



Workforce briefing

Contents

Programme level.....	1
Leadership.....	2
Apprenticeships.....	2
On Call.....	2
Blended Learning.....	3
Health and Wellbeing.....	3
Inclusion.....	3

Programme level

The Workforce Committee is now operating in a new way since the NFCC Fire Central Programme Office (CPO) was established in April 2018. The CPO will manage the People Programme, coordinating the larger projects commissioned by the NFCC Workforce Committee. Ann Millington has been appointed to the programme executive role providing consistency of approach and direction. Much of the work of the programme has already been initiated under the committee but will benefit from resources and momentum of a dedicated central team.

The main drivers for the programme are the Home Office Reform agenda, the introduction of the HMICFRS and the development of professional standards, the work of which will be absorbed into this programme and will report into the yet to be established independent fire standards board. The People Strategy 2017-2022 developed by the Committee sets the strategic objectives for the programme. The work of the first year of the programme, commencing one year on from the publication of the People Strategy, draws in existing projects from the NFCC Workforce Committee and will put in place robust governance, coordination, stakeholder engagement and budget management.

The programme beyond year one requires more detailed scoping, prioritisation and benefit mapping but the first year will initiate six projects:

- Leadership
- Apprenticeships
- On Call
- Blended Learning
- Health and Well-being
- Inclusion

The programme will engage stakeholders in a number of ways but there will be 3 engagement forums. The HR Forum replaces the Workforce Committee and will meet twice yearly to discuss the programme outputs and direction and the wider initiatives that fall outside the programme. The Training Managers Forum is an existing NOG engagement forum but will continue to provide a key method of engaging and supporting development on elements of the programme that relate to training such as blended learning and apprenticeships. The third engagement forum will be more externally focussed drawing stakeholders from central government departments and administrations, local governance, devolved administrations, representative bodies, professional bodies and associations etc.

The programme is keen to involve colleagues bringing a variety of expertise from across the UK fire and rescue service. Anyone that is interested in the any areas of work within the People Programme, please contact fpisani@ukfrs.com, Programme Manager to discuss what opportunities there may be.

Leadership

The project to develop a national leadership framework began in January led by Ann Millington. The project team included HR professionals and senior leaders from across the FRS. The primary deliverable is a behaviour matrix which forms the basis for the development of broader tools and doctrine which will follow.

Development of the behaviours matrix is now well under way with the document currently out for consultation. Once this is complete, further development of the broader set of outputs of can begin:

- To develop an FRS Education Qualification Framework (alignment to Apprenticeships)
- Share middle managers development programmes and consider collaborative programme
- Develop a licence to recruit toolkit focussing on entry criteria and job descriptions
- Assess appetite for a National Mentoring Scheme aimed at DCFO and director level
- Share learning on succession planning, talent management and business continuity

Apprenticeships

The apprenticeships project draws in ongoing work from the NFCC Workforce Committee. The existing workstreams and task and finish groups have evolved to meet the emerging needs of FRSs as the government has rolled out its programme. Delivery of the specific apprenticeships standards has largely been managed by Skills for Justice while the broader engagement, infrastructure and strategy proposals have been led by Lynne Swift, NFCC Lead for Learning and Development. Three apprenticeships standards are complete and available and further collaborative work around reporting, procurement and career pathways is underway.

The project board is in the process of developing a governance framework to coordinate the current initiatives, establish a strategic approach and oversee any new requests for apprenticeship standards or other national proposals. Once this is in place, the project will conduct a scoping exercise and commission workstreams within the new constructs of the governance framework. One area the project is keen to review is the application of apprenticeships for on call staff which currently poses some hindrances.

On Call

This project also draws in existing work that has been supported by the Home Office to improve the branding of on call and to improve recruitment and diversity through a marketing and advertising campaign. The toolkit is now available for FRSs to use on the <https://oncallfire.uk/treadmill/>. Further work to extend the suite of campaign materials and measure the success of the campaign will continue.

The NFCC On-Call Practitioner Autumn Meeting takes place on the 26th September and will be key to moving forward on the three main workstreams the project will now focus on:

- Continuing to work with the Home Office to finalise the range of recruitment and marketing materials and initiatives to promote the brand and identity of the on call firefighters and analyse the success of the campaign
- Research the range of current and best practice for on call management used across the UK FRS, including attraction, recruitment, retention, pay and contracts. Present this research centrally to support FRSs in choosing improvement options for the on call workforce.
- Engage government agencies and primary employers on the benefits of employing on call firefighters and mutually beneficial promotional schemes

Blended Learning

This project draws in the existing project to share e-learning across the UK FRS. But blended learning is by its nature much broader than e-learning and this project will look at the full breadth of learning methods and will place an emphasis on learning that is pulled by the individual as well as pushed by the employer. The project will look to join up work within the Operational Guidance Forum (previously National Implementation Forum) to ensure any collaborative work to produce operational training materials is joined up and can be quality assured.

The Training Managers Forum (TMF) was established to support engagement on implementation of NOG through training. The terms of reference will be reviewed by the new chair, Wayne Bowcock, DCFO Nottinghamshire FRS but this group will be key to supporting the development of the products within this project and we will be arranging an event before the end of the year to provide greater clarity on this project and how the TMF should be involved.

The initiative will also assess the viability of virtual reality materials and collaboration on Learning Management Systems.

Health and Wellbeing

The NFCC Employee Occupational Health and Wellbeing Framework has been in place and many of the initiatives have progressed well within the Occupational Health Network Group. CFO Ian Hayton is keen to consult stakeholders on reviewing this framework and on the areas of work which should form a priority for the project with a view to clarifying the scope of the project outputs in early 2019.

Inclusion

Similarly, the Equality and Diversity Working Group have been working from the Equality and Diversity Framework but are keen to establish the priorities for the FRS and engage wider stakeholders in the initiatives. A key priority is the development of equality impact assessments for our operational response. The first steps to move this forward will be to assess how this could be aligned to National Operational Guidance.