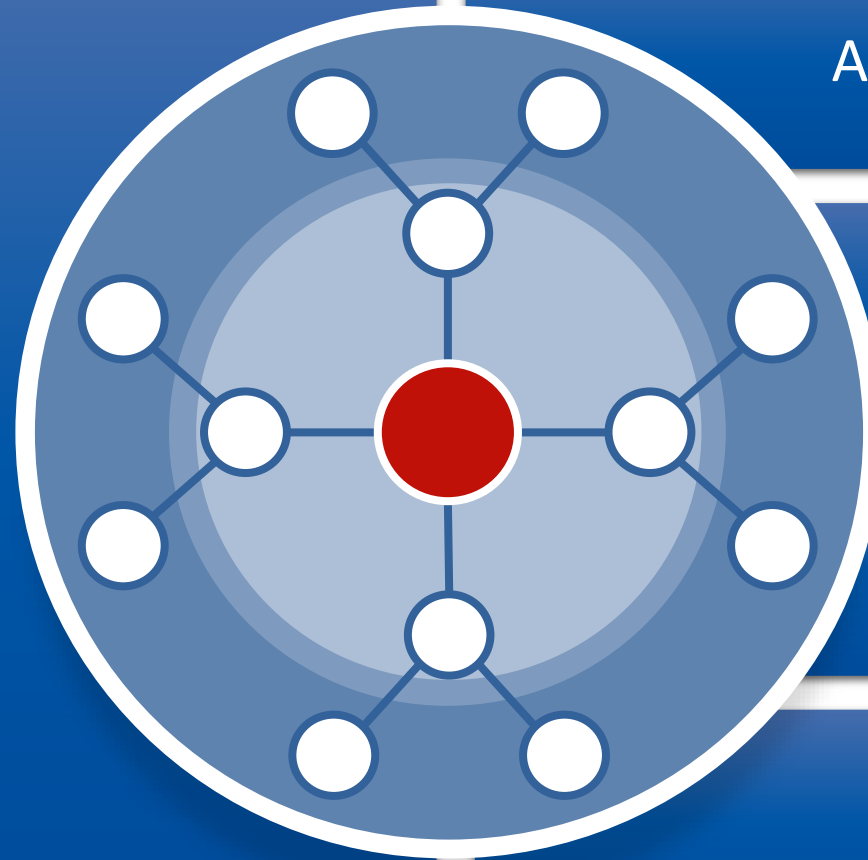
National solutions?

Gaps?



