



Central Programme Office Update

Date:	9 March 2020	Item No:	
Title:	Central Programme Office Update		
Author:	NFCC CPO		
Presented by:	Phil Loach		
For information or decision?	For Information		

1. Summary

- 1.1. This report provides progress updates on the work activity the NFCC Central Programme Office (CPO) is responsible for.

2. NFCC Strategy Review

- 2.1. A project to review the current three-year NFCC strategy (set out in 2017) has been underway. Since its establishment many changes have impacted the NFCC and how it operates. The role of the NFCC has crystallised and the review of the strategy aims to encompass this.
- 2.2. Views about the evolution of the strategy were gathered from Chiefs Officers and FRS senior managers (NFCC members) through an engagement workshop held at the NFCC Autumn conference and via an online questionnaire.
- 2.3. Drafting work on the strategy has been concluded and the final draft was presented to the NFCC Council in February where it was agreed in principle subject to a number of amendments discussed.
- 2.4. It is intended for the revised strategy to be launched in April 2020.

3. Grenfell Tower Inquiry

- 3.1. Since the Grenfell Tower fire, the NFCC has played a central role in supporting and facilitating the cross-Government response. Having stepped into the role of the Government's chief advisor following the disestablishment of the Chief Fire and Rescue Adviser's Unit (CFRAU), the NFCC's advice, and co-ordination across fire and rescue services (FRS) has been integral to the Grenfell response. Critically, the way in which the NFCC has been deeply embedded in all aspects of the response to Grenfell has enabled Ministers and Departments to provide reassurance to the public that the response to Grenfell is being delivered with the full involvement of the fire and rescue service.

- 3.2. A communication was issued 16 December 2019 detailing the planned response by the NFCC to all Chief Officers and Chief Executives, detailing the actions taken in response to the Grenfell Tower Inquiry Phase 1 Report recommendations. This included a survey requesting information from services regarding their response to the recommendations.
- 3.3. The NFCC have established a function to coordinate actions made in response to the recommendations and to plan work to support services in addressing the recommendations.
- 3.4. The recommendations made to LFB have been reviewed and underlying issues that should be considered by all services have been identified and considered alongside the recommendations made by the HMICFRS to individual services to bring a national context to the recommendations.
- 3.5. A work plan has been developed to address the underlying causes and deal with the recommendations directly. This will continue to be communicated with services through the NFCC governance structures.
- 3.6. The first stage is to develop interim guidance for fire control rooms and operational personnel. Separate working groups have been established to develop content and make recommendations for each area.
- 3.7. Due to the collaboration between London Fire Brigade and National Operational Learning, the NFCC were able to identify work that addressed the recommendations and much has been done to improve National Operational Guidance as a result of learning identified.
- 3.8. This function has been working closely with the Building Safety Programme team, to ensure all actions are co-ordinated. This team was established by the NFCC to work with the government and fire and rescue services to address recommendations made by Dame Judith Hackitt in the Independent Review of Building Regulations and Fire Safety.
- 3.9. The building Safety Programme team are tracking changes in legislation and managing the response to government consultations. They are coordinating with the CPO to ensure any changes are supported by relevant guidance to fire and rescue services,

4. National Operational Guidance

- 4.1. The maintenance of NOG is a core function within the Central Programme Office (CPO) with a dedicated team to ensure accuracy and currency of the content.
- 4.2. Three pieces of National Operational Guidance have been reviewed and are currently awaiting approval through the NOG governance process, with publication due in April 2020. They are;
 - *Incident command* (3rd Edition, Version 1)
 - *Operations* (3rd Edition, Version 1)
 - *Foundation for Environmental Protection*
- 4.3. Planned work to begin in the first quarter of 2020/2021 includes:
 - Review of National Operational Guidance: *Subsurface, height structures and confined spaces* (1st Edition)
 - Review of National Operational Guidance: *Performing rescues* (2nd Edition)
 - Review of National Operational Guidance: *Water rescue and flooding* (2rd Edition)

- Review of National Operational Guidance: *Environmental protection* (2nd Edition)
- Review of National Operational Guidance: *Marauding terrorist firearms attack* (2nd Edition)
- Fire Control Room project

Joint Emergency Services Interoperability Principles (JESIP) Joint Doctrine review

4.4. The NFCC has responsibility for the periodic review of the 2016 Joint Doctrine. The CPO has initiated a project to review the publication, which will include lessons identified by Joint Organisational Learning, significant incident inquiries and any relevant legislative changes. The project executive has been appointed and the project board will next determine the full scope of the review.

