



## **Facilities Management (FM) & Construction National Strategic Task and Finish Group**

### **Terms of Reference**

#### **Introduction**

The purpose of this document is to set out the terms of engagement, national objectives and deliverables, roles and responsibilities, communication activities and practical working arrangements of the Facilities Management (FM) & Construction National Strategic Task and Finish Group (**the 'Task and Finish Group'**). The Task and Finish Group shall be established by the National Fire Commercial Transformation Programme ('NFCTP') working in collaboration with the National Fire Estates Group ('NFEG') as the main delivery vehicle of the national strategic, commissioning, financial and commercial targets agreed between the Home Office and the National Fire Chiefs Council ('NFCC') for the UK Fire Sector.

For the avoidance of any doubt, the Task and Finish Group shall be a sub-group of NFEG.

#### **National Objectives**

The Home Office has entered into a Grant Funding Agreement with the NFCC for the purpose of enabling and facilitating the delivery of key national targets across the Fire Sector via an agreed Delivery Plan (**the 'Plan'**). The Plan comprises four (4) main deliverables and these are summarised below as follows:

##### **Deliverable #1**

Establish a national savings ambition and seek to deliver thirty (30) per cent of the savings target through collaboration across all Categories of Spend; Category Strategies to be developed and benefits promoted across the sector; 100% collaboration across the sector and savings target achieved for each priority project delivered.

##### **Deliverable #2**

Provide technical support and details, write specifications, influence standards and improve supplier understanding of requirements.

##### **Deliverable #3**

Deliver spend analysis and FRS forecasting; Evidence based, realistic and achievable savings targets for each Category of Spend; Spend analysis shared to increase awareness and buy-in at a national level over the next twelve (12) to eighteen (18) months for all priority projects identified within each Category Strategy.



#### **Deliverable #4**

Specifically in relation to FM & Construction, work with NFEg to develop support and deliver against the plan of priorities within the newly developed FM & Construction Category Strategy to achieve quantifiable efficiencies across UKFRS estate against the savings target identified within the strategy.

In addition to the above, in response to the Government's call for increased transparency, collaboration and commercial improvement, the NFCC is implementing a package of reforms in the commercial operation of the sector under the umbrella of the NFCTP (commonly referred to as the National Procurement Hub).

#### **Strategic Outcomes and Core Values**

This Task and Finish Group is established for the purpose of delivering the following strategic outcomes:

- **Deliver a National Category Strategy for FM & Construction** capable of addressing and providing potential solutions to Fire and Rescue Services and their partners across the wider spectrum of the national agenda. This includes reducing budget pressures, strategic contract and supplier management, climate change and sustainability, social value and supporting local economies, innovation, modern slavery and encouraging wider public sector collaboration;
- **Deliver cashable savings across the FM & Construction Category** in line with the forecasted percentage savings target identified within the National Category Strategy;
- **Produce a suite of standardised technical and commercial documents** for the purpose of enabling the reduction of legal and design costs across the UKFRS estate and assisting individual Fire and Rescue Services by reducing procurement timescales, achieving process savings and freeing up resources to address other internal pressures;
- **Commercially reform the sector by way of reviewing and assessing the effectiveness of current contracting models and commercial practices** with the view of harmonizing terms and conditions of contract, introducing and applying where appropriate alternative risk profiles to unlock additional cashable and non-cashable benefits. In addition to the above, improving supplier performance during the contract period and supporting strategic supplier management practices; and
- **Strengthen the collaboration between Estates, FM and Procurement teams** by providing advice and support in addressing key dilemmas caused at times by conflicting requirements (such as compliance with prevailing procurement legislation versus flexibility and quicker turnaround times for service areas).

The core values which will be embedded in the participation and strategic outcomes of the Task and Finish Group shall be:

- Resilience;
- Flexibility;



- Innovation;
- Collaboration;
- Commercial Awareness; and
- Social Responsibility

### **Term**

These Terms of Reference shall come into effect on the date that all Members have confirmed their approval in writing and shall continue in force until such time when NFCTP, Members and NFEG collectively determine that the Task and Finish Group's strategic outcomes have been reasonably achieved in line with the deliverables set out in the Plan.

