



## Fire Services Management Committee

<b>Date:</b>	Friday 9 July 2021
<b>Title:</b>	NFCC Update
<b>Presented by:</b>	Mark Hardingham, NFCC Chair
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### 1. Purpose

- 1.1 This report provides an update on key work within the National Fire Chiefs Council (NFCC).

### 2. General Update

#### Chief Operating Officer Role

- 2.1 Steven Adams has been appointed as NFCC's Chief Operating Officer with effect from 1 July 2021. This new and full-time position replaced the current part time Chief of Staff post that Steven carried out alongside his previous role as Head of Governance at London Fire Brigade.

#### Resilience Stakeholder Forum

- 2.2 The Civil Contingencies Secretariat is working to establish a new Paymaster General (Minister Penny Mordaunt) chaired resilience stakeholder forum, the UK Resilience Forum (UKRF), as part of the ongoing work on resetting the approach to resilience. The purpose of the UKRF will be to strengthen UK resilience through enhancing cross-sector, multi-agency relationships, to address challenges and identify opportunities.
- 2.3 The Forum will act solely in an advisory capacity and will not have any decision making powers. It will facilitate constructive discussion with stakeholders on the strategic direction to improve UK resilience. The Forum will also act as a conduit to raise awareness around risks and resilience with its membership and the public; align efforts of stakeholders to upgrade their planning and capability; and help inform resilience policy development. Mark Hardingham has been invited to join this Forum to represent NFCC and FRS.

#### Fit for Future

- 2.4 Phil Garrigan (NFCC Vice Chair) is now leading the Fit for Future work for the NFCC in partnership with the LGA. A recent meeting has taken place with LGA lead members and

officers to discuss how the work will be progressed throughout 2021. This will initially involve concluding the outcome of the previous consultation on the Fit for Future Improvement Objectives with the Fire Services Management Committee and NFCC Council. The work will then focus on developing a Fit for Future vision for a 21st Century FRS that will build on the foundations already in place.

#### New Dimensions 2 Board

- 2.5 Together with NFCC colleagues from the Operations Committee and National Resilience Assurance Team, the NFCC Chair sits on the New Dimensions 2 Board. The Board is currently focussed on the capital bid for funding of ND2 assets through the spending review. A range of scenarios and options are being developed to which NFCC are contributing and leading part of the work.

#### Comprehensive Spending Review - England

- 2.6 The joint work on the LGA and NFCC submission for FRS and FRA into the Spending Review is taking place with John Buckley as the NFCC Finance Committee Chair, supported by Mark Hemming, Director of Finance from Buckinghamshire and Milton Keynes FRS. A proposal is being finalised for submission to the Home Secretary for end of July.

### **3 Portfolio Update**

#### NFCC Plan 2021-24

- 3.1 The Plan was approved by NFCC Council on 26 May 2021 and is now published on the NFCC website. The Plan sets out how the ambitions and commitments outlined in the NFCC Strategy will be delivered over the next three years, and ensures that the appropriate tools, resources and skills are in place to deliver the objectives outlined, and in a way that has the greatest benefit for UK fire and rescue services.
- 3.2 The three-year Plan links directly to NFCC strategy and has a budget of £8.4m (with ring-fenced funding for Protection and Fire Standards work). There are three elements built into this budget - NFCC core infrastructure costs, programme/implementation costs and ongoing implementation and maintenance costs.
- 3.3 The elements of the Plan that are supported by Home Office funding have been finalised into a set of Home Office deliverables that will enable NFCC to provide assurance to Home Office about spend against the grant.

#### Implementation Support Function

- 3.4 To support transformational change, the NFCC is producing a range of products, tools and guidance on behalf of the fire and rescue service. To support services adopt and implement these products, the NFCC has approved the establishment of a new Implementation Support function.
- 3.5 The function will comprise of a digital first approach along with a team of dedicated Implementation Liaison Managers who will work with fire and rescue services to identify effective and achievable ways to implement products and assist in the development of local implementation plans.

- 3.6 Supporting fire and rescue services in this way will not only help improve the adoption NFCC products locally, but will ensure a more coordinated and consistent approach to implementation nationally.
- 3.7 Recruitment to the team is currently underway and it is anticipated that the team will commence engagement with fire and services from September 2021.

