

<b>Objective</b>							
Develop an evidence based toolkit of choice for assessing Fire & Rescue related risk and vulnerability through the Community Risk Programme							
<b>Owner</b>	CPO led Vice Chair: Phil Loach	<b>CPO Budget allocation</b>	£178k	<b>Start Date</b>	April 2018	<b>End Date</b>	Mar 2021
<b>Key outputs</b>							
<ul style="list-style-type: none"> <li>• Establish a Programme for Community Risk Assessment</li> <li>• Identify projects to meet the needs of this work area</li> <li>• Research current methodologies of assessing community risk across the UK FRS (Due May 18)</li> <li>• Identify gap between the needs of risk management planning and current methodologies</li> </ul>							
<b>Latest Update</b>							
<ul style="list-style-type: none"> <li>• The research project is funded from a 'gain share' initiative proposed by Phil Loach, and supported by West Midlands Fire Authority. This money is separate to the NFCC CPO funding and is provided to carry out this research only. This gain share fund is therefore not reported above. Services will be contacted in early April to engage with the research process and will receive a detailed survey in September 2018. UKR&amp;D have sourced potential academic research expertise to support this workstream through gathering and analysing IRMP methodologies.</li> <li>• The programme board has recently appointed Ian Hayton, CFO of Cleveland Fire Brigade, as Project Executive of the Research Project.</li> <li>• The NFCC Community Risk research survey was distributed to services on the 28 September 2018 and closes on the 19 October 2018.</li> </ul>							

**Objective**

Work with FRS and partners to develop, coordinate and implement national prevention campaigns such as the UK Drowning Prevention Strategy and road safety campaigns.

**Owner**

Prevention: Neil Odin

**Start Date**

April 2018

**End Date**

March 2019

**Key outputs**

- Throwline pilot project - Engaging with RNLI and commercial enterprises to site and train a broad spectrum of people to make life saving interventions (pilot in DSFRS and TWFRS)
- To refresh and run the NFCC Water Safety and Drowning Prevention campaign to run from April 2018, specifically to additionally focus on family water safety whilst on holiday
- To create a best practice guide and template for Water Safety Education - age appropriate for schools, colleges and students and possibly adult/parent groups
- Produce the 2018/19 national road safety calendar in partnership with National Police Chiefs Council, Highways England, Road Safety GB, Brake and Department for Transport.

**Latest Update**

- NFCC Water Safety and Drowning Prevention campaign commenced on 23 April 2018 and evaluation is now taking place. Feedback so far has been very positive with the campaign's twitter hashtag in the top 5 trending.
- The Asda day ran with FRSs and we are looking to develop this further for road safety next year.
- The task and finish group on the position statement on smoke alarms and developing this into Home Safety Week
- Burns awareness work is underway
- Work with the Home Office on further development of the national campaign following the removal of fire kills

**Objective**

Work with education providers, youth sector organisation and young people to raise awareness of the risk of harm to improve safety and citizenship of young people.

<b>Owner</b>	CPO supported Prevention: Neil Odin	<b>Start Date</b>	April 2018	<b>End Date</b>	March 2020
<b>Key outputs</b>					
<ul style="list-style-type: none"> <li>• Ensure FRS safeguarding procedures are robust and create a peer support approach to Safeguarding Compliance and assurance.</li> <li>• Establish a National Educational Website for all blue light responders and strengthen the relationship between the Prince's Trust and FRS.</li> <li>• Develop an accredited Fire setter training package and provide the infrastructure and co-ordination of the National Fire Cadet Model.</li> </ul>					
<b>Latest Update</b>					
<ul style="list-style-type: none"> <li>• Staywise project initiated under leadership of Chris Bigland.</li> </ul>					

