

NFCC Corporate Strategy

2023–2026



NFCC
National Fire
Chiefs Council



Contents

Executive Summary.....	2
Our Vision and Mission.....	4
Our Vision.....	4
Our Mission.....	4
How we deliver—a summary of our strategic objectives.....	4
Strategic Objective 1— <i>Transforming ourselves</i>	4
Strategic Objective 2— <i>Developing our people</i>	5
Strategic Objective 3— <i>Being a partner of choice</i>	5
Strategic Objective 4— <i>Ensuring good governance</i>	5
Who we are.....	6
What makes us unique?.....	6
What we do.....	7
Advising, influencing and co-ordinating.....	7
Developing solutions and tools to support services.....	7
Personal and professional development of our members.....	7
Supporting the response to major incidents, events, and issues.....	8
Our strategic drivers.....	8
Our commitment to equality, diversity, and inclusion.....	8
Fit for the Future.....	8
Legislation and Regulation.....	8
Finances.....	9
Inquiries, inquests, and inspections.....	9
Our Values.....	10
Delivering impact with accountability.....	11
Priorities for 2023–24.....	12
Strategic Objective 1— Transforming ourselves.....	12
Strategic Objective 2—Developing our people.....	13
Strategic Objective 3—Being a partner of choice.....	13
Strategic Objective 4—Ensuring good governance.....	13

Executive Summary

The National Fire Chiefs Council (NFCC) is the professional voice of the UK Fire and Rescue Service. Every fire and rescue service in the UK is a member of NFCC, and in addition we have members from other jurisdictions including other jurisdictions outside of the UK. NFCC is a membership association and a charity, which has existed in different forms since 1941.

The NFCC Corporate Strategy sets out our vision, mission, and strategic priorities for 2023–26 as we build on our ambitious transformation programme, the *One NFCC* programme. Our strategy supports our partnerships with local services and with Government, and our focus on the delivery of [Fit for the Future](#)—our joint statement of ambition developed with our members, the Local Government Association, the National Employers, and with the wider fire and rescue sector.

This corporate strategy focuses on embedding our *One NFCC* transformation programme to ensure we are an agile, outward-facing and highly effective organisation, resilient and responsive to the opportunities and challenges ahead.

Alongside our corporate strategy, will be our [NFCC Member Strategy](#) which sets out how we will work with members and partners to deliver an ambitious programme that supports fire and rescue services over the next three years.

OUR VISION

To be the leading professional voice of fire and rescue services across the UK, using our national role, influence, and expertise to support collaboration and drive improvements in fire and rescue services to help keep communities safe.

OUR VALUES

Inclusive
Impact
Respect

Accountable
Integrity
Expertise

OUR STRATEGIC OBJECTIVES

Transforming ourselves
Delivering high-impact services
Becoming a digital first organisation
Developing sustainable funding

Developing our people
Deliver a new professional development plan
Embed our new values
Ensure our people are well-led
Recruit and retain as an employer of choice

Being a partner of choice
Enable effective collaboration
Ensure the diversity of local needs are represented

Ensuring good governance
Deliver fit for purpose governance
Strengthen our management
Strengthen our financial accountability

OUR MISSION

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 PLAN 2023 – 26



NFCC
National Fire
Chiefs Council

Our Vision and Mission

Our Vision

Our vision is *'To be the leading professional voice of fire and rescue services across the UK, using our national role, influence, and expertise to support collaboration and drive improvements in fire and rescue services to help keep communities safe.'*

Our Mission

NFCC's mission, as set out in our Charitable Objects, is:

1. 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;
2. To support fire and rescue services in transforming their role to meet changing demands and resources for the benefit of the society;
3. To promote effective service delivery working with partner organisations, governments, and private sector bodies and the community; and
4. 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.