#### Grenfell Tower Inquiry

- 3.8 The Ministerial Grenfell Tower Recommendations Board meets regularly, which is attended by NFCC Chair and LFB Commissioner Andy Roe. Progress against recommendations will be published on the new Home Office Fire England website fireengland.uk. To support this work the NFCC have just completed a survey of FRS to gather information on the progress against the report recommendations to inform the NFCC update to the ministerial board. This information will also be reported back to fire and rescue services to further inform their local work.
- 3.9 On more specific pieces of NFCC post-Grenfell work - Fire survival guidance, the first publication produced by the Fire Control Room Project, has been published on UKFRS.com and subsequent related documents have been submitted for approval to the NFCC Operations Committee. Fire control room incident command documents have been released for consultation via UKFRS.com.
- 3.10 The NFCC Fires in Tall Buildings Evacuation guidance document is being developed into a supporting training package along with packages for Alarm systems and Building construction. The Alarms package has been released for consultation on UKFRS.com.
- 3.11 The NFCC have acknowledged the recent LFB, independently chaired, Health and Safety Panel Review decision on a specific aspect of their Fires in Tall Buildings policy related to firefighters working above the bridgehead in BA 'not under air'. The issue has impacts on NFCC and National Operational Guidance. The NFCC has written to all chief fire officers to explain the current position and confirmed the intent to maintain NOG in its current form whilst the situation is considered further. Further work is still underway and the Fires in Tall Buildings group, led by CFO John Roberts, are compiling a substantial report setting out the NFCC position.

#### National Operational Guidance and Operations Update

- 3.12 The following pieces of guidance have now been published:
- Search, Rescue and Casualty Care; and;
  - Height, Structures and Confined Spaces
  - The Breathing Apparatus Foundation Review
- 3.13 The Fire Control team continue to produce guidance, and their latest documents are out for consultation and approval.
- 3.14 The FRS Learn team have now published a learning package on Alarms and Alert systems, on UKFRS.com for consultation.

## National Operational Learning / Organisational Learning Feasibility Study

- 3.15 NFCC Council have agreed to the development of a feasibility study to extend the current National Operational Learning system to a broader National Organisational Learning function. The report will be brought back to NFCC Council in the autumn.

## People Programme

- 3.16 The People Programme is progressing at pace, initiating three new projects and finalising the programme plans for 2021/22.
- 3.17 The programme is anticipating the release of the Home Office White Paper, which is likely to have a significant consideration for the programme with the Minister's focus on Professionalism and People.
- 3.18 Structural changes at a portfolio level have meant some reductions to capacity within the team so a recruitment drive to bring in project managers and replace the research analyst are underway.

<b>Project</b>	<b>Update</b>
Leadership	<p>Work is well underway with an early draft of the specification for the portal which supports the NFCC Coaching and Mentoring Toolkit</p> <p>The <a href="#">Core Code of Ethics (England)</a> and <a href="#">supplementary guidance</a> has now been <a href="#">published</a>. This sits alongside the <a href="#">Code of Ethics Fire Standard</a> and is accompanied by a <a href="#">video</a> for the public to view.</p> <p>CFO Becci Bryant who is currently Project Executive retires later in the year and so a process is currently underway to identify a successor.</p>
Supervisory Leadership Development	<p>Previously sitting under the Leadership project as a workstream, Supervisory Leadership Development was approved to be delivered as a new project in April 2021.</p> <p>The project aims to produce national leadership pathways through standardised development programmes to prepare staff and nurture existing leaders at the first level of management within FRS.</p> <p>The overall purpose is to achieve consistent development of our first line leaders across FRS, measured against the <a href="#">NFCC Leadership Framework</a> and <a href="#">Core Learning Pathway</a>.</p> <p>The Project Board is in place, and two board meetings have taken place. The terms of reference and PID are approved, underpinned by five work packages that have been scoped and defined.</p>
Direct Entry	<p>Previously sitting under the Leadership project as a workstream, Direct Entry was approved to be delivered as a new project in April 2021.</p>