Service Integration Tool

4.5. A project to deliver a new system (Service Integration Tool) to assist fire and rescue services implement changes to National Operational Guidance locally is being tested with trials in three services commencing mid-March 2020.

National Operational Learning

4.6. The National Operational Learning User Group (NOLUG) met in December 2019 where they discussed 20 learning cases and approved recommendations relating to all. Action notes that make recommendations directed at services will be released in January 2020. The Next meeting of the NOLUG is on Thursday 12 March.

4.7. To date 44 Action and Information notes have been published. Action notes that identify service specific learning or changes to NOG are submitted directly to submitting services, currently 14 action notes with recommendations that have national implications have been published and are available from ukfrs.com.

4.8. Now that NOL has been functioning for 18 months, there will be a review of the processes to ensure they are fully supporting the service. This review will include an assessment of any outstanding actions, to close down those which have been satisfactorily resolved and complete any other work.

Legacy guidance

4.9. A project has been underway since the NOG programme closed in 2019 to identify which pieces of guidance held on GOV.UK had been superseded by NOG and should therefore be archived.

4.10. Following completion of this work, permission has now been granted by the Home Office for all 36 Generic Risk Assessments be removed from GOV.UK and archived. This action is planned to take place in mid-March 2020.

4.11. The next phase of the legacy guidance review is to consider the Fire Service Manuals, commencing with the book relative to subsurface incidents to support the NOG reviews.

5. Fire Standards Board

5.1. The FSB has been in place since Spring 2019 and has met four times. Meetings for 2020 have been scheduled with the next meeting due in April 2020.

5.2. Scoping and prioritisation is underway which will lead to the development of a work programme and delivery plan for Fire Standards being presented at the April FSB.

- 5.3. Much of the work of the NFCC improvement programmes will provide the national guidance and competency frameworks that will underpin Fire Standards.
- 5.4. Other Fire Standards that are likely to be produced in the first phase will seek to use existing fire specific guidance or other relevant guidance for areas which are non-fire specific.

Pilot Fire Standards

- 5.5. The pilot process to test the Fire Standards development process and prototype template is in progress. The NFCC appointed a national lead for Emergency Response Driving (Paul Stewart) The consultation was extended through January to ensure all services provide a response to the consultation.
- 5.6. Consultation responses are being reviewed and learning from the pilot process being collated and will be fed back to the FSB.
- 5.7. Scoping of the relevant Fire Standards for Operational Response underpinned by National Operational Guidance (NOG) is in progress.