<b>Objective</b>					
Work to increase collaboration with partners in order to reduce risk to vulnerable people.					
<b>Owner</b>	Prevention: Neil Odin	<b>Start Date</b>	April 2018	<b>End Date</b>	March 2019
<b>Key outputs</b>					
<ul style="list-style-type: none"> <li>• Provide consistent messaging to raise the profile of electrical and gas safety and Arson/wilful Fire Raising.</li> <li>• Through the R&amp;D function, drive and develop technological solutions to address risks within the home.</li> <li>• Provide FRS support and data to the BEIS Product Recall and Safety Working Group as well as the BSI Publicly Available Standard for product recalls.</li> </ul>					
<b>Latest Update</b>					
<ul style="list-style-type: none"> <li>• A position statement on Arson and Wilful Fire Raising is being developed by Dave Turton (Cleveland FRS) in conjunction with the Arson forum chaired by Lee Howell.</li> <li>• Work is ongoing to seek HO support for an SBRI challenge to encourage further technology innovation to address cooking related fires and incidents.</li> </ul>					

- Working with AMEDA to improve the functionality of the register my appliance app with a view to encouraging FRS to utilise this within Home Safety Work. Charlie Pugsley (LFB and Electrical Safety lead) has been working closely with BEIS on product recall and influencing the publicly Available Standard.

Objective							
Advise and support the outcomes from the Hackitt Review including any review of relevant British Standards							
Owner	CPO led PBS: Mark Hardingham	CPO Budget allocation	TBC	Start Date	April 2018	End Date	TBC
Key outputs							
<ul style="list-style-type: none"> <li>• Provide the relevant Hackitt Review workstreams with NFCC representatives</li> <li>• Assess the review outcome and scope a programme of work to respond to the findings</li> <li>• Provide an NFCC position on areas of Hackitt Review</li> </ul>							
Latest Update							
<ul style="list-style-type: none"> <li>• Scoping workshops have taken place over the summer period to determine what role the CPO could play in helping deliver the fire and rescue service recommendations from the Hackitt report</li> <li>• The NFCC's team of Protection SMEs are members of most of the Ministry of Housing, Communities and Local Government's (MHCLG) Building Safety Programme working groups, and directly chair Working Group 5: Fire Safety Enforcing Officers. Their work over the coming months, alongside the publication of the government's response to the Hackitt report, will determine what actions need to be taken by the UK fire and rescue service. Once the outputs are known and defined, the CPO will be best placed to provide the programme and project management governance structure to deliver the products on behalf of the NFCC.</li> <li>• A Business Case will be developed and made available to the Council at the appropriate time.</li> </ul>							

<b>Objective</b>					
Develop a tool for measuring Operational Effectiveness					
<b>Owner</b>	Operations: Jamie Courtney	<b>Start Date</b>	April 2018	<b>End Date</b>	July 2019
<b>Key outputs</b>					
<ul style="list-style-type: none"> <li>• Scope the feasibility of National Operational Effectiveness Working Group (NOEWG) developing the means by which Operational Effectiveness might be assessed being discussed within the group.</li> </ul>					
<b>Latest Update</b>					
<ul style="list-style-type: none"> <li>• Initial discussions have taken place at the NOEWG.</li> </ul>					

<b>Objective</b>					
Work with the FRS to develop and assure the MTFA capability					
<b>Owner</b>	Operations: Nick Searle	<b>Start Date</b>	April 2018	<b>End Date</b>	March 2019
<b>Key outputs</b>					
<ul style="list-style-type: none"> <li>• Work with the FRS to embed the uplifted MTFA capability</li> <li>• Work with the FRS to deliver an effective single service assurance process</li> <li>• Work with the FRS to deliver an effective tri service assurance process</li> </ul>					
<b>Latest Update</b>					
<ul style="list-style-type: none"> <li>• Full MTFA capability will be 24 FRS in England; 2 in Wales, 1 in Scotland and 1 in Northern Ireland.</li> <li>• 2 of 24 English FRS are now declared available.</li> </ul>					

