



Central Programme Office Update

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Title:	Central Programme Office (CPO) update	
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For information or decision?	For Information	

Summary

1.1. This report provides progress updates on the work activity that the National Fire Chiefs Council (NFCC) Central Programme Office (CPO) is responsible for. The NFCC CPO continues to support the Fire Standards Board, however updates for the board can be found in a separate paper submitted to FSMC (Agenda item 10).

National Operational Guidance (NOG)

1.2. 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.

1.3. Three pieces of National Operational Guidance have been approved by the NFCC Steering Group and are awaiting publication. Publication has been delayed due to a site update, they are;

- *Incident command* (3rd Edition, Version 1)
- *Operations* (3rd Edition, Version 1)
- *Foundation for Environmental Protection*

1.4. The current reviews are live:

- Review of National Operational Guidance: *Subsurface, height structures and confined spaces* (1st Edition) Expected submission Autumn 2020
- Review of National Operational Guidance: *Performing rescues* (2nd Edition) Expected submission Autumn 2020
- Review of National Operational Guidance: *Water rescue and flooding* (2rd Edition) Expected submission Winter 2020
- Review of National Operational Guidance Training specification: Incident command (Third Edition, Version one). Expected submission Autumn 2020

- Review of National Operational Guidance Training specification: Operations (Third Edition, Version one) Autumn 2020
- Review of National Operational Guidance: *Environmental protection* (2nd Edition) delayed due to work prioritisation
- Review of National Operational Guidance: *Marauding terrorist firearms attack* (2nd Edition)
- Fire Control Room project has been delayed due to recruitment. Interviews were held on June 10

Joint Emergency Services Interoperability Principles (JESIP) Joint Doctrine review

1.5. 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. There have been two project board meetings, the Project Initiation Document has been signed off and initial work packages distributed.

Service Integration Tool

1.6. 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 June 2020.

National Operational Learning

1.7. The National Operational Learning User Group (NOLUG) met in March 2020 where they discussed 12 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 18 June.

1.8. To date 47 Information notes, 13 National action notes and 71 local action notes have been published. Action notes that identify service specific learning or changes to NOG are submitted directly to submitting services, currently 13 action notes with recommendations that have national implications have been published and are available from ukfrs.com.

1.9. The NOL review team has been established and are currently scoping the work, led by Roy Bishop.

1.10. An extraordinary NOLUG was held in April 2020 to allow submission of learning that related to changes in Hospital and Health Care Facilities that may impact FRS operational response. We thank our colleagues in the Operations Committee and Protection Committee for working with NOLUG to allow the timely release of information.

Legacy Guidance

1.11. Fire service manuals are currently being reviewed the first books being reviewed relate to subsurface incidents to support the NOG review.

1.12. 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, training packages can be delivered by the end of 2020/21.

1.13. Peter Heath, ACFO Tyne and Wear FRS, has been appointed as Project Executive.

Grenfell Tower Inquiry

- 1.14. 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.
- 1.15. This was followed up in March 2020 with a briefing note that summarised ongoing actions and included feedback from the survey.
- 1.16. A survey will be released at the end of June, asking targeted questions about actions identified in the initial survey, to identify collaboration opportunities.
- 1.17. 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. A paper by John Roberts has been submitted separately.
- 1.18. The NFCC continues to support and collaborate with London Fire Brigade to improve local and national response.
- 1.19. 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.

Community Risk Programme

- 1.20. Three projects are currently in progress with Project Executives and Project Managers now in role. These are:
- Value of the Fire and Rescue Service
 - (I)RMP Guidance
 - Definition of Risk
- 1.21. The Definition of Risk project is over halfway to completion. A draft risk glossary and risk conceptualisation model were completed in March. Seven national roadshows were scheduled to consult UKFRSs on the draft documents, however these were cancelled due to the coronavirus outbreak and social distancing and safety measures which followed. The project reacted to the COVID-19 pandemic by planning and producing strategic options to mitigate the cancellation of the original National Road Shows intended to provide opportunity to UKFRS to consult on these products.
- 1.22. To accomplish this, the team developed pre-recorded webinars to deliver the original content of the roadshows to the UKFRS in an alternative digital format. Speakers recorded their presentations that were due to be delivered at the roadshows, these were uploaded to a newly created Workplace group. Over 160 UKFRS colleagues representing 49 UKFRSs joined the group.

Services were invited to provide their feedback on the draft documents via google survey, 42 responses have been received. The purpose of this activity was to offer the UKFRS another opportunity to shape the final documents and provide a platform to engage in discussion and dialogue in this important piece of work, ensuring a sector led and sector endorsed tool.