Engagement & Communications

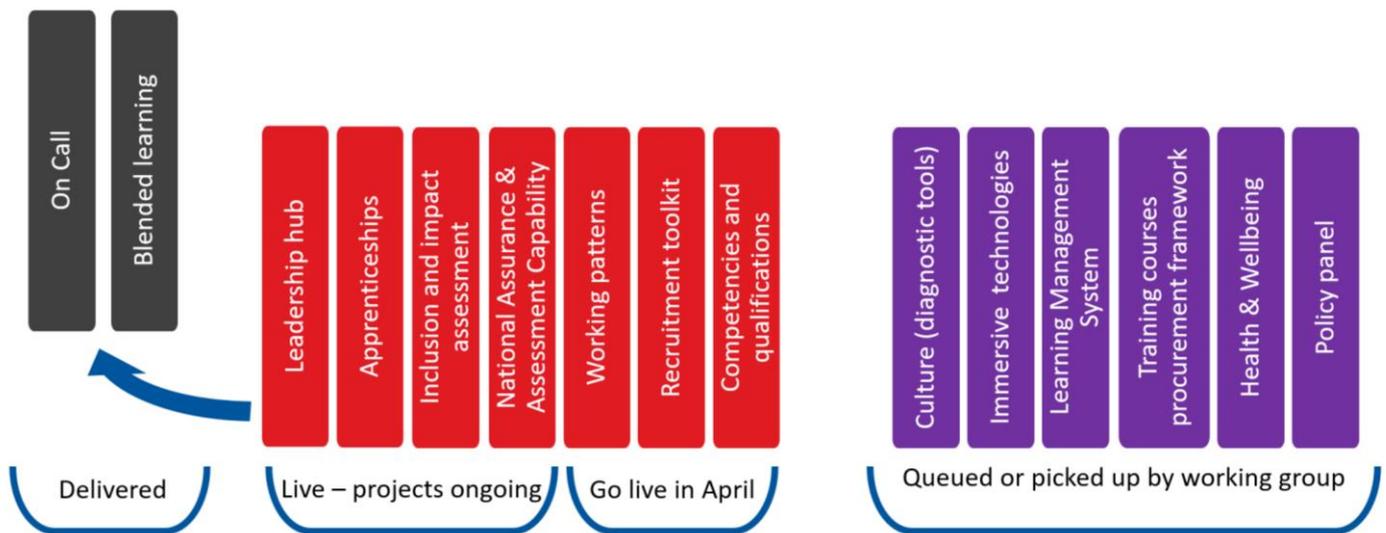
- 5.8. The FSB Chairs continue to accept invitations from services to broaden their understanding and awareness.
- 5.9. The Memorandum of Understanding setting out the relationship between HMICFRS and the FSB has been agreed and will be signed and then published following the April FSB.
- 5.10. The Chairs are due to meet with Luke Edwards and Jonny Bugg from the Home Office in the Spring. They will also meet the new Fire Minister when announced.
- 5.11. The Chairs will be attending and presenting at the LGA Fire Conference in Blackpool in March 2020.

6. People Programme

Overview

- 6.1. The beginning of 2020 has seen the programme continue with refining and prioritising the work of phase 2 particularly for 2020/21. The NFCC Steering Group approved all of the business cases put forward in December 2019. The last programme board was on the 13 February 2020 with the next on 30 April 2020 and over these two boards we are considering business cases and project initiation documents for all of the projects and deciding which projects closedown.
- 6.2. The programme now has 2 delivered projects; On-Call and Blended Learning with a handover of remaining deliverables to new projects Working Patterns within this programme and Learning Materials Development Team which was commissioned by Steering Group but has been moved under the NOG Maintenance Team.
- 6.3. Four projects are now live; Leadership, Apprenticeships, Inclusion and Impact Assessments. The fourth is now Emergency Services End Point Assessments (ESEPA) previously known as National Assurance and Assessment Capability. This was fast tracked due to the urgent nature of the issue arising.

- 6.4. Three projects will now go live in April; Working Patterns, Recruitment Toolkit and Competencies and Qualifications. These are being scoped and the business cases or project initiation documents will be signed off at the next programme board at the end of April.
- 6.5. The remaining areas of work are queued awaiting further funding or some areas of work lend themselves to being progressed by a working group and the portfolio would support with a 'route to market'.



- 6.6. Once the projects for 2020/21 are agreed the programme team will continue to refine the remainder of phase 2 from 21-24.
- 6.7. The programme held its third People Engagement Forum 25 February. The forum is proving a useful engagement method to challenge and contribute to our programme of work. And we took a number of items from the Leadership project for scrutiny. We intend to focus on the membership and tighten facilitation of the forum to bolster attendance and ensure the value of it is being maximised.
- 6.8. The next HR Forum is being held on the 2nd April and will be a useful opportunity to engage key stakeholders on the newly defined programme and draw out contributors against various areas of work.

