



Fire Services Management Committee

Date:	Friday 9 December 2022
Title:	NFCC Chair 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).
- 1.2 Any questions or requests for further information should be directed to either Mark Hardingham chair@nationalfirechiefs.org.uk or Susannah Hancock, Chief Operating Officer susannah.hancock@nationalfirechiefs.org.uk.

2. **General Update**

Business Continuity Plans for Industrial Action

- 2.1 NFCC has been working closely with the UK FRS National Resilience function, UK CFOs and FRS, and Home Office on business continuity plans for industrial action. These plans will continue to be developed over the coming weeks after rejection of the pay offer and announcement of a ballot for industrial action.
- 2.2 NFCC has attended various cross-Government Ministerial meetings to provide advice and context about the potential fire strike and business continuity.

Home Affairs Select Committee

- 2.3 The transcript from the Select Committee is available [here](#).
- 2.4 NFCC Chair attended to represent NFCC and FRS alongside Roy Wilsher, HMICFRS lead for FRS and Matt Wrack, FBU General Secretary.
- 2.5 The Committee asked a wide range of questions related to reform, equality, culture, on-call firefighters, industrial action, wildfires, inspections, FRS role and other matters.
- 2.6 Informal discussion with the Chairman at the rise of the committee suggested that the committee focus on FRS will likely be an annual session.

Manchester Arena Inquiry – Phase 2 Report Emergency Services

- 2.7 NFCC has now received and is considering this report. It is c1000 pages and includes 149 recommendations, many of which are for the FRS and multi-agency partners.
- 2.8 NFCC has established a MAI Oversight group that links into the NFCC Operations Committee. The group will comprise FRS and NFCC leads and will oversee the FRS response to the recommendations and support the operational co-ordinating and leadership role the NFCC will take.
- 2.9 NFCC was part of a multi-agency meeting shortly after the report was published. This has led to an agreement to establish multi-agency oversight alongside service-specific arrangements, and which will focus on the multi-agency recommendations.
- 2.10 A Ministerial Oversight Board is expected to be established and which I will attend with senior colleagues. The inquiry also has monitored recommendations which the inquiry will come back to and call witnesses to provide evidence of progress being made.

London Fire Brigade – Independent Review of Culture

- 2.11 The committee will be very aware of the publication of the Independent Review of Culture at London Fire Brigade.
- 2.12 NFCC issued a statement in response to the review, expressing that the findings are wholly unacceptable of an inclusive, modern blue light emergency service and that there is absolutely no place for harassment, bullying or discrimination in any fire and rescue service or indeed any organisation.
- 2.13 The NFCC Chair has engaged extensively with the LFB Commissioner Andy Roe. NFCC will work alongside LFB and all FRSs to consider the findings and recommendations in detail and ensure we continue to play a full and active role in delivering on the step change needed.

People Programme Update

- 2.14 The People Programme team working with the Implementation team continues to directly engage with a number of Fire and Rescue Services about current and future products. Engagement sessions with services on Maturity Models, EqIA training, Model policies and others have been arranged to take place in December and January.

Health and Wellbeing

- 2.15 The Health and Wellbeing project is run in partnership with colleagues at Nottingham Trent University (NTU) and the Fire Fighters Charity. The work is closely aligned to blue light partner work on mental health and wellbeing through the Royal Foundation.
- 2.16 A steering group was formed by NTU with support from NFCC project team, and monthly meetings have been held to provide governance over the progress and approach at each stage. This group also provided feedback on the survey before going live, made recommendations of key stakeholders to involve in focus groups, and will form part of the full reports sign-off process.
- 2.17 The project was due to close at the end of September 2022 but due to delays, the full draft report was only shared at the end of October 2022. NTU were able to retain a number of their research assistants until December 2022 in order to deliver these additional outputs and

therefore offered an opportunity to extend the project to deliver smaller reports for specific audiences that would be condensed from the full report.