Central coordination – do things once

Strategic
Improvement
Analysis Tool



Any learning can be analysed

Provides data to NFCC

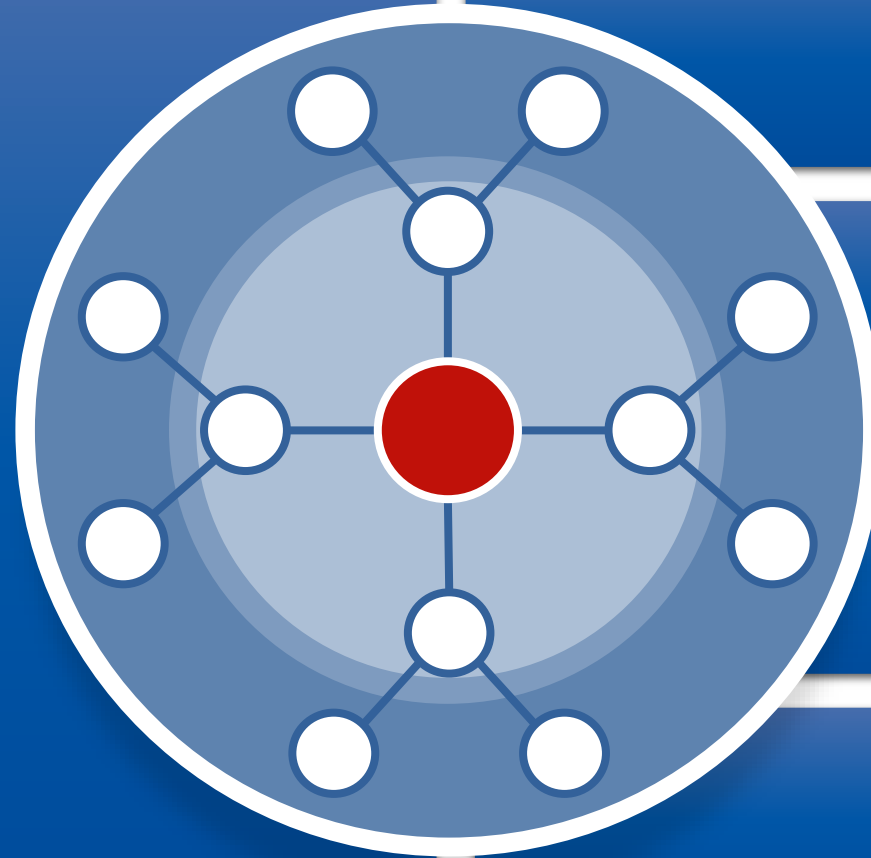
Mapped to existing work

Helps NFCC identify gaps



How does it work?