- Both teams in Wales are declared. Scotland and Northern Ireland are still progressing with their consultations with representative bodies and as yet are not yet declared
- MTFA Working and User Groups are now fully established and working to discharge the elements contained in the 2018/19 MTFA Business Plan
- NFCC MTFA Strategic Lead (DCFO Dave Walton); Home Office Policy Advisor (Julian Hilditch) and OSCT Home Office MTFA National Coordinator (Neil Gaskell) meeting 08.06.18 to discuss the development of a tri-service assurance program for MTFA.
- Initial meeting of the Joint Operating Principles Working Group (JOP WG) has taken place to discuss a potential review and update to JOPs edition 4 as a result of outcomes/lessons identified from recent terrorist events in Manchester and London.

Objective					
To unify Fire and Rescue Services in their approach to understanding, and utilising, their own, and other agencies' data, in order to improve the outcomes for communities.					
Owner	SIA: Shantha Dickinson	Start Date	April 2018	End Date	March 2019
Key outputs					
<ul style="list-style-type: none"> <li>• Development of FRS analyst and research communities.</li> <li>• Influencing national FRS decision making from an evidenced based perspective.</li> <li>• Reduction in duplication of FRS work.</li> <li>• Enabling national and international research development and consideration into FRS policy.</li> </ul>					
Latest Update					
<ul style="list-style-type: none"> <li>• Fire Central and Local Information Partnership (CLIP) group actively re-engaged in evaluating Home Office data collection and publication.</li> <li>• Alignment of Strategic Health Data and Learning Group and IDRPs objectives and work.</li> <li>• IRS working group active with formal re-start of project by Home Office.</li> <li>• Scoping of a discrete piece of research to evaluate current research questions and themes of greatest benefit to FRS.</li> </ul>					

Objective							
Develop a digital strategy aligned to the business objectives and needs of the sector							
Owner	CPO led TBC	CPO Budget allocation	£141	Start Date	September 2018	End Date	March 2021
Key outputs							
The NFCC wants to create a culture and environment where data can be collected to add value to the activities of the sector and partners, whilst allowing outcomes to be properly evaluated against objectives.							
Latest Update							
<ul style="list-style-type: none"> <li>• Early work on identifying expertise on digital transformation from outside the sector commenced. Identifying internal stakeholders has been problematic as current ICT lead couldn't be identified. It is anticipated that this programme will commence in September 2018. The initial scope is for two and a half years. The Programme Exec may be sourced from outside the fire and rescue service with a strong background in digital transformation. Links made to NFCC digital transition and NFCC ICT group.</li> <li>• Scoping work is underway to establish what a digital transformation programme for the UK fire and rescue service might include within its scope. This work will include workshops and discussions with key stake holders from across the fire and rescue service as well as seeking expertise from industry and academia.</li> <li>• The CPO is working with a digital transformation consultant with wide experience in both the public and private sector. A Senior academic from the University of East Anglia who specialises in transformation with a particular interest in data is also providing advice.</li> <li>• In June the CPO hosted a small 'kick off' workshop where a range of people from fire, public and private sector were brought together to consider what problems need to be solved through digital transformation. It was a useful event that provided some insight into what a digital programme for the fire and rescue service might include. There was an identified need for an "expert panel", including some of those who attended this event, to provide advice and scrutiny for the Programme.</li> <li>• Individual meetings are being held with Chief Fire Officers who have a particular interest in this area, starting with Neil Odin, Chris Strickland and Darryl Keen. The team have also spoken with the Head of ICT for the Scottish Fire and Rescue Service to gain insight into the development of their digital strategy and how they have delivered transformation since the merger into a single service.</li> </ul>							

**Objective**

Develop and embed the Leadership framework

<b>Owner</b>	CPO led Workforce: Ann Millington	<b>CPO Budget allocation</b>	£115k	<b>Start Date</b>	September 2017	<b>End Date</b>	March 2020
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**Key outputs**