Recruitment (Tranche 2)

- 2.18 The Recruitment project has been developing a major procurement exercise for research support to be delivered in the next financial year looking at the National Firefighter Selection Tests (NFST). A procurement strategy is now in place for a research team to evaluate and make recommendations on these tests. This outlines the need for this work, statement of requirement, roles and estimated timelines and budgets.
- 2.19 NFCC will be hosting the project team for a supplier day in December 2022. The project team has estimated 12 months for the awarded supplier to deliver this piece of work and it is then expected that the project team will need to consider how to embed the outcomes into the Recruitment Hub for FRS to use.

Embedding Equality, Diversity and Inclusion

- 2.20 The EDI workstream is progressing well, the production of the annual EDI report is on schedule, and it will be brought to the People Programme Board for consultation in January.
- 2.21 The structure of the EDI Board being considered as part of the governance review of the People Programme, the results of the review will also be brought to the People Programme Board for consultation in January.
- 2.22 The Board will also consider its work alongside the findings from the recent Independent Review of Culture for the LFB.

On-Call Firefighters

- 2.23 Alongside progressing work against present deliverables, the People Programme has begun the initial stages of a scoping exercise for a future On-Call Ff project that will draw down on some of the excellent past On-call and working patterns projects.
- 2.24 The request for a new online On-Call Hub would include the existing On-call Recruitment site. It would also be supplemented with:
- An On-Call data Annual Report section (to be maintained annually)
 - Enhancement of the existing Recruitment Hub with added information and case studies about on-call working to clearly present on-call life as holistically as possible
 - An on-call management toolkit including lessons learned, best practice and case studies from Fire and Rescue Services.
- 2.25 Members have previously expressed an interest in more information about the on-call work and the NFCC lead, DCFO Steve Healey from Lancashire would be able to attend a future meeting to provide a further update.

Community Risk Programme Update

Economic and Social Value Project

- 2.26 The ESV Project has launched the Phase I report of methodology following rigorous scrutiny by Home Office Analysts and Peer Review by external academics. Phase II of the report applying the methodology using data from each of the devolved Administrations is due end-October. The launch was accompanied by an animated video breaking the methodology into understandable sections.

Guidance Project

- 2.27 The project has delivered significant guidance to support CRMP Framework that reflects the Fire Standard. The remaining guidance underpinning the Framework is expected to be delivered late November 2022 and launched in February 2023.
- 2.28 The Draft of the Evaluation of the process of developing a Community Risk Management Plan is about to go to wider consultation following amendment to reflect feedback from Technical Working Group SMEs.

Definition of Risk Project

- 2.29 The project successfully delivered six in person regional workshops and one online workshop session on the Domestic Dwelling Fires Risk Methodology. 46 UK FRSs registered to attend the sessions and over 100 UK FRS delegates took part. The online session was the most popular with over 50 delegates online. There was representation from all devolved administrations. The vast majority of FRSs confirmed they have or plan to implement the methodology in their service.
- 2.30 Following the workshops sessions, a Workplace Group has been set up providing a platform for FRS practitioners to continue discussions about the methodology and provide peer support for risk related issues. As part of the workshop sessions user feedback was gathered, this will support development of future iterations of the methodology.

Competencies for Risk Management Project

- 2.31 The Project Board agreed to delay the launch of the Competencies Frameworks until February in order to combine launch with the CRP Guidance Project to which the frameworks refer.

Evaluation of FRS Interventions Project

- 2.32 A tool to enable standardised and robust evaluation of fire interventions is currently in development with an external consultant (e.Driving Solutions). The work is on schedule to be delivered this financial year for launch at the Spring Conference.

Leadership Programme Update

Direct Entry

- 2.33 The Direct Entry Project Board and Leadership Programme Executive agreed to delay the recruitment process for DE recruits due to commence in September 2022. A variation in the recruitment contract has been approved/signed by both parties. Discussions are underway about the appropriate time to recommence the work taking account of budget settlements for 23/24 and industrial action.

