



NFCC
National Fire
Chiefs Council

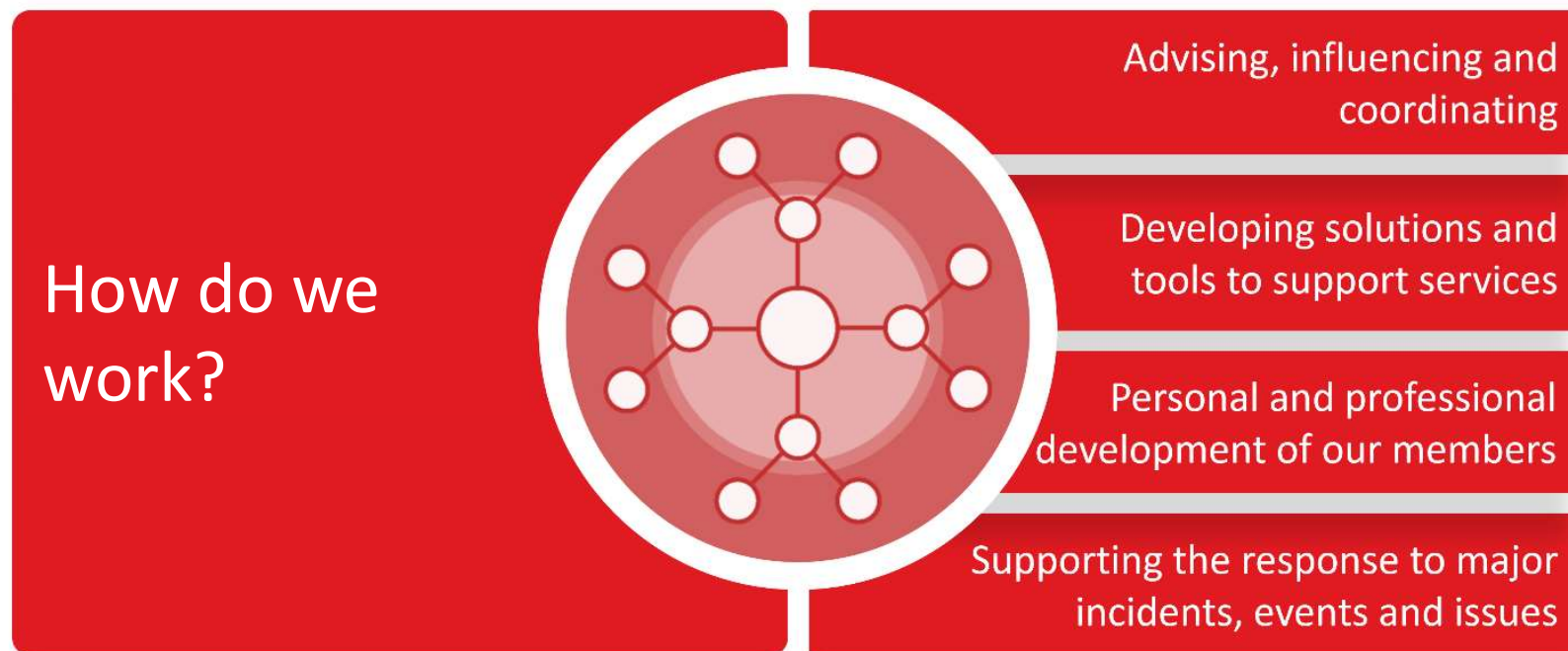
DRAFT

NFCC Member Strategy 2023–26



Who are we and how do we work?

The National Fire Chiefs Council is an independent membership association and the professional voice of the UK Fire And Rescue Service



Our Ambition—Being *Fit for the Future*

Fit for the Future is built on three core themes, which set out our collective ambition for the future of UK Fire and Rescue Services.

Service Delivery

Evidence-based Risk Planning

Innovative Prevention

Evolved role in Protection

Measuring and evaluating benefits

Leadership, People, and Culture

Develop our people

Be an inclusive employer of choice

Retain a diverse workforce with a supportive culture

Strong, inspirational, and inclusive leadership

National Infrastructure and Support

Support services with standards, guidance, and tools

Meaningful, effective collaboration

Excellent Digital, Data, and Technology

Embed learning to promote improvement



Our Mission—Supporting excellent local services deliver safer communities

To lead, co-ordinate and support effective prevention, protection and emergency response – locally and nationally – to reduce the loss of life, personal injury and damage to property and the environment which can arise from fire, accident, major incidents and other emergencies

To support fire and rescue services in transforming their role to meet changing demands and resources for the benefit of the society

To promote effective service delivery working with partner organisations, governments, and private sector bodies and the community

To maximise the effectiveness of the UK fire and rescue services in saving lives and increasing public safety by representing the professional voice of the United Kingdom's fire and rescue services



Our Ethical Standards

Our Core Code of Ethics has been developed by leaders and experts for fire and rescue services. It shows our collective expectations of ourselves as we deliver our Vision and Mission.



