



Fire Services Management Committee

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| Date: | Friday 20 May 2022 |
| Title: | NFCC Update |
| Presented by: | 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

UK Fire Service Convoy Delivers Aid to Ukraine

- 2.1 Three convoys of UK fire service kit and equipment have travelled to Ukraine over the last two months, providing vital life-saving equipment to firefighters.
- 2.2 Organised by UK charity FIRE AID and International Development, the National Fire Chiefs Council (NFCC), EASST, and the wider fire industry, the convoys have also been supported by the Home Office and other government departments.
- 2.3 Sixty fire vehicles – packed with hoses, helmets, thermal imaging cameras, generators, ladders, rescue equipment and protective equipment and other kit requested by Ukraine – have now been donated by UK fire and rescue services, fire authorities and the fire sector.
- 2.4 The deployment of these donations is being supported by funding from the Home Office, Foreign, Commonwealth & Development Office, and the FIA Foundation.

New Chief Operating Officer

- 2.5 Susannah Hancock will be joining NFCC as Chief Operating Officer (COO) on 4 July. She was appointed COO at the beginning of April following a full and in-depth selection process which saw more than 20 applicants. Susannah is currently Chief Executive at the Association of Police and Crime Commissioners (APCC).
- 2.6 The role of COO has been filled on an interim basis by Steven Adams since May last year. Steven will continue in this role until Susannah starts on 4 July.

3. Portfolio Update

People Programme

- 3.1 The programme has been scoping the work for 2022/23 with stakeholders including the HR Forum, Home Office, HMICFRS, programme and project boards. The key focus in addition to completing live projects, is to embed the existing products of the programme using Maturity Models as a primary tool, with a further focus on EDI and leadership development.

| Project | Update |
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| Leadership | <p><u>Coaching and Mentoring</u></p> <p>Following a procurement exercise, the contract has been awarded to Coaching Focus who have existing experience with the FRS.</p> <p>The portal is an off-the-shelf product which has been customised and will be populated with a list of FRS coaches, mentors and champions who are in the process of being trained. To date, 31 FRS have engaged with the project, offering 29 qualified coaches, 29 mentors and 29 champions.</p> <p>It is free to all UKFRS, with the portal funded by the NFCC. It is on track to go live, once approved at the People Programme Board, in May 2022.</p> <p><u>Talent Management Framework</u></p> <p>The consultation on the framework was completed in December 2021 with positive feedback from FRS. The technical editing, and final design have been completed and signed off at the People Programme Board in April 2022. It is due to be launched at the end of April/May 2022</p> |
| Supervisory Leadership Development | <p>The project awarded the contract for both the portal and the training programme development to Chartered Management Institute (CMI). The team are now working with CMI to focus on developing the training programme based on the feedback from the consultation conducted last year.</p> <p>The contract provides 2,000 free licences to the UK FRS over two years. The project will offer each UK FRS 20 free licences per year for operational and non-operational aspiring and existing first-line managers to support them at this crucial stage in their leadership development.</p> |
| Direct Entry | <p>This project was previously at risk of delivery but has had direction from NFCC Council on the delivery model. The option delivers a scaled down programme with 13 FRS initially committed as early adopters allowing a proof of concept. This approach does not rely on a fully sustainable funding model, with these FRS self-funding places</p> |