	<p>The Direct Entry Scheme proposes a framework to support a direct entrance for managerial posts at Station and Area Manager levels to undertake operational roles.</p> <p>It will have an agreed national programme that is robust, quality-assured, credible and is aligned to the role-map.</p> <p>It will be designed to be both additional and complementary to existing progression routes.</p> <p>The Project Board is in place, and two board meetings have taken place. The terms of reference and PID are approved, underpinned by five work packages that have been scoped and defined.</p>
<p>Equality, Diversity and Inclusion</p>	<p>Work continues to develop the suite of Equal Access guidance documents, with 3 already published and a further 4 currently under <a href="#">consultation</a>.</p> <p>The programme continues to launch its Lunch and Learns sessions, with 20 scheduled for the year, its latest session was to celebrate International Windrush day, in connection with Race Equality. As more future events continue these will become available as podcast sessions on <a href="#">UKFRS.com</a>.</p> <p>The team are seeking more speakers to share their experiences and lived events for the upcoming sessions, which can be found on the EDI Events Calendar on <a href="#">UKFRS.com</a> in June, with paid sessions also available for the wider public.</p> <p>Work to develop specific toolkits in 4 areas of EDI is underway focusing on; neurodiversity, gender diversity, racial equality and religion and beliefs with the first consultation commencing later this month.</p>
<p>Recruitment</p>	<p>Further scoping of the objectives has been conducted and some adjusted due to interdependencies with the Review of NOS and EDI projects.</p> <p>Recruitment work is progressing well in terms of identification of best practice, positive action and people processes linking into the EDI work.</p> <p>The proposed research on the role of a firefighter is now intended to be undertaken within the Review of NOS project as part of a functional analysis.</p> <p>Some objectives that were previously on hold have now been initiated. This includes working with the Policy Panel to deliver best practice relating to recruitment and selection and reviewing current FRS processes regarding migration of on-call staff into wholetime service.</p>

	<p>The consultation on the job description and person specification of a firefighter is due out later this month</p>
Working Patterns	<p>The research within the project has identified some interesting innovations which different services are adopting to meet the needs of front-line staff and communities. Identifying 10 particularly interesting innovations, which have been written up into short case studies, and include details of which staff they impact (for example, wholetime, on-call or both), the costs to implement, evaluation results, and strengths and weaknesses.</p> <p>Working groups have been invited to evaluate the case studies against an evaluation framework during the summer and it is aimed to be published in draft for Autumn 2021, and in a wider Working Patterns Toolkit at the end of the project.</p>
Review of National Occupational Standards (NOS – previously Competencies and Qualifications)	<p>The first two working groups have been held to look in detail at the state of the National Occupational Standards. Its findings hit home for some stakeholders, as the scale of the problem had been an eye-opener.</p> <p>This was a very useful exercise in enabling us to provide a more informed picture of the problem, and a positive progression. The White Paper will be a key turning point in how this project moves forward.</p>
Maturity Models	<p>The consultation and workshops were very well supported by FRS during May and June, all comments have been reviewed with a final version of the Maturity Model statements provisionally agreed.</p> <p>The online self-assessment tool for FRS is being developed to ensure assessments are consistently applied and provide a national understanding of workforce management maturity across all services. There are a number of services who have agreed to be involved in the testing of this.</p> <p>Maturity Models will be submitted to the People Programme Board for approval at the end of July and should be available on <a href="http://UKFRS.com">UKFRS.com</a> shortly after.</p>
Evidence Base for Health and Wellbeing	<p>The scoping of this project continues with refinement of the PID following conversations with College of Policing around the future of the Oscar Kilo Health &amp; Wellbeing Framework.</p> <p>The new research analyst and project manager will be appointed to focus on fully initiating this project.</p> <p>The first project board is scheduled for August.</p>



## Digital and Data Programme

- 3.19 The Digital and Data Programme appointed a new Programme Executive, Bedfordshire CFO Andy Hopkinson, following CFO Lee Howell stepping down earlier in the month. The Programme's progress is as follows:

Project	Update
Fit for the Future Strategic Alignment	<p>The purpose of this project is to deliver value across UK FRS, supporting delivery of the Fit for the Future Improvement Objectives, and enabling real benefit to be seen within services and across NFCC. The leadership and evolution of Fit for the Future has now been picked up by CFO Phil Garrigan, and the intention to make it more aspirational and visionary, building on the strong foundations now in place.</p> <p>The strategic alignment work is near completion and is in line with the post-consultation revisions to Fit for the Future, which will allow for a digital and data theme to be threaded throughout the strategy.</p> <p>A comprehensive mapping has taken place between each Fit for the Future Improvement Objective through to the identified digital and data change themes, vision, outcomes, missions, digital and data objectives, and project delivery objectives, alongside the interim and end state benefits that could be expected.</p> <p>The project delivery objectives have been bundled together into logical scope to inform potential projects for delivery. These will be subject to ongoing discussions between NFCC and Home Office regarding prioritisation and funding. This scope includes:</p> <p><b>National Data Hub</b> - National capability providing data analysis, data modelling and centralisation and governance of the use of data across UK FRS to respond to business questions and support decision-making [work in flight already].</p> <p><b>Fire Standards</b> - A set of UK FRS standards which govern the design, development, and implementation of digital capabilities into UK FRS to ensure consistency and standardisation.</p> <p><b>Digital &amp; Data Capability Improvement</b> - Capability to define current digital and data maturity, the target state of UK FRS, and analysis to determine how to move from current to target.</p> <p><b>Online engagement</b> - National online platform to provide prevention and protection advice and information to communities, while capturing community data to inform service improvement.</p> <p><b>Value and performance analysis</b> - Capability to identify, track and monitor the value realised through delivery of UK FRS services.</p>

	<p><b>Digital Learning</b> - National platform to provide digital and data learning and knowledge to the workforce to increase competency, efficiency and effectiveness.</p> <p><b>Data Interoperability</b> - Capability to enable data interoperability between services and teams to enable situational awareness and real-time data and information to response crews and at incident grounds.</p>
National Data Hub (NDH)	<p>The NDH concept design completed in May 2021, and the logical design is expected to complete in June 2021. The next stage for the team will be the final physical design, which will add the final layers of detail to the operating model and is expected to complete by early August 2021.</p> <p>A triage working group has been established to test and refine the main BAU triage processes of the NDH and is steadily building an understanding of the scope and scale of throughput that the NDH could expect and is pushing some use cases through an accelerated delivery to test the end-to-end concept.</p> <p>The data portal proof of concept has now dovetailed with the NDH design and the team are only progressing use cases determined through the accelerated delivery and triage process that can be addressed with existing resource and capacity. Post NDH design, and subject to ongoing discussions around funding, an interim rollout of the NDH is expected that will fund resource on an ongoing/BAU basis.</p>
National Data Standards	<p>The standards that have been outlined for further scoping include:</p> <ul style="list-style-type: none"> <li>• Data collection</li> <li>• Data management</li> <li>• Information governance</li> <li>• Core data model</li> </ul> <p>The programme has had discussions with the Data Standards Agency (DSA) who have offered their experience, input and support in the development of these standards.</p> <p>It is expected that the development of these standards will occur alongside and within other programme delivery scope. For example, the NDH design will provide the raw materials to develop a data governance and management standard.</p>
Web Development	<p>The critical infrastructure works needed on the <a href="http://UKFRS.com">UKFRS.com</a> site and associated NOG Service Integration Tool (SIT) ahead of their limited roll out are well underway and are expected to be complete and available by July 2021.</p>



	<p>London Fire Brigade has soft launched their version of the SIT and are importing all their local content into the system ahead of a wider release to all users. Kent FRS are expected to onboard the SIT in late July 2021.</p> <p>Preparations for the longer-term web platform retender continue and the portfolio has appointed a specialist ICT procurement consultant to support this process.</p> <p>The new Digital Improvement Function within the CPO Implementation team will provide the day-to-day oversight and management of the NFCC's web development and consolidation of web presence.</p>
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### Community Risk Programme

- 3.20 The Programme has delivered three live webinars since March, and these have been a huge success in terms of engaging UK FRS and other workstreams where dependencies exist with the CRP.
- 3.21 Expressions of interest from senior officers in the UK FRS to lead the CRMP Competencies Project and the Evaluation of FRS Interventions Project, has been well-received and it is hoped to have these appointed by July 2021, for which will both commence in the Autumn.
- 3.22 Huw Jakeway has now joined the CRP Board, as will the new Programme Executive representing the Digital and Data Programme. There are two new projects launching around competence and evaluation.

