



<b>Date:</b>	15 May 2020	<b>Item No: 7</b>
<b>Title:</b>	NFCC Central Programme Office Update	
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<b>For information or decision?</b>	For Information	

## 1. Summary

- 1.1. This report provides progress updates on the work activity the NFCC Central Programme Office (CPO) is coordinating. Each of the sections of this report provide detailed updates in relation to the various areas of activity.
- 1.2. This paper includes proposals for the soon-to-be formed Protection and Prevention Programmes (see sections 3 & 4 below), which are being included in the NFCC's portfolio of programmes. A 'dashboard' accompanies this report (which will be presented at the meeting) that provides additional, high-level progress and risk information across that portfolio.

### COVID-19

- 1.3. Like most of the UK fire and rescue service, the CPO has felt the immediate impact of the current Covid-19 crisis. The team has been operating normally as far as has been practically possible, within nationwide lockdown and social distancing measures. Inevitably, though, delivery of some work has been affected. In particular, projects led by the Content Management team have felt the biggest impact as individuals identified to support project delivery within fire and rescue services have been heavily involved in the Covid-19 response.

## 2. NFCC Strategy

- 2.1. This section of the paper updates on the work being facilitated by the CPO to deliver the new NFCC strategy. The work is very mindful of the debate held at the previous Steering Group meeting where concerns were expressed about the risk of the strategy not having a true impact. That it might simply become a document that exists, but does not, in reality, drive the work of the NFCC.
- 2.2. To try to address this concern, the project scope for the development of the strategy had three main elements. The NFCC Vice Chair, Phil Loach, is the project executive for the work:
- 2.3. The first work package was to deliver the strategy itself. The NFCC have held workshops and consultation exercises as well as the debate and sign off at the last full NFCC Council.

The resultant final version of the NFCC strategy, with agreed foreword can be found in Appendix A. Work is now in hand to put the strategy into a presentable digital format and upload it to the main NFCC website. Work is continuing within this workstream to create a risk register that was identified as a key element of the new strategy. The strategy will not be static and will remain under continuous review. The CPO will facilitate an annual opportunity for the strategy to be amended by Steering Group and Council. It is not envisaged that it should “stand still” for multiple years. It is unlikely that, year on year, strategic direction will be radically different, and any changes are likely to be relatively minor. But in this way a constantly fresh and relevant strategic approach can be maintained within the NFCC.

- 2.4. The second work package was to create a new communications strategy. The underlying strapline for CFOA and the NFCC has for many years been the professional *voice* of the fire and rescue service. Understanding who needs to hear that voice and how it can best be heard is a vital underpinning element required to deliver the strategy. As discussed at the last Steering Group, the communications strategy will include proposals for the management of the many stakeholders that the NFCC interacts with at multiple levels. This work package is in hand and a draft strategy will be presented at the next Steering Group and be available for discussion at the NFCC full Council meeting in May 2020.
- 2.5. The third major work package within this project is the development of a NFCC Plan. Scoping for this work package is underway, with a view to creating a three-year rolling plan for the NFCC. To be clear, this will be a planning process that is conducted, as a cycle, every year - but the content of the plan will always be looking 3 years ahead. It is over this timescale that change programmes and projects can be fully implemented and their benefits realised. A planning process has already been agreed by steering group but is not embedded or being implemented. This workstream will focus on the steps that are needed to turn the proposed process into a practical and helpful strategic tool. The ambition is to have used the process to develop a first iteration of the NFCC Plan for 2021-24 by October 2020.

### Improvement Cycle

- 2.6. The strategy makes the NFCC commitment to continuous improvement very clear. This has been recognised by the Home Office and is resulting in current discussions about an ongoing investment, through the CFOA charity structure, to the NFCC. As a result, it is likely that an additional £3m will be available to the NFCC in 2020/21 to boost the production and implementation of Fire Standards, Guidance and Tools, as well as the provision of central infrastructure and facilities to drive consistency and efficiency.
- 2.7. Since the cycle was adopted by the NFCC, strategic work has been focused on creating the different components of the cycle and putting them in place.



## **Strategic Improvement Model (SIM)**

This tool enables the NFCC to analyse learning from a wide variety of sources, to categorise it, analyse it and turn it into useful information that can drive the setting of objectives about the most important improvements that need to be made. Examples of the results of SIM analysis were circulated to Chiefs in December, these were based on the Grenfell Tower inquiry and HMICFRS inspection findings. More information about the SIM (Appendix B). This model allows new learning (such as the impact of the current COVID 19 crisis) into the analysis model and consider it alongside other imperatives.

## **Fit for the Future (FfF)**

2.8. The outputs from the evidence that drives the SIM have been used to propose a suite of “improvement objectives” for all fire and rescue services. These have been laid out, along with an overall narrative, which can be found in Appendix C. These objectives are being used in discussions with employees about the future requirements of their roles. This focuses on the need for flexibility so that roles can be moulded flexibly to manage local risks. But their application is much wider than just discussions with employees. The objectives within FfF will be used to drive the content of future spending review bidding for resources for the service, to form a basis for the NFCC Plan and to determine the content of the NFCC improvement programmes. The work has been endorsed by the Employers (England) and by the LGA within FSMC. The current draft narrative has been circulated on behalf of all three partners to Chiefs and Chiefs and provided to the Minister responsible for fire and rescue. Work is in hand to turn the narrative and objectives into web-based content and seek wide engagement.

## **The NFCC Plan**

2.9. proposals are outlined above to create a planning process that draws on the evidence from the SIM and informs the content of the programmes. The intent is also to capture and direct the work of all of the NFCC committees. This is the point in the cycle where the intent of improvement, driven by evidence, has to be aligned with available funding and resources. The NFCC’s current plan has already allocated resources for the current year, but new funding from the Home Office is now available. Building capacity within the NFCC to maximise the impact of the new funding is a key and immediate issue. Managing the expectations of the Home Office that almost immediate delivery will be possible because funding has been provided will be an ongoing challenge.

## **Programme, Project and Delivery Structure**

2.10. Proposals for the deployment of additional resources in the upcoming year were circulated to the steering group in February. The resultant executive summary of those proposals, following comments from the steering group, can be found in Appendix D. Subject to continuing endorsement, this is still the structure that will be used to drive the improvement agenda and forms the template for capacity building within the NFCC. At the time of writing, discussions with the Home Office are still ongoing about the exact deployment of funds. A further update will be provided at the meeting.

## **Product availability**

2.11. The intent of the digital and data programme is to provide a web portal infrastructure that will make all of the NFCC products available, accessible, interactive, intuitive and practical. The same approach that was taken with National Operational Guidance (NOG) is proposed for the much wider range of products that will come from all of the NFCC programmes. A user requirement for such a system is in the process of development and a tender for a partner organisation to support the technical aspects of the system will be issued in early summer. A key element of that tender will refer to the NFCC activity Framework Appendix E, which structures the potential different product areas.

## **Implementation and Business Realisation**

2.12. The development of an implementation and business realisation function within the NFCC is still at a very early stage. The delivery structure outlined above proposes the establishment of a team, early in 2021 to provide support and assistance to fire and rescue services in the implementation of NFCC products and standards. Further details about the work of this team will be the subject of discussion within the NFCC over the coming months. As a result of the success of the NFCC initiatives in driving change, more learning will become available which will be fed back into the SIM, closing the loop.

### **3. Supporting the Building Safety Programme**

3.1. Members of the CPO have been in dialogue with colleagues from the Building Safety Programme (BSP) about working together in a more integrated way. In particular that programme and project-based approaches support the work of the BSP wherever this is appropriate.

3.2. The BSP currently has 2 main functions. The first is advisory and is conducted by the Building Safety Team. This is largely about;

- Representing FRS on national standards and forums to help shape the Government's building safety programme
- Engaging all FRS to inform consultations – including those in the devolved assemblies
- Assisting and lobbying Government to complete the programme of remediation
- Providing policy and technical advice to inform and shape the new building safety regulator
- Ensuring national Protection issues are dealt with consistently and in a co-ordinated way at a local FRS level
- Providing technical expertise and peer review to FRS
- Providing guidance and support for Protection during COVID-19

3.3. The second function is to support the work of the Protection Board. Now that advice has been provided to the Minister about the c400 ACM clad high-rise residential buildings (HRRB), the next key piece of work will be coordinating the inspection/audit/triage of c11,000 HRRB by FRS by end of 2021. Project work will emerge from both areas and the CPO will, accordingly, provide appropriate support.

3.4. The CPO have started the process of engagement with the BSP by starting the process of benefits identification and scoping. An existing programme manager, who holds the appropriate professional qualifications, is assisting in the short term. A new programme manager will be recruited in the medium term (probably on a temporary basis to begin with) and will be supported by a new Project Manager and Programme Support Officer. The initial work will be introducing appropriate structures and start the scoping process.

3.5. There are many benefits of integration with other work being conducted within the NFCC portfolio, through the CPO. These include:

- The implementation of the 'spirit' of the GTI Protection recommendations – linking into the Strategic Improvement Model (SIM) and setting of appropriate objectives (Fit for the Future).
- Expanding the National Operational Learning process (NOL) so that it informs the development of Protection initiatives. As well as feeding in issues that emerge from operational incidents, this

will also identify and share learning from wider Protection matters such as enforcement, application of regs in complex scenarios.

- Expand the National Operational Guidance (NOG) approach so that it includes guidance that relates to Protection that can be applied in all Fire and Rescue Services. It will use the same integrated approach and accessibility to the Guidance through a single digital portal that has been applied to NOG.
- To implement an assurance framework for development, assurance and maintenance of high-quality guidance that all services recognise and buy in to.
- To make the data requirements that inform building safety a key part of the overall data requirements for fire and rescue services. This will form a key element of the work being done on data within the Digital and Data programme. This work will also address issues raised by the need for consistent risk-based inspection programmes (RBIP).
- To provide a toolkit that can be used by services to improve the consistency and effectiveness of enforcement.
- To feed the work that has been done on producing a competence framework into the broader requirements within the People Programme. A CPD element is needed to support all FRS in this area.
- To ensure consistency between the way that risk-based inspection programmes are implemented in all fire and rescue services, ensuring this is coherent with the work going on in the CRP.
- To focus learning and analysis on Modern Methods of Construction / Horizon Scanning (buildings that fail).
- To create links to support and influence bodies such as HMICFRS and other stakeholders through tailored arrangements, tied into the Strategic Engagement Forum.
- Develop and design a protection standard for the Fire Standards Board, based on an overarching picture of the capability, competence and outcomes that a FRS should provide from its Protection function.
- To identify links to other work in the NFCC portfolio as it develops and matures.

#### **4. Prevention Programme**

- 4.1. Additional funding from Government creates an opportunity to advance the NFCC's work in improving prevention across a broad range of community risks. Identification of vulnerable groups and creating interventions that reduce the likelihood of incidents occurring have already been a significant success story for the UKFRS.
- 4.2. The opportunity to further improve the impact of prevention work is made clear as an improvement objective in Fit for the Future and is backed up by evidence from a number of sources identified in the Strategic Improvement Model (SIM). It is felt this justifies an initial investment in defining and scoping an improvement programme.
- 4.3. Establishing a Prevention Programme within the NFCC provides an opportunity to clearly link activity carried out by fire and rescue services in their communities to measurable benefits. To firmly establish the true value of such activity and to expand it so as to reduce risk to the maximum extent.
- 4.4. The Chair of the NFCC Prevention Committee will be the Programme Executive for the Prevention Programme. Initially, it is proposed to appoint a Programme Manager, Project

Manager and Programme Support Officer, with a small operating budget to start the initial scoping work and produce a programme definition. These resources have been allowed for in the bid proposals being discussed with the Home Office.

- 4.5. It is anticipated that it might take 6-9 months to undertake recruitment and do initial work. At the stage where that is complete, steering group can endorse the continuation of the programme and determine the nature and level of further funding and resourcing that may need to be allocated to it as a part of the NFCC Plan.
- 4.6. The current Children and Young People (CYP) initiative, will form an element of the programme.

## 5. Content Management

### National Operational Guidance

- 5.1. Four new team members have recently been appointed to assist with National Operational Learning (NOL) and the maintenance of National Operational Guidance (NOG).
- 5.2. Following approval by Steering Group (virtual approval), National Operational Guidance: *Operations* (3<sup>rd</sup> Edition, Version 1) and National Operational Guidance: *Incident Command* (3<sup>rd</sup> Edition, Version 1) will be published shortly.
- 5.3. The following pre-project review surveys closed on 17 April 2020;
  - National Operational Guidance: *Performing rescues* (2<sup>nd</sup> Edition, Version 1)
  - National Operational Guidance: *Subsurface, height, structure and confined spaces* (1<sup>st</sup> Edition, Version 2)
  - National Operational Guidance: *Water rescue and flooding* (3<sup>rd</sup> Edition, Version 1)
- 5.4. Planned work for the first and second quarter of 2020/2021 includes the continuation of work that began in 2019/2020:
  - The review of the JESIP doctrine
  - Review of National Operational Guidance: *Subsurface, height structures and confined spaces* (1<sup>st</sup> Edition)
  - Review of National Operational Guidance: *Performing rescues* (2<sup>nd</sup> Edition)
  - Review of National Operational Guidance: *Water rescue and flooding* (3<sup>rd</sup> Edition)
  - Review of National Operational Guidance: *Environmental Protection* (2<sup>nd</sup> Edition)
  - Fire Control Room project

### Learning materials

- 5.5. The Blended learning project was closed in February 2020, following the approval of a replacement Learning Materials project. Initial scoping work for the project has been completed and a draft project initiation document is currently being developed. The project will aim to deliver a commissioning process, an approval process and a scope and definition for all NFCC approved training materials. However, the initial focus will be on the development of learning material relating to National Operational Guidance. It is expected that alongside this, 15 training packages can be delivered by the end of 2020/21.

- 5.6. In-line with other NFCC projects, a project executive is required to lead the project and so this position will be advertised via the NFCC website.

### **Website**

- 5.7. The project to deliver the Service Integration Tool for services is expected to be delayed as onboarding and continued support is not currently possible. Estimated delivery in Autumn 2020 is likely to slip until Early Winter 2020. Background development and testing continues.

### **Legacy guidance**

- 5.8. GOV.uk removed 29 of the 36 Generic Risk Assessments in March 2020, as agreed by the NFCC and the Home Office. Seven documents remain on the GOV.uk portal although their status as archived is clearly indicated. Work continues with GOV.uk to ensure these documents are removed.

Phase two of the legacy guidance review will consider Fire Service Manuals. Review of documents will align with the National Operational Guidance review schedule to allow any changes necessary to be made during the review.

### **Grenfell Tower Inquiry**

- 5.9. An update, detailing actions taken in response to the Grenfell Tower Inquiry Phase 1 Report recommendations was issued to all Chief Fire Officers/Chief Executives in December 2019. This included a survey requesting information from services regarding their response to the recommendations.
- 5.10. This was followed up in March 2020 with a briefing note that summarised ongoing actions and included feedback from the survey.
- 5.11. A task group has been established to consider good practice highlighted by the survey and by members of the NFCC. John Roberts, in his capacity as Chair of the National Operational Effectiveness Working Group, is leading this. Any recommendations made by the task group will be submitted to the Operations Committee.
- 5.12. The NFCC continues to support and collaborate with London Fire Brigade to improve local and national response.
- 5.13. The Building Safety Programme team has been instrumental to the delivery against many of the recommendations made by the Grenfell Tower Inquiry and continue to work with the CPO to ensure appropriate actions are taken to resolve the recommendations and their underlying causes.
- 5.14. The intent is to provide central co-ordination of the FRS response to the recommendations and NFCC is working with Home Office to develop the approach.

## **6. National Operational Learning**

- 6.1. The National Operational Learning User Group (NOLUG) met on 18 March 2020, where 12 learning cases were considered and recommendations relating to all 12 were approved. Two Action notes that make recommendations directed at services have been released following the meeting.
- 6.2. To date, 13 Action Notes and 46 Information notes have been published and are available on ukfrs.com.

- 6.3. Initial scoping for a review of the National Operational Learning (NOL) process has begun. Roy Bishop will lead the review given his role as project executive for the original NOL project.

## **7. Community Risk Programme**

- 7.1. The Community Risk Programme is continuing to make good progress and a summary of each project is set out below.

### **Definition of Risk**

- 7.2. The Definition of Risk virtual 'Roadshow' goes live on 16 April 2020 through a closed Workplace Group to review the draft Conceptualisation of Risk Framework. The pre-recorded sessions will be open for consultation and feedback on the draft until the end of May 2020. All responses will be collated and fed into the final draft which will be completed in July 2020. The next phase of the project is then to look at defining low, medium and high risks which will be worked on in collaboration with the Prevention and Protection committees.

### **Value of the UK FRS**

- 7.3. The VoUKFR project is delivering Tranche One of the core values for UKFRS for areas in Prevention, Protection and Response, by September 2020. Early engagement in December with the Home Office and Lead Economic Adviser. This engagement was to fully appreciate the scope of works being delivered by this department for the updated "Economic Cost of Fire 2020" and based on this, which areas the NFCC would deliver to represent the Value of the Fire Service Report.
- 7.4. The Home Office have indicated that they will be delivering economic metric values in key areas on statutory FRS responsibilities. Further senior strategic engagements have taken place through late April 2020 to define the scope of deliverables by the Home Office.
- 7.5. The project has commissioned Nottingham Trent University to produce a scope of works for the Value of the FRS report including, case studies, data availability, FRS interventions with value related metrics. Once this work is completed in May 2020 the project will hire Lead Economist to help develop this work in Tranche Two which will publish the final report in early Jan 2021.

### **IRMP Guidance**

- 7.6. The (I)RMP guidance project is continuing its work on Phase 1 of the project. In support of this the Project team have developed a methodology for classifying existing guidance / literature to help identify relevance, and whether it could feed into phase two of the project. Over the next few weeks the Project Team will begin to populate the methodology toolkit and release this in draft for consultation and feedback. Once sufficiently populated the toolkit will then be used to identify where gaps in current IRMP guidance / literature exist which will also support phase two of the project.
- 7.7. The second phase of the project will focus on developing new guidance to support the IRMP process. The basis of this will focus on an IRMP flowchart which details the key steps and processes involved in IRMP. In addition to this the Definition of Risk methodology produced by our Risk Consultants will also be used as a foundation to ensure there is sufficient and relevant guidance regarding risk identification, assessment and mitigation.
- 7.8. The Project team are also beginning to scope out an appropriate digital solution to support the release and ongoing maintenance of IRMP guidance in the years to come.
- 7.9. 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.

### **CRP Programme Office**

7.10. The Programme Office has produced the Benefits Realisation paper for the CRP, which includes its capabilities, outputs and outcomes. The measuring metrics for the project and programme level benefits is the next area of work to develop so that the benefits can be tracked throughout the Programme's lifecycle.

The Programme Definition Document (PDD) has also been re-freshed and sets out the Programme's Blueprint, Programme Phases, Governance and Funding Requirements etc. It is planned to take PDD to the next Programme Board to be approved.

## **8. People Programme**

### **Overview**

- 8.1. The programme continues to push forwards with the live projects; Leadership, Apprenticeships, Equality, Diversity and Inclusion (previously Inclusion and Impact Assessments), End Point Assessment Partnership (EPAP) (previously National Assurance and Assessment Capability) and is now bringing Recruitment online.
- 8.2. Working Patterns and Competencies and Qualifications are still being scoped and are dependent upon additional resource being brought into the programme. Whilst our team recruitment plans are being reviewed in light of Covid-19 restrictions, we are looking to move the scoping forwards with some research and engagement activities;
  - Working patterns requires some significant research around the challenges to retaining on-call staff and working patterns that perform better and are futureproofed. Before we initiate this though, we need to appraise the existing wealth of research that is currently fragmented or behind pay walls, so we are looking to initiate a research review in the short term.
- 8.3. Competencies and Qualifications would benefit from some strategic direction and so we intend to bring the discussion to CFOs around the ongoing suitability and usefulness of NOS and how we might define and manage competency moving forwards. Look out for an online session in the coming 6-8 weeks.
- 8.4. Once the peak of the pandemic is passed, we will be advertising for project executives for both these projects.
- 8.5. The programme held the HR Forum 2 April 2020 virtually and it was a notable success with agreement that, post Covid-19, two further forums will supplement the existing 6 monthly forums virtually which will bolster engagement and speed of the programme. On this occasion the forum debated Covid-19 workforce issues which spun off a separate session focussing on recruitment. We also looked at the leadership project, consulted on the Equality, Diversity and Inclusion strategy and action plan, updated on the EPAP and launched 3 model policies from the Policy Panel which will be approved for publication at the programme board 30 April 2020.
- 8.6. Covid-19 presents a number of challenges to the programme which we are looking to mitigate. To a large degree our work can continue remotely, though a number of our contributors are tied up with response matters within their FRSs. The delay in recruitment is our main challenge but we are hoping to progress this virtually in the coming weeks. We also anticipate a need to divert some of our resources to focus on Covid-19 support activities such as coordinating good practice, collaborative efforts, developing central tools. Whilst it is clear this has become the

priority and may bring advantages such as galvanising and promoting centralised efforts, we will be reporting on the impact it has on project plans as our already stretched resources get spread even thinner.

### **Leadership**

- 8.7. The Core Learning Pathways for Leadership and Management are now published on the NFCC website; a deliverable that predates the newly formed project board.
- 8.8. The board met for the second time 21 April 2020 and refined the scope of the project. The board have an ambitious set of deliverables all centred around the creation of a Leadership Hub, based on the NFCC Leadership Framework, as a central resource for FRSs to draw upon in developing their staff at all levels of the organisation.
- 8.9. The board has already opened up discussions at NFCC regarding direct entry pathways to broaden the talent pool for future leaders and it will consider succession planning as an urgent priority along with talent and high performance management. Focus also initially goes to those just entering supervisory management roles, this will instil and hone their leadership behaviours from the very start. Followed up by middle management development which will complement the Executive Leadership Programme already in place. Guidance and facilitation of coaching and mentoring, 360-degree feedback activities and officer secondments will supplement the hub. The guidance and model secondment agreement has already been submitted for approval at the programme board 30 April 2020.
- 8.10. This project will also be fast tracking the production of some of the first Fire Standards around Leadership and a Code of Ethics to define what good looks like and signpost the above tools and guidance as and when they are delivered.

### **Apprenticeships and EPA Partnership**

- 8.11. The Apprenticeship project is scoping the viability of 2 new apprenticeship standards focussing on 2 levels of operational management. The work in earnest on this will commence later in the year.
- 8.12. Some other activities have been delayed due to Covid so the communications around the recent deliverables within the Apprenticeship project have been delayed due to resource constraint within both the CPO and NFCC Support. The project has been collating reports for the Cabinet Office around the impact of Covid on the delivery of apprenticeships.
- 8.13. Engagement with Chief Fire Officers (CFO) on the EPA Partnership and call for assessors will need to wait until the peak of the pandemic is over and we can be more certain it gets the attention it deserves. Otherwise, the EPA Partnership project is still progressing well be it at a slightly slower pace but anticipating the back log of assessments post Covid and ensuring it is well placed and in operating mode at that point.

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

- 8.14. The programme board has appointed joint project executives to this project, Alex Johnson CFO South Yorkshire FRS and Justin Johnson CFO Lancashire FRS. The next task was to establish a project board around them and finalise the strategy and action plan. This has been held up a little as the project executives have been diverted to more immediate Covid priorities.
- 8.15. The HR Forum have seen a final draft of the strategy and plan and the revamped document seems to be hitting the mark in terms of providing overall direction whilst still giving more tangible detail of what the project objectives are.

### **Recruitment**

- 8.16. The advert for a project executive drew 3 applicants with Gavin Tomlinson, CFO Derbyshire FRS, being appointed only last week. Our next steps will be to review the business case and bring Gavin up to speed with the programme governance and ways of working and considering appropriate board members. The recent workshop relating to recruitment under Covid has resulted in some work for the team in this area and whilst we clearly need to support this, we remain cognisant of the impact on the project set out in the business case.

## 9. Digital and Data Programme

### Digital and Data strategy revision

- 9.1. Following the outcomes of the discovery phase, the Programme Executive sought to revise the Digital and Data strategy to bring it in line with our new learning and the new draft of the main NFCC strategy, presenting an unchanging broad strategic intent in an easy to digest manner. The revised strategy is expected to be shared with the Programme Board at the end of April 2020 for feedback.

### Outcomes and workplan development

- 9.2. The programme team has continued to test and adapt the outcomes that were developed through the discovery phase, building a comprehensive workplan that will guide the development of the Programme Definition Document and Programme Plan.
- 9.3. It is difficult to say at this early stage of the programme exactly what the outputs/deliverables will be as the programme has focused on what outcomes need to be achieved for the fire and rescue service rather than delivering specific solutions. A key benefit of focusing on outcomes is that they provide an 'anchor point' that is fixed while problems and solutions can change over time. It's natural that there will be trial and improvement along the way, but when outcomes are fixed that journey is likely to be more productive.
- 9.4. The team recently engaged with a key partner of the Digital Policing Portfolio to review and analyse the programme's proposed approach and learn from their experience in developing a successful capability improvement hub in policing. The CPO believes there is significant benefit and insight to be gained from applying these methodologies across the NFCC portfolio and discussions will continue to explore the collaborative opportunities available.
- 9.5. The draft list of outcomes that we seek to achieve have been grouped into the following themes:

#### *Enabling Data Interoperability*

- All fire and rescue services can share and access relevant national prevention, protection and response data to inform local analysis and policy development
- All fire and rescue services have access to key third-party datasets to inform community risk management planning, to enable national consistency and comparability
- All fire and rescue services can easily and efficiently share data between blue light control rooms

#### *Providing public services online*

- All fire and rescue services can provide equitable online access to the public for all non-response services.

#### *Standardising for National Consistency*

- All fire and rescue services can access a national procurement framework for specialist data skills and services
- Locally developed software applications are built to a nationally common standard to allow sharing and scalability across services

#### *Upskilling our staff*

- All fire and rescue service staff have a level of data literacy appropriate to their role
- All fire and rescue services are able to share organisational learning at the national level
- All fire and rescue services are able to use and access tools, standards and guidance products developed by the NFCC via appropriate online platforms

#### *Sustainment and continuous improvement*

- The capability of the UK fire and rescue service is continually assessed and evolved in step with the changing nature of demand and the operating environment of the service
- Areas of best practice within the UK fire and rescue service will be identified and scaled to be made available to all, improving consistency and maximising existing investment

#### *Developing insights*

- All fire and rescue services are able to evaluate the performance of their activities using consistent and comparable methodologies in order to maximise the efficiency and effectiveness of the service they offer
- A national Digital Information Service provides clear direction and consistency in relation to the use and implementation of data analytics within the UK fire and rescue services

### **Proposed projects**

9.6. These outcomes have been broadly mapped to the following proposed projects, which may be subject to change as scoping and research continues. Those with an asterisk have been proposed as initial areas of focus:

- National fire data\*
- Control room data transfer
- Online public services
- Data skills
- Application development guidance
- Evaluation
- National Organisational Learning
- Digital information service
- Web development\*

- Capability and digital assessment\*

9.7. Specific deliverables will become clearer as the scoping and research develops across the respective projects, however the types of deliverables that could be expected to come from these outcomes would include:

- National guidance and standards
- Databases and web platforms
- Competency frameworks
- Digital toolkits
- Research

9.8. The Digital and Data Programme will also play a key enabling role across the NFCC portfolio, ensuring all products are delivered using a coherent digital approach.

### **NFCC Digital Platforms**

9.9. Building on the investment, success and functionality of the web platform and cloud database developed for National Operational Guidance, ukfrs.com is being developed to become the main hub for all products established through the NFCC portfolio. The update is expected to be complete and available in May 2020.

9.10. Not all portfolio digital deliverables will need to be developed into the ukfrs.com infrastructure, some will likely be off-the-shelf solutions (e.g. 360 feedback software). In such instances, the solutions would be procured separately but would likely be accessed, and supported by appropriate guidance and standards, via the NFCC hub on ukfrs.com.

9.11. The programme is overseeing the development and the impending trial of the NOG Service Integration Tool.

### **UPRN workshop**

9.12. In collaboration with GeoPlace, the programme recently hosted a workshop with data analysts in to explore whether more consistent use of the Unique Property Reference Number (UPRN) across disparate datasets would allow services to gain new insight to improve prevention and protection targeting. The team used 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?'

9.13. [We recently published our write up of the event to the data analyst community](#). A shorter version has also been published on the [GeoPlace](#), [UKA](#) and [TechUK](#) blogs and have been well received.

9.14. This work, in conjunction with the community risk dataset survey responses, has led the programme to explore what third party datasets could be integrated as part of the National Data Project. The team has a growing list that we will continue to research, understanding business needs, benefits and prioritisation. We'll do this in close collaboration with the Community Risk Programme, GeoPlace and the analyst community.

9.15. In early April 2020 the Government announced that the UPRN and Unique Street Reference Number (USRN) have been released under an [Open Government Licence](#) (OGL). Additionally, the Government Digital Service has mandated that the UPRN and USRN are to be the public sector standard for referencing and sharing property and street information. The data becomes

available and the mandate comes into force in July 2020. More information about these announcements can be found [here](#).