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| | <p>on the programme with central funding from NFCC to coordinate and support the initiative.</p> <p>The project is now working with these FRS to refine the requirements of both the recruitment process and the training programme.</p> |
| Equality, Diversity and Inclusion | <p>The development of guidance for the EDI hub continues at pace with consultations for Equality of Access People with Dementia and Emerging Migrant Communities and toolkits on Gender Diversity, Neurodiversity and EDI Data having recently completed. The full suite of documents will be ready for sign-off, publication and launch in May 2022.</p> <p>A calendar of EDI notable dates of both NFCC events and national awareness dates will be published shortly. The continuing programme of Lunch and Learns is being planned with a recent session focussing on the Holocaust Memorial Day supported by a video created for the day filmed with South Yorkshire FRS.</p> <p>The project has been collating EDI research from across the sector and internationally and will be publishing this in a broader NFCC Research Hub along with a literature review identifying the key findings and gaps where future research may wish to focus.</p> |
| Recruitment | <p>The recruitment hub staging site went live in February 2022 using ukfrs.com to ensure user functionality can also be tested as part of the consultation. Consultation review sessions took place in April 2022 and preparations to present for sign off at Project and Programme Board are underway.</p> <p>The consultation on the firefighter job description and person specification resulted in a high level of responses and some challenges to the design of the output. Further engagement with CFO/CEs was conducted to establish if a solution that meets both the needs of FRS and the project can be identified. Following this engagement, a new design has been created which received positive feedback. This output is likely to go to Programme Board for sign-off in May 2022 to launch on the recruitment hub. The project is dependent upon this output to enable a review of the selection processes to ensure they do not deselect candidates unnecessarily and support the increase in diversity of firefighter recruits.</p> <p>The review of practical tests will continue beyond the launch of the recruitment hub. A procurement for research is out for tender, with contracts likely to start at the end of May 2022.</p> |
| Working Patterns | <p>The products of this project are now published on ukfrs.com. It holds the full toolkit consisting of Working Patterns Case Studies</p> |

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| | (published), Case Studies Implementation Toolkit and Research Paper – Challenges in Maintaining On-Call Working Patterns. |
| Review of National Occupational Standards | The functional analysis that was previously commissioned has now commenced using the consultant RedQuadrant who intend to deliver a high-level functional model by April. Further functional analysis will need to be continued to complete this work. A survey looking at the current use of National Occupational Standards will support this work and was completed at the end of March 2022. |
| Evidence Base for Health and Wellbeing | <p>The project has commissioned a piece of research with Nottingham Trent University that will meet the majority of the project deliverables and clarify what the requirements would be for nationally coordinated health & wellbeing support.</p> <p>The project is also collaborating with AFSA on a piece of research specifically relating to suicide prevention that will also provide evidence to support the development of national support.</p> <p>Following on for the Mental Health at Work Symposium supported by HRH Prince William, the project is also maximising the impact of the commitment and related support, working with the Royal Foundation to signpost support and guidance and look for further opportunities.</p> |

Digital and Data Programme

3.2 The current data priorities for the programme are set out below.

| Project | Update |
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| Strategy: Aligning data strategy and developing a national fire data collection system | <p>A review of the current NFCC Digital & Data Strategy will ensure alignment with Fit for the Future and Home Office and HMICFRS data strategies. It is anticipated that the review will produce separate but complementary strategies for both Data and Digital for the sector.</p> <p>NFCC engagement has included participation in the Fit for the Future review workshops as well as engagement with key individuals and workstreams such as the Community Risk Programme and NFCC Data Portal.</p> <p>Extensive engagement with Home Office and HMICFRS representatives has taken place including NFCC hosting strategic stakeholder workshops in December 2021 and January 2022.</p> <p>The programme has secured an initial six-month full-time secondment for the National Data Lead to drive forward the data priorities within the programme. This role will also inform and lead the data analytics capability.</p> |