Strategic
Improvement
Analysis Tool



Issues in report extracted

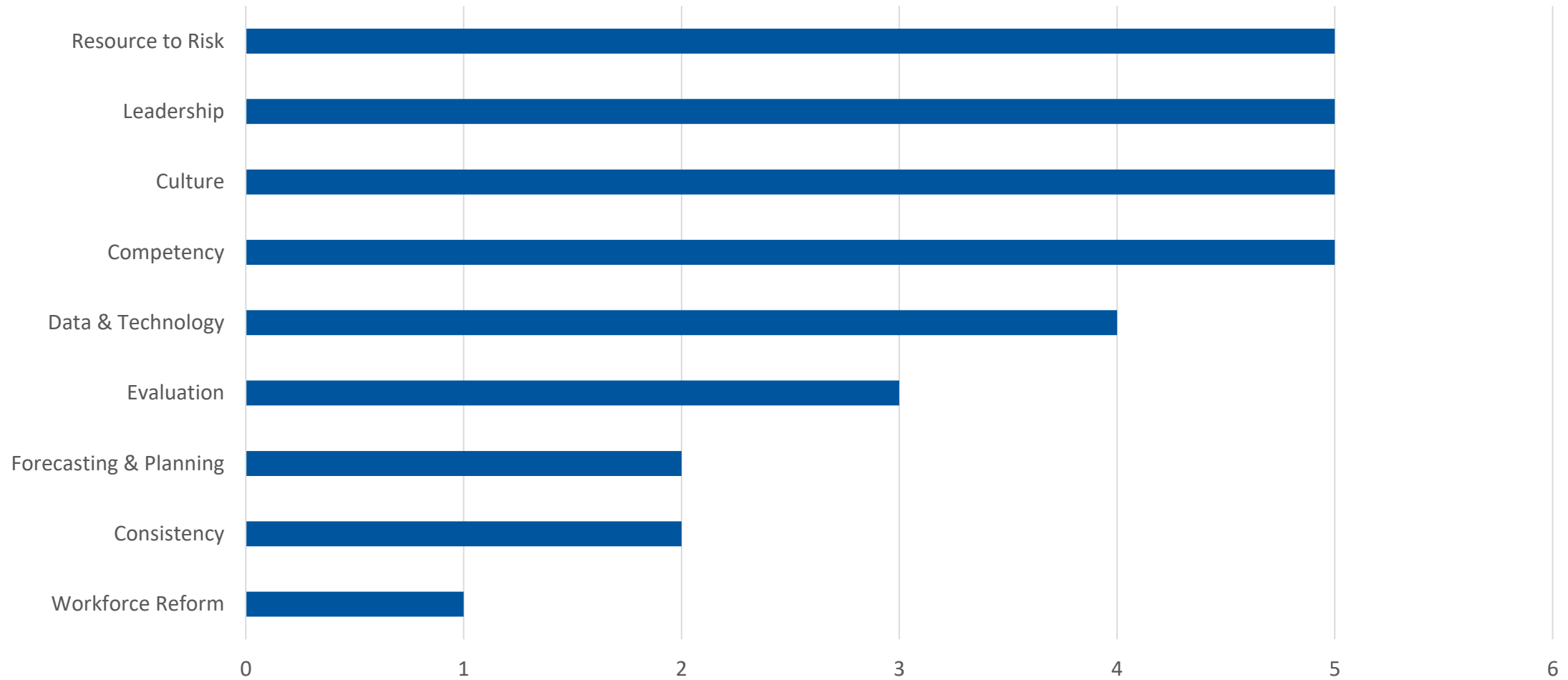
Themes identified

Mapped to NFCC work

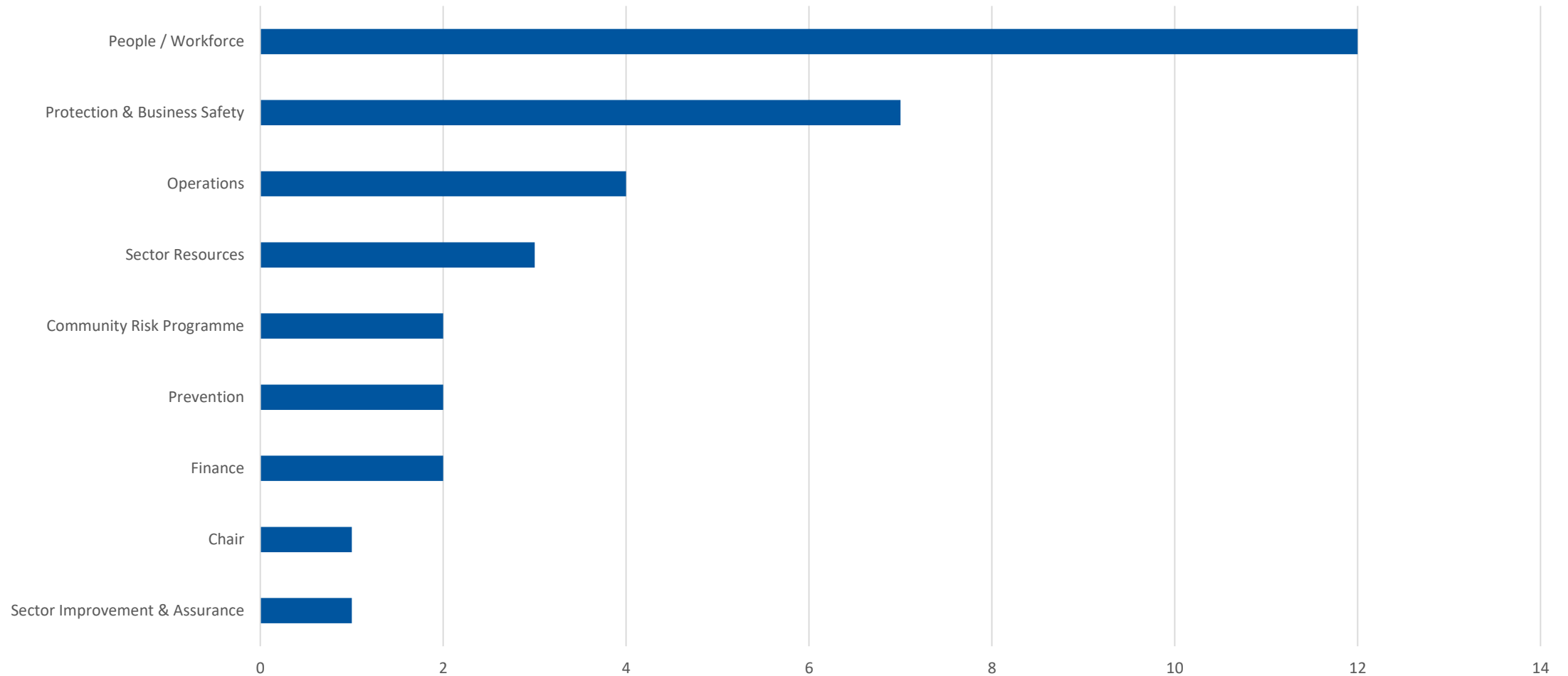
Results collated



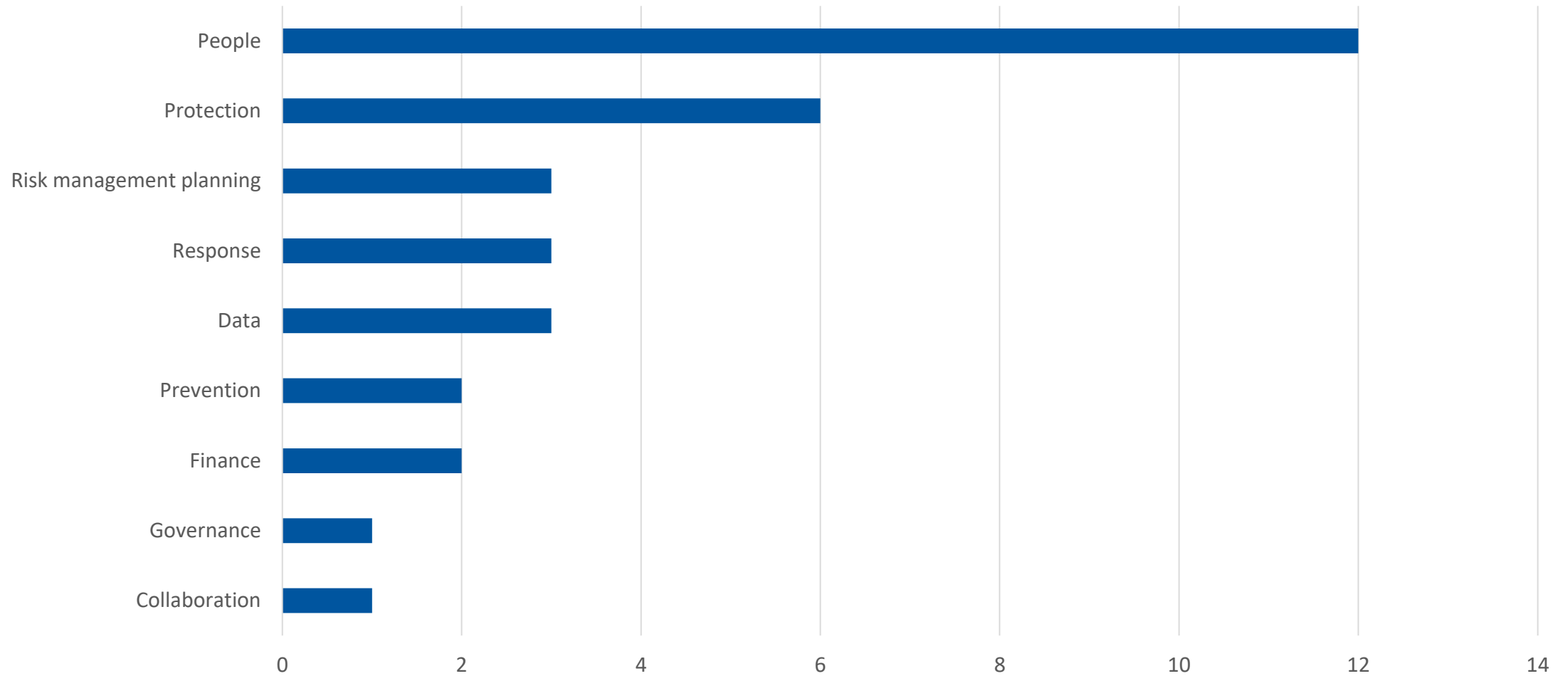
Results: Issues by Improvement theme



Issues by NFCC Committee



Results: Issues by FRS Function



People

1	There is not an inclusive and positive working culture in fire and rescue services
2	Barriers to reform and modernise working practices
3	Lack of workforce diversity
4	Leadership behaviour and communication
5	Workforce and succession planning
6	Talent management is not the norm in the fire and rescue services
7	Promotion and selection processes
8	Staff development and appraisal systems not seen as effective
9	Services not managing grievance appropriately
10	Inconsistencies of procedures to understand availability of on call staff
11	Low levels of staff awareness and/or use of staff welfare support services
12	Impact of secondary employment on staff wellbeing and safety



Protection

1	Evaluation of protection activities needed
2	Inconsistent policies when responding to unwanted fire signals
3	No consistency in risk definition of high-risk premises
4	Protection teams are not focussed enough on proactive fire safety work
5	Protection teams competence, retention and availability
6	Protection teams not utilising enforcement powers to improve standards of fire safety



Response & Risk management planning

Response

- 1 Effectiveness of debriefing smaller incidents varies considerably
- 2 Inconsistent NOG implementation
- 3 Not all incident commanders have a sound working knowledge of what is expected of them

Risk management planning

- 1 Quality, quantity and timeliness of IRMPs varies significantly
- 2 Accurate risk information not available to crews
- 3 IRMPs are static and not dynamic



