



**NFCC**  
National Fire  
Chiefs Council

# National Fire Chiefs Council Member Strategy

2023 - 2026



# Foreword



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## A welcome from the NFCC Chair

The National Fire Chiefs Council (NFCC) is now entering its seventh year after being established in 2017.

In this time, we have evolved from an initial hubs-based model reliant on a small, core group of staff and lead officers who dedicated their own and their fire and rescue service's (FRS) time, into an integrated organisation with over 100 members of staff.

As we have evolved, so have our strategic aims and priorities, and this third NFCC Member Strategy builds on those before, setting out how we will achieve our ambitions to continuously improve, and to firmly establish NFCC and the UK FRS as among the best in the world.

This strategy is launched at a critical time for both NFCC and FRS as ambitions for fire reform gather pace, providing the sector with the opportunity to shape its future, and we continue to respond to recommendations from the Grenfell Tower and Manchester Arena Inquiries.

A critical priority is addressing the need for culture change across UK FRS, ensuring that FRS are inclusive, open, and safe places to work. The public have trust and confidence in us and what we do, and the themes of culture, equality, diversity, and inclusion must increasingly frame our work.

Recommendations from the Grenfell and Manchester Arena Inquiries, as well as inspectorate findings, will shape our work and the improvements we make as a sector.

These improvements continue to be driven by new Fire Standards and inspection findings. We must also ensure our work is considered in the context of emerging issues from climate change, and changes in the political environment.

## A critical priority is addressing the need for culture change across UK FRS.

Our ultimate aim must be to support our members and FRS to keep communities safe – to prevent and reduce fires and other emergencies, to keep injuries and deaths to as low a level as possible, and to create opportunities, enable aspirations, and help to provide an improved quality of life with a focus on the most vulnerable in society.

This strategy is here to support these aims, and to support you and your FRS to enable delivery of your Community Risk Management Plans.

The strategy is underpinned by a rolling annual NFCC business plan, setting out how we will realise our ambitions, and the measures through which we will evaluate success.

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Thank you for your continued membership support and contribution to NFCC. Together, I am confident this strategy provides us with the continued foundation upon which to grow the trust and confidence you and all those with whom we engage have in NFCC.

**Mark Hardingham QFSM**

**Chair**

National Fire Chiefs Council

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coordinated to support our  
members in local FRS to deliver  
safer communities.**

# Our Purpose

## Who are we and how do we work?

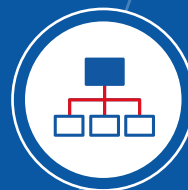
NFCC is an independent membership association and the professional voice of UK fire and rescue services.

We support our members in all UK FRS to deliver safer communities.

**Our aims** can be seen to the right of the page.



**Advising, influencing and coordinating** UK FRS and related organisations



**Developing** solutions and tools to support UK FRS



**Providing** personal and professional development for our members



**Supporting** the national response to major FRS incidents, events and issues

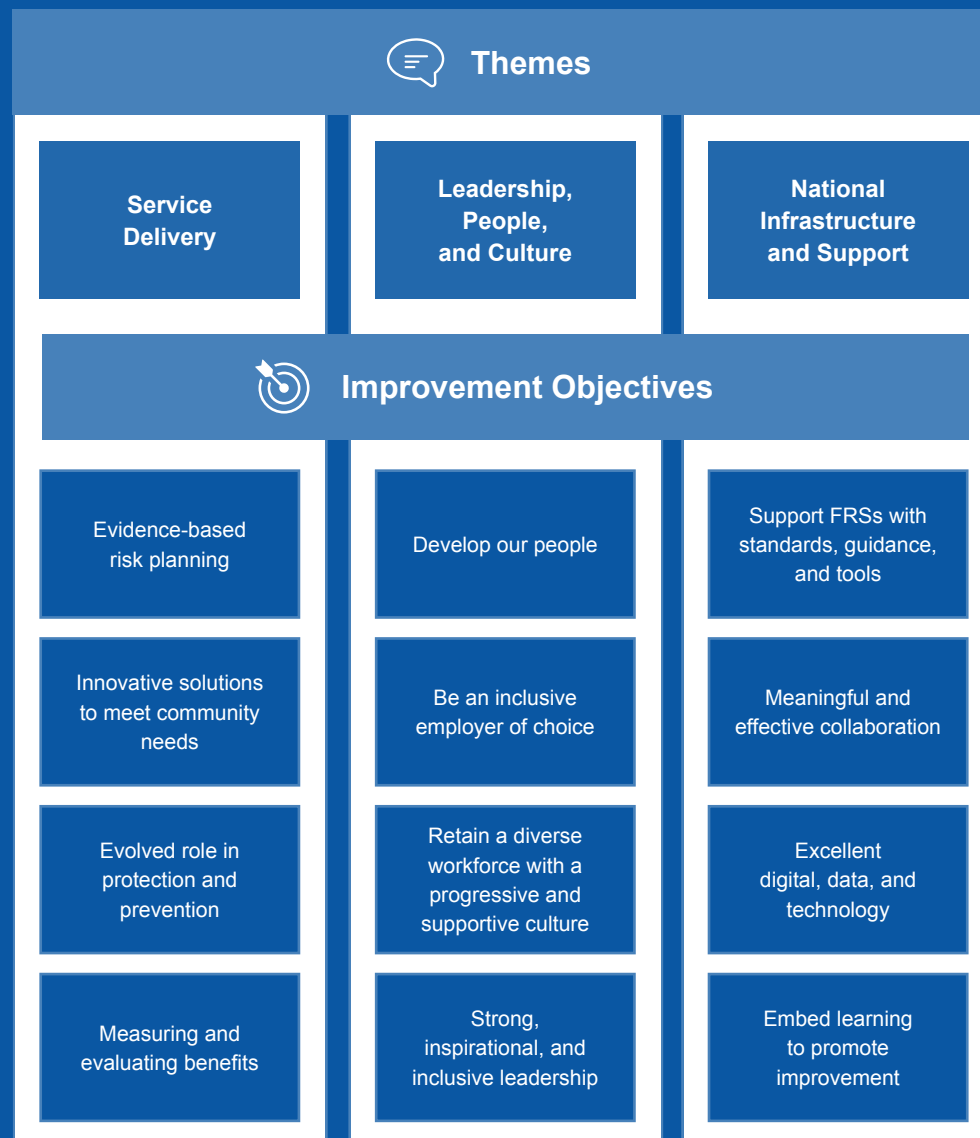
# Our Ambition

## Being *Fit for the Future*

Launched in 2022, *Fit for the Future* establishes a shared ambition for the future of FRS. Developed in partnership with NFCC, National Employers (England), and the Local Government Association, *Fit for the Future* represents the ambitions of employers, elected representatives, and senior professionals in FRS for the next five years.

Its purpose, using a sound evidence base, is to identify where reform and improvements are most needed, and identify how that change can be delivered at local and national levels, supporting its implementation across all FRS. Whilst focused on England, the aspirations and improvements within *Fit for the Future* are relevant and appropriate for all UK FRS.

*Fit for the Future* is built on three core themes – Service Delivery; Leadership, People and Culture; and National Infrastructure and Support. Each theme has four improvement objectives, which set out our collective ambition for the future of UK FRS. *Fit for the Future* sets an ambition to establish, maintain, and build upon the UK FRS and NFCC reputation to be amongst the best FRS in the world.





# Our Mission

## Supporting FRS to Deliver Safer Communities

- ✓ To lead, coordinate, and support **outstanding prevention, protection, resilience, and emergency response** – locally, nationally, and internationally – to reduce the loss of life, personal injury, and damage to property and the environment.
- ✓ To support FRS and members in **transforming their role and improving their services** to meet changing demands and resources for the benefit of society.
- ✓ To create and promote outstanding service delivery **working with partner organisations**, governments, private sector bodies, communities, and international FRS bodies.
- ✓ To maximise the effectiveness of UK FRS in saving lives and increasing public safety by representing the **professional voice of the UK's FRS**.



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Increasing public safety by  
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# Our Ethical Principles

## The Core Code of Ethics

The Core Code of Ethics sets out the ethical principles and professional behaviours that are expected of everyone who works in FRS. The Code generates a more positive working culture and continuously improves the quality of service to the public.

The spotlight is increasingly and rightly focussed on culture and inclusion in FRS. Our Core Code of Ethics is a critical part of the foundations upon which FRS and NFCC are built. These ethical principles show our collective expectations as we deliver our Mission.

The Core Code of Ethics for FRS equally applies to the NFCC. The Code's five ethical principles underpin the NFCC values and behaviours, and guide the work we do and how we do it.



# What influences us?

## Key Drivers for Change

Our strategy is informed by the following key drivers for change, and by our analysis of the political, economic, social, technological, legal, and environmental challenges and opportunities facing us now and in the future.

- *Fit for the Future*
- [Fire Reform White Paper](#), legislation, and local and national frameworks including devolved administrations
- Fire Standards
- Culture, equality, diversity, and inclusion
- Public confidence and expectations
- The national needs of our members and FRS
- Data, research, and organisational learning
- Inspections, inquests, and inquiries
- Impact of climate change
- Emerging risks and horizon scanning
- Collaboration across blue light services

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**Our ultimate aim must be to support our members and FRS to keep communities safe.**



# PESTLE summary

## Political

- Government and ministerial requirements and changes
- Public policy reforms – White Paper
- Local, devolved, and national administrations – governance, policy, and funding
- Industrial action
- Inquests, inquiries, and inspections – policy impact

## Economic

- Recovery from COVID-19
- Cost of living impacts on staff, supply chains, and FRS finances
- Public sector funding – value for money, productivity, and efficiency
- Impacts of Ukraine-Russia war
- Funding challenges
- Brexit impacts – ongoing supply chain issues

## Social

- Post-pandemic impacts
- Public and industrial unrest – cost of living
- Recruitment and retention challenges
- Diversity, culture, and inclusion
- Public and inspectorate expectations
- Number of people in temporary housing or receiving care at home

## Technological

- Data protection
- Cyber-resilience
- Artificial intelligence and emerging technologies
- Data collection and sharing – new Incident Recording System
- Changes to the built environment and infrastructure – materials and design

## Legal

- White Paper reforms and potential governance model changes
- New Building Safety Regulator
- Grenfell Tower Inquiry and Manchester Arena Inquiry
- National Framework review

## Environmental

- Climate change – wildfires, floods, and other natural disasters
- Climate sustainability considerations
- Pandemics and disease
- Clean air zones policy impacts

# Our Strategic Objectives

## Delivering our mission

To deliver our mission, we will work to three strategic objectives. This will ensure our work is coordinated to support our members in local FRS to deliver safer communities:



**Continually Improve**



**Collaborate and Partner**



**Represent and Support**

## OBJECTIVE 1

# Continually Improve

### To achieve our objective we will:

- ✓ **Deliver** *Fit for the Future* and its three core themes: Service Delivery; People, Leadership, and Culture; and National Infrastructure and Support, continuing to demonstrate the economic and social value of FRS.
- ✓ **Work with** FRS, members, and partners across the wider sector to build a culture of equality, diversity, inclusion, respect, and integrity, building public confidence and trust and ensuring improved outcomes.
- ✓ **Provide** enhanced membership benefits by developing a broad, high quality, and inclusive membership offering to support future FRS leaders drive improvements through leadership excellence.
- ✓ **Develop** new capacity to support our committees and programmes to focus on FRS service delivery priorities, and support best practice through development of quality assured Fire Standards.
- ✓ **Prioritise** key areas of work including: driving cultural improvement; implementing learning from the outcomes of the Grenfell Tower and Manchester Arena Inquiries; preparing FRS for the new regulatory regime under the Building Safety Regulator; and ensuring FRS have the right people with the right skills through improved safeguarding and training.
- ✓ **Build** new capabilities ensuring our products are those that FRS most need, are quality assured, based on data and evidence, and have strong links with academia.

## OBJECTIVE 2

# Collaborate and Partner

### To achieve our objective we will:

- ✓ **Drive** productivity, effectiveness, and efficiency in collaboration with UK FRS, harnessing local expertise through engaged members, national committees and groups. This will be supported by effective internal NFCC functions and governance to best support FRS.
- ✓ **Be** a trusted professional advisor to Governments, including local and national administrations and departments, as experts in our industry. We will be a partner of choice for further collaboration and engagement with the wider sector.
- ✓ **Lead and enable** joint working and collaboration with other blue light services and organisational partners, ensuring the best service for the public and a more holistic approach to protecting communities.
- ✓ **Engage** closely with other bodies, partners, and the international FRS community to share information and best practice, thereby enriching our expertise and identifying emerging risks and potential for improvement.
- ✓ **Seek out** new opportunities for engagement and learning from other organisations and partners where benefits can be harnessed for FRS and society.



## OBJECTIVE 3

# Represent and Support

### To achieve our objective we will:

- ✓ **Adopt** a digital first approach for the delivery of tools and services to our members and FRS, ensuring products are delivered efficiently and effectively, and providing you with better access to high quality, assured products.
- ✓ **Establish** a new Strategy and Policy team to support the creation and promotion of 'positions' inside and outside of Government, representing the views of our members, and using our role as trusted advisors to advise, challenge, and drive investment and reform.
- ✓ **Use** the professional voice of the NFCC to represent FRS in Government and other bodies, covering a broad range of service delivery areas including enabling finance and resources.
- ✓ **Engage** members with online communities and services harnessing collective expertise and improving our influence. We will ensure our influence and expertise is reflected in the national media and elsewhere through our new Communications and Public Affairs team, driving our priorities and amplifying our views.
- ✓ **Develop, inspire, and support** tomorrow's fire and rescue leaders through our programme of conferences, events, and continuing professional and personal development products.
- ✓ **Deliver and embed** a new internal NFCC operating model to put the right capacity and capability into the right places, supporting the needs and ambitions of our members.

# Delivering Our Strategy

## How will we ensure success?

This 2023-2026 NFCC Member Strategy has been developed in tandem with our NFCC Corporate Strategy and the rolling annual NFCC business plan. This ensures our work is coordinated and all parts of NFCC are working towards the same aim.

This strategy is shaped by extensive member engagement through NFCC meetings and events and a two-month consultation and online survey. The feedback has been considered and used to inform the strategy.

The strategy is complemented by a variety of NFCC implementation tools that will assist FRS in identifying gaps and areas of potential benefit, enabling the strategy and associated plan to be aligned within FRS plans.

We encourage all FRS to reflect the national priorities, objectives, and aims contained within *Fit for the Future* and this strategy when developing local strategies and plans, including Community Risk Management Plans.

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**We encourage all FRS to reflect the national priorities, objectives, and aims.**



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[www.nationalfirechiefs.org.uk](http://www.nationalfirechiefs.org.uk)