



NFCC Plan 2021 - 2024

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Foreword

1. The NFCC's Strategy is the basis of this Plan. The [strategy](#) gives our members the reassurance that the NFCC has clear strategic commitments that will lead to improvement for all. In order to make sure we meet our commitments we need to have a clear plan of how we will deliver the change we want to see. This is why we have created the NFCC Plan.
2. There is a risk we will be overly distracted from our strategic commitments as we react to the influences and situations that confront us. Covid-19 has challenged us to respond and behave in different ways; for the NFCC, it was a new opportunity to demonstrate the value of one of our three key roles - co-ordinating response.
3. This Plan cannot only reflect the short-term circumstances that will confront us over the next three years, rather it sets out the tools we have to deliver our longer-term strategic commitments and adjusting what we do to meet the immediate situations we face.
4. Our Strategic Improvement Model allows us to consider the learning from the Covid-19 pandemic alongside reports that came out of the Grenfell Tower fire, the Manchester arena bombing and other major incidents. Our Plan is the way we ensure we consider their implications across the breadth of our work and look at how we can influence change in a consistent and cost-effective way for the benefit of fire and rescue services and the public.
5. The Plan is supported by extensive grant funding from the Home Office. We are working with them to deliver our shared aims for support and improvement. The benefits of the work outlined in this Plan are fully supported by the Home Office. But those benefits apply to all fire and rescue services – not just those in England. The NFCC remains a UK wide organisation, supporting all fire and rescue services to be the best they can be. All our work is tailored to make sure this remains the case.



Mark Hardingham QFSM

Chair

National Fire Chiefs Council

Purpose

6. The purpose of the NFCC's Plan (the Plan) is to set out how the ambitions detailed in the NFCC's rolling three-year Strategy will be realised. The Strategy and Plan will be reviewed at the same time each year to ensure they remain consistent. The Plan is supported by separate detailed documentation for all the programmes and projects.
7. A benefit of having a Plan is that it is available to all members and stakeholders to show them what the NFCC is doing to deliver its Strategy. It is a quick reference guide and a reassurance that the professional partnership fee is spent on areas with the greatest relevance and impact. It also acts as a reference point for external stakeholders looking in at the work of the NFCC.
8. Where members or others wish to suggest new activity, perhaps in the form of a project, this Plan is a starting point for providing a business case for that proposal.

Context

9. The NFCC Strategy recognises that the fire and rescue service landscape is complex and affected by major incidents and events that challenge the NFCC to review and apply learning to support FRS to develop and grow. In recent times these include the Grenfell Tower fire, Manchester Arena bombing, large scale flooding, extensive wildfires and the Covid-19 pandemic.
10. The Plan considers this broad background and looks at the tools the NFCC has to manage change and deliver improvement without being overly distracted by single influences. It demonstrates how it can be adaptable and open to the long-term impacts that, taken together, affect the direction of travel.
11. The NFCC's strategic commitments are the starting point for the Plan: they provide the cornerstones of the NFCC's activity and are provided below for reference:
 - To **reduce community risk and vulnerability** through a number of programmes that will support fire and rescue services in the improvement of their deployment and service delivery through their risk management plans.
 - To be **focused on people**. The greatest asset in fire and rescue services is people. We are working with members on a wide range of projects to improve the way services recruit, train, lead, manage and support their employees.
 - To lead **digital and data solutions to drive transformation**. This will enable services to improve the way they collect, store, use and present data, manage information and, make best use of digital technology.
 - To be an **efficient and financially sustainable organisation that is collaborative and works in partnership** with others for the benefit of all members. We are committed to running a lean organisation that ensures the professional partnership fee paid by all our members is used to deliver the greatest benefit to all.

How to use this plan

12. This plan is designed to be a reference point for NFCC members and other stakeholders with an interest in the activities and areas of focus in which the NFCC is engaged. This might be for the purpose of considering new initiatives and seeing where they fit with existing work, or perhaps to simply gain an overview of activity being carried out at a national level.
13. The activities cover a 36-month period. It is intended that this plan will be updated annually to reflect the outcome of the annual NFCC planning cycle. The Steering Group will present these annual revisions to the NFCC Council for adoption into the plan.
14. The activities are presented within this document in two ways. Firstly, a high-level summary is provided in the Activities section. This allows a year-by-year picture to be obtained of the various activities or projects that are being delivered grouped by subject area. The appendix expands on this and provides a brief descriptor of the activities and identifies the lead individual responsible for the work area.
15. Providing this plan on a digital platform will assist NFCC members in their various roles, either locally within a fire and rescue service or as part of their contribution to national work, particularly when new ideas and initiatives are being considered, and the potential fit with existing work needs to be identified.
16. Appendix A of this Plan provides an overall view of the programmes, their deliverables and the timetable for that delivery. Seeing the programmes together like this helps members to see the totality of work taking place.

Activities

17. The NFCC established programmes to help it deliver against the first three of its strategic commitments. Two of these programmes, Community Risk and People, are mature with a range of deliverables at different stages of completion. The Digital and Data programme was established later and as a result has less developed plans. The Prevention Programme has just started its work.
18. The fourth strategic commitment is focused on how the NFCC delivers its core business so that it can be a lean and efficient organisation. Our plans for the further development of the NFCC are at an early stage and will take better shape over the next year following a number of internal reviews.
19. In support of the community risk strategic objective, the NFCC is also heavily involved in the delivery of improvements related to building fire safety and dealing with the recommendations that have emerged from Dame Judith Hackitt's independent review. The Protection Policy and Reform Unit (PPRU) sits alongside the other programmes. This programme primarily contributes to the delivery of the strategic commitment focused on community risk, but it also links to the People and Digital and Data programmes.
20. The NFCC recently agreed to create a new programme focused on Prevention, which equally supports the first strategic objective relating to risk. This will be run in the same way as the first three programmes. Like the PPRU, the Prevention Programme will primarily assist the

delivery of the NFCC's community risk strategic objective but will touch on the other programmes as well. The timetable for this programme is shown in appendix A.

21. With the legacy of the National Operational Guidance Programme, the NFCC continues to develop its work related to operational response. This is a major aspect of meeting the community risk strategic commitment. Whilst there is no programme as such, there is a range of activity that includes continued maintenance of the national guidance products and the development of new guidance, particularly where it emanates from Sir Martin Moore Bick's recommendations from his Grenfell Tower Inquiry Phase 1 report. The activity relating to this work is shown in Appendix A.
22. The NFCC is also influential in the development of Fire Standards; the Chair sits on the Fire Standards Board and the Central Programme Office provides executive support. The activity for the Fire Standards Board is laid out in Appendix A.

Implementation Support

23. The Chair and Steering Group have recognised the enormous volume of material driving change within all fire and rescue services. It is often expressed as a "tidal wave" of activities and initiatives that fire and rescue services need to respond to. The NFCC has to do more to support and coordinate activity across all services to make implementation more efficient and effective. Although there are many ways in which the challenges are different in all services, there is also much that is common. The NFCC is committed to doing more to support services to implement change, using the tools, materials, guidance and standards that the NFCC is producing.
24. More and more, these improvement products are being seen as representing sector good practice. They are informing the development of the new Fire Standards and are the basis of inspection by HMICFRS in England. This marks the increasing maturity and effectiveness of the NFCC in these areas, but with this comes increased responsibility to support all services to implement our products.
25. To this end a new "implementation support" team has been created within the NFCC. It will seek to actively listen to the needs of fire and rescue services and ensure that the products being offered are useful and effective. The team has an ongoing commitment to maintaining and continuously improving the work and making it available through modern, digital means.

Core business activity

26. The NFCC has a fourth strategic commitment focused on how it delivers an efficient and effective organisation. This includes its governance, communications, finance, risk management, secretariat functions and other areas.
27. The support hub (hosted at West Midlands Fire Service) provides support to CFOA and to the NFCC chair. It oversees the NFCC's marketing and communications activities, planning, and finance services. The Central Team is national and home based, and provides support to CFOA and NFCC Chair in the realms of governance framework, Home Office reporting and other general support across the NFCC.

28. The National Resilience hub (hosted at Merseyside FRS) coordinates the deployment of strategic national resilience assets and provides assurance to government on the UK fire and rescue service national resilience capability. This hub also oversees training and competence requirements for national resilience and oversees the NRAT cadre of officers to support operational deployments.
29. The Central Programme Office, CPO, (hosted largely by London Fire Brigade) provides central coordination of the portfolio of approved programmes and projects, manages National Operational Learning and oversees the maintenance of products hosted on www.ukfrs.com including National Operational Guidance. The CPO also coordinates the development of Fire Standards, as well as quality and assurance over products delivered by the NFCC.
30. The hubs include full time members of staff that only work on NFCC business. In addition to this there is substantial resource committed by NFCC members to the programmes and projects and the national resilience response. This is through secondments from FRS as well through the contribution of many colleagues who are doing so alongside their day-to-day fire service roles. Many members are part of committees and working groups, contributing to the development of products, policy and delivery.
31. The NFCC funding model results from a collaborative partnership between Government and the FRS. The sources of funds to the NFCC includes professional partnership fees and government grants paid to CFOA for allocation. Activities are articulated in terms of their specific deliverables. Progress against deliverables is reported quarterly by project and programme leads to the NFCC central office who manage the onwards reporting of this to government.
32. As part of its communications strategy the NFCC communicates the benefits of its activities to its members, fire and rescue services and fire authorities.
33. The NFCC engages widely outside of the FRS, some of the key relationships include those within the Strategic Engagement Forum, which aims to bring together key stakeholders with an interest in the NFCC activities for two-way dialogue on the wider fire sector. Other key relationships geared to improvement are the Fire Sector Federation, the emerging role of the Fire Standards Board and HMICFRS and other UK fire service inspectorates.

Governance

34. The NFCC Strategy includes a detailed description of the governance structures. For the purposes of the Plan, the ownership lies with the NFCC Steering Group. The progress of the individual activities set out in this Plan is monitored by the use of a deliverables database. The database is maintained by the Central Programme Office.