

# National Fire Chiefs Council Limited

England & Wales · Charity number 1074071

## Details

|                |                                                         |
|----------------|---------------------------------------------------------|
| Other names    | THE CHIEF FIRE OFFICERS' ASSOCIATION, CFOA, NFCC        |
| Status         | Registered                                              |
| Legal form     | Charitable company                                      |
| Company number | <a href="#">03677186</a>                                |
| Registered     | 1999-02-19                                              |
| Register       | <a href="#">View on the Charity Commission register</a> |

## Contact

|         |                                                                                                |
|---------|------------------------------------------------------------------------------------------------|
| Address | 71-75 Shelton Street<br>Covent Garden<br>London<br>WC2H 9JQ                                    |
| Phone   | 01213807311                                                                                    |
| Email   | <a href="mailto:nfccadmins@nationalfirechiefs.org.uk">nfccadmins@nationalfirechiefs.org.uk</a> |
| Website | <a href="http://www.nationalfirechiefs.org.uk">www.nationalfirechiefs.org.uk</a>               |

## Activities

**Objects:** 1. The NFCC's Objects (the 'Objects') are:• 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, international partners and private sector bodies, and the community; and• 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; to share knowledge and learning nationally and internationally.

**Activities:** The charity aims to reduce the loss of life, personal injury and damage to property and the environment by improving the quality of firefighting, rescue, fire protection and fire prevention in the UK, through the provision of advice, information, leadership, research, informed comment and other services to relevant bodies and to the Association's members.

## Classification

---

- **How:** Provides Advocacy/advice/information
- **What:** Other Charitable Purposes
- **Who:** The General Public/mankind

## Geography

---

- **Area of benefit:** UNITED KINGDOM
- Northern Ireland
- Scotland
- Throughout England And Wales

## Finances

---

| Period end | Income      | Expenditure | Assets     | Employees |
|------------|-------------|-------------|------------|-----------|
| 2025-03-31 | £12,706,092 | £12,268,680 | £3,512,335 | 121       |
| 2024-03-31 | £10,654,064 | £10,882,355 | £3,074,923 | 96        |
| 2023-03-31 | £12,280,503 | £13,131,894 | £3,303,214 | 55        |
| 2022-03-31 | £12,399,893 | £12,202,210 | £4,154,604 | 24        |
| 2021-03-31 | £8,053,516  | £7,444,874  | £3,956,922 | 7         |

## Trustees

| Name                        | Role | Appointed  |
|-----------------------------|------|------------|
| Aidan Patrick Jennings      |      | 2024-09-25 |
| Benjamin Brook              |      | 2025-07-01 |
| Catherine Elizabeth Skinner |      | 2022-04-12 |
| Craig Allen Flannery        |      | 2025-07-10 |
| David Francis Stout         |      | 2022-04-11 |
| Derek James Leighton        |      | 2025-04-01 |
| Gwenllian Elin Barry        |      | 2025-04-01 |
| Jonathan Francis Smith      |      | 2025-07-01 |
| Melanie Jane Walsh          |      | 2026-04-01 |
| Nicholas David Ross         |      | 2023-04-01 |
| Stuart Ross Stevens         |      | 2025-10-01 |

**National Fire Chiefs Council Limited**

England & Wales - Charity number 1074071

---

# Accounts

---



**NFCC**  
National Fire  
Chiefs Council

# Trustees Annual Report & Financial Statements

For the year ended 31 March 2025

Company Registration No. 3677186 (England and Wales)  
Registered Charity No. 1074071

# Trustees Annual Report 2024–25

## Table of Contents

|                                                                |    |
|----------------------------------------------------------------|----|
| <i>Independent Chair of the Board of Trustees</i> .....        | 3  |
| <i>Joint Statement from Chiefs Council Chair and CEO</i> ..... | 5  |
| <i>Reference and Administrative Details</i> .....              | 7  |
| Registered Office and Registration.....                        | 7  |
| Auditors, Advisers and Bankers .....                           | 8  |
| Senior Management Team (2024–25) .....                         | 8  |
| <i>Structure, Governance and Management</i> .....              | 9  |
| Governing Document .....                                       | 9  |
| Regulatory and Compliance Matters.....                         | 9  |
| Public Benefit Statement .....                                 | 9  |
| Organisational Structure .....                                 | 11 |
| Policies and Risk Management.....                              | 14 |
| Key Risks .....                                                | 14 |
| Risk Appetite.....                                             | 15 |
| Internal Audit.....                                            | 16 |
| <i>Key Activities and Achievements 2024–25</i> .....           | 17 |
| People, Culture and Leadership .....                           | 17 |
| Prevention .....                                               | 19 |
| Protection .....                                               | 20 |
| Operational Response and Fire Control .....                    | 22 |
| Resilience .....                                               | 23 |
| Leadership and Influence .....                                 | 26 |

|                                                                          |                  |
|--------------------------------------------------------------------------|------------------|
| <b><i>Looking Forward: Future Plans.....</i></b>                         | <b><i>29</i></b> |
| <b><i>Statement of Trustees' responsibilities .....</i></b>              | <b><i>30</i></b> |
| <b><i>Statement as to disclosure of information to auditors.....</i></b> | <b><i>31</i></b> |
| <b><i>Acknowledgements .....</i></b>                                     | <b><i>31</i></b> |
| <b><i>Auditor's Report.....</i></b>                                      | <b><i>32</i></b> |
| <b><i>Financial Statements .....</i></b>                                 | <b><i>36</i></b> |

# **Independent Chair of the Board of Trustees**

## **Nick Ross CBE Introductory Statement**

This is my second year as the independent Chair of the NFCC Board of Trustees. The National Fire Chiefs Council is both a charity working for the public good, for which the trustees are responsible, as well as a membership organisation representing leaders of the UK fire and rescue service. This past year has been a period in which both elements have increased in importance.

The UK Fire and Rescue Service has faced a number of significant tests, not least the deaths in action of two firefighters in Oxfordshire and two other major incidents - one resulting from knife attacks in Southport (and the outstanding work of Merseyside FRS as part of the multi-agency response) and another involving a vehicle driving into pedestrians during football celebrations in Liverpool. The ever-present danger of low-probability but very high-impact events demonstrates the wide-ranging role and responsibilities of the fire and rescue sector.