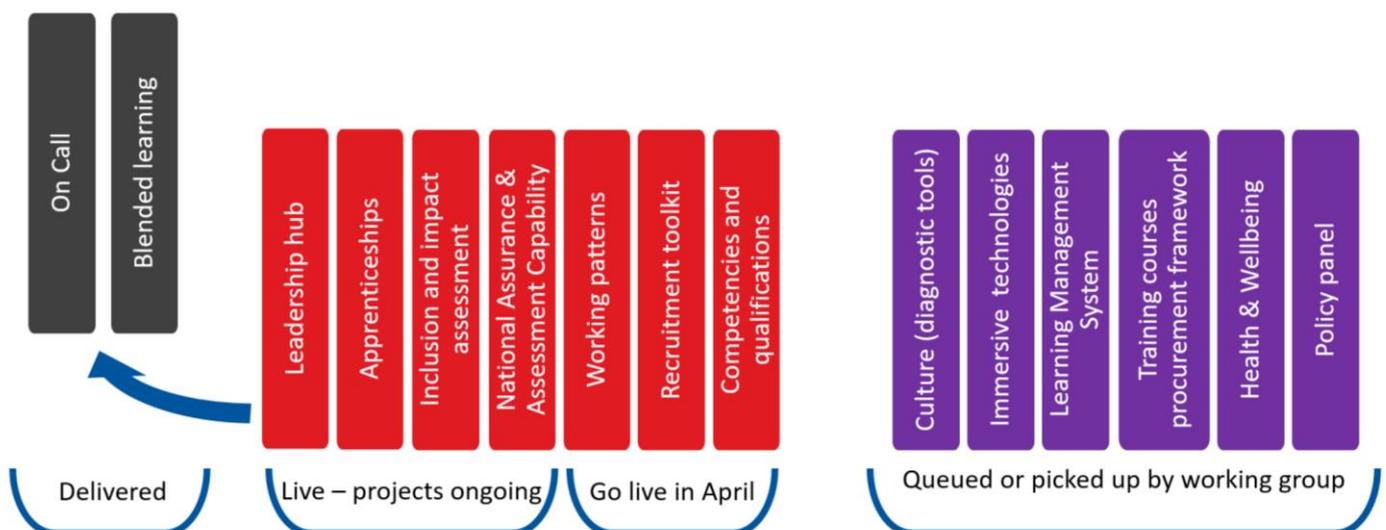
- 1.23. The project has also engaged with the NFCC Prevention & Protection and Business Safety Committees to commence the proof of concept using the Risk Model. The team is still on track to publish in November 2020.
- 1.24. The Value of the Fire and Rescue Service is a project to produce a report of 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 Project Board is now established, and scoping work is in progress. As part of this scoping work, Nottingham Trent University have been asked to produce an initial report. The project intends to recruit an Economist for the technical aspects of the work or consider a consulting route to produce the final report. The initial report will indicate areas where the Economist's/Consultants work can be targeted to ensure the most efficient use of funding and their time. The project will continue to work closely with the Home Office in the development of the Economic Cost of Fire.
- 1.25. The (I)RMP Guidance project has completed a literature review and gap analysis of current guidance. Next, the new structure for guidance will be mapped with the help of the project board and a standard for (I)RMP Guidance will be created. FAQs have been published on the NFCC website to assist with communications and engagement. As with the programme and its other projects, infographics are being produced that can be shared to build awareness.
- 1.26. 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.
- 1.27. 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.
- 1.28. The Community Risk Programme's Technical Working Group (TWG) is currently analysing the outcomes of the survey referenced in 1.37. The outcomes will be considered in developing the final document, which will follow the NFCC's approvals process
- 1.29. 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
- 1.30. 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 FRS presented by their nominated SPoCs.
- 1.31. The programme has provided the Nottingham Trent University (NTU) research report to all Chief Fire Officer's and Strategic Engagement Forum members.

1.32. 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.

People Programme

Overview

- 1.33. 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 30 April 2020.
- 1.34. 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.
- 1.35. 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.
- 1.36. Three projects went live in April 2020; 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 July 2020. The recruitment tool kit project has appointed Gavin Tomlinson, CFO Derbyshire FRS, as project exec Working Patterns and Competences. Project Exec roles are still out for advertisement.
- 1.37. 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'.



1.38. The programme held its third HR forum 4 June 2020. 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.

Leadership

1.39. 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. 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.

1.40. The programme has also 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.

1.41. 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

1.42. The project is working with NFCC Support Hub 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

1.43. 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

1.44. The programme board has appointed a project executive to this project, Alex Johnson, CFO South Yorkshire FRS. A project scoping workshop has been held that enabled us to help identify the workstreams and stakeholders to be represented on the project board.

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

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

1.46. 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.

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

Digital and Data Programme

Digital and Data strategy revision

1.48. 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 has been shared with the Programme Board and full Council for feedback to inform a final version.

Outcomes and workplan development

1.49. 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.

1.50. 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.

1.51. 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.

1.52. 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

1.53. 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*

1.54. 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

1.55. 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

1.56. 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 June 2020.

1.57. 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.

1.58. There are a number of existing platforms owned by the NFCC. There is scope to explore the efficiency and savings opportunities that could come from combining these disparate sites into a single central platform, or at least sharing background hosting infrastructure if it makes sense for them to exist separately.

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

UPRN workshop

1.60. 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?'

1.61. The programme published a 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.

1.62. 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.

- 1.63. 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](#).