### **Membership**

Membership to this Task and Finish Group is voluntary and, save for the agreed Roles and Responsibilities, there shall be no further obligation placed upon Fire and Rescue Services to commit resources over and above what they are willing and capable of committing at any point in time.

Initial membership was determined by the NFCC National Category Lead and the NFEG Lead based on reported spend data for Financial Year 2019/20 and procurement pipeline information (or contracts register data where such pipeline was not available) as submitted by the Fire and Rescue Services to the NFCTP.

Fire and Rescue Services who were identified as having a confirmed or a potential immediate benefit in relation to those FM & Construction categories of spend with an allocated Priority 1 Level as per the Category Prioritisation Matrix (**Annex A**) were invited to participate in the Task and Finish Group. Membership was sought via an introductory call with Estates, FM and Procurement representatives.

The following Fire and Rescue Services confirmed participation to the Task & Finish Group and shall be hereto referred to as the 'Members':

- Devon and Somerset Fire and Rescue Service;
- East Sussex Fire and Rescue Service;
- Kent Fire and Rescue Service;
- Royal Berkshire Fire and Rescue Service;
- Surrey Fire and Rescue Service (supported by Surrey County Council);
- Cleveland Fire Brigade;
- County Durham & Darlington Fire and Rescue Service;
- Northumberland Fire and Rescue Service;
- West Yorkshire Fire and Rescue Service;
- Cheshire Fire and Rescue Service;
- Lancashire Fire and Rescue Service;
- Greater Manchester Fire and Rescue Service;
- Merseyside Fire and Rescue Service;
- Bedfordshire Fire and Rescue Service;



- Cambridgeshire Fire and Rescue Service;
  - Essex Fire and Rescue Service;
  - Nottinghamshire Fire and Rescue Service;
  - Hereford & Worcester Fire and Rescue Service;
  - West Midlands Fire and Rescue Service; and
  - London Fire Brigade
- 
- *Gloucestershire Fire and Rescue Service – Observer Status*

Nonetheless, the Task and Finish Group shall remain open to any other Fire and Rescue Services who wish to join in the future, either as full Members or as an arm's length arrangement by way of contributing as and when outcomes discussed are of a pertinent interest to them.

Equally, in the event a Member wishes to withdraw its participation to the Task and Finish Group, their representative/s or their duly appointed delegates shall notify the NFCC National Category Lead in writing of the same and these Terms of Reference shall be amended accordingly to reflect the change in the membership status of such Fire and Rescue Service.

Notwithstanding the above, withdrawn Members shall continue to receive updates on the workings of the Task and Finish Group in accordance with the agreed Communications Plan.

For the avoidance of any doubt, there shall be no requirement for any monetary contribution to the Task and Finish Group.

### **General Principles**

The Members will work together in good faith and in an open, honest, constructive, co-operative and collaborative manner for the duration of the term, having full regard to actively supporting the core values of the Task and Finish Group within their respective Fire and Rescue Services. The Members' representatives will work together in the spirit of mutual trust in order to endeavour to secure the successful implementation of the Task and Finish Group's strategic outcomes and will each respond in a timely manner to all relevant requests for information.

The Members commit to share data, knowledge and any communication relevant to the workings of the Task and Finish Group where appropriate. All data shall be kept confidential and will not be shared with any individuals, groups or organizations, save for the ones listed below, without prior written consent of such Member.

- National Category Sponsor;
- Chair of the NFEG Commercial Sub-Group ('NFEG Lead');
- NFCTP Programme Sponsor;
- NFCTP Programme Lead;
- NFCTP Programme Manager; and
- Home Office



## **Roles and Responsibilities**

### ***Members and their Representatives***

The NFCC National Category Lead, acting on behalf of NFCTP and NFEG, sought the voluntary participation of Estates, FM and Procurement professionals as the most appropriate delivery audience with the relevant skillset and expertise to enable the successful implementation of the Task and Finish Group's strategic outcomes and, by extension, of the Home Office deliverables.