How we deliver—a summary of our strategic objectives

In order to deliver against our Vision and Mission, we will transform the services we provide to our members and partners, becoming an agile, data-led, and *digital first* organisation. Through our strategic objectives, we will:

- **Deliver data-led policy** driving our influence as the leading voice of the UK Fire and Rescue Service, respected by local services, industry, government and devolved administrations as experts
- **Deliver digital first services** to our members, promoting the use of our products with a deep reach into fire and rescue service staff through accessible platforms that support inclusive collaboration
- **Provide learning and development opportunities** for our members and our staff through ambitious leadership programmes, guidance, and collaboration opportunities on our communities of interest platforms, and by facilitating coaching and mentoring opportunities
- **Embed a good governance framework** that delivers assurance to trustees, our members and funding partners, about our effective delivery of our charitable objects, compliance with relevant regulations and laws, and effective risk management.

Strategic Objective 1—*Transforming ourselves*

- Delivering high-impact services for our members effectively and efficiently through our new Target Operating Model
- Becoming a *digital first* organisation
- Developing a sustainable funding base.

Strategic Objective 2—*Developing our people*

- Deliver a new continuing professional development programme to equip our staff with the skills and expertise that they need and opportunities they deserve
- Embed our new values framework, delivering an open, inclusive and respectful culture amongst our staff
- Ensure our people are well-led at all levels through empowering and ethical leadership
- Recruit and retain as an employer of choice that invests in and values its people.

Strategic Objective 3—*Being a partner of choice*

- Enable effective collaboration across fire and rescue services, government and devolved administrations, and industry partners to enhance our impact and reach, and be seen as a trusted partner that delivers on our commitments
- Ensure that the diversity and differing local needs and demands of our members are well represented across our commitments and services.

Strategic Objective 4—*Ensuring good governance*

- Deliver fit for purpose governance that provides assurance to trustees and members about the quality of our work, our compliance with regulations, our ethical standards and our effective and proportionate risk management
- Strengthen our management through our new Target Operating Model
- Strengthen our financial accountability through robust audit and assurance.

Who we are

The National Fire Chiefs Council (NFCC) is an independent charity and membership association and the professional voice of the UK Fire and Rescue Service. We support fire and rescue services to continually improve, helping them to save lives and keep their local communities safe.

Founded in 1941, NFCC was established as a company and charity in 1998 as The Chief Fire Officers' Association, transforming into NFCC in 2017.

Since 2017, we have gone from strength-to-strength. In 2017, NFCC was an organisation with one member of staff and two service delivery agreements with a value of approximately £1.5 million through which we delivered our services. Today, we have more than 130 members of staff and secondments and turnover of £10 million from fire and rescue services' professional partnership fees and a formal and strategic relationship with the Home Office.

NFCC has 500 individual voting members. Principal officers from local fire and rescue services are eligible to be individual members. Our members are our highest point of governance, owning the Articles of Association and through them NFCC's charitable objects. Our articles establish the Board of Trustees who discharge their fiduciary duties, ensuring that we deliver our charitable objects, that we are compliant with charity and company laws, and that we are accountable for our work.

Our members vote at our Annual General Meetings and are responsible for electing the Chair of the Chiefs Council. Fire and rescue services' professional partnership fee ensure that all local staff are able to access our products and services, such as our communities of interest that host thousands of staff from across the UK engaging and supporting with each other, sharing notable practice and lessons learned.

What makes us unique?

NFCC is owned by our members. We are a principal partner of the UK government and devolved nations. We are the professional voice of the UK Fire and Rescue Service, producing guidance and products *with and for* our members.

NFCC is cited within the [Fire and Rescue National Framework](#) for England, which is established by the [Fire and Rescue Services Act 2004](#). The Framework describes NFCC as the body responsible for co-ordinating the professional, operational and technical leadership of the sector, as an adviser and first line of operational advice to central and local government. The framework notes the leadership role that NFCC plays as a prerequisite for the operational readiness of national resilience capabilities and that any statutory intervention in fire and rescue services will be after consultation with NFCC. These clear statements demonstrate the strength of NFCC's strategic partnership with the Home Office.

Partly funded by fire and rescue services' professional partnership fees, income from events and conferences, and from Home Office grant funding, NFCC produces national standards, tools, guidance, and products that support local services to continually improve.