There is so much to be proud of. The UK has a deserved reputation for some of the finest fire and rescue services in the world, but despite some of the best response times, the most professional training and the highest standards, there are still unacceptable fatalities in our communities, especially in social housing, along with new wildfire and flooding risks from global warming and unintended consequences of new technologies.

There have been many other challenges too, not least the persistent and disquieting revelations about pockets of bullying and unprofessional conduct and behaviours across some Fire and Rescue services; tough lessons from the Grenfell Tower Inquiry which itself was on the heels of the Manchester Arena Inquiry; the continuing problems of recruiting and retaining part-time firefighters in rural areas; and a great deal more besides. This past year has also seen a change of government, and a move for fire into a new government department - all against a backdrop of more constraints on public spending.

Despite these many challenges, and indeed in many ways because of them, the NFCC has continued to prove its worth. It brings together all the fire and rescue services across England, Wales, Scotland and Northern Ireland to pool expertise, share learning, promote public safety and advise government, and collectively the UK's fire and rescue services end each year in better shape, with greater skills, higher levels of technical support, value-added supply chains and at last, though there is no quick fix to this, with promising signs that cultural problems are beginning to be effectively tackled and resolved across services.

The NFCC has become the standard-setter in prevention as well as response and has developed its role, functions and influence considerably, becoming in many ways a centre of excellence for the sector. Indeed, it serves as a ready-made model on which to build an institute of excellence along the lines of the college of fire and

rescue urged by the Moore-Bick report on Grenfell and adopted as policy by Whitehall.

We have now completed the handover from the outgoing NFCC Chair of Chiefs Council, Mark Hardingham who has helped transform the NFCC into a much more public-facing, professional organisation, to the incoming Chair Phil Garrigan who brings a wealth of experience, expertise and new ideas; and externally we have transitioned from the Home Office to the Ministry of Housing, Communities and Local Government and to a new fire minister who has a strong interest in his portfolio, has established a new Ministerial Advisory Group and is keen to further professionalise the sector.

Additionally, NFCC have started preparing for UK hosting the World Fire Congress in 2026.

The Trustees are grateful to NFCC staff for all their work and commitment; to those working in Fire and Rescue services who devote much of their time beyond their local roles to the NFCC mission; to wider partners who support our work, and to the public who can be confident that investment in Fire and Rescue Services and in the NFCC, is a positive and solid investment, helping to keep our communities safe.

# Joint Statement from Chiefs Council Chair and CEO

The last year has been a pivotal time for fire and rescue services and for NFCC in supporting them to protect their communities. With a new Government elected in July, the first meeting of the new Ministerial Advisory Group in December, and ministerial responsibility for fire moving from the Home Office into the Ministry of Housing, Communities and Local Government (MHCLG) as we entered the new business year, our annual review for 2024/25 looks back on a period of both significant change and opportunity for the sector.

The establishment of the new Ministerial Advisory Group, chaired by the fire minister, has brought key partners, including NFCC, together to focus on sector-wide reform and improvement including service funding and the evolving role of the fire service. The work around the development of a new College of Fire continues with NFCC playing an active role in helping to shape and deliver it.

We also continued to track FRS progress on the Phase 1 recommendations of the Grenfell Tower Inquiry, which focused on operational improvements and training. In September the Inquiry published the Phase 2 recommendations with the Government subsequently publishing its response, accepting all the recommendations in full. NFCC strongly welcomed this commitment and pledged to work with Government and other stakeholders to implement the forthcoming reforms on the more complex, systemic changes recommended in Phase 2, such as strengthening the regulatory regime.

NFCC also provided expert advice on fire safety in the built environment throughout the year. The high-profile fire at a high-rise residential block in Dagenham in August laid bare the fact that buildings with known fire safety issues still need to be remediated. Following this incident, NFCC Chair Mark Hardingham joined a roundtable led by the Deputy Prime Minister with London Fire Brigade, the Building Safety Regulator, and other key partners in which he reiterated the urgency of remediating unsafe buildings. Alongside this, NFCC has continued to play a leadership role in shaping policy and improving enforcement. In 2024/25, FRSs conducted approximately 50,000 fire safety audits of premises across England and in June 2024, we launched a new Enforcement Register, which was built by NFCC in collaboration with fire services, enabling all enforcing authorities to record and share enforcement actions.

It has also been a year of challenge for fire and rescue services and the communities they serve. The tragic incident in Southport in the summer saw firefighters from Merseyside on the scene in minutes to offer trauma care as part of the multi-agency response. The civil disorder and violence that spread across the country in the days that followed saw a pattern of fire utilised as a weapon to intimidate some of the most vulnerable people, with firefighters tackling fires amid violent unrest and supporting local communities as they cleaned up their streets and looked out for those in need.

The sector and wider emergency service family was devastated by the loss of two firefighters, Jennie Logan and Martyn Sadler, who died responding to the fire at Bicester Motion in May. Their courage and commitment to protecting their communities said everything about the fire and rescue service and all that it stands for. We will always remember them and the member of the public, David Chester, who also tragically lost his life in the incident.

Fire and rescue services continue to be on the frontline of responding to extreme weather events and it is impossible not to be concerned about the threat that climate change poses to our planet and what that will mean for our communities in the future. In February we warned that the UK is not fully prepared for impacts of climate change and that without adequate investment and further action from government, the sector's capacity to keep communities safe and protect infrastructure is at risk.

The changing profile of incidents that FRSs respond to comes against the backdrop of significant underinvestment in the sector, and our representations to Government in the run-up to the new administration's first spending review have laid bare the impact of sustained cuts over many years and the urgent need for reinvestment.

It has also been a period of change for NFCC with Mark Hardingham retiring at the end of March as his four-year tenure as Chair came to an end. As Mark approached the end of his time with NFCC and 35-year career with the fire and rescue service, he was awarded the CBE in the New Year Honours which was testament to his national work over many years and reflected the work of our staff, trustees and members and the reputation that NFCC continues to build.

Looking ahead to 2025/26, we will continue to take a leadership role and provide advice into Government on the key issues that affect the sector and the work of fire and rescue services; develop more guidance, products and tools for our members to support sector improvement and share good practice; and support the professional development of FRS personnel. Our new business plan will continue to focus on public safety and the support we give to fire and rescue services to help keep their communities safe. Our concern at the growing body of evidence which indicates that occupational exposure to contaminants may be linked to higher incidence rates of cancer amongst firefighters will see further work on firefighter welfare and safety. And through the next phase of the Culture Action Plan, we will work to ensure that cultural transformation goes hand-in-hand with service delivery excellence, pushing forward with leadership development, professional standards, and the tools that enable services to embed lasting change.