### **Resource**

9.16. Whilst our recruitment plans are being reviewed in light of Covid-19 restrictions, we are looking to move the scoping forwards with some research, engagement and collaboration activities. In the short term the programme will have access to temporary research resource to help with this.

## **10. Fire Standards Board**

10.1. The Fire Standards Board (FSB or Board) met for the first time this year on 2 April 2020. The following key items were discussed:

- learning from the pilot Fire Standards process
- proposals for a first phase of Fire Standards to be delivered over the coming 12 -18 months (Fire Standards Delivery Plan) this takes into account the impact of the current state of national lock-down because of the Covid-19 pandemic
- the draft Memorandum of Understanding between the Board and the HMICFRS which sets out how the two bodies will work together and share information.

### **Pilot Fire Standards**

#### **Emergency Response Driving**

10.2. The consultation on the Emergency Response Driving Fire Standard was concluded in February 2020.

10.3. The Board were provided with the feedback from the consultation before deciding whether to progress the Fire Standard further towards approval.

10.4. The consultation was successful in highlighting an issue relating to the Department for Transport (DfT) plans to enter into legislation a specified training time for response driving. (At the time of consultation, the underpinning guidance including that time stipulation).

10.5. The impact of this measure would mean in many cases increased costs and concerns about training on-call staff were raised.

10.6. At the Board the Home Office committed to support the NFCC position and liaise with the DfT on our behalf.

10.7. The new NFCC lead, ACO Paul Stewart from the Scottish Fire & Rescue Service, is now liaising with the Home Office to further discussions.

#### **Operational Response**

10.8. The proposed approach for the second pilot Fire Standards was discussed and agreed in principle at Board.

10.9. The proposed approach seeks to establish the following three Fire Standards underpinned by the suite of National Operational Guidance (NOG):

- **Operational preparedness** – this will set an expectation that the strategic actions that are defined within NOG to support competent incident management have been completed by a service. In other words that the service has done everything it can to equip, provide

systems, policies and communications to support incident management. The NFCC provides a gap analysis tool on ukfrs.com to assist services with this.

- **Operational Competence** – this will set an expectation that the hazards and control measures at tactical level in NOG appropriate to the roles of firefighters, have been adopted within each service; and that they are understood and are being used in a way that is tailored to the circumstances of each incident. The expectation will be of decision makers at incidents (who are not just incident commanders) assessing the hazards at an incident and identifying and implementing the appropriate control measures. This represents a significant step forward from the traditional approach of using standard operating procedures and prescriptive policies to try to cover every eventuality at every incident. What will be at question will be the quality of the assessment made by decision makers and the decisions taken, not whether a standard checklist or policy has been followed.
- **Operational Learning** – this will set an expectation that every service should be embedding learning in its operational response. This will strengthen the national approach to operational learning and drive better use of the National Operational Learning (NOL) system. The NFCC has produced a good practice guide relating to this. The outcome of this Fire Standard will be to achieve a “closed loop” of learning through debriefing and other feedback; consideration of outputs; analysis; feedback into services for them to act on and then collating evidence of that learning driving change and improvement. This should all be surrounded by a good governance model in each service to make it all happen. Learning needs to feed in and out from national level within the service and from joint operations.

10.10. Initial drafting and peer review work is now in progress. The aim is to have the three draft Fire Standards ready for wider consultation within the next 4-6 weeks.

### **Fire Standards Delivery Plan**

10.11. A summary of the areas of focus in the first phase are listed below:

- operational response underpinned by the suit of National Operational Guidance (NOG) – see *above for details*;
- ethics, behaviours and values;
- leadership;
- selection and recruitment, including fitness standards and promotion and succession planning; all of which are projects within the NFCC’s People programme;
- Risk management planning, as part of the NFCC Community Risk Programme;
- Fire protection, especially competencies, building on the work done through the Building Safety Programme last year;
- Prevention interventions, which will be developed as part of a new NFCC Prevention programme; and
- Data requirements and management being led through the NFCC Data and Digital programme.

10.12. Across many areas the initial stage of scoping and development work is in progress.

10.13. The Fire Standards team are aiming to present the plans and process for Fire Standards development in more at the relevant NFCC Committees and Programme Boards in order to

coordinate efforts and ensure all relevant stakeholders are identified and can contribute at the appropriate times.

10.14. The FSB will meet again in June to evaluate more detailed timelines against each area and, in some cases, proposals for draft Fire Standards.