What we do

Illustration 1—NFCC services

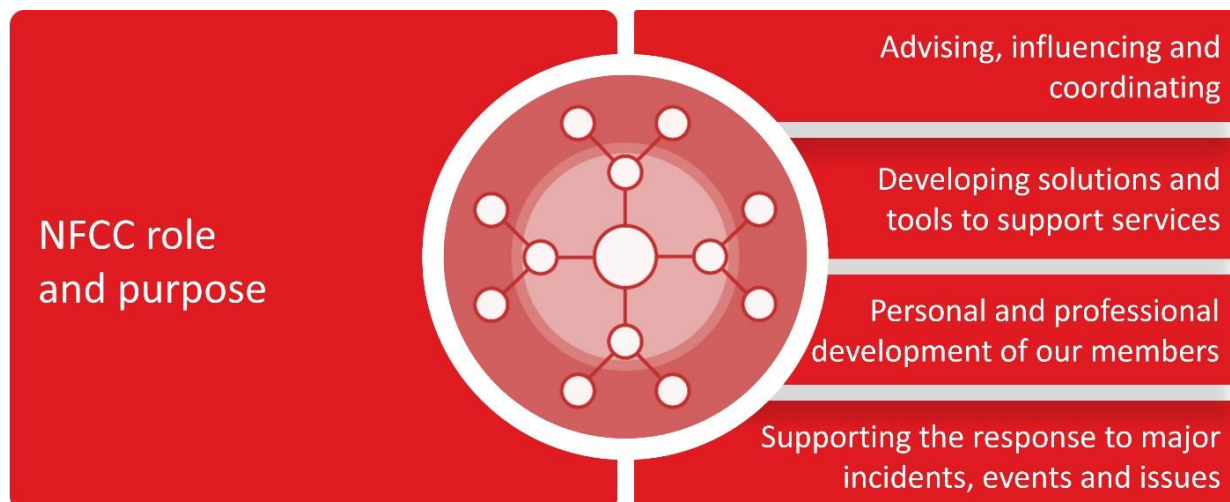


Illustration 1 shows the range of services that NFCC provides to fire and rescue services, in partnership with Government. This is how we support our members, build strong partnerships, and deliver our charitable objects.

Advising, influencing and co-ordinating

NFCC supports and develops expertise in a range of policy areas affecting fire and rescue services. We support local services to implement prevention, protection and response services to their local communities; we influence and engage with public bodies' regulatory and reform agendas, and we help co-ordinate activity nationally including in responding to new legislation and policy developments, and in sharing learning.

You can see these services embodied in the technical policy support influencing the building safety reforms after the Grenfell Tower fire, both in informing the ensuring legislation—as well as co-ordinating the data flows between services and government and the management of the £27 million Protection Uplift grants to English services being issued to support local capacity.

Developing solutions and tools to support services

NFCC provides a wide range of tools and solutions to all of our members that support improvements and learning, such as National Operational Guidance, an operational framework for incident ground management. We support collaboration amongst services, keeping our guidance up to date through shared National Operational Learning, ensuring that incident ground learnings locally are reviewed and shared nationally, improving incident management and firefighter safety.

Personal and professional development of our members

We lead in the development of people and leadership support to our members, including developments such as our new coaching and mentoring portal, delivery of

the Executive Leadership Programme, our Supervisory Management programme, our Masterclass series, learning and recruiting platforms, and many more. All of our products and services demonstrate the NFCC's continuous commitment to development of our members.

Supporting the response to major incidents, events, and issues

Whilst NFCC is not an emergency response organisation, we support fire and rescue services and other public bodies in preparation and planning for, and during and after, major events. This may be in our role as the Home Office's principal operational adviser, as a co-ordinator of a national response to events, such as the COVID-19 pandemic, and in planning for events such as potential industrial action.