We are exceptionally proud of the work of our members and our staff over the last 12 months, and this is at the forefront of our minds as we look further ahead to when the UK hosts the World Fire Congress in September 2026. This will present a significant opportunity to showcase the exceptional work of the UK fire and rescue service and their critical role in advancing public safety.

**Phil Garrigan OBE KFSM**  
**Chair of Chiefs Council**

**Susannah Hancock**  
**Chief Executive Officer**

# Reference and Administrative Details

## Registered Office and Registration

National Fire Chiefs Council Ltd (NFCC) is a charitable company registered in England and Wales. Its company number is **03677186** (incorporated 2 December 1998), and its charity number is **1074071** (registered 19 February 1999). The registered office is at **71–75 Shelton Street, Covent Garden, London, WC2H 9JQ.**

## Directors/Trustees

The directors who held office during the year and up to the date of the signature of the financial statements were as follows:

- N. Ross (Independent)
- R. Thomas (Fire and Rescue Service) (resigned 25 September 2024)
- R. Haggart (Fire and Rescue Service) (resigned 25 September 2024)
- A. Roe (Fire and Rescue Service) (resigned 30 June 2025)
- L. Taylor (Fire and Rescue Service)
- C. Skinner (Independent)
- D. Stout (Independent)
- D. Wood (Independent) (resigned 31 March 2025)
- S. Dickinson (Fire and Rescue Service)
- W. Bowcock (Fire and Rescue Service)
- A. Hopkinson (Fire and Rescue Service) (appointed 25 September 2024, resigned 9 July 2025)
- A. Jennings (Fire and Rescue Service) (appointed 25 September 2024)
- D. Leighton (Independent) (appointed 1 April 2025)
- G. Barry (Independent) (appointed 1 April 2025)
- B. Brook (Fire and Rescue Service) (appointed 1 July 2025)
- J. Smith (Fire and Rescue Service) (appointed 1 July 2025)
- C. Flannery (Fire and Rescue Service) (appointed 10 July 2025)
- S. Hancock (Company Secretary)

## Auditors, Advisers and Bankers

- **External Auditors:** Saffery Champness LLP (St John's Court, High Wycombe) served as NFCC's external auditor through the 2022/23 financial year. In 2023/24 the charity appointed CLA Evelyn Partners Limited (Newcastle upon Tyne) as its external auditors. This change was reflected in the 2023/24 financial statements.
- **Legal Advisers (Solicitors):** NFCC's solicitors remain **Veale Wasbrough Vizards LLP** (Registered number OC384033, registered office: Narrow Quay House, Narrow Quay, Bristol BS1 4QA). No change of legal adviser was noted during 2023–24 or 2024–25.
- **Bankers:** The NFCC's bankers are **HSBC Bank plc**, 10 Market Street, Tamworth, Staffordshire, B79 7LZ. (This has been the organisation's bank for recent years.)
- **Internal Auditors:** Azets Holdings Limited, Company Number 06365189, Registered address: 2<sup>nd</sup> Floor Regis House, 45 King William Street, London, EC4R 9AN. Appointed 2023/24.

## Senior Management Team (2024–25)

The NFCC's executive leadership is headed by **Susannah Hancock, Chief Executive Officer**, who was previously appointed Chief Operating Officer in July 2022. She assumed the CEO role during 2023/24. Reporting to her are the directors of NFCC's three directorates:

- Dan Daly, Director of Continuous Improvement
- Steven Adams, Director of Strategy, Insight & Portfolio
- Helen Nightingale, Director of Professional Services

No other appointments to the senior executive team were reported in the 2024–25 year. The Director of Strategy, Insight & Portfolio left NFCC at the end of May 2025, this position is covered by interim senior management as the executive leadership consider the senior management structure to be launched later in 2025/26.

The Chair of NFCC's Chiefs Council was Mark Hardingham CBE, QFSM, and the independent Chair of Trustees is Nick Ross CBE.

# Structure, Governance and Management

## Governing Document

NFCC Limited is a charitable company (Company No. 03677186) governed by its Memorandum & Articles of Association. The **Board of Trustees** (who are also company directors) holds ultimate responsibility.

## Regulatory and Compliance Matters

NFCC is registered with the Charity Commission (Charity No. 1074071) and Companies House and files statutory returns as a company limited by guarantee. All annual returns and accounts have been filed on time in recent years, with the latest 2023 and 2024 returns received on schedule. Companies House shows the charity's status as **Active** (incorporated 2 Dec 1998). There are no issues, investigations or compliance directives.

## Public Benefit Statement

The trustees confirm that they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'.

## Charitable Objects and Activities

The Association's public benefit is enshrined in its charitable objects. The charity's purpose is to improve fire and rescue services in the UK "by improving the quality of firefighting, rescue, fire protection and fire prevention". Our mission is NFCCs formal **objects**, as set out in its governing document:

- To lead, coordinate and support effective prevention, protection, and emergency response – locally and nationally – to reduce 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 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 UK Fire and Rescue Services.

NFCC 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 the fire and rescue services to help keep communities safe.

In summary, NFCC exists to enhance public safety by improving professional standards and co-ordination across UK fire services.

