

25 January 2019

## **Central Programme Office Update**

### **Purpose of report**

For information.

### **Summary**

The report summarises the current work of the NFCC Central Programme Office.

### **Recommendation**

Members are to note the contents of this report.

### **Action**

Officers are to take forward any comments for future work.

**Contact officer:** Roy Wilsher

**Position:** NFCC Chair

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## **Central Programme Office Update**

### **Central Programme Office Overview**

#### **Engagement Forum**

1. The first meeting of the newly formed, Engagement Forum (EF), was held on 12 December 2018. Its purpose is to keep key stakeholders informed of progress relating to work undertaken by the NFCC central programme office (CPO) and subsequent Standards development, to provide them an opportunity to comment and feedback on the outputs. It doesn't have decision making powers, instead, it will review outputs and recommend approval to the Steering Group. Chaired by CFO Mick Crennel, its function is similar to that of the Operational Guidance Group (OGG) (set up as part of the National Operational Guidance Programme's governance arrangements), and has representation from a wide range of organisations, both from within the fire sector and those external to it. Cllr Ian Stephens represents FSMC.
2. To distinguish its overall role, it was felt 'Strategic Engagement Forum' was a more suitable name and better reflected the oversight it has across the CPO.

#### **People Programme**

3. The Programme is led by Ann Millington, the programme board met on the 6th December 2018 and discussions focussed on the Leadership Framework and the Programme Definition Document which feature later as items on this update. Cllr Roger Price represents FSMC on the programme.
4. The programme is working closely with the People lead from HM Inspectorate to ensure the programme is adequately addressing the outcomes of the inspections. Initial indicators suggest that the current projects and workstreams are appropriate but we expect to make some adjustments to phase 1 of the programme based on the prioritisation of these and they will also inform the scoping of phase 2.
5. To assist us in structuring the products of the programme and to make them accessible in a digital format to our stakeholders, we have been developing an activity framework. The framework is being developed using an existing model created by Cheshire FRS. Their 'Step Framework' places HR processes in a career cycle which presents a logical and accessible format which also helps us scope the programme. The products can be placed in categories and sub categories of the model; Step in, Step forward, Step up and Step away, with some products being central to all phases such as the Leadership Framework. We are currently developing the model and it will continue to evolve as the scope of the programme is refined.
6. The programme will have a number of forums to enable engagement on the broad spectrum of activity. The HR Forum has membership of the Head of HR from every FRS

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across the UK. We are currently working to reinvigorate the Training Managers Forum which was established to support the development of training products under the National Operational Guidance Programme. As its name suggests, this forum will support us in developing areas related to training, specifically with the Blended Learning project. We have also just had agreement from the Engagement Forum to establish a sub forum that focuses specifically on the People Programme; the People Engagement Forum. This will provide an opportunity to engage stakeholders such as the FSMC, devolved governments and administrations, representative bodies, Home Office and other relevant organisations.

### **Leadership**

7. The Leadership Framework has now been developed, following engagement and consultation with UK FRS and has been approved by the Programme board, the Engagement Forum and the NFCC Steering Group. As with all CPO products it will be reviewed and maintained and we will continue to work with the NFCC and wider sector as the programme evolves to ensure it meets the needs of all stakeholders. It is considered that this this could be the first guidance developed into a standard and starts to meet some of the HMICFRS learning points.
8. A trial of the 360 feedback process based on the leadership behaviours is being conducted within the CPO team and with support from London Fire Brigade before engaging more widely on the process and then the development of an online tool. A working group has also started to look at talent management models with a view to developing some national good practice.