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| National Data Standards | <p>The draft Data Management Fire Standard was shared for consultation in March 2022. Feedback will be reviewed in May 2022 to inform the final version to be published in June 2022.</p> <p>Using the consultation feedback, the programme will identify the key products that will be required to support FRS implementation of the standard. A business case for these products will be developed in Q2 with development expected across the rest of the financial year.</p> |
| Data Collection | <p>There is agreement between NFCC, Home Office and HMICFRS of the merits of collaborating to deliver a National Fire Data Collection System (NFDCS) that will act as the prime repository for all national fire data sets, readily accessible by key stakeholders to plug their analytics capability into.</p> <p>The two strategic stakeholder workshops referenced above have so far secured agreement on the scope of the system, who will lead and resource the project and an outline timetable for the delivery of the first element. To support this, the programme has agreed to lead a project to map the current fire data landscape to baseline and inform requirements for such a system.</p> <p>The scope of this work is nearing agreement with the Home Office, and all three phases of work are expected to commence within Q1.</p> <p>The Home Office are leading detailed user research into the desired functionality of the system across Q1 which the Digital and Data Programme will be supporting.</p> |
| Data Analytics | <p>The D&D Programme has secured the resources to fund a fulltime NFCC Data Lead into this role for an initial 6 months. The initial focus of the analytics capability will be to address key NFCC transformation priorities, including gaining access to the third-party national datasets required to inform the new community risk methodology, and evaluating the effectiveness of Fire Standard implementation.</p> <p>As the analytics capability scales it will seek to address wider data and analytics requirements and further establish and embed the designed operational processes to ensure value is being delivered.</p> <p>The ambition for the capability will be to provide national collation, transformation and presentation of key data sets; capturing, prioritising and modelling business use cases from the UK FRS; control and governance to the use of data analytics across the service, and centralisation of relationship management with key central government stakeholders and other organisations.</p> |

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| | Across 2022/23 the programme plans to roll out a proof-of-concept implementation of the designed national data analytics capability, with Q1 focussing on scoping the approach to this activity. |
| Engage, Promote, Motivate, Collaborate | <p>Following a successful recruitment campaign, the programme now has a cadre of circa 17 volunteers from the existing fire sector analyst's community who are willing to support the NFCC Data Lead in progressing the work of the programme.</p> <p>Planning is well underway for a future of fire data conference to take place in June 2022. This will be an opportunity to share developments in the programme and those of its strategic partners, explore the art of the possible, build networks and communities, and to hear from others both within and external to the FRS about innovations in data and analytics.</p> |
| Digital Priorities | <p>As the data-focused work develops at pace, the programme is turning its attention to refreshing and focusing down the key priorities for the digital element of the programme. At present, these are focused around:</p> <ol style="list-style-type: none"> 1. <u>Strategy</u>: Alignment of digital strategies across key stakeholders, primarily NFCC and the Home Office 2. <u>Standards</u>: Development of professional fire standards to standardise and support digital transformation across the UK FRS 3. <u>Engage, Promote, Motivate, Collaborate</u>: At this stage the focus is on engaging the UKFRS digital community & fire leadership to shape the future priorities for digital across the sector 4. <u>Building the NFCC Capacity & Capability</u>: early discussions are taking place to explore the benefit in reviewing existing NFCC structures and establishing a National Digital Lead to help. |

Community Risk Programme

- 3.3 The project has made good progress towards delivery of the CRMP toolset with 4 items of guidance going live, and both the Definition of Risk proof of concept methodology and the Economic and Social Value report being finalised.

| Project | Update |
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| Definition of Risk (DoR) | The DOR project team continues to work with colleagues in PPRU in the development of the Other Building Fires (OBF) risk assessment methodology and have conducted a gap analysis of national data available to deliver this work. The objective of this workstream is to deliver an evidence-based risk methodology that will provide a relative risk rating or 'initial risk score' for Protection colleagues. The team will work with the recently formed PPRU Working Group to |