- Leadership framework (including a behaviour matrix (to replace PQA's))
- Alignment to apprenticeship levels
- Share middle managers development programmes. Consider collective programme.
- Consider appetite for a National Mentoring Scheme
- Share learning on succession planning, talent management and business continuity
- Licence to recruit - Entry criteria and job descriptions, delivered as conference workshop
- Recommendation for adoption by Professional Standards Body (PBS)

**Latest Update**

The consultation on the Leadership framework closed on 13 September. The consultation was extended to allow services to run internal consultation processes and feed these into the national consultation. It also allowed for greater discussion with strategic leaders about business change and implementation. The programme is keen to ensure that the project focuses, not just on the project outputs, but delivers real business change within FRSs. So we have concentrated efforts on benefits realisation and business change and will be sharing this thinking with leaders at the NFCC Autumn Conference and HR Forum.

The work streams that support the leadership framework have also been initiated, with the team scoping the outputs for these and a model for how they will also support business change. These work streams are;

- Core learning pathways
- Recruitment toolkit
- Succession planning and talent management review
- 360 feedback online tool

Objective							
Work with FRS to utilise the opportunities available from apprenticeships							
Owner	CPO led Workforce: Lynne Swift	CPO Budget allocation	£190k	Start Date	April 2016	End Date	March 2020
Key outputs							
<ul style="list-style-type: none"> <li>• Develop apprenticeship standards and identify assessors for relevant roles including: <ul style="list-style-type: none"> <li>○ Trailblazer firefighter</li> <li>○ Business Fire Safety Advisor</li> <li>○ Emergency Services Contact Handler</li> <li>○ Community Safety Advisor</li> <li>○ Fire Safety Inspector</li> <li>○ Fire Engineer</li> </ul> </li> <li>• Requisite project to complete apprenticeships implementation</li> <li>• Review of the standard after first year</li> <li>• Develop a procurement strategy/solutions</li> </ul>							
Latest Update							
<p>Development of the six standards is underway with three now complete and available from the National Apprenticeship Scheme; trailblazer firefighter, business fire safety advisor and emergency service contact handler(bluelight). Identification of end point assessors is underway. A project board is now being established to add rigour and coordination to the remainder of the project.</p> <p>Links have been made with the Hackitt work for the Fire Safety Inspector apprenticeship.</p> <p>The project board met for the first time on the 31 May and intends to develop a governance framework to coordinate the current initiatives, establish a strategic approach and oversee any new requests for 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.</p>							

- A governance framework has been developed which aligns to external governance processes and is now being implemented against existing work streams. This will be used to initiate a number of new work streams that have been identified during the scoping phase of the project they are ;
- Two ongoing trailblazer apprenticeships standards:
  - Fire Safety Inspector
  - Fire Engineer
- Procurement framework for training provision.
- Research existing routes for end point assessment, and an 'academy' to co-ordinate FRS training provision and end point assessors (the ability to provide a national assurance or quality assurance function to address end point assessments is something that is being considered as part of the NFCC Sustainability Project).
- Gap analysis of role and career pathways across FRS organisations.
- Guidance for FRSs on using apprenticeships and preparing for end point assessments.
- A series of webinars to support services submitting to the Register of Apprenticeship Training Providers are the first of these initiatives, and will be permanently available to practitioners through Workplace.
- Research to support lobbying for dispensation to allow for on call firefighter apprentices.

Objective							
Support the development of the community safety role of a firefighter through broadening the role							
Owner	Workforce: Ann Millington TBC	Status (Action)		Start Date	April 2018	End Date	TBC
Key outputs							
<ul style="list-style-type: none"> <li>• Continue to support national trials</li> <li>• Establish a NFCC position statement</li> </ul>							

### Latest Update

- Position statement agreed.