### **Apprenticeships**

9. The project has been working on defining the workstreams in consultation with FRSs. A survey to understand the landscape has been managed between Kent FRS and NFCC CPO and this has informed where our focus lies. The focus in previous years had been on developing fire specific apprenticeships standards, but with a number of these now in place, FRSs are facing the challenge of putting in place or procuring training and assessment arrangements that meet government requirements. Much of the workstreams within the project are now focussed on supporting FRSs with this immediate challenge and researching future opportunities to provide a fit for purpose model and sustainable options that offer best value.
10. The need for a national strategy is clear and we are working with stakeholders to start to shape feasibility of various approaches, considering the barriers and realities. We held a workshop on the 19th December in conjunction with the National Apprenticeship Service to start the development of a national strategy and to support and inform FRSs in relation to their options for registering to provide apprenticeship training. We expect to run a further workshop in the new year to flesh out initial thinking around central co- ordination of end point assessments and other national or regional collaboration.

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### **On Call**

11. An On-Call Awareness week commenced on the 7th January 2019. The campaign was managed by the NFCC Support Services who have been working closely with the project and local FRSs to target prospective recruits. The initial toolkit for on call recruitment is already available but the awareness week will bring much needed public attention to the role and highlight the toolkit to FRS. The campaign launched the toolkit for FRSs to use, additional advertising materials and a number of media communications. There was a lot of interest in the campaign which will be evaluated for hits, applications and successful recruitment, including diversity.

### **Blended Learning**

12. The project board and team have drafted a Statement of Intent for this project which aims to clarify the benefits around blended learning to ensure our stakeholders have a consistent understanding and sets out the objectives for the project. This document will be consulted upon by stakeholders mainly through the reinvigorated Training Managers Forum. This engagement will help to scope the project ensuring the outputs meet the needs of FRSs, though from emerging work we do have some broad outputs which are set out in the PDD.

13. The NFCC Virtual Reality Conference took place on the 29th November which initiated the establishment of a working group of FRSs interested in contributing to the development of shared virtual reality video materials and a procurement framework for hardware.

### **Health and Well-being and Inclusion**

14. The project management of Health and Well-Being requires further scoping but there are some clear themes that have already been defined building on existing work under the Occupational Health Steering Group which will act as a project board. Ian Hayton is the NFCC lead and the project executive and work to define the framework, outputs and governance will commence in January.

### **Inclusion (Equality and Diversity)**

15. Glenn Askew has recently been appointed NFCC lead and project executive for Inclusion. We have commenced development of an inclusion strategy which we hope to bring to the next NFCC Steering Group. The portfolio is also looking to embed impact assessments across all the projects and programmes as an early win. The programme is also looking to run a survey on sexual harassment across FRSs in the near future which will help to define future outputs.

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### **Leadership Framework**

16. The Leadership framework is a key part of the People Strategy and provides a foundation for future projects and workstreams within the People Programme as discussed previously in this report.
17. The development of the framework commenced in January 2018 with a wide peer group setting the overall direction. A smaller group progressed the development of the document as it was brought within the CPO People Programme, it was then peer reviewed in the summer with full consultation following shortly after. The team have reviewed all the responses individually and have made revisions to the final draft which has been approved by the People Programme Board on 6th December and the Engagement Forum on 12th December. It was approved by NFCC Steering Group on 10 January.

### **Community Risk Programme**

18. The programme, led by Phil Loach, continues to scope out the requirements and outcomes of a national community risk management toolkit. The current focus is on the initial research project which will lay the foundation for all subsequent development projects. Cllr Nikki Hennessy represents FSMC.

### **Research Project**

19. Led by Project Executive Ian Hayton, the research project seeks to establish the methodologies being used by UK fire and rescue services to inform their community risk management. The submitted methodologies will be quality assured and a baseline for what 'good' looks like will be established. A gap analysis will be undertaken and further research commissioned where required. The outcome will be a database of good practice upon which we will develop the toolkit in subsequent projects.
20. The project commenced in spring 2018 with the procurement of Nottingham Trent University (NTU) to provide their research expertise and rigour to the process. A technical working group (TWG) of experts within the fire service was then established to help develop the question set to put to services. All UK fire and rescue services were invited to complete the online survey between September-November 2018 and the survey was also extended to the international community via the NFCC International Committee.
21. In total, 43 UK fire and rescue services submitted responses alongside 30 from international agencies, including USA, Canada, Australia, Sweden and Netherlands.
22. It is recognised that there is a potential gap where services are currently undertaking local research towards community risk management which may not have been included in the initial survey response. The project team have coordinated with UK R&D to

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release a subsequent survey to identify this activity. Where applicable responses will be considered as part of the gap analysis to prevent duplication.