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| | <p>develop the consequence categorisation for this work. The project is cognisant of the work underway in PPRU to review current inspection frameworks/guidance.</p> <p>Work is also underway to deliver a risk assessment methodology for Road Traffic Collisions (RTC). To date the team have been identifying nationally available data to begin modelling for RTCs, including engagement with Department for Transport, Highways England, UKRO and others. Two working groups will support the development of the RTC methodology, one made up of FRS subject matter experts and the other composed of external SMEs including the organisations named above.</p> <p>An output of the POC workstream was the delivery of risk scores for England at both an LSOA and UPRN level by contractors ORH. The NFCC are the owners of this data, which is currently being transferred from ORH to the Data Portal for storage. Discussions around how this data may be used are yet to take place at a project board and programme board level.</p> <p>The Proof-of-Concept Report (Domestic Dwelling Fires Risk methodology) requires branding before it can be published on the UKFRS website. This work is currently on hold pending budget reallocation by the NFCC. The delivery of training workshops on the methodology as requested by FRS colleagues is also currently on hold.</p> <p>The project has received interest from fire service colleagues internationally in the methodology.</p> |
| <p>Community Risk Management Planning (CRMP) Guidance</p> | <p>The guidance project has four pieces of approved guidance that became live on both NFCC and UK FRS website in March, prior to the CRP Round Table events held at West Midlands FRS on 10th and 17th March. The guidance can be used as web-based or by downloadable PDF.</p> <p>The Round Table events had both in-person and online attendance and online polls taken during these indicated that over 95% of the participating FRS planned to use the guidance in developing and updating their CRMPs.</p> <p>Evaluation Guidance, which is guidance for the evaluation of the CRMP development process, and not of its impact, has had an early review by TWG and that feedback has been incorporated for discussion with the external consultant to update accordingly. The updated draft will be brought to CRP Guidance Board for approval to go to wider consultation.</p> <p>Hazard Identification, Risk Analysis, and Decision making guidance are in draft scope and will be developed in-house. These will go to</p> |

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| | <p>September Board for final approval. Each of these pieces of guidance intersects Definition of Risk Guidance and work underway with PPRU, and these groups are working together to refine these pieces of guidance and provide relevant signposting.</p> <p>The Consultation Institute, which developed the Stakeholder and Public Engagement Guidance, has invited Project Manager Paquita Lamacraft to make a presentation to their annual conference on 6th October, and it has been agreed that where possible to do so, this will showcase case studies from English and devolved administrations on use of the guidance.</p> |
| Economic and Social Value of the UK FRS (ESV) | The ESV report is being finalised and reviewed by the Home Office. |
| Competencies for Risk Managers | Exact Consulting delivered draft Competencies Frameworks that were approved by the Project and Programme Board for formal consultation with the sector in Q1. |
| Evaluation of FRS Interventions | The Project Board finalised procurement requirements for a tender process that was launched in Q4 to identify a contractor to deliver a 'gap analysis' of the current state of evaluation amongst UKFRS. The responses to the tender will be reviewed by the project board and a supplier selected in May. |
| Consultation, Research and Evaluation Officers (CREO) | Following a presentation by the Guidance PM on the Evaluation Guidance (evaluation of the CRMP process – not of impact and outcomes), CREO members decided to hold two workshops on the CRMP: one with in-person attendance, and the other online. This gives both exposure of the Guidance and the opportunity for feedback from SMEs. |

Prevention Programme

- 3.4 The programme has continued to work on its plans for 2022/23 with stakeholders including the Home Office, the Prevention Committee, programme and project board members.
- 3.5 The Prevention Programme Board met on 30 March 2022 with representatives from Fire and Rescue Services, Royal Society for the Prevention of Accidents (RoSPA), Home Office and the NFCC. The NFCC Prevention newsletter was produced and circulated in March 2022.

| Project | Update |
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| Person-Centred Approach Project | The Person-Centred Framework project has completed a self-assessment of the work progressed in 2021/22. The Online Home Fire Safety Check has 8 Fire and Rescue Services live, 16 onboarding and 13 interested. We have the Fire Minister's |

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| | <p>Endorsement and good feedback from those services who are using it. Work is progressing on standard data collection and workforce development. A group has been formed with representatives from 4 FRSs and Public Health leads to scope and complete work on an evaluation framework by the end of December 2022.</p> <p>The Fire Prevention Awareness Programmes (Fire Kills) multimedia advertising campaign has been a success in the view of all stakeholders. The lessons learned from the campaign are being shared and discussed amongst partners. They will inform how we develop even better fire safety campaigns in the future.</p> <p>Another key area of focus for discussion at the Programme Board was Safeguarding and the importance of the work the NFCC Safeguarding Strategic Lead, Donna Bentley, has been progressing with the Home Office in relation to our DBS Business Case.</p> <p>We have commissioned Nottingham Trent University as our academic partner to work with us on research into Mental Health and Fire Risk. Our survey with Fire and Rescue Services on this theme had a response of 99% with some key messages to support this research which will be completed by the end of June 2022.</p> |
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4. NFCC 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.