<b>Project</b>	<b>Update</b>
Definition of Risk	<p>Work is continuing with ORH with further developing the methodology and data needs to support the objectives of the project.</p> <p>The Definition of Risk webinar took place in March, with around 50 delegates in attendance. 31 FRS registered their interest in attendance and a link was shared with all FRS SPOCs to ensure they received the benefit from this engagement.</p> <p>A second project webinar session was held where, ORH presented an overview of their planned approach to developing a risk methodology to support the development of CRMPs. Attendance from over 60 FRS colleagues, from 33 FRS, with interest from over 38 FRS.</p>
Community Risk Management Planning	<p>In June, the CRMP Fire Standard was published and Guidance regarding Defining the Scope of the CRMP process is being reviewed by the CRP Programme Board.</p>

	<p>Guidance covering Business and Data Intelligence is currently being reviewed by an initial peer review group and will be shared with fire and rescue colleagues for feedback in coming weeks.</p> <p>The project shared the draft Stakeholder and Public Engagement guidance with FRS for feedback, which was produced by the Consultation Institute and is now being reviewed.</p> <p>A supplier is now being onboarded to produce guidance linked to evaluating CRMP processes.</p>
Economic and Social Value of the UK FRS	<p>The first live webinar was held in May for the project and saw around 80 delegates in attendance, representing 35 FRS; with interest received from over 100 people from 38 FRS. Nottingham Trent University, who are developing the project's products are scheduled to deliver the next session in July.</p> <p>A questionnaire to generate value data for non-fire incidents is being sent to all services this month, and focus groups with sector experts on Home Fire Safety Visits is being planned</p>
Competencies	<p>Adverts for Project Executive roles to lead this project were published on the NFCC website in May and are now in the recruitment stage.</p>
Evaluation of FRS Interventions	<p>Adverts for Project Executive roles to lead this project were published on the NFCC website in May and are now in the recruitment stage.</p>

### Prevention Programme

<b>Project</b>	<b>Update</b>
Prevention Fire Standard	<p>This project has progressed through post-consultation stage which involved SME workshops to review the consultation feedback and identify implementation support. The Prevention Fire Standard is now at the final draft stage and will progress to the Fire Standard Board in early July.</p>
Person-Centred Approach Project	<p>A Project Board has been set up with timescales agreed by the board. The team are working currently with a number of fire and rescue services to develop an online home fire safety check assessment and an e-Learning training package to support the workforce.</p> <p>The project has also shared a survey with fire and rescue services to gather research and evaluation in relation to the nine core components of the Person-Centred Framework. This is now being analysed to support next steps.</p>

- 3.23 The Prevention Programme have formed a NFCC Prevention Team with the NFCC CYP Programme Manager and seconded NFCC Strategic Lead for Public Health. This will assist in a co-ordinated approach to prevention across NFCC and wider stakeholders and partners. The Prevention Programme had its second programme board meeting and approved a draft Prevention Strategy for the programme. Work will also be commencing to put Prevention onto the UKFRS website.

#### **4. Protection Policy and Reform Unit (PPRU) Update**

- 4.1 This section provides a high-level overview of key pieces of work currently being undertaken by the PPRU and should be read in conjunction with broader fire safety updates provided by the LGA.

##### Building Risk Review (BRR) Programme

- 4.2 As of the last reporting deadline on 10 June 2021, 10,660 complete returns have been submitted for the BRR Programme. This comprises 71% of total buildings so far and returns continue to progress ahead of the national trajectory. 90-95% of all returns are expected by the end of August 2021, with most FRS dedicating September to December to reviewing and quality assuring their data.
- 4.3 Work is now accelerating to liaise with the HSE around how the BRR data can inform the development of the new Building Safety Regulator, including how the BRR stratification matrix currently under development by the PPRU can help assist with the prioritisation of safety cases under the new regime.

##### Key Government Consultations

- 4.4 The Home Office recently launched a new consultation on Personal Emergency Evacuation Plans (PEEPs) in high-rise residential buildings, which will run until 19 July 2021 and follows on from last year's Fire Safety Consultation. The PPRU will be engaging with FRS and stakeholders ahead of submitting our response to ensure that views are fully reflected in NFCC's response. This consultation has serious potential implications for FRS service delivery and whilst a collective response on behalf of the wider FRS will be completed by NFCC, we will also be encouraging individual FRS to submit their own responses.
- 4.5 The PPRU are also currently working on a response to the Department for Education's consultation on Building Bulletin 100: fire safety design for schools. NFCC is largely disappointed with the proposed revisions to the guidance as they only introduce requirements for sprinklers in schools over 11m in height. The original guidance, when first released in 2007, acknowledged the important role of sprinklers and stated that "all new schools should have fire sprinklers installed except in a few low-risk schools". Whilst NFCC shares this view, we believe that sprinklers should also be retrofitted in existing school buildings when relevant refurbishment takes place. In addition to falling short on sprinklers, the revised guidance still allows for the use of combustible materials on external walls.