### Objective

Respond to the Fire Funding Formula Review & develop a UK wide evidence base for fire cost drivers

<b>Owner</b>	Finance: Phil Hales	<b>Start Date</b>	April 2018	<b>End Date</b>	December 2018
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### Key outputs

- Submission to Fire Funding Formula Review
- UK wide evidence base for cost drivers

### Latest Update

The NFCC Finance Coordination Committee has been actively involved in the Fair Funding Review and recently produced a Technical discussion paper which was presented to the Needs and Redistribution Technical Working Group on 18 May. This paper summarised the views of the NFCC regarding cost drivers within the current fire and rescue formula and drew attention to the increasing number of non-fire related incidents such as RTCs. The paper sought the continuation of a specific funding formula whilst recognising that population was still a major cost driver. More work needs to be done on a number of aspects which will feature in future updates.

### Objective

Represent the FRS in submissions to any Government Spending Reviews for Fire

<b>Owner</b>	Finance: Phil Hales	<b>Start Date</b>	April 2018	<b>End Date</b>	Spring 2019
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### Key outputs

- Work with Home Office colleagues on Risk and Demand evidence base for the FRS
- Formal response to the Comprehensive Spending Review.

### Latest Update

The NFCC Finance Coordination Committee has already considered a paper on the arrangements for preparing the Sector's submission for the next Spending Review which will have effect from April 2020. Whilst it is still early days colleagues are considering what the approach/key themes should be and what evidence may be required to support these as part of the wider Sector Survey which will be launched later in the year. Until the Treasury has announced the guidelines for the review it is difficult to be exact about what will be needed. More will of course follow in the coming months.

### Objective

Improve FRS collaborative procurement practices

<b>Owner</b>	CPO supported Sector Resources: Ann Millington	<b>Start Date</b>	Apr 2018	<b>End Date</b>	Ongoing
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### Key outputs

- Procurement of framework for Fire Specific Training
- Procurement of framework for Light Vehicles
- Procurement of framework for Workwear
- Procurement of framework for Foam
- Procurement of framework for Rescue Tools

### Latest Update

- Update item at the July Council meeting.

### Objective

Transition the national R&D function to business as usual supporting the NFCC strategy and plan

<b>Owner</b>	S&I: Geoff Howsego	<b>Start Date</b>	April 2018	<b>End Date</b>	Oct 2018
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## Key outputs

- Establish UK R&D as business as usual in accordance with the NFCC Paper (31 Jan 2018).
- Revise the UKR&D delivery plan in line with NFCC's strategy and delivery plan to include:
  - Source research resources to support development of an evidence based toolkit of choice for assessing Fire & Rescue related risk and vulnerability supporting delivery of the Community Risk Programme (CRP).
  - Carry out a UK national R&D survey.
  - Deliver a library of research and an index of current and planned research commitments to be hosted on NFCC webpages.
  - Create a template to enable complex research papers to be summarised for ease of assessing implications for individual FRS.
  - Work with international partners to develop an international workshop of research sharing in 2018/19.
  - Work with European partners to develop a Pan-European network of research practitioners to enable shared knowledge and understanding to be transferable.
  - Facilitate a European Exchange of Experts event (Oct 18).
  - Working through the Steering Group, IDRPs and Regional R&D Network, develop key strategic research questions for UKFRS that support the NFCC Strategy and work with academic institutions to create knowledge to support these.
  - Support the SIA Improvement Workshop (April 2018) and International Innovation Conference (Oct 18).
  - Develop a process of horizon scanning applicable to UKFRS.
- Deliver developments to ensure the effectiveness and efficiency of UKR&D and align these to NFCC plans and strategy.

## Latest Update

- A revised board structure representing NFCC members including the devolved administrations to help guide and advise on the work of UKR&D has been established.
- A supporting regional structure provides representation at Service level.
- UKR&D has transitioned to the new structure with team members continuing in post pending the outcomes of the NFCC's financial sustainability project. Funding has been agreed by the NFCC for a further 12 months whilst this project is completed.
- The UKR&D work plan has been updated with revised objectives supporting the NFCC strategy. All Coordinating Committee leads and the Vice Chairs have been engaged with the aim of confirming elements requiring support that need to feature in the work plan; this will be adapted as needs require within the available resources. Alongside this, a plan has been created for the on going development of the function to support the aims of the NFCC.