Prevention and Data/ Digital

Prevention

- 1 Appropriate training and support needs to be provided to uniformed staff delivering prevention interventions
- 2 Evaluation of prevention activities needed

Data

- 1 Inconsistent approaches to recording staff training, competency and grievance information
- 2 Transfer of information to staff is impeded due to use of antiquated, unreliable and often paper-based systems
- 3 Lack of consistent, comparable and good quality data



Finance, Governance & Collaboration

Finance

- 1 Commercial activities prioritised over primary duties
- 2 Lack of forward financial planning and robust data

Governance

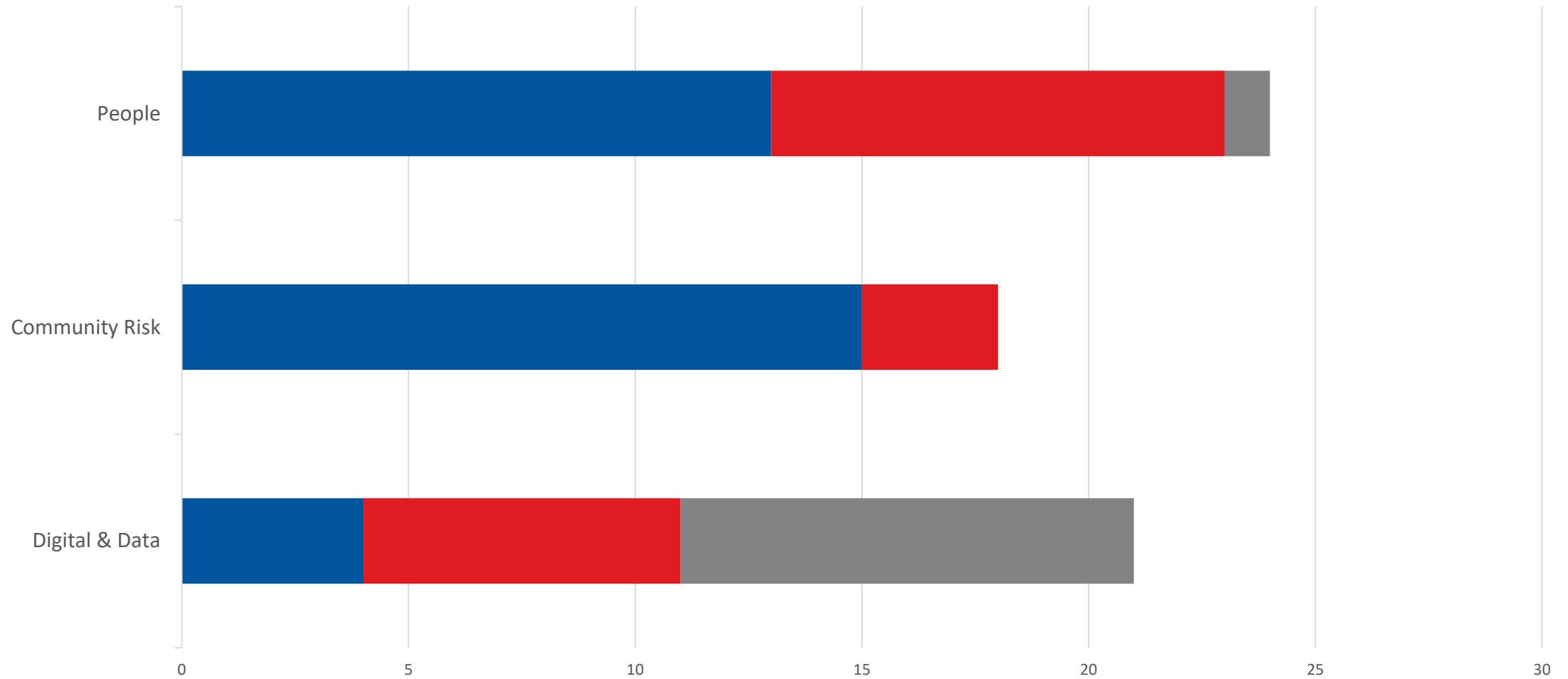
- 1 Lack of consistency between operational independence of CFO's compared to Police Chief Constables

Collaboration

- 1 Evaluation of collaborative activities needed



NFCC work against challenges





NFCC

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Thank you and questions

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