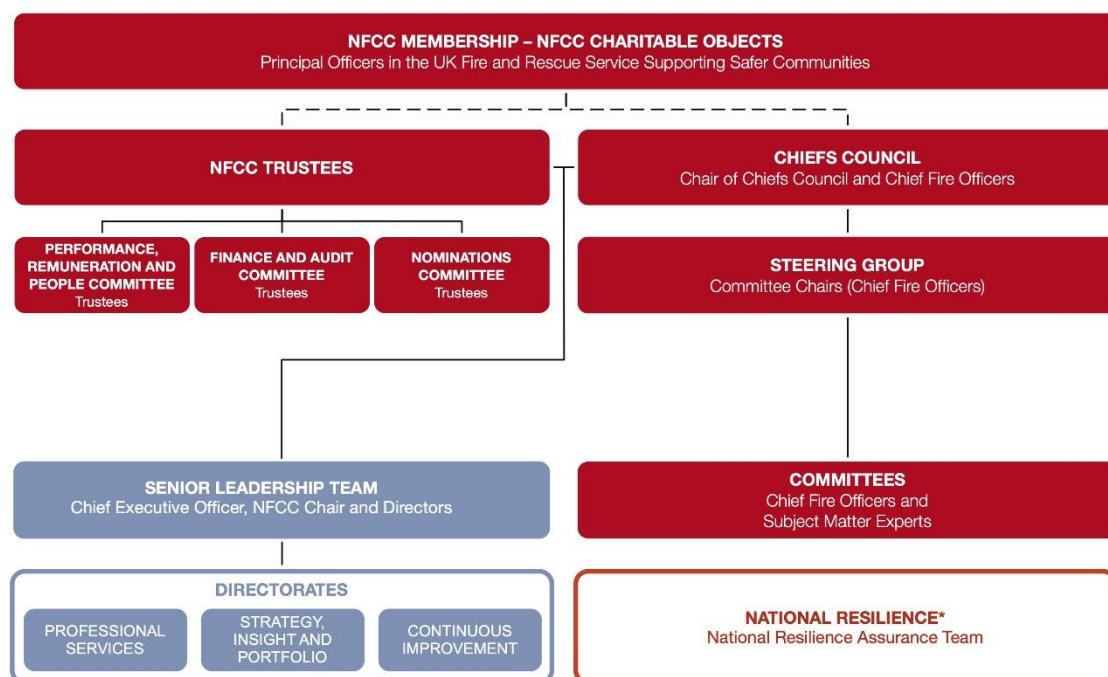
NFCC activities during 2024/25 were defined in our Annual Business Plan, aligned with NFCCs Corporate and Member Strategies and NFCC charitable objects. Some key activities are listed below:

- Culture Action Plan
- Organisational Learning Review
- Prevention work including Safeguarding
- Children and Young People workstreams
- Grenfell Tower Inquiry recommendations
- Finance: Preparation for Spending Review
- Development of National Commercial Hub including transition into Blue Light Commercial
- Protection, Fire Safety and Building Safety
- Contaminants

The trustees confirm that all activities during the year were undertaken solely to further these charitable aims for the public benefit. In accordance with the Charities Act and Commission guidance, the trustees have explicitly considered public benefit. NFCC's work – such as developing fire safety campaigns, operational guidance and prevention strategies – directly serves the general public by reducing risk and enhancing safety. No private benefit has occurred outside the scope of these charitable purposes.

# Organisational Structure

## NATIONAL FIRE CHIEFS COUNCIL CORPORATE AND MEMBERSHIP STRUCTURE 2025



\* The National Resilience function is hosted and managed by Merseyside Fire and Rescue Service

Version 1.9

## Trustee Committees

As of March 2024, the charity reported 10 trustees on the register. These include both fire service member-elected trustees and independent members. Trustees appointed within 2024/25 were A. Hopkinson and A. Jennings (Sept 2024). D. Wood stepped down from the board on 31<sup>st</sup> March 2025 and, through **NFCC Nominations Committee**, the recruitment of new trustees (D. Leighton and G. Barry) had taken place to ensure that there continues to be at least four independent trustees. During the first few months of 2025/26 A. Roe and A. Hopkinson resigned their trusteeship and B. Brook, J. Smith and C. Flannery were appointed as fire service member trustees (June/July 2025). The trustees' biographical details are updated in the public register when changes arise. New trustees receive an induction and training to ensure board members are apprised of their duties and understand the issues relevant to the board.

The Board meets quarterly to oversee all corporate, financial and governance matters. In 2022/23 the trustees established a **Finance & Audit Committee** to provide dedicated oversight of financial reporting, audit and risk management. This committee has delegated authority (approved by the Board) to review and recommend policies (e.g. financial controls, reserves) and to appoint the internal auditors, subject to final trustee approval.

In summer 2024 the Board of Trustees reviewed the purpose of the Performance Committee and decided to expand its remit in recognition of the significant growth of the NFCC staff team and therefore internal people management policies. The committee is now the **People, Remuneration and Performance** Committee and provides oversight and scrutiny on strategic staff management related issues for the charity. It retains its remit to performance manage CEO and Chair of Chiefs Council.

Day-to-day management has been delegated to a Senior Leadership Team of appointed officers led by the Chief Executive Officer.

## **Chiefs Council**

The Chiefs Council is a committee of NFCC; a forum for decision-making at a national level, agreeing strategic guidance and policies (developed via its committees and wider work areas), promoting best practice, providing coordinated support, providing advice for governments and other stakeholders and is the professional voice of the UK Fire and Rescue Service (FRS).

The Chiefs Council meets quarterly, and meetings are well attended both in person and online. We are committed to ensuring that Chiefs Council is a forum where every FRS has a voice as strategic national policy is shaped. Our FRS members from the devolved administrations are a key part of this. NFCC council meetings also include a pre-meet where attendees are invited to debate key topics for the sector in a more informal, closed environment.

## **Steering Group**

The NFCC Steering Group comprises Chiefs Council Chair, Vice Chairs and Council Committee Chairs, representatives from each of the devolved areas, alongside the NFCC CEO. The NFCC Senior Leadership Team attend in an advisory role. It reports into the Chiefs Council through the Chair of Chiefs Council. Providing advice, assurance and making recommendations, Steering Group provides the forum to shape and inform Chiefs Council discussions and decisions. The group is responsible for monitoring the delivery of the NFCC plan. Prior to each formal meeting of the Chiefs Council, the Steering Group will meet to discuss current issues and assess progress against the Annual Plan.