## Objective

Engage with the widest range of partners through collaboration, initially through the Emergency Collaboration Working Group.

<b>Owner</b>	Vice Chair: Phil Loach	<b>Start Date</b>	April 2018	<b>End Date</b>	March 2019
<b>Key outputs</b>					
<ul style="list-style-type: none"> <li>• Create guidance on how to generate an evidence base and evaluation tool for effective collaboration focussing on public safety.</li> <li>• Develop a troubleshooting guide for practitioners on the common barriers to emergency service collaboration.</li> <li>• Produce research on the various collaboration governance arrangements and subsequent merits of various models.</li> <li>• Create a guidance document to support collaborators on what the Policing and Crime Act 2017 describes as a 'Collaboration Agreement' to support collaboration from a decision makers perspective.</li> <li>• Launch a live digital platform incorporating the opportunity for effective communication across the blue light sectors with a supportive approach to data sharing.</li> </ul>					
<b>Latest Update</b>					
<ul style="list-style-type: none"> <li>• An evidence base has now been collected from across the country with the highest response ever received nationally collating examples of collaboration between Fire, Police and Ambulance.</li> <li>• The analysis pick out themes and indicates where collaboration may be more challenging either across sectors or within sectors where only small scale collaboration is being achieved. A troubleshooting guide has not yet been started.</li> <li>• Due to the current range of governance arrangements being adopted and the fact that many of these arrangements are new and not embedded limited progress has been made on research into the arrangements.</li> <li>• There is a need for FRS when developing new collaboration activities to produce a 'collaboration agreement' to demonstrate compliance with the Policing and Crime Act. As each FRS does this the ESCWG will support them in development of these agreements. This will then enable the ESCWG to create guidance in this area.</li> </ul>					

<b>Objective</b>							
Support the development of Professional Standards							
<b>Owner</b>	CPO led Chair: Roy Wilsher	<b>CPO Budget allocated</b>	£110k	<b>Start Date</b>	April 2018	<b>End Date</b>	Mar 2023
<b>Key outputs</b>							

- Establish a Fire Standards Board to provide independently chaired oversight of standards
- A Framework for professional fire service standards
- Standard template for fire standards
- Support development of fire standards through NFCC annual work plan
- A full suite of professional standards for the fire and rescue service
- A portal for fire standards

### Latest Update

- A business case has been recommended to the Fire Minister for approval. The business case is for the NFCC CPO to receive additional funding from the Home Office to support standard development for the fire and rescue service. The Minister is expected to sign this business case off in May, after the Easter recess.
- On 21 May the Minister for policing and fire announced his approval of a Fire Standards Board to oversee professional standards for fire and rescue services. It is intended the board will be established by the Autumn. At this point priorities and a work programme will be set.
- A chair and vice-chair independent from the sector and government will be selected for these part time posts through an open recruitment process running during the summer.
- The appointment process for the Chair and Vice Chair posts on the new Fire Standards Board is underway. An external agency was appointed to support the process, and applications were invited during August. In total, 49 applications were received and the sifting process for interview is now in progress. Sifting of applications will take place during September, an interview panel has been established, and interviews will take place on the 8,9 and 16 of October 2018.
- The first meeting of the Fire Standards Board will take place on the 26 November 2018. At this meeting it is envisaged the board will approve the Terms of Reference for the board, and consider the work to date from the research project last year alongside the current requirements and priorities before deciding on a work programme to develop a professional standards framework. In addition, the findings from the initial HMICFRS inspections are likely to inform the priorities for development work

### Objective

Develop and support our approach to sector improvement and inspection

#### Owner

SIA: Phil Hales

#### Start Date

April 2018

#### End Date

May 2019

### Key outputs

- Influence and embed the new inspection regime which will be delivered by HMICFRS by 1 May 2019
- Develop a peer support offer from the LGA to be used by the sector by 1 September 2018