Each Member shall appoint representatives to the Task and Finish Group, who shall have the appropriate knowledge and expertise and whose responsibilities include Estates, Facilities Management, Infrastructure and Procurement within that Fire Authority, Constabulary and/or Council.

Each Member representative shall be responsible for ensuring that his/her Fire Authority, Constabulary and/or Council provides the support necessary to secure the effective achievement of the Task and Finish Group's strategic outcomes. In this context, "support" shall include the involvement and time of their representatives, or their capable delegates, in:

- The regular attendance and active participation to the Task and Finish Group meetings as and when these take place;
- The provision of information as and when this is requested either pursuant to a recorded action deriving from the Task and Finish Group meetings or as requested by the NFCC National Category Lead. Such information shall include, but not limited to, procurement pipeline information, copies of current contract documents, budget envelopes and other financial data required to enable benchmarking or financial modelling exercises to be undertaken. Site information, technical requirements, corporate strategies and capital programmes will also be requested to be provided;
- The undertaking of actions as agreed at the Task and Finish Group meetings, including but not limited to the perusal and feedback to documents produced for the purposes of the Task and Finish Group; and
- The prompt consideration of matters referred to his/her Fire Authority, Constabulary and/or Council for determination.

Where a joint procurement is undertaken as part of the workings of the Task and Finish Group, a separate Inter-Authority Agreement ('IAA') shall be drafted by the NFCC National Category Lead. The IAA shall be agreed and signed off by the Lead Contracting Authority and those Members who have expressed an intent or commitment to participate in the joint procurement.

The purpose of the IAA will be to define the general terms of engagement, Lead Authority, the procurement strategy and conduct of the procurement and evaluation process, governance and decision-making arrangements, roles and responsibilities, costs and expenses and resolution procedures.

In general terms, representatives of Members participating in a joint procurement shall be expected to:



- Provide their core technical requirements and any other technical information that may be needed to enable the production of the specification, quality standards and key performance indicators;
- Review, provide feedback and propose amendments to the technical specification, procurement, contractual and other documents produced for the purposes of the joint procurement;
- Participate in early market engagement events;
- Participate in the evaluation and moderation of bidder responses; and
- Secure timely contract award sign off within their Fire Authority and/or Constabulary and/ or Council.

### ***NFCC National Category Lead (Task and Finish Group Chair)***

The NFCC National Category Lead shall be responsible for:

- Ensuring the delivery of the Task and Finish Group's strategic outcomes in line with the Home Office deliverables;
- Chairing the Task and Finish Group meetings;
- Maintaining an Actions and Decisions Log and sharing it with the Members' representatives on a regular basis;
- Producing and securing approval of the Task and Finish Group's Communications Plan;
- Developing strategic and policy documents related to the workings of the Task and Finish Group, including but not limited to the National Category Strategy and National Category Plans;
- Undertaking benchmarking and financial modelling activities as and when required;
- Undertaking estates and market / supply chain analysis as and when required;
- Planning, producing all relevant documents and delivering collaborative activities and joint procurements;
- Promoting the importance and successes of the Task and Finish Group within Fire and Rescue Services, their Bluelight and other public body partners, NFCC and the Home Office;
- Measuring and reporting progress against the Task and Finish Group's strategic outcomes to the National Category Sponsor, the NFCTP and the Home Office;
- Providing general strategic, procurement and commercial advice to the Members and the wider UK Fire Sector;

### ***NFEg Lead (Task and Finish Group Deputy Chair)***

The NFEg Lead shall be responsible for:

- Chairing the Task and Finish Group meetings in the absence of the NFCC National Category Lead;
- Providing technical support and advice to the Members of the Task and Finish Group;
- Developing and promoting the adoption of any national design standards and specifications for construction and facilities management for the purposes of supporting the strategic outcomes of the Task and Finish Group;



- Supporting the NFCC National Category Lead in the production and delivery of the Task and Finish Group's Communications Plan;
- Supporting the NFCC National Category Lead in engaging with the FM and Construction market;
- Promoting and supporting collaboration amongst the Members and the wider UK Fire Sector; and
- Undertaking actions as agreed at the Task and Finish Group meetings

### ***National Category Sponsor***

The National Category Sponsor shall be responsible for:

- Promoting the importance and successes of the Task and Finish Group within Fire and Rescue Services, their Bluelight and other public body partners, NFCC and the Home Office;
- Providing strategic direction to the Task and Finish Group;
- Approving the Task and Finish Group's Communication Plan;
- Approving individual Category Plans and the National Category Strategy;
- Facilitating the collective decision-making processes of the Task and Finish Group; and
- Providing general support and guidance as and when required.

