



NFCC
National Fire
Chiefs Council

FM & Construction National Strategic Task and Finish Group: Purpose, Outcomes and Benefits

***Presented by: Elli Nikolaou (NFCC National Category Lead)
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About me

- Extensive public sector experience in a procurement and contract management capacity across various local government bodies, departments and categories of spend;
- Specialise in high value / high risk complex procurement processes;
- PFI procurements delivered in relation to waste management, residential care and healthcare settings – Lead member in Competitive Dialogue Negotiation teams on legal and insurance matters;
- Total contract values varying from £14m to £340m;
- Joined Bedfordshire Fire and Rescue Service in 2018 as the Procurement Manager and moved into the National Fire Commercial Transformation Programme (NFCTP) in March 2021 as the FM & Construction National Category Lead



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Executive Summary

- NFCC is implementing a package of reforms under the NFCTP umbrella in response to the Government's calls for greater transparency, collaboration and improved commercial operation;
- A NFCTP Delivery Plan set by the Home Office for FY 2021/2022 seeks to influence expenditure across all Categories of Spend, with **particular emphasis** on FM & Construction and ICT;
- The National Strategic Task & Finish Group is a joint NFCC / NFEG initiative deemed to become the optimum platform that will deliver the Plan whilst promoting **a set of core values**



*UKFRS spends circa £500m p.a. on 3rd party spend suppliers;
FM & Construction contributed circa 33% in FY 19/20 making it the highest spend category;
Works / Construction, FM, Utilities and Environmental Services represent 92.94% of the overall FM & Construction spend*

- Resilience
- Flexibility
- Innovation
- Collaboration
- Commercial Awareness;
- Social Responsibility



Task and Finish Group: Purpose (“Why”)

Delivery vehicle seeking to bring estates, procurement and commercial professionals together and harness existing UKFRS skills and expertise to achieve four (4) key national strategic objectives

- Cashable saving and operational efficiencies via collaboration and standardisation (30% of the savings target via collaboration);
- Standardisation of technical documents = better supplier understanding of the Fire Sector requirements;
- Historical spend analysis and forecasting = evidence-based strategies and savings targets to increase buy-in at a national level in the next 12 to 18 months; and
- Quantifiable efficiencies across UKFRS estate in line with the savings target identified in the FM & Construction Category Strategy / “commercial reform” (emphasis on reducing design and other property-related consultancy costs)

We have an **opportunity** to take control, manage expectations, be part of the evolution process and help the market to better understand so as to help us.



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Task and Finish Group: Outputs (“How”)

Five Tangible, Measurable Outputs

- Development of a National FM & Construction Category Strategy = a joint strategic platform to help us coordinate and collectively address common opportunities and challenges;
- Deliver cashable savings in line with the forecasted % target/s and non-cashable efficiencies via undertaking collaborative commissioning exercises, identifying and delivering in-contract savings, taking advantage of existing innovation (or create our own) and developing the market
- Produce a suite of standardised technical and commercial documents;
- Review current FM & Construction contractual models and risk profiles with the view of establishing a more commercial thinking, improving supplier performance and achieving greater efficiencies; and
- Provide advice and support in addressing conflicting requirements and priorities between procurement and estates teams = closer collaboration at all levels



Task and Finish Group: Outcome (“What”)



What are the benefits for me?

- We have all recognised that **we are facing common challenges and seeking to achieve the same outcomes – by capitalising on our power as an entity we increase our chances of succeeding**
- **Government-driven targets = opportunity to make the deliverables happen our way**
- **Collaboration will deliver improved services, reduced budgets and release funds for re-investment in the business**
- **Collaboration, coordination and standardisation will achieve resource and time savings for all**
- **FRS time freed for other activities**
- **Faster and more effective identification of risks**
- **Better commercial terms and rates** – our collective voice will increase our negotiating power
- **Improved data sharing** both within the sector and our partners, as well as the market
- **Market will achieve a greater understanding** of what we want to deliver as a sector = return from our suppliers will be maximised – **improved market experience**
- **Implementation of ‘thinking outside of the box’ strategies and innovation** will be more effective and have the potential of delivering system-wide changes if they are developed, delivered and supported by a strong group of stakeholders;
- **Better job satisfaction for our staff**



Opinion Poll

- This is an evolution, not a revolution
- We must control and manage expectations
- In order to achieve savings there will need to be a prior investment otherwise any short term actions will be a sticky plaster rather than a long term solution
- What is the objective? Achieve value or savings?
- Good decisions rather than reactive decisions - getting the process right the first time round thus mitigating future costs
- In the current climate it will be very difficult to achieve savings in the FM & Construction Category but other benefits can be achieved.
- Pool of standardised specifications to be used as baseline documents FRS can built on – 100% standardisation is not possible – must ensure flexibility
- Standardisation of fire buildings is difficult
- Aggregation versus local supply
- Geographically it makes more sense to operate within their region and local authority boundaries.
- True social value costs - can we afford what we want to achieve?
- Same standards but outputs measured differently
- Standardisation of performance in contracts
- Must be driving savings through the contract
- The National Category Strategy must inject flexibility into the standardisation and we must be careful not to end up targeting the same supplier by standardising specifications (risk of creating monopolies)



**“We should not be looking at what we cannot do but
instead focus on what we can do”**

Thank you!



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