Leadership

- 6.9. Whilst this project has been running throughout phase 1, it reported directly into the programme board and it was felt that, to put energy and focus in this area, a dedicated board should be established. 4 February 2020 a new project board of seven CFOs chaired by Becci Bryant CFO Staffordshire FRS met for the first time and all made commitments to lead on the workstreams.
- 6.10. Further the programme has appointed a project manager to this project and this together with an enthusiastic project board has ignited the project. They have identified eight workstreams with initial focus on direct entry, a code of ethics and guidance on officer secondment. With other workstreams being scoped around talent and high potential management, supervisory leader

development, coaching and mentoring. The board are also conscious of the appetite for standards and expect standards on both leadership generally and around a code of ethics.

6.11. The board is considering the consultation responses to the Succession Planning Toolkit which were mixed and the board feels the product may require some more development alongside other workstreams to ensure there is clarity about its purpose.

Apprenticeships

6.12. The project is working with NFCC Support to push out some communications on some of the recent activity in this project:

- Publication of the Apprenticeship Strategy
- Agreement from the Education and Skills funding Agency to our interpretation of the funding rules for application to on-call roles
- Ongoing review of the firefighter apprenticeship standards

6.13. Our last Apprenticeships Forum was held 27 February 2020 which provided a rich picture of FRSs progress and a useful understanding of the ongoing challenges and opportunities.

Inclusion and Impact Assessments

6.14. The programme board has appointed a project executive to this project, Alex Johnson CFO Derbyshire FRS. A project scoping workshop is being held 2 March 2020 and this will help identify the workstreams and stakeholders to be represented on the project board.

6.15. The responses to the consultation on the Inclusion Strategy will be reported to the project board as their first priority.

6.16. The run of three workshops focussing on impact assessment started earlier this month and will finish in March. The intention is the feedback in the sessions on a template impact assessment should enable a model template to be agreed.

Emergency Services End Point Assessment (ESEPA) (formerly National Assurance & Assessment Capability)

6.17. A project executive, Rob MacDougall, CFO Oxfordshire FRS has been established along with the project board and have met twice and will continue to meet 3 weekly over this fast paced first stage of the project. For a brief summary of the project, take a look at Rob's 3-minute [video](#). The board has identified 4 workstreams and appointed leads for each. The priority is defining a target operating model that we can scale towards whilst starting to deliver the first assessments under the partnership with Cornwall FRS from April 2020.

6.18. The immediate priorities is to push out some communications to CFOs to start building support for the capability and a register of both assessors and prospective apprentices.

7. Community Risk Programme

- 7.1. The Community Risk Programme has been making significant strides in the last quarter. Three projects have now been kicked off with Project Executives and Project Managers now in role. These are:
- Value of the Fire and Rescue Service
 - (I)RMP Guidance
 - Definition of Risk
- 7.2. We have successfully secured funding for all three projects for the next financial year (20/21).
- 7.3. The Definition of Risk project is well underway with the draft product being completed by March. Seven national road shows have been arranged, with the first being held 1 April 2020 at WMFS headquarters. We have invited all 50 UKFRS to attend the roadshows in which they will be able to provide feedback on the draft. The draft has been developed from the User Stories survey that was sent out to SPoCs (Specific Point of Contact within each of the 50 UKFRS) in December offering an opportunity to provide comments on what this product should include/exclude and consider. The project received 35 FRS responses. The final draft is scheduled to go through our governance routes in the late Summer anticipating it is published in November 2020.
- 7.4. The Value of the Fire and Rescue Service is a project to produce a report of the same. This report will build on the Home Office's refresh of the Economic Cost of Fire 2011 and will aim to include more on prevention and protection work and also the 'and Rescue' part of the services interventions. The first Project Board is due to be held on 4 March 2020 for which we've received 11 Expressions of Interest from prospective board members through advertising for the role on Workplace and the NFCC website. The project is also in the process of recruiting an Economist. The project will continue to work closely with the Home Office in the development of the Economic Cost of Fire.
- 7.5. The (I)RMP Guidance project has quickly established itself and work is underway to complete a literature review. The next step is to create and establish a Scrutiny Panel to determine the definition for 'best' and 'good' practice so that practice and guidance already used can be included in the new guidance. This process will also then determine where there are gaps and research is needed.
- 7.6. We have created two key groups to support the aim to deliver products with experts from within the UKFRS, academia and private sector. One is the Technical Working Group and the other the Subject Matter Expert group.
- 7.7. The Technical Working Group (TWG) is a group of fire and rescue service risk experts that provide contributions to shaping the programme's products. There is currently an advert out to all fire and rescue services to invite new members to help build capacity for the programme based on the newly refreshed Terms of Reference.
- 7.8. The Subject Matter Expert (SME) group has been created so that other key stakeholders from outside the FRS can also contribute to the programme and shape its products