### **Digital and Data Programme**

23. A summary of progress in relation to the Digital and Data programme can be found at appendix 8A. The report includes the draft digital strategy and explains its intended purpose as well as the draft programme definition document. Jason Ablewhite represents FSMC
24. The draft NFCC Strategy includes a commitment to maximise the value of digital solutions to improve efficiency and effectiveness of the fire and rescue service. Digital transformation goes further than this and challenges us to consider new ways of working, how we interact with partners, the public and each other.

### **National Operational Guidance**

#### **National Operational Guidance maintenance process and review schedule**

25. The CPO has been given responsibility to maintain National Operational Guidance (NOG). Changes to guidance may result from feedback from FRS users, learning submitted through the National Operational Learning process or as a result of legislative change, these are referred to as dynamic change, or as a result of a periodic review process. It is imperative that any change to guidance, regardless of its source follows a methodical process and a robust governance structure that is appropriate for the level of change.
26. The NOG maintenance process was developed to ensure it is auditable, that all changes are subjected to appropriate level of scrutiny, any recommendation considers the needs of all users and the impacts on all associated products. All maintenance work must also be subject to appropriate level of governance and assurance.

#### **Incident command review - Project initiation document**

27. A proposal to commence reviewing the existing National Operational Guidance for Incident command, and the accompanying Foundation for incident command, was detailed in the CPO Update to the NFCC Full Council in October 2018.
28. In line with the CPO's governance arrangements for full reviews of National Operational Guidance, a project initiation document has been agreed by NFCC Steering Group, this provides details of the project board, the scope of the project, its objectives and benefits. Associated costs will be developed once the scope, and required project resources, have been finalised by the Incident command project board.

Fire Control foundation material

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29. There have been a number of recent incidents which have highlighted the difficult conditions under which Fire controls are operating. One of the greatest challenges Fire controls nationwide are facing at this time is the varying interpretation and application of documents over 50 years old and the barriers this causes to intraoperability.
30. These issues can be addressed by consolidating legacy materials, previously deemed out of scope of the original National Operational Guidance programme, into an enhanced guidance and foundation piece.
31. The outcomes of the project will be to:
  - 31.1. Ensure the currency and accuracy of national guidance by updating existing materials and creating new material in the light of recent learning.
  - 31.2. Develop a knowledge base of control room information, which facilitates common approach to call handling and mobilising.
  - 31.3. Promote regional and national collaboration within Fire controls
  - 31.4. Reduce the risk of mental health and stress related issues in the fire control environment.

### **Professional Standards**

32. The chair and vice-chair of the Fire Standards Board have been appointed and the individuals are Suzanne McCarthy and Alison Sansome.
33. Suzanne is an accomplished Chief Executive, Chairman and Board member. She has led complex, high-profile organisations, with significant experience of working in a variety of sectors. Her work has involved standards and regulation, organisational evolution, governance, strategy, performance management and audit and risk.
34. Her current roles include work with the Valuation Tribunal Service and the London Mayor's Office on Policing and Crime.
35. Alison is an experienced executive director, independent director and board advisor with experience of working in the public sector, third sector organisations and regulatory bodies in the UK. Her current roles include work with the Royal Institution of Chartered Surveyors and the Office of the Public Guardian.
36. The NFCC announcement about their appointment was released in December. Further communications and engagement will be planned but both chairs are keen to meet with all key stakeholders. They will be attending several sector events for this purpose as well as some face-to-face meetings.

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**Grenfell Tower Inquiry**

37. The first board meeting will now be in February 2019 in London.