Supervisory Leadership Development

- 2.34 The portal and development programme successfully launched in September 2022 with 45 FRSs (including Jersey and Guernsey) and one joint fire control registering for 20 x free licences (Gibraltar also enquired). The project team manage the activation of licences and to date, 116 licences have been used by services.
- 2.35 Two workshops were planned in October and November 2022 with service SPOCs and registered learners, to see how they are progressing, gather feedback and answer any questions/queries they may have. This will begin to support the evaluation process/report of the product.

Middle Managers Development Programme

- 2.36 Following advertisement, a Project Executive has been appointed and the first board meeting took place in November 2022. An advert is out for an HR/OD project board member who will join the four remaining board members
- 2.37 The project scope will consider any interdependencies of the ELP and the Direct Entry programme, as well as external organisations. As with SLDP, it will be for aspiring, new and existing operational and support middle managers. The project will build upon the success of SLDP, and the lessons learned. It is key to ensure consistency and a smooth transition between the SLDP and MMLDP leadership pathways.

Strategic CPD Masterclasses

- 2.38 The response to the Finance and Commercial/Procurement masterclasses has been excellent with currently 70-90 aspiring, new and existing senior leaders attending each masterclass, which will run on Teams.
- 2.39 Initial meetings have taken place to scope the masterclasses Political Acuity and Corporate Governance, which will include external speakers and take place in the New Year. Each masterclass will be recorded, professionally edited and uploaded onto the website.

Coaching and Mentoring Portal

- 2.40 An oversight and monitoring group, comprising of qualified coaches/mentors, the SME and the Content and Coordination manager, was established in September 2022. Terms of Reference have been agreed upon - the group will monitor the use of the portal and support BAU once it is handed over.
- 2.41 Due to the mentors having a mixture of experience, the NFCC will host some training sessions by Coaching Focus to provide a level of assurance to the project and the fire sector.
- 2.42 Further marketing of the portal on workplace sites has increased the number of people who have registered. The portal is free to access and use by the fire service.

Core Code of Ethics

- 2.43 A workplace site has been created to enable services to share their experiences of embedding the core code and exchange any useful documents. A meeting is planned with the partners and HMICFRS to see what evidence HMICFRS will be looking for from services in their inspections.

Digital, Data and Technology Programme Update

- 2.44 Work has commenced to refresh the current NFCC Digital and Data strategy to align with the NFCC's recently published 'Fit for the Future' strategy and to reflect current priorities.

NFCC Data Analytics Capability (NDAC)

- 2.45 The NFCC NDAC is increasingly working across other NFCC workstreams where data is a key requirement. As part of the One NFCC Programme, the extant NFCC data capability is being restructured and its various components brought together. The programme is advertising for analyst secondments to commence in Q4 to deliver on the NFCC portfolio's triaged data requirements.

National Fire Data Collection System (NFDCS)

- 2.46 NFDCS is a Home Office led project to replace and enhance the existing Incident Recording System (IRS) into a more comprehensive, flexible, and scalable national fire data collection system. The ambition is for a supplier to be in place by March 2023 with a view to deliver a solution by the end of FY23/24. The solution will initially prioritise the scope of the current IRS datasets with further expansion beyond that date into other areas such as Prevention, Protection, Workforce etc.
- 2.47 On behalf of the Home Office, a survey has been developed and shared with services to identify what incident data fire and rescue services collect above that which is captured by the IRS. Responses are required by early December 2022.
- 2.48 Building upon the survey analysis, the Home Office will commence a series of dataset review workshops from December where services will have the opportunity to make the case for additional incident datasets to be captured within the new system.
- 2.49 It is anticipated that a similar process will commence for prevention, protection, and workforce data by Q3 2023.

Data Management Framework

- 2.50 Following the recent publication of the Data Management Fire Standard, the D&D Programme has commenced activity to define and develop the underpinning guidance and tools for the new standard. The umbrella term for this suite of products is the 'Data Management Framework'.
- 2.51 Using the Fire Standard consultation feedback, the programme worked with the Data Management Fire Standard Working Group to draft a high-level scope and product list that would be required to help services implement and adhere to the new fire standard.
- 2.52 The programme advertised for SMEs who would be willing to contribute to the research and authoring of the products. 43 responses were received across 35 FRS. The SME group have reviewed the draft product list to further refine and define the final scope for integration into the project plan and are approaching initial stages of research and development.
- 2.53 It is currently anticipated that most products will be at Peer Review stage by March 2023.

Prevention Programme Update

Person Centred Framework Project

- 2.54 This project is on track with evidence of adoption of the PCF across FRSs.
- 2.55 The latest infographic for the online Home Fire Safety Check has received a lot of media attention in relation to the cost of living in recent weeks (with an increase of usage). A Public Health registrar has joined the team to support the development of the evaluation framework for home fire safety visits with three FRSs. Collaborating with the People programme to complete functional mapping for home fire safety visits – this will be the foundation for a competency framework (aligned to eLearning videos).

Community Mental Health and Fire Risk Project

- 2.56 Nottingham Trent University have been gathering a large amount of secondary data whilst also using existing home office IRS data. The Stage One findings and interim report (with seventeen recommendations) will be shared with the Mental Health Project Board. The

recommendations have a strong focus on future data, terminology, and training. A survey is with FRSs to gather further information and next steps will be agreed.

Prevention Evaluation Project

- 2.57 Approved brief for this work with Prevention Evaluation Sharing Session continuing to meet on a bimonthly basis. The group provides an opportunity for FRSs to share evaluation work they have been conducting within their service. The latest focus has been on the drafting of the toolkit document.

Safeguarding Project

- 2.58 The business case for the Rehabilitation Offenders Act has been delayed due to several factors. MOJ have placed this as a renewed priority.
- 2.59 The Safeguarding Board is now formed, Phil Garrigan is project sponsor and Donna Bentley is vice chair. There is significant contribution within its membership from LGA, Home Office, APCC, and various governing bodies within all FRSs. TORs, intent, and all documents have been finalised and will be presented at the next board meeting to be approved.
- 2.60 There is a current project team looking at Managing Allegations. This will enable the sector to have guidance and a risk assessment which will inform future decision making and mitigate the risk of potential mitigation moving forward and achieve the requirements under the audit.

Cost of Living Toolkit

- 2.61 The cost-of-living toolkit has been launched to FRSs to provide their own local campaigns in conjunction with local government and social care partners. This piece of work was a collaborative effort with the Home Office, NFCC and being chaired by practitioners from Merseyside FRS and London Fire Brigade.

National Operational Learning Update

- 2.62 National Operational Learning (NOL) has seen an increase in the rate of submissions in Q1 and Q2 when compared to previous quarters and previous years. National Operational Learning has now received 70 submissions in 2022/23.
- 2.63 So far this year National Operational Learning Group has processed 65 recommendations and agreed 62 requesting further information for three submissions. No significant trends have been identified in 2022 thus far.
- 2.64 Two newsletters have been published so far this year and a further two are planned before the close of the year focusing on building safety in conjunction with the PPRU.
- 2.65 The NOL Good Practice Guide third edition has been published. The fundamental principals have stayed the same but there have been some key changes, including the inclusion of operational assurance to clarify the relationship between learning and operational assurance.
- 2.66 There have been two action notes published in recent months; one around operational discretion being used to transport casualties in fire and rescue service vehicles, and one that was for the fire control rooms around the use of Operational Willow Beck. A further action note produced with National Resilience will be published in the coming months to help services prepare for major incidents within their areas.

2.67 There has been an increase in training-based accident submissions through NOL where firefighters have suffered serious injuries while carrying out training. The analysis work is still in its initial stage.