- 7.9. The programme also has developed a progressive social media strategy which has two key Workplace Groups to ensure engagement and collaboration with FRSS. Currently there is over 350 members in one and 49 out of 50 FS presented by their nominated SPoCs.
- 7.10. The programme has provided the Nottingham Trent University (NTU) research report to all Chief Fire Officer's and Strategic Engagement Forum members.
- 7.11. The Community Risk Programme featured in the November 2019 edition of Fire Magazine which had articles on the NTU research report and the recently hosted International Symposium on Community Risk.

8. Digital and Data Programme

Digital and Data outcomes

- 8.1. The discovery work completed to date has identified the start of a set of proposed digital and data outcomes for the NFCC. These outcomes are draft and subject to change. Ongoing discovery and engagement with the NFCC and fire and rescue services may determine new outcomes and adjust priorities. The nature of the digital and data programme means that we may need to be more agile in the way we explore requirements and deliver outcomes.
- 8.2. In light of developments over the last year, the Programme Executive has commissioned a review of the original Digital and Data Strategy set out before the discovery phase. This has been considered alongside the recent revision of the overall NFCC strategy to ensure consistency and a common thread across themes.
- 8.3. A draft work plan is being developed alongside the Programme Definition Document and is expected to be reviewed by the Programme Board at their next meeting in April 2020.

Community risk dataset survey

- 8.4. In collaboration with the Community Risk programme, the Digital and Data programme sought to build upon the results of the 2019 NTU research into IRMP by better understanding what datasets or systems are most important to services and the scale at which there could be potential benefits to national procurement of these datasets/systems. We also asked for details of which public datasets would be most useful to have access to that they do not currently have.
- 8.5. The results of the survey are to be reviewed by the Community Risk Programme Board at their next meeting.

UPRN workshop

- 8.6. In collaboration with GeoPlace, the programme is hosting a workshop with data analysts in late February to explore whether more consistent use of the unique property reference number (UPRN) across disparate datasets will allow services to gain new insight to improve prevention and protection targeting. The team will use a range of tools and techniques to manipulate datasets, including Food Standards Agency data and incident and inspection data for two London Boroughs, to answer the question: 'Tell us something about fire risk that we don't already know?'
- 8.7. A write up of the event and its conclusions will be published in a blog. Any tangible outputs and lessons will be shared with the wider community.

Proofs of concept

- 8.8. The programme is now working on proofs of concept to help demonstrate the potential benefits and value that our desired outcomes could achieve. We plan to initially explore concepts for sharing and accessing national data as well as for a 'single online home' platform for fire using the model recently developed and rolled out to the police by the Digital Policing Portfolio. The board has discussed the opportunities for setting up a virtual proof of concept team to carry this work forward.
- 8.9. A business case for the data sharing project is being developed alongside the learning and outcomes of the proof of concept for consideration by the board in April 2020.

Digital and Data Expert Panel

- 8.10. The board recently approved the establishment of an Expert Panel to act as an advisory and horizon scanning group that will help guide our work and anticipate the changing digital landscape for fire. Members will be targeted from a wide range of organisations and skillsets, including the public sector, academia and private sector.