



## NFCC CPO Fire Commission update

### 1. Summary

This report updates Fire Commission on the work of the National Fire Chiefs Council (NFCC) Central Programme Office (CPO).

### 2. People Programme

- 2.1. The programme is undertaking more detailed scoping of phase 2 of the programme now that tranche two of the inspection's findings have been published and we have greater clarity of the priorities for improvements required around workforce. Some options will be presented to the programme board in September hopefully to agree the scope of phase 2 of the programme.
- 2.2. Key to defining the scope of the programme is a clear understanding of the governance and assurance processes and how these may differ depending on the product. The ask of the programme is for a significant amount of work so the priorities will be those that most warrant the structure and governance of a programme approach. An agreed approach for the work that remains out of scope is required because much of that will still represent a high priority across Fire and Rescue Services (FRSs). Therefore, a place for more informal sharing of good practice and learning from each other is something that the programme would like to allow space for. This will be discussed with the programme board in September.
- 2.3. The programme is also looking to clarify the position around National Occupational Standards and consider what governance arrangements may be put in place with the establishment of the Fire Standards Board.
- 2.4. Colette Black has been appointed chair of the Policy Panel and has set terms of reference and initial priorities for developing model policies and these were agreed by the programme board in July.
- 2.5. The initial People Engagement Forum was held 24 July 2019 with joint chairs Miriam Heppell, Humberside FRS and Judi Beresford, Derbyshire FRS. The debate was encouraging, and it remained a positive start for this essential part of engagement with a broader range of external organisations. The chairs are developing the terms of reference to bring a draft to the next meeting 4 November 2019. This forum will report into the programme board and the NFCC Strategic Engagement Forum.

#### Leadership

- 2.6. Work has progressed over the summer to develop elements of a succession planning toolkit which is currently being reviewed by the HR Forum. The leadership project has previously reported directly into the programme board but a decision to create a dedicated project board has now been made and a workshop on 4 October 2019 will bring together possible board members and other stakeholders to consider the work currently in development and scope the work of the programme.
- 2.7. The final draft of the Core Learning Pathways will be presented to the programme board and through the governance process in October and November 2019 for final sign off.



### **Apprenticeship**

- 2.8. Further engagement on the Apprenticeship Strategy has ensured the strategy has greater stakeholder support and is enabling some minor refinements. It is hoped this work will be complete in time to enable the final draft to be submitted through the governance process and to NFCC Full Council this autumn.
- 2.9. The feasibility study relating to the establishment of an End Point Assessment Organisation is reaching completion with a workshop to identify the risks and expectations. The outcomes of the study will be provided to CFOA Services Limited to consider the development of a business case to provide the central function.
- 2.10. The project has also been working with the government's Education and Skills Funding Agency to agree an interpretation of the funding rules around apprenticeships that will enable FRSs to use the apprenticeship scheme to recruit and train firefighters across differing duty systems. This would enable FRSs to access the levy to train on-call recruits for example and support consistency in training of firefighters regardless of duty system.

### **On-Call Project**

- 2.11. With the completion of the on-call branding materials, toolkit and website, the project team are now well placed to transition this into maintenance arrangements. This will include resources to support FRSs and maintain the products and the development of fresh media materials to ensure local media campaigns remain successful and to feed an annual national media campaign. An agreement with Hampshire FRS to continue to support the website is now in place funded by the CPO until March 2020. Ongoing maintenance arrangements from this date onwards need to be agreed.
- 2.12. Web content has now been published aimed at primary employers and their employees that are prospective on-call staff along with a case study video featuring Howdens, a 'sting' video and guidance promoting the benefits.
- 2.13. Glenn Askew, Deputy Chief Fire Officer Devon and Somerset is Terry McDermott's successor for the role of NFCC On-Call Lead. Glenn is keen to develop a longer-term strategy based on research that identifies the root problems regarding on-call and a project of work to consider more fundamental reforms of the duty system. This will form part of the scoping work over the next few months.

### **Blended Learning Project**

- 2.14. FRSLearn.com is now launched and communications around this and the final presentation of the website have focussed on ensuring there is full clarity on the purpose of the website as a sharing platform to mitigate any misconceptions that the website presents agreed good practice.
- 2.15. There has been much discussion regarding assurance and how we might take locally developed learning materials and the resources within FRSs and apply coordinated development and CPO managed assurance to produce agreed good practice. This process



would be complex and multi-staged, but the benefits are numerous. The scoping work currently being undertaken will assess whether a business case for a dedicated team to manage this would be worthwhile.