### **Meetings**

The Task and Finish Group shall meet monthly or more or less frequently as deemed necessary. This shall not preclude additional communications between the NFCC National Category Lead and/or the National Category Sponsor and/or the Chair of the NFEG Commercial Sub-Group and individual Members and their representatives. This will be for the purpose of collating information and assisting in the production of documentation that is essential to the workings of the Task and Finish Group.

The Members shall make their own arrangements for the conduct of the meetings and each Fire and Rescue Service shall bear its own costs for securing meeting attendance.

All Task and Finish Group documentation (including but not limited to agendas, meeting minutes, strategies, category plans, technical and procurement documents) shall be shared with Members electronically. Members' representatives shall be responsible for monitoring their emails and ensuring that any change in their contact details is duly communicated to the NFCC National Category Lead.

Meetings of the Task and Finish Group shall be chaired by the NFCC National Category Lead or in his/her absence by the NFEG Lead.

All decisions of the Task and Finish Group shall be taken collectively so that a decision shall not be effective on behalf of the Task and Finish Group unless and until all Members have signified their agreement to that decision. All decisions of the Task and Finish Group shall be unanimous and in the event the Members are unable to reach a unanimous decision, the matter will be referred to the National Category Sponsor for final determination.



A written record of all meeting decisions and actions shall be maintained by the NFCC National Category Lead and shall be shared with the Members no later than seven (7) days after the relevant Task & Finish Group meeting.

The NFCC National Category Lead and the NFEG Lead shall jointly monitor and ensure the timely delivery of actions agreed at the Task and Finish Group meetings.

A meeting of the Task and Finish Group will be inquorate unless at least fifty percent (50%) of the Members of the Task and Finish Group are present. For the avoidance of doubt, in order for a Member to be considered in attendance, at least one (1) of their appointed representatives (or their delegates) is present at the meeting.

### **Communications and Publicity**

The NFCC National Category Lead and NFEG Lead shall develop a Communications Plan for the purpose of achieving the following aims:

- To communicate the aims and benefits of the Task and Finish Group to internal and external stakeholder groups and the Home Office;
- To inform stakeholders of progress achieved in the delivery of the Task and Finish Group's strategic outcomes; and
- To promote the successful implementation of the Task and Finish Group's strategic outcomes and its benefits to internal and external audiences.

The Communications Plan will also determine how the Task & Finish Group will work together with Members' local Communications and Engagement teams in order to ensure a seamless process in communicating consistent messages to the identified stakeholders.

The Communications Plan shall be subject to approval by the Members, the National Category Sponsor and the NFCTP Programme Lead.

The Communications Plan shall be retained for reference purposes for twenty-four (24) months following expiry of these Terms of Reference.

None of the Members shall issue any media release publicity concerning or affecting the Task and Finish Group unless previously agreed in advance with the other Members, the National Category Sponsor and the NFCC National Category Lead having been advised on the content.

Subject to the above, any formal statements or communications to staff and/or members concerning the Task and Finish Group shall be agreed between the Members in advance. This shall not apply to the circulation of minutes, the routine reporting of decisions to NFCTP, NFEG, the National Category Sponsor and the Home Office or requests for information or action to be taken.





**Amendments, Modification or Variation**

These Terms of Reference may be amended, modified or varied in writing after consultation and agreement by the Members, the National Category Sponsor and the NFCTP Programme Lead. A record of all amendments, modifications and variations shall be maintained by the NFCC National Category Lead.

End –





**ANNEX A**

**FINAL CATEGORY PRIORITISATION MATRIX (SEPARATE DOCUMENT)**