What influences us—key drivers for change



What influences us—A PESTLE Summary

Political

- Government / Ministerial changes
- Public policy reforms –White Paper
- Devolved Administrations – governance, policy and funding
- Industrial Action
- Inquests, Inquiries, and Inspections – policy impact

Economic

- Delayed Brexit impacts
- Recovery from COVID-19
- Cost of living impacts on staff
- Public Sector Funding (VfM, Productivity and Efficiency)
- Impacts of Ukraine-Russia war

Social

- Post-pandemic impacts
- Public and industrial unrest – cost of living
- Recruitment and retention challenges
- Numbers of refugees in temporary housing and accommodation

Technology

- Data Protection
- Cyber-resilience
- Artificial Intelligence and emerging technologies
- Data collection – new Incident Recording System

Legal

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

Environment

- Climate change – Wildfires & flood
- FRS – Climate Sustainability
- Pandemics and disease
- Clean air zones policy impacts



Delivering our Vision and Mission—Our Strategic Objectives

Continually Improve

Deliver *Fit for the Future*

Prioritise activity using **evidence and learning from services**

Support services with **high quality research developed by experts**

Use **data and analysis** to prepare for new risks and exploit new opportunities

Working with partners, build a **culture of inclusion and respect** across all services

Collaborate and Partner

Be a **partner of choice** to government and industry

Engage closely with **devolved administrations, and international bodies**, enriching our expertise

Provide **professional advice to government as experts** in our industry

Drive **productivity and efficiency** with collaboration

Respond to reviews, inquiries, inquests and inspections with **expertise and a drive to improve**

Represent and Support

Support our members with **assured standards and expert guidance**

Develop, inspire and support tomorrow's fire and rescue leaders

Represent members to government as trusted advisers

Influence and advise government and partners to drive investment and reform

Communicate, influence and engage with national media to support members agenda.



Strategic Objective 1—Continually Improve

Continually Improve

Deliver *Fit for the Future*

Prioritise activity our work using **evidence and learning from services**

Support services with high quality **research developed by experts**

Use **data and analysis** to prepare for new risks and exploit new opportunities

Working with partners, build a **culture of inclusion and respect** across services

Fit for the Future—Deliver on the three improvement objectives: service delivery; people, leadership and culture; and national infrastructure and support.

Develop new capacity within the new NFCC **Continuous Improvement** directorate to support our committees and programmes for **operations, prevention, and protection** that focus on fire and rescue services' principal service delivery priorities. These teams will ensure that there is a seamless connection across the NFCC's work.

The NFCC will develop new capabilities within the **Strategy, Insight and Portfolio** directorate that will ensure that our products are quality assured, based on rich data, and have strong links with academia.

Work with members and wider partners to build a culture of **inclusion, respect and integrity** across all fire and rescue services, which commands public confidence.

Strategic Objective 2—Collaborate and Partner

Collaborate and Partner

Be a **partner of choice** to Government and industry

Engage closely with **devolved administrations, and international bodies**, enriching our expertise

Provide professional **advice to government as experts** in our industry

Drive **productivity and efficiency** with collaboration

Respond to reviews, inquiries, inquests and inspections with **expertise and a drive to improve**

The NFCC will drive forward its work on people, leadership and culture, collaborating with partners across the sector and beyond, ensuring collaboration and expertise drives our work and priorities.

The establishment of a new Leadership Programme supporting our ambitions for the sector's new Core Code of Ethics to be embedded in the development of the leaders of tomorrow.

Continue to drive efficiency through the NFCC Commercial Team, ensuring that local services are able to benefit from the collective buying power for fire and rescue services nationally.

Harness local expertise through engaged national committees and communities, supported by policy and project teams, to address the full range of learning and evidence openly.

Strategic Objective 3—Represent and Support

Represent and Support

Support our members with assured standards and expert guidance

Develop, inspire and support tomorrow's fire and rescue leaders

Represent members to government as trusted advisers

Influence and advise government and partners to drive investment and reform

Communicate, influence and engage with national media, to support members agenda.

The NFCC is delivering and embedding a new operating model to put the right capacity and capability into the right places, supporting the needs and ambitions of our members.

We will develop quality assured fire standards for our members, adopt a *Digital First* approach for the delivery of tools and services to our members, and establish a new Strategy and Policy team to support the creation and promotion of positions inside and outside of Government.

With the right capacity in the right places, and digital services delivered efficiently and effectively, fire and rescue services will have better access to high quality products.

By ensuring we engage local staff with online communities and services, we will harness collective expertise and improve our influence. The NFCC will ensure that our influence and expertise is reflected in the national media, driving our agenda and amplifying our views.

How are we doing—a small selection of our work

- Deliver Prevention campaigns, such as ***Fire Kills, StayWise, and Be Water Aware***
- **Develop toolkits for carers** about emollient-based risks
- Support use of the **Protection Uplift grant** responding to the Building Safety Act
- **Represent local services in Government**
- Deliver high-quality **operational guidance**
- **Co-ordinate national response to national events**, such as the pandemic and industrial action
- **Executive and Senior Leadership Programmes** for the leaders of tomorrow
- Deliver response to **recommendations from public inquiries**
- Deliver **online Home Fire Safety Checks** in partnership
- Support services to attract and retain talent with the **national Recruitment Hub**
- Host **conferences and events** supporting the continuing development of local staff
- Support **effective risk management planning** with national definition of risk and risk planning tools
- **Develop Fire Standards** and the tools to help services use them
- Deliver a **new apprenticeships strategy with toolkits** and more

Building on the expertise and engagement of fire and rescue services, the NFCC delivers collaborative solutions for our members



Next Steps—Delivering the Strategy

Consultation and Engagement

The Members Strategy will be published in draft for consultation in the week of 20 February 2023. The consultation will run until mid-March.

NFCC Chair Mark Hardingham will host online Member events in March to ensure Members are able to engage and contribute fully.

The draft strategy will be put to the Chiefs Council meeting in March and Steering Group and Chiefs Council in May and June for final approval.

Business Planning and Year 1 Priorities

As our Member Strategy develops, NFCC teams are working closely with Committee Chairs, project and programme executives, and senior managers to build the 2023-24 business plan and budget.

Plans will continue to develop throughout March, ensuring we continue—and build—our focus on our key priorities, including:

- A renewed focus on culture and inclusion across fire and rescue services.
- Response and delivering our responses to the Manchester Arena and Grenfell Tower Inquiries
- Prevention and Building Safety
- Digital first: Delivering our Analysis, Insight, Digital, Data and Technology capabilities