

National Fire Chiefs Council, Central Programme Office Update

Purpose of report

For information.

Summary

The following report outlines the current activity of the National Fire Chiefs Council through the work of the Central Programme office.

Recommendation

That members of the Committee note the report.

Action

Officers to continue to commission updates from the Central Programme Office for members.



Date:	11 October 2019	Item No:
Title:	Central Programme Office Update	
Author:	NFCC CPO	
Presented by:	NFCC CPO	
For information or decision?	For Information	

1. Summary

- 1.1. This report provides progress updates on the programmes the Central Programme Office (CPO) is responsible for.
- 1.2. Updates on other areas of activity the CPO is responsible for i.e. the maintenance of National Operational Guidance and the development of Standards are included in separate reports on the agenda.

2. People Programme Update

- 2.1. The initial People Engagement Forum was held 24 July 2019 with joint chairs Miriam Heppell, Humberside Fire and Rescue Service and Judi Beresford, Derbyshire Fire and Rescue Service. The attendance was not as desired, but 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. If you have not yet nominated an appropriate representative for this forum from your organisation, please email Aidan (abartley@ukfrs.com).
- 2.2. The programme is undertaking more detailed scoping of phase 2 of the programme now that tranche two of the inspections findings have been published and we have greater clarity of the priorities for improvements required around workforce. The scoping work will also ensure that improvement objectives are supported by the programme of work. 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. Following some initial scoping work with the team we feel that some fundamental changes to the structure of the programme may be required. Options were presented to the programme board on 11 September 2019 and further discussion continue with the programme executive.

- 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. It is likely that broader discussion amongst senior stakeholders will need to be promoted to understand the direction to be taken moving forwards.
- 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. The first meeting was very successful, and they hope to form a structure that allows more than one model policy to be developed concurrently.

Leadership

- 2.5. 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 project.
- 2.6. The final draft of the Core Learning Pathways is nearing completion and the programme would like to submit the final version and covering brief to the HR forum for virtual agreement before the next meeting.

Apprenticeship

- 2.7. The Apprenticeship Strategy, which was brought to the programme board and the Strategic Engagement Forum in May, has now undergone further engagement with representative bodies.
- 2.8. The Fire Safety Inspector apprenticeship is now approved and will be available for use from October 2019. It was developed by the trailblazer consortium, comprising of 15 fire and rescue services, the Fire Services College and other interested training providers, following the Institute for Apprenticeship and Technical Levels process to develop an apprenticeship standard. The knowledge, skills and behaviours were consulted on during the summer of 2018 with the end point assessment being developed toward the end 2018 and 2019. This Level 4 apprenticeship has a funding stream granted at £8,000 for a typical duration of 24 months. It is believed that the initial take up of this apprenticeship standard will be approximately 50 apprenticeships in the first year.



- 2.9. The feasibility study relating to the establishment of an End Point Assessment Organisation requires further work to understand the levels of acceptable risk for involved parties. The outcomes of the study will inform 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 on-call firefighters. This would enable FRS to access the levy to train on-call recruits 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 National Fire Chiefs Council (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 that was arranged for July was postponed until early December for a number of reasons, primarily a lack of resources within the team to support the event. The conference 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 delivering better value for money.

Inclusion (Equality and Diversity) Project

2.17. The Inclusion Strategy has also been under development over the spring and summer. The strategy is high level and light touch and a full consultation will be launched at the NFCC Full Council on 14 November 2019 with greater emphasis and engagement on development of a plan which will support implementation along with supporting research.

3. Community Risk Programme (CRP) Update

3.1. Following the recommendations within the NTU Research Report the Board agreed on 25 June 2019 to pursue eight projects which it also prioritised the start dates of.

These are as follows:

- Definition of Risk - start August 2019
- Economic Cost of Fire - start August 2019
- Data and Digital CRP projects - start September 2019
- IRMP Guidance project - start September 2019
- 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 role of Project Executive was advertised for three of our projects this summer in which we received three submissions. Offers to Appoint have been sent out and the CPO expected to have their confirmations by the end of September 2019. The role will be to drive and direct the Project Managers and Project Team using several subject matter experts to input and shape the projects. We aim to have the Project Teams and Project Boards set up in October 2019.

3.3. Two Project Managers have been newly appointed to work up the projects' Business Case, Option Appraisals, Costings and create a Project Team and Project Board.

3.4. The Programme appointed a Communications Officer who began in June 2019 (started on two days per week and is now three days per week) to manage and execute the Communications Plan effectively and progressively. We have since undertaken several communications activities which are summarised below:



- A CRP Single Point of Contact (SPOC) Workplace page has been set up for those nominated as a single point of contact for their service and we have all 50 UKFRS's as members.
- A NFCC CRP page has been created and is regularly updated.
- Quarterly CRP Briefings to go to all FRS's and formal stakeholders. The first of which was dispatched in July and due again in October 2019.
- Sent out a Survey to SPOCs in July 2019 to understand what they knew about the programme already and how we can involve them going forward.
- Continue to raise awareness of the CRP through other forums such as Committee meetings and with external stakeholders.

3.5. The Community Risk Programme held its First International Symposium on the 19 and 20 of September 2019 in Birmingham to coincide with the Emergency Services Show. Delegates from around the world came together to share knowledge and explore solutions as to how fire and rescue services can reduce risk in their communities.

4. Digital and Data Programme Update

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.
- 4.5. The discovery process was presented at the ESS 2019 at the ICT lecture theatre by Programme Manager Steve Beakhust and at the International Symposium by Programme executive Lee Howell.