##### NFCC/LABC CPD Platform and Accreditation

- 4.6 Following on from the update at the previous FSMC meeting, the PPRU are pleased to confirm that the new online learning portal for FRS Protection officers was launched on 27

May 2021, providing a centralised CPD platform to enable fire safety regulators and fire engineers to access training materials and meet the recommendations in the Competency Framework for Fire Safety Regulators.

- 4.7 Work is also underway to scope out FRS needs and requirements with professional bodies in order to identify the best sustainable solution for third party accreditation of fire safety inspectors. By taking a national approach, NFCC will be able to ensure quality of access across FRS and effective utilisation of ringfenced funding for accreditation and recognised prior learning costs.

#### Code of Practice for the Provision of Premises Information Boxes in Residential Buildings

- 4.8 The final version of the joint Fire Industry Association (FIA) and NFCC Code of Practice for the Provision of Premises Information Boxes in Residential Buildings was launched on 17 June 2021. The Code of Practice is intended to support new legislation and guidance proposed to be introduced by Government in response to the Phase 1 report of the Grenfell Tower Inquiry. The report recommended that premises' information boxes should be provided in all high rise residential buildings and should include various pieces of information that would be of value to firefighters during an incident.

#### Planning Gateway 1

- 4.9 Government has released new guidance on Planning Gateway 1 of the new building safety regime, which is due to come into effect on 1 August 2021. This includes a breakdown of buildings in scope, the new Fire Statement aimed at supporting consideration of fire safety at the planning stage, and the process for consultation with the HSE in their role as the shadow Building Safety Regulator.
- 4.10 Gateway 1 is designed to ensure that due consideration is given to fire safety at the earliest stages of development, especially to ensure sufficient firefighter access, and comes as a direct result of recommendations made in Dame Judith Hackitt's Independent Review of Building Regulations and Fire Safety. Whilst FRS are not statutory consultees as part of this process, they may be consulted on complex cases. Further information can be found [here](#).
- 4.11 The PPRU continue to work with the HSE on the development of the Building Safety Regulator and wider regime, to assess the impact on FRS and Fire and Rescue Authorities and to bid for appropriate new burdens funding in line with that impact assessment. The PPRU have impressed on HSE and Government partners the need for a coherent and comprehensive communication and engagement plan for FRS and Fire and Rescue Authorities on this work to help inform local planning and preparation.

#### Review of Approved Document B

- 4.12 In 2020, work started on the project groups that will look to carry out the research that will inform the review of the Building Regulations guidance for Approved Document B Fire Safety. This work has been split into 15 project groups which look to deal with specific aspects of buildings design. Work has commenced on 9 of these projects with NFCC providing representation for FRS on each of these. Completion of the work varies in timescales, depending on the nature of the research involved. This research will then help to inform future policy decisions in the review of the Approved Document.

### Modern Methods of Construction (MMC)

- 4.13 NFCC are supportive of the use of innovative construction products and techniques in order to improve speed of construction, cost, efficiency, and sustainability. However, we are concerned that there is a fundamental lack of research available to provide reassurance on the fire performance of buildings constructed using certain types of MMC across the range of uses to which they are being put.
- 4.14 The PPRU and London Fire Brigade are jointly hosting a roundtable event in July to enable a wider conversation with technical experts across the industry to gain a broader understanding of experiences with MMC. We want to work collaboratively with others across the sector to propose constructive solutions that can improve safety in the built environment for firefighters and residents, and ensure that developers, building control bodies and regulators have an adequate understanding of the fire performance of all innovative types of construction products and techniques at the early stages of the planning process. PPRU have also met with members of the review panel appointed to the Independent Review of the Construction Products Testing Regime to set out our concerns and will continue to work constructively with all stakeholders.