- 2.16. The Training Managers Conference is being scheduled for early December and will now be a joint venture with the Operational Guidance Forum which will allow consistent messaging and will promote closer working between policy and training departments while cost saving.

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

- 2.17. The Inclusion Strategy has also been under development over the spring and summer and the final draft has been submitted to the programme board with a view to going through the next round of governance. The strategy is high level and light touch with greater emphasis and engagement through the delivery plan which will follow along with supporting research.

### **3. Community Risk Programme (CRP)**

- 3.1. Following the recommendations within the NTU Research Report the Board agreed on 25 June to pursue 8 projects which it also prioritised the start dates of. These are as follows:

- Definition of Risk to start immediately
- Economic Cost of Fire to start immediately
- Data and Digital projects to start immediately
- IRMP Guidance project to start immediately
- Produce valid risk methodology and predictors to start in the next 12 months
- Risk Managers Competence project to start within the next 12-12 months
- Produce evaluation methodologies to start within the next 12-24 months
- Evaluation of Fire Interventions to start within the next 12-24 months.

- 3.2. The Board acknowledged that although this is the current prioritisation and scope of the projects, this is based on the current resources and stakeholder expectations, which could and is likely to change. To manage any changes, formal change requests will be presented to Board by the Programme Manager who will lay out the impact of such change to the existing funding envelope, resources, and its impact on the current workload.

- 3.3. A Communications Officer has been appointed to the Programme 2 days per week to manage and execute the Communications Plan effectively and progressively. As the CRP is a significant change programme, with a broad range of stakeholders, the Programme needs to manage its communications activity successfully. A CRP Workplace page has been set up for those interested in the programme in the Fire and Rescue community and a NFCC CRP page has also been created.

- 3.4. A survey was sent out in June to all 50 FRSs to identify a single point of contact for each service and also to raise awareness of the CRP to those involved in the production of (I)RMPs. We have now created a Single Point Of Contact CRP Workplace page so we can communicate more effectively with every service.



- 3.5. Our first quarterly briefing went out in July via a number of social media platforms. We have committed to send out regular quarterly briefings to our stakeholders to keep them informed and engaged with the Programme as it progresses.
- 3.6. Formal Stakeholder letters have been sent out to representatives in Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and Fire Services Management Committee together with our July Briefing.
- 3.7. An advert for the role of Project Executive for 3 of our projects have been published on the NFCC website which will close at the end of July. We plan to appoint a Project Executive within the first week of September to start to drive forward our schemes.
- 3.8. A section has also been created on the NFCC website where information about the programme is also held.
- 3.9. The programme has sent out a survey aimed at those responsible in their service for the production of (I)RMPs to help gauge views, identify who the programme needs to engage with, and also to serve as an evaluation tool in assessing how successful we have been in raising awareness of the CRP in the future.
- 3.10. We continue to raise awareness of the CRP through other forums such as Committee meetings and with external stakeholders. In May we presented the CRP to both the Prevention and Protection Committee and met with the Institute of Fire Engineers and the HMICFRS. We have a meeting scheduled with the Home Office in June.
- 3.11. Following the Board Workshop on 25 June where the priority of the projects will be set, work will then begin on initiating those projects. A Project Manager has been newly appointed to enable to pace of the programme to continue.

#### **4. Digital and Data Programme**

- 4.1. Discovery and engagement have continued in the lead up to the inaugural programme board in September 2019. Of note, the programme team has established links with the Digital Policing Portfolio to better understand and learn from their recent four-year programme of work. The director of this portfolio has agreed to sit on the Digital and Data Programme to provide advice and support. Additionally, the team has engaged with external data experts to further consider the art of the possible and better understand the processes and structures that would need to be in place to deliver the identified desired outcomes.
- 4.2. Following analysis of the discovery project outputs and other activities, nine projects have been identified as potential components of the Digital and Data Programme:
  - IRS 2.0 (this would need to be explored further with the Home Office as owners and custodians of the existing IRS system)
  - Data standards and centralised access
  - Organisational Learning System
  - Professional recognition for data analysts



- App development guidance
- National dataset procurement
- Evaluation methodology
- Single online home for fire
- Web development for CPO products

4.3. Some projects will be long term initiatives while others could be undertaken in a shorter period of time in a more agile manner. Some will be exclusive to the Digital and Data Programme, while others will have strong interdependencies with the Community Risk and People programmes. Taking account of the available resources, finances and competing requirements across the NFCC portfolio, this list will be proposed to the programme board in September 2019 for review and prioritisation.

4.4. Chief Fire Officer Lee Howell of Devon and Somerset FRS has been confirmed as Programme Executive.