### Latest Update

- Inspection. The NFCC continue to be represented on the External Reference Group where we are able to guide and influence the direction of travel for our future inspection regime. We have ensured that we have colleagues available to support the process as SMEs within the Technical Advisory Group.
- Sector Support. The NFCC have been working with the LGA to adapt the provision of sector support away from the previous Peer Review process to an offer providing more adaptive and focused sector support that can complement the inspection process.
- NFCC Improvement Conference held at the WMFS HQ on 24 April aimed at practitioners and those responsible for inspection readiness.

### Objective

Support the sector following the Grenfell Public Inquiry

Owner	Start Date	End Date
PBS: Mark Hardingham	Ongoing	Ongoing

### Key outputs

- Stand ready to assist the Inquiry with any professional and expert advice as appropriate.
- Provide whatever is necessary to ensure that input from the fire service is appropriately presented.
- Ensure that NFCC plays a central role in the full extent of the learning for the FRS sector from the Inquiry into the fire, and all of its wider circumstances.

### Latest Update

- A meeting is scheduled for 6 June to scope out the work.

Objective					
Work with FRS to improve Business Continuity					
Owner	Operations: Nick Searle	Start Date	April 2018	End Date	
Key outputs					
<ul style="list-style-type: none"> <li>Assist FRS to achieve the 25% and 30% resilience targets set by Home Office</li> <li>Assist FRS to achieve improved availability of NR assets</li> </ul>					
Latest Update					
<ul style="list-style-type: none"> <li>NFCC National Resilience have assisted Home Office with follow up work to develop BCP arrangements with the FRS.</li> <li>The annual NFCC BCP survey which is part of an MOU between NFCC and Home Office has been revised and will be circulated in June using a new electronic format.</li> <li>This year's BCP survey will include additional specific question sets related to Pandemic Flu and Major Power Outage.</li> </ul>					

Objective					
Move to business as usual for the NFCC hubs					
Owner	CFOA/Steven Adams	Start Date	April 2018	End Date	March 2019
Key outputs					
<ul style="list-style-type: none"> <li>Service level agreements finalised and signed with all of the three hubs. Deadline: October 2018.</li> <li>Three hubs project completed.</li> </ul>					
Latest Update					
<ul style="list-style-type: none"> <li>SLA with WMFS has now been through legal teams and final wording being agreed. Expected to be signed shortly.</li> <li>SLA with MFRS signed and ongoing.</li> <li>SLA with LFB being drafted.</li> </ul>					



<b>Out of scope of the Annual Plan</b>							
<b>Objective</b>							
NFCC sustainability							
<b>Owner</b>	CPO led Chair: Roy Wilsher	<b>CPO Budget allocation</b>	£20k	<b>Start Date</b>	April 2018	<b>End Date</b>	Mar 2019
<b>Key outputs</b>							
<ul style="list-style-type: none"> <li>• Identify appropriate unified invoice for NFCC membership</li> <li>• Examine possible increased income strands for NFCC</li> <li>• Establish value of NFCC offer to Government departments</li> <li>• Examine possibilities of gain share from national procurement</li> <li>• Establish methodology for improved delivery of benefits from workstreams, projects and programmes</li> <li>• Establish improved annual planning process for NFCC work plan</li> </ul>							
<b>Latest Update</b>							
<p>This project has been established by the NFCC to ensure it is on a sustainable and resilient footing for future years. Its findings and proposals are presented elsewhere on this agenda.</p> <p>The project has divided work into three work streams:</p> <ol style="list-style-type: none"> <li>1. NFCC Benefits analysis and funding formula</li> <li>2. NFCC Operating Principles and annual planning process review</li> <li>3. Income streams</li> </ol> <p>Progress has been made on work streams 1 and 2. Work has begun on work stream 3 and an update will be provided on this aspect at the NFCC meeting in early 2019.</p>							