Protection Uplift Grant

4.2 As of the end of Q3 the overall spend against the Protection Uplift grants was just over £9.5m out of the total £24m.

4.3 The Minister for Building Safety and Fire wrote to Chief Fire Officers in April to ask for their 'top 3 best practices' in regard to protection uplift. The deadline for these submissions to Home Office was 28 April 2022 and PPRU will share any learning.

4.4 The PPRU continue to engage with Government to secure further funding for FRS Protection functions and subsequently a further £12m has been confirmed as available to FRS 2022/23

Building Safety Bill

4.5 The Building Safety Bill, having received agreement by the House of Commons and House of Lords, received Royal Assent on 28 April 2022.

4.6 A range of working groups and workshops continue to meet under the Joint Regulators Group (JRG) Board. The JRG, which is chaired by the HSE and includes DLUHC, the Home Office, Local Authority Building Control, NFCC and the LGA continues to work towards more detailed proposals for how the new Building Safety Regulator will work in practice.

4.7 Following the launch of Planning Gateway 1 in August 2021, the PPRU have become aware of a number of direct approaches by the HSE to FRS with consultation requests on gateway

1 applications. The PPRU had requested to act as an intermediary in order to monitor the volume of work and provide consistent advice and guidance. Services have been briefed to share details of any direct approaches with the PPRU.

- 4.8 Early feedback seems to indicate that the original policy intent may be being stretched in practice by HSE with detailed design information being asked for at planning stage. PPRU understands that the original intent of PGO was to only deal with fire service access and water supply issues with regard to land use planning. HSE seem to be following the approach outlined in the London plan.
- 4.9 As part of the quarterly Protection Uplift returns PPRU are now collating from each FRS the details of all residential buildings in Interim Measures, on behalf of the Department for Levelling Up, Housing and Communities.
- 4.10 A review of the Simultaneous Evacuation Guidance (SEG) began in quarter 3 (October – December). Workshops have been held with stakeholders and to date over 400 comments have been received. These are being reviewed with a view to publishing revised guidance in quarter 1 (April – June) 2022.
- 4.11 The Guidance Technical Group (GTG) has completed consultations with FRSs on the Home Office series of Short Guides, with the comments and recommendations now returned to Government to write revised versions ahead of commencement of the Fire Safety Act.
- 4.12 The PPRU continue to work with Home Office officials to refine proposals to meet the GTI recommendation around PEEPs.

Fire Safety Act

- 4.13 At the time of drafting, it is anticipated that the Fire Safety Act will be commenced in mid-May. PPRU are preparing supporting communication materials to assist FRS.

Building Risk Review

- 4.14 The Ministerial commitment to assess all high-rise residential buildings by the 31 December 2021 was met and a letter has been sent to services thanking them for their work, recognising the additional burden this brought to protection departments.
- 4.15 An initial analysis has been provided to the Minister, and the public version of the report is now in the process of being reviewed by stakeholders and will be brought to the Fire Protection Board. We intend that we will share the report with FRSs prior to any publication.

Service Delivery

- 4.16 The Virtual Learning Environment for Fire Safety regulators has seen an increase in the number of registered accounts, completed courses, and CPD hours logged over the quarter January – March 2022.
- 4.17 PPRU continue to drive engagement with the platform, targeting those with the lowest activity, and gather feedback from users to improve functionality.
- 4.18 The Competency Framework for Fire Safety Regulators consultation has now closed, and a review of responses has commenced. The comment resolution and review is expected to take between 6-12 months.

- 4.19 Thanks to funding secured through the Regulators Pioneer Fund, West Sussex Fire & Rescue in partnership with the PPRU have produced an interactive Fire Safety Awareness tool for responsible persons (RPs). This is hosted on the NFCC website.
- 4.20 The PPRU held a national Protection Engagement forum on 29-30 March. The forum was a successful occasion with attendance from nearly all FRS which provided lots of opportunities for sharing learning, updating FRS on the PPRU's work, and building relationships.