Our strategic drivers

NFCC has a number of key strategic drivers including:

Our commitment to equality, diversity, and inclusion

NFCC has an unwavering commitment to equality, diversity and inclusion (EDI) that is at the centre of our business planning and delivery of this corporate strategy. In addition to our recently developed values statements, including those for inclusion and respect, a new EDI policy has also been developed. Our new policy clearly states our commitments and respect to all people and our expectations of our managers and all staff. Alongside our values statements, these expectations are at the core of our focus on culture of respect.

Fit for the Future

Our *Fit for the Future* (FFF) framework sets out a strong vision and direction for the UK Fire and Rescue Service over the next five years and provides NFCC with a clear means of prioritising our activity. The framework has three key themes underpinned by improvement objectives, including the development of national infrastructure that supports the use of data, the local implementation of national products, and collaboration and sharing.

Legislation and Regulation

Fire and rescue services' powers, duties and burdens differ in England, Northern Ireland, Scotland and Wales. However, their genesis and current mandates are principally provided by The Fire and Rescue Services Act 2004¹ and The Civil Contingencies Act 2004², The Fire (Scotland) Act 2005, the Regulatory Reform Order 2005³, The Building Regulations 2010 (incorporating amendments made in 2020 after the Grenfell Tower fire), and The Building Safety Act 2022. Both post-Grenfell regulatory reforms take effect in England only. Despite different legislative foundations, all of our members benefit from our research, products, and support, as well as each other's expertise and experiences.

¹ The Act applies only in Great Britain and predominantly in England and Wales.

² The Civil Contingencies Act is not devolved, though there is a concordat that establishes expectations about engagement between the UK Government and Scottish Ministers.

³ The Order applies only in England and Wales.

The government has recently consulted on a fire reform White Paper '*Reforming Our Fire and Rescue Service; building professionalism, boosting performance and strengthening governance*', which sets out several key areas for reform in English fire and rescue services.

Finances

NFCC supports fire and rescue services operating in a challenging financial environment. That may be through research and innovation for new and safe ways of working or driving collaboration by harnessing collective buying power. We support dedicated funding, such as the Protection Uplift grant in England, and we deliver national prevention services that support local outcomes, such as our [StayWise](#) platform, UK Fire Cadets, and [FireKills](#) campaigns.

NFCC advisers also supports national pay negotiations and work to drive investment into fire and rescue services, such as providing evidence for spending reviews.

We work closely with government and wider stakeholders in our work around efficiency and productivity, and through supporting the work of the national Commercial Hub.

Inquiries, inquests, and inspections

NFCC co-ordinates and leads the national fire and rescue service response to outcomes from inquiries, inquests, and inspections. The Grenfell Tower fire drove a substantial response by the NFCC providing technical advice and policy support to the UK government in the subsequent Building Safety Review and its reforms to building regulations. The Manchester Arena Inquiry will drive a similarly significant response from the NFCC in the years ahead.

[His Majesty's Inspectorate for Constabulary and Fire & Rescue Services](#) inspection outcomes, summarised in its annual [State of Fire](#) reports, also informs our priorities and improvement plans.

Our Values

Our values are about our behaviours; how we operate as an organisation and as individuals within that organisation, and how we treat our colleagues—internally and externally. They help define what we stand for and what we believe in. Working with our staff, we have developed value statements that represent our ambitions and the standards that we expect.

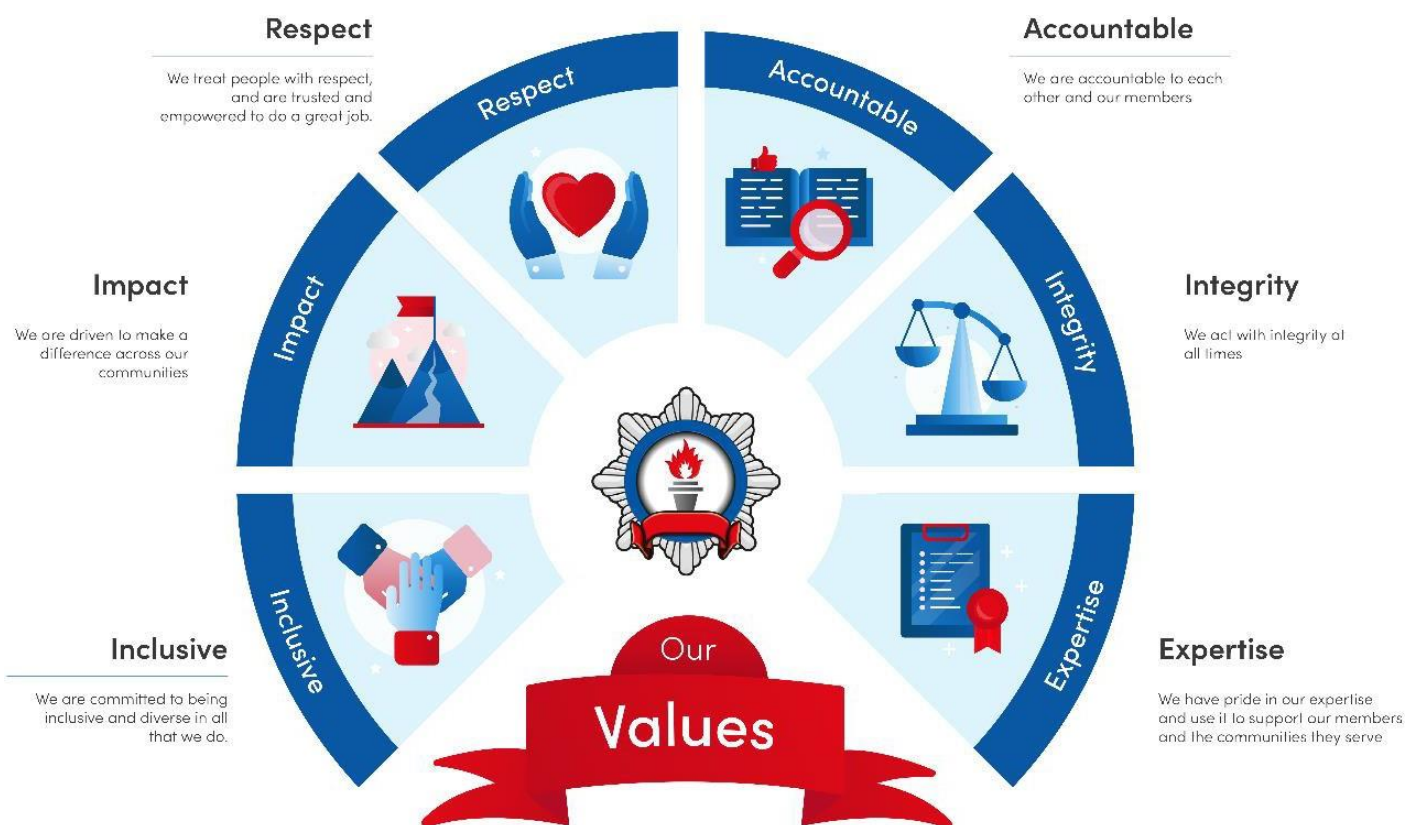


Illustration 2—NFCC Value Statements

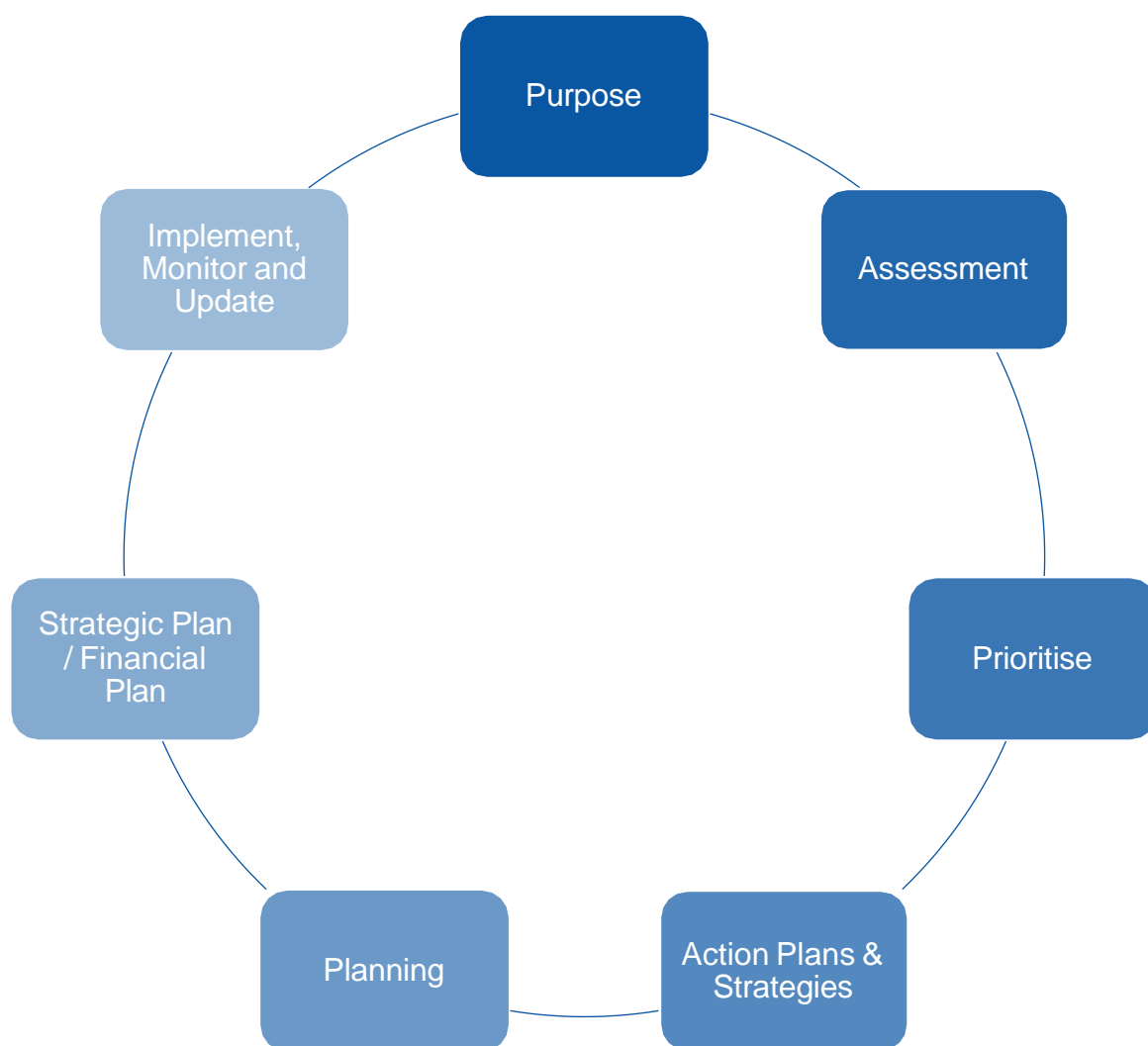
Having a values statement that is developed and owned by our people is a critical feature in developing that positive and inclusive culture we aspire to. NFCC also supported the development of a [Core Code of Ethics](#) for fire and rescue services—developed and owned by FRS staff. Our NFCC values are closely aligned to the Code of Ethics. It is a statement of our position and presence in our industry that our teams' values reflect those of our membership.

Delivering impact with accountability

Our corporate strategy will be underpinned by a new annual planning framework that sets out how we will deliver against our strategy, how we will monitor our delivery, and how we will align our plans and budgets.

The framework will be owned by the NFCC Senior Leadership Team and will be the means by which it delivers the assurance to trustees that the strategy is being delivered effectively. Progress against our strategic objectives will be reported to trustees quarterly and published in the Trustees Annual Report.

Illustration 3—NFCC Annual Planning Framework



Priorities for 2023–24

We have four Strategic Objectives for our corporate strategy 2023–26. Priorities for year one delivery have been identified against each strategic objective. Detailed KPIs will be identified against each priority and reported each quarter to Trustees.

Strategic Objective 1— Transforming ourselves

The NFCC Trustees have commissioned a transformation programme for NFCC following two reviews to ensure that we remain sustainable, effective, and efficient. That programme, *One NFCC*, is driving the organisation from a hub-based structure with staff and services provided by a range of different organisations into one organisation with coherent and consistent management and operating structures.

Delivering our Organisation Redesign

Priority 1: Embed our final Target Operating Model from September 2023. The final model will incorporate:

- i. learnings from the 1 January 2023 interim organisational model
- ii. impacts of the staff transfers from the West Midlands Fire Service and London Fire Brigade
- iii. Business planning against NFCC priorities and the 2023–24 Home Office funding agreement

Being a Digital First Organisation

The *One NFCC* programme Digital Transformation Project's mission is the reconciliation of the NFCC's disparate and organically evolved digital footprint into a single, customer-facing, professionally designed structure that provides our services to our members through a single Members Portal.

Priority 2: The delivery of the Digital Transformation Project, significantly:

- i. The reprovision of existing high-priority platform ukfrs.com as a members-only publishing platform
- ii. The redevelopment of nationalfirechiefs.org.uk

Priority 3: Develop phase two of our digital transformation, including reforming our online communities to drive member engagement; establishing a CRM platform; establishing excellent data collection and management systems. New investments will be subject to successful business case(s) to trustees.

Delivering a sustainable funding model

NFCC has three principal sources of funding: fire and rescue services' professional partnership fees, income from events and conferences, and a Home Office grant. Our partners' fees represent approximately one-third of our income; the Home Office grant represents approximately two-thirds of our income. We want to move to a more sustainable funding model, allowing us to diversify our income streams to support delivery against our charitable objectives.

Priority 4: Successful implementation of phase one of our new Commercial Strategy and associated income targets⁴.

Strategic Objective 2—Developing our people

A key benefit of the *One NFCC* Transformation Project and the ending of the historical hub-based model across different employers, is the opportunity to develop the skills and learning of *all* of our people, ensuring staff feel equipped, valued and invested in, ensuring that the NFCC is a great place to work

Priority 5: The delivery of an organisation-wide Training Needs Analysis (TNA)

Priority 6: The development and delivery of an organisation-wide Continuous Professional Development (CPD) framework

Priority 7: Embedding NFCC Values through an inclusive and empowering culture measured annually in the NFCC Staff Survey

Strategic Objective 3—Being a partner of choice

A unique strength of NFCC is its position as a principal partner of local fire and rescue services, government, devolved administrations and key industry partners and stakeholders. Maintaining and building on that strength is fundamental for the successful delivery of our charitable objects.

Priority 8: Maintain NFCC's strong mandate and reference in the Fire and Rescue National Framework for England⁵

Priority 9: Maintain Home Office grant-funding⁶

Priority 10: Maintain strong representation and partnerships with devolved administration fire and rescue services through representation as national lead officers, representation on the NFCC Steering Group, and full access to all NFCC services irrespective of funding source

Strategic Objective 4—Ensuring good governance

The *One NFCC* programme reforms have included the review of NFCC's non-executive, management, and membership governance responsibilities. Building on that work, NFCC has an opportunity to strengthen its governance and management structures improving and embedding the new governance framework.

Priority 11: Implement new risk management framework, including the development of a comprehensive suite of business continuity plans

Priority 12: Implementation of a new programme of internal audit, including the successful delivery of any arising recommendations.

Priority 13: Implement new Quality Assurance (QA) framework for NFCC products.

⁴ Income targets are subject to the monitoring and development of the Commercial Strategy.

⁵ The National Framework only has mandate in England and is due for review in 2023–24.

⁶ The Home Office grant currently has four elements: one grant with four ringfenced areas: Protection, Building Safety Regulator, Improvement and Stay Wise. Having the ringfence between Protection and Improvement removed should be a priority in negotiating future grants.