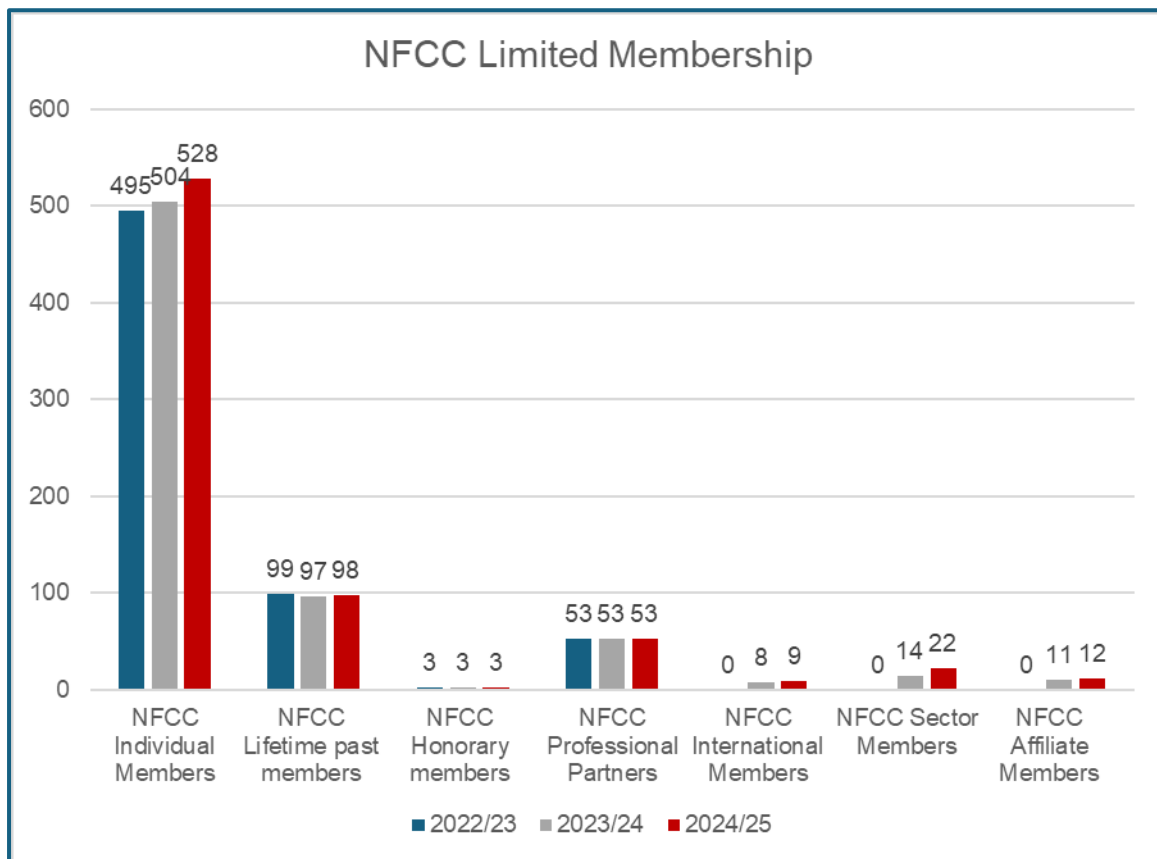
## **Chiefs Council Committees**

NFCC also maintains a range of standing committees and working groups; Protection, Finance, People, Culture & Leadership, Improvement, Prevention, Operational Preparedness, Response and Resilience, Digital & Data. NFCC members and stakeholders sit on the committees supported by NFCC staff team and the committees support NFCC's mission by developing policies, standards and guidance in their areas.

## NFCC Chair

This year saw the final year in Mark Hardingham's four-year tenure as NFCC Chair and therefore the recruitment of his successor into the role. Phil Garrigan OBE KFSM, formerly Chief Fire Officer (CFO) of Merseyside, was appointed NFCC Chair from 1 April 2025. The recruitment process was decided by Trustees and included an election by ballot of NFCC Individual Members in line with the requirements of the Articles of Association. Trustees were delighted that three excellent candidates went forward to the election which was managed and validated through an independent company.

## Members



NFCC has continued to retain 100% of eligible Professional Partner members and for the first time since 2023/14 increased this membership fee in agreement with Chiefs Council as well as agreement an annual inflationary increase to the fee for future years.

## Policies and Risk Management

The trustees have approved and published comprehensive governance policies to manage the charity's affairs. These are available to all NFCC staff through an intranet and where appropriate are shared with members for their understanding. Key policy documents include:

- **Financial and Risk Policies:** financial reserves policy, internal financial controls, risk management policy, expenses policy, procurement policy and investment policy.
- **Safeguarding and Standards:** a safeguarding policy and social media policy.
- **Governance Policies:** trustees' conflicts-of-interest policy, anti-fraud, bribery and corruption policy, and complaints and whistleblowing policies.
- **Human Resources Policies:** health and safety policy, travelling at work (lone working) policy, flexi-time working policy and recruitment policy.
- **Data Protection Policies:** data protection policy, subject access and freedom of information policy, acceptable use policy, access control policy, protective markings policy.

All policies are regularly reviewed by the Board or delegated committee and this review cycle is managed by the NFCC Governance team. They ensure NFCC complies with charity law and good practice. Over the last 12 months the following new policies have been introduced at NFCC: Investment Policy, Acceptable use policy, Neurodiversity Policy, Pension Policy, Subject Access and Freedom of Information Policy.

## Key Risks

During 2024–25 NFCC maintained a comprehensive corporate risk register, with oversight by the Board and Senior Leadership Team. The highest-rated strategic risks reflected the organisation's core objectives. The corporate risk register forms part of a comprehensive risk management approach with risks and the performance of relevant mitigations monitored via operational risk registers held by senior managers across the business. Escalation and de-escalation between operational and corporate registers encourages a culture of ownership of risk by the right person at the right time.

**In 24/25 Financial and funding risks** remained prominent – for example, risks around continued grant funding and grant allocations (such as the development of the proposed College of Fire and the main Home Office (now the Ministry of Housing, Communities and Local Government (MHCLG)) grant) were rated high. Mitigation involved proactive stakeholder engagement with the Home Office/MHCLG and wider partners and sponsors, early agreement of spending plans, and securing letters of comfort to secure cashflow. Similarly, **budgetary risks** around delivering agreed workplans within available resources (balanced budgets for 2024/25 and 2025/26) were addressed by detailed budget reviews and the successful presentation of balanced budgets to Trustees.

Alongside funding, **reputational and delivery risks** featured strongly. Delivering the NFCC Culture Action Plan was rated a top risk given its importance to sector and public confidence. This was mitigated through strengthened governance (including oversight committees), robust delivery planning and enhanced communications and public affairs activity. Likewise, the risk that fire and rescue services fail to consistently adopt the national safeguarding standards (“Safeguarding uptake”) was treated as strategic risk: a subject-matter lead, and sector Safeguarding Board have been established, progress is tracked against inspectorate recommendations.

Operational resilience was another strategic focus – notably **business continuity**. NFCC has finalised its business continuity policy and incident response plans (with senior management responsibilities assigned) to ensure that critical functions (IT, HR, finance, etc.) can continue in a major disruption.

**Governance and compliance risks** (for example, data protection/GDPR and cyber-security) were actively managed through system upgrades, staff training and audit of policies. The Trustees were engaged through quarterly risk reviews at both finance and Audit Committee and full Board meetings, and an annual deep-dive, ensuring that changes in the risk profile (risks closed, new risks opened, and shifts in ratings) are fully understood and managed.

Further assurance around NFCC’s Risk Management practices were received through an internal audit undertaken by NFCC’s Internal Audit provider into the maturity of the organisations practices in this space. Using the Institute of Internal Auditors Risk Maturity assessment NFCC were adjudged to hold a maturity level of 4 out of a possible 5. Plans are in place to continue to mature in this space over the coming 12 months.

Overall, the Board is confident that the NFCC’s risk management processes – clear ownership, regular review and targeted mitigations – are effectively identifying and addressing both existing and emerging threats to the organisation’s objectives.

## **Risk Appetite**

The NFCC Board of Trustees maintain the following Risk Appetite statement:

National Fire Chiefs Council (NFCC) recognises the critical importance of effective risk management in achieving its strategic objectives. As a leading body representing fire and rescue authorities across the nation, NFCC is dedicated to supporting firefighters, emergency responders, and the community which they serve by proactively identifying, evaluating, and managing risks inherent in our operations.

We prioritise continual risk assessment and analysis to anticipate and address emerging risks and issues, leveraging best practices, data-driven insights, and collaborative partnerships within the fire and rescue sector. By identifying and understanding these risks and issues, NFCC aims to develop and implement robust mitigation strategies, response plans, and training programmes.

Our organisation fosters a culture of risk awareness and accountability at all levels

of the organisation. NFCC encourages open communication, knowledge sharing, and the adoption of innovative solutions to effectively manage risks in line with the expectations outlined within this document.

NFCC's leadership and governance structures are committed to overseeing the efficacy of our risk management framework, providing a top-down focus on managing

risk while providing staff the resources to effectively manage risk across all NFCC functions, programmes and projects. Regular reviews, updates to policies, and alignment with evolving regulations and standards are integral components of our commitment to continuous improvement in risk mitigation practices.

Through our unwavering dedication to risk management excellence, NFCC endeavours to uphold a high level of corporate governance to best support the invaluable work of fire and rescue services nationwide.

## **Internal Audit**

NFCC maintains a comprehensive internal audit programme to provide independent assurance to the NFCC Board, currently undertaken by the company Azets. NFCC's audit program is risk based and serves to test the performance of mitigations identified against NFCC's key risks. All actions resulting from findings are tracked and reported to NFCC's Finance and Audit Committee on a quarterly basis. In the previous reporting period audits of the following areas were undertaken: Risk Management, Cyber Security and Accounts payable. The areas of Equality, Diversity and Inclusion and Business Planning will be audited in the 2025/26 financial year.

# Key Activities and Achievements 2024–25

During the 2024–25 financial year, National Fire Chiefs Council Limited (NFCC) made significant progress across all its strategic priority areas – Prevention, Protection, People, Response, Resilience, and Leadership. NFCC continued to support and represent UK fire and rescue services (FRSs) in driving forward improvements, influencing policy, and delivering vital public safety initiatives. This period was marked by a strong focus on enhanced safety standards, workforce development, national resilience planning, and influential engagement. The following narrative summarises the NFCC's key activities and achievements over the year, aligned to these strategic priorities.

## People, Culture and Leadership

NFCC's strategic priorities within the **People, Culture and Leadership Hub** focuses on supporting the workforce and cultivating a positive, inclusive culture across fire and rescue services. Over the past year, NFCC drove a number of initiatives to invest in leadership development, promote diversity and inclusion, and enhance the wellbeing of staff. Recognising the challenges to fire service culture highlighted by recent reviews, NFCC maintained momentum on its **Culture Action Plan**, originally launched in 2023. In April 2024, NFCC published an updated progress report on this plan, outlining the actions taken to promote equality, diversity and inclusion (EDI) and to address inappropriate behaviour in the workplace. Key to this was the dissemination of new tools and guidance through NFCC's People, Culture and Leadership Hub. For example, this year NFCC launched a “**Challenging Behaviour**” toolkit – a practical resource compiling positive practices and clear guidance for all FRSs on how to empower staff and leaders to call out and correct poor behaviour. After sector consultation, this toolkit was finalised for release in July 2024. By equipping services with such resources, NFCC is helping to set consistent expectations for professional conduct and providing means to improve workplace environments at the local level.

To further embed cultural improvements, NFCC established a new “**Lived Experience Advocacy Forum**” during the year. This initiative is bringing together representatives from under-represented groups and networks – including Women in the Fire Service, the Asian Fire Service Association, LGBTQ+ employee groups, and others – to act as a national advisory forum. The aim is to ensure that the perspectives of those with lived experience of issues like discrimination or harassment inform NFCC's policies and support to services. Additionally, NFCC is partnering with national bodies like the National Police Chiefs' Council and victim support charities to develop guidance for FRSs on supporting any employees who experience misconduct or abuse. By proactively listening to diverse voices and experts, NFCC is demonstrating leadership in making fire and rescue a more inclusive and supportive sector.

Following the successful Direct Entry scheme recruitment in 2023/24, the six recruits have taken up operational management roles in their respective services. NFCC have evaluated this first cohort and captured lessons in order to refine the process

going forward. NFCC also rolled out a new **Middle Leadership Programme (MLP)** in April 2024 to further professionalise development for existing fire officers and managers. The MLP provides a suite of learning modules and resources for crew, watch and station managers (and equivalent roles), standardised across all services. Developed in alignment with the NFCC Leadership Framework, the programme offers four core modules – quality assured by sector experts – along with support materials for learners and line managers. Every service has been given an initial allocation of 20 free licenses for staff to undertake the MLP over the next two years, ensuring nationwide uptake. By introducing the MLP, NFCC is addressing a gap in consistent leadership training at middle levels and helping to ensure that the next generation of fire service leaders is equipped with the necessary skills, knowledge, and ethical grounding.

It is noteworthy that the **Core Code of Ethics** for fire and rescue services – developed collaboratively by NFCC, the Local Government Association, and others – has now been adopted by all services. Throughout 2024–25, NFCC continued supporting services in embedding this Code of Ethics into everything from induction training to performance management, reaffirming the sector’s shared values of integrity, honesty, inclusivity, and respect. NFCC also placed a strong focus on firefighter health and well-being. This focus, along with mental health action plans now in place, is helping services take a more proactive and structured approach to caring for their personnel. In support of the wellbeing agenda NFCC worked in partnership with Firefighters Charity in supporting the establishment and maintenance of **The Fire Fighters Charity’s National Suicide Prevention Crisis Line**. With trustee and Chiefs Council agreement NFCC has worked with FRSs to collect the FRS contributions which have funded to provision of the second year of this hugely important wellbeing initiative that is available 24/7 to any FRS employee in crisis.

To measure the impact of these people-focused initiatives and develop a more holistic understanding of the experiences of staff working in UKFRS, NFCC has been developing mechanisms to more effectively and consistently record and analyse data and feedback. Notably, work has begun on creating a **National Fire & Rescue Staff Survey** in partnership with key stakeholders, including MHCLG and the Local Government Association. The intention is to initially run a pilot survey with a select number of FRSs which will capture staff experience of their work and broader organisational culture. Once established across the sector it will provide an evidence base on an annual basis for identifying organisational strengths, monitoring improvements, and identifying areas which require further attention. Coupled with NFCC’s new Culture Dashboard methodology (a tool for services to monitor their own culture metrics), this reflects a more analytical and outcome-focused approach to cultural change.

Finally, NFCC’s PCL Hub has fostered greater collaboration and sharing of best practice through events like the **NFCC Culture Conference 2024** (held in July), which brought together practitioners and leaders from across the country to discuss progress and challenges in reforming culture. By facilitating such knowledge exchange and shining a light on both good practice and areas for development, NFCC continues to lead and inspire improvement in the people dimension of the fire

and rescue service. The year's achievements in this arena – from new entry routes and leadership training to concrete EDI actions – demonstrate NFCC's commitment to making the fire and rescue workforce more skilled, diverse, healthy, and inclusive for the future.

## Prevention

Prevention remained at the core of NFCC's mission, with concerted efforts to reduce fires and other emergencies before they occur. Fire and rescue services, supported by NFCC guidance and campaigns, carried out an expanding programme of community safety work. Home Fire Safety Visits have become more targeted through the use of the NFCC online Home Fire Safety Check. The online Home Fire Safety Check has continued to be embedded by 95% of Fire and Rescue Services, with 127,730 referrals being completed and sent to Fire and Rescue Services. Additional tools have been developed and launched to support the sector with a more consistent approach to Home Fire Safety Visits. This has included the launch of the competency framework, 8 core component e-learning videos, and evaluation framework.

Public awareness campaigns led or supported by NFCC have been central to prevention efforts. In April 2024, NFCC ran another successful **Be Water Aware** campaign week, highlighting everyday water risks and drowning prevention strategies across the UK. Fire and rescue services were provided with toolkits and messaging to promote water safety locally. Similarly, **Wildfire Aware** campaigns have advised the public on preventing outdoor fires, a growing concern as climate change increases wildfire risk. NFCC also continued its collaboration on national initiatives like **Charge Safe**, raising awareness of the fire risks from lithium-ion batteries in e-bikes and e-scooters, and **Know the Fire Risk**, which educates about flammable skin creams. These campaigns, coordinated with partners, form a comprehensive calendar of prevention activities aimed at reducing preventable deaths and injuries and supporting FRSs in raising public awareness of risks.

Youth engagement has been another highlight of NFCC's prevention activity. NFCC's Children and Young People's Executive Board worked with FRSs to develop new training on "An Introduction to Working with Children and Young People". This training will equip FRS staff and volunteers with further skills and accreditation. The Fire Cadets programme expanded its reach, with 209 Fire Cadet Units involving 2,553 young people across the UK. The "Cadet Voice," a national forum giving Fire Cadets a platform to share their views continued to shape the work of the Prevention Committee. NFCC's StayWise digital education platform involved young people in further platform development and its resources. Through these efforts, NFCC has broadened the FRS reach into communities, educating the next generation on fire safety and other risk reduction strategies.

NFCC has also driven forward work under the new **Serious Violence Duty**, recognising the fire service's role in early intervention to reduce crime and anti-social

behaviour. An interim evaluation showed FRSs are already contributing through youth outreach and arson reduction initiatives. To build on this, NFCC hosted a national learning seminar in September 2024, bringing together services to share effective practices in violence prevention. Furthermore, the NFCC Safeguarding Hub updated key guidance – including safeguarding policies for children and adults – to reflect new legislation, and provided training such as Safer Recruitment, with over 70% of FRSs' safeguarding leads participating in the first quarter's network meetings. By strengthening safeguarding protocols and knowledge, NFCC is ensuring that FRSs contribute to keeping vulnerable people safe from harm in all contexts.

Road safety remained a priority within prevention as well, given fire services' pivotal role in responding to road traffic collisions and promoting safer driving. This year NFCC completed a comprehensive Road Safety Survey Report to inform a consistent approach to road safety education by FRSs. A national **Road Safety Position Statement** was published which aims to unify messaging and objectives across all services. NFCC also launched a central Road Safety Resource Portal for sharing educational materials and best practices, which FRSs are populating with local initiatives to enable nationwide learning. Throughout the year, well-attended NFCC webinars and seminars addressed topics like young driver education, fleet safety ("Driving for Better Business"), and offender rehabilitation programmes – all reflecting NFCC's broad approach to preventing emergencies before they happen.

## Protection

In the sphere of Protection – ensuring buildings, businesses and the public are fire-safe – NFCC has continued to play a crucial leadership role in shaping policy, improving enforcement, and responding to emerging risks. Over 2024–25, FRSs conducted approximately **50,000 fire safety audits** of premises across England.

A significant advancement in support of enforcement was the development of a revised **NFCC Enforcement Register**, launched in June 2024. This national database, built by NFCC in collaboration with fire services, enables all Fire Safety Order enforcing authorities to record and share enforcement actions. It includes a public-facing section meeting legal transparency requirements, and a secure section for FRS use that greatly improves information-sharing on prosecutions and notices and feedback from services has been very positive. By centralising enforcement data, NFCC is strengthening the sector's ability to identify trends, pursue prosecutions, and ultimately hold non-compliant building owners to account, thereby improving public safety.

NFCC has continued to work closely with Government to influence and implement stronger fire safety regulations. In late 2024, NFCC welcomed new provisions announced by the Minister for Building Safety to require **sprinklers in all new care homes**, a policy change that directly reflects NFCC's longstanding position on automatic fire suppression in vulnerable occupancies. This reflected the calls set out in NFCC's updated policy position statement on automatic water suppression systems, published in May. The Government's plan to introduce **Residential**

**Personal Emergency Evacuation Plans (RPEEPs)** for disabled residents of high-risk buildings was a milestone development this year. Once the Regulations have been made, details are finalised, NFCC will support partners with the development of practical guidance to support the implementation of these plans.

Throughout the year, NFCC provided expert advice on fire safety in the built environment, often in high-profile contexts. Following a serious fire at a high-rise residential block (the Spectrum Building in Dagenham) in September 2024, NFCC Chair Mark Hardingham was invited to join a **roundtable led by the Deputy Prime Minister** alongside the London Fire Brigade, the Building Safety Regulator, local mayors and others. At this meeting, NFCC reinforced the urgency of remediating unsafe buildings and ensuring residents are kept safe during remediation works. NFCC also took the opportunity to praise the firefighters' bravery at the incident and to press for continued Government focus on fire safety improvements. This kind of direct engagement exemplifies NFCC's leadership in protection: bringing the sector's operational experience and expertise to bear on national policy discussions.

NFCC continue to work with MHCLG and partners to improve the pace and effectiveness of remediation delivery through continued engagement, collaboration and strategic action. In February 2025, NFCC published a white paper which explores the urgent challenge of remediating unsafe residential buildings and seeks support for a new and coordinated approach to overcoming any barriers.

The NFCC has kept pace with **emerging fire risks**. One such growing risk is the proliferation of lithium-ion batteries in modern life – in everything from electric vehicles and e-bikes to energy storage systems – and the fire hazards associated with them. In July 2024, NFCC noted the introduction of a Private Member's **Lithium-Ion Battery Safety Bill** in Parliament, which proposed measures such as requiring local planning authorities to consult FRSs on new battery storage sites and tightening safety standards for e-bikes and batteries. NFCC has been supportive of efforts to improve battery safety and has contributed guidance on this front. Over the year, NFCC reviewed the national guidance on Battery Energy Storage Systems (BESS) notably, this draft guidance was subject to extensive consultation including being circulated internationally to experts in the USA, Netherlands, Australia as well as across the UK seeking and best-practice input. By coordinating research and guidance on cutting-edge issues like battery fires, NFCC is helping fire and rescue services manage enquiries from planners and interested parties. In terms of practical guidance, NFCC's Protection teams worked to finalise and release updates to crucial fire safety documents. The long-awaited revised **Purpose-Built Blocks of Flats Guidance** underwent its final technical review during this period, with publication expected in late summer 2025. This guidance, once released, will be an important resource for both fire services and housing providers, incorporating lessons from recent incidents and inquiries to improve fire safety in flats and apartments. Together with updated policy positions – such as an NFCC opinion paper published in February calling for multiple evacuation routes in high-rise residential buildings – these efforts demonstrate NFCC's commitment to leadership in fire Protection. By influencing legislation, setting high standards, and equipping inspectors with better tools and information, the NFCC significantly strengthened the UK's fire safety regime in 2024–25.

## Operational Response and Fire Control

The NFCC's work on **Response** focuses on enhancing the operational effectiveness of fire and rescue services – ensuring that when emergencies do happen, the response is swift, safe, and capable. The changing profile of incidents that FRSs respond to underscores why NFCC's strategy encompasses not only traditional firefighting, but also wider resilience and response capabilities. The NFCC has been actively supporting services in meeting these evolving demands.

One of NFCC's major undertakings in the Response domain this year was overseeing the implementation of the **Grenfell Tower Inquiry recommendations** related to fire service response. NFCC has tracked FRS progress on the Phase 1 recommendations (which primarily focused on operational improvements and training) and regularly reported on completion rates. By mid-2024, 18 fire and rescue services had completed all their Phase 1 actions, and on average services had completed 96% of the required actions. NFCC's projections indicated that by December 2024 over half of services (58%) would have everything in place, rising to nearly three-quarters (74%) of services by April 2025. These actions include changes in policies and protocols on incident command, communications, "stay put" advice, evacuation procedures, and the handling of high-rise fires – all areas identified for improvement after the Grenfell tragedy. NFCC has facilitated this progress by issuing national guidance, hosting workshops, and creating a tracking system for services to share their status and learn from each other. The nearing completion of Phase 1 actions across most of the country is a testament to NFCC's collective leadership in driving change. Additionally, in early 2025 the Government published its response to the **Grenfell Tower Inquiry Phase 2 report**, accepting all the recommendations in full; NFCC strongly welcomed this commitment and pledged to work with Government and stakeholders to implement the forthcoming reforms "whilst also providing constructive feedback where further progress is needed". This sets the stage for NFCC to continue its coordinating role as the focus shifts to the more complex, systemic changes recommended in Phase 2, such as bolstering the regulatory regime and improving building resilience.

NFCC Operational Guidance undergoes continuous improvement, to ensure that fire and rescue services can rely on it to deliver policies, procedures, tailored guidance and training to their personnel. This leads to there being a more effective and standardised response used within the UK, thereby improving public and firefighter safety. Reviews of the Operational Guidance are supported by research, learning, academia and specialists, from within and outside of the UK fire and rescue sector.

During 2024-25, two revised Operational Guidance products were published. In October 2024, the Firefighting guidance was published, complemented by a new Foundation for firefighting product. New sections of the guidance included techniques for the application of water and compartmental firefighting, based on the input from the Brandweeracademie publication, Quadrant Model for Fighting Structure Fires. New content has been provided for the hazards of fires in the open (including fires involving composite materials in response to National Operational Learning cases), fires in sealed objects and fires in transport. Additional content was

added relating to the health and safety topics for the use of firefighting hoods and the hazards presented to personnel from fire and products of combustion.

In February 2025, revised Operational Guidance for Industry was published. This included some new content, including the hazards presented by oxygen therapy chambers and illegal industries; the need for the latter had been identified through National Operational Learning. The review of Operational Guidance for Incidents involving animals was also carried out; this is currently undergoing specialist review and open consultation.

In addition to full guidance reviews, a change control process is followed for updates to the Operational Guidance. During 2024-25, around 15 change requests have been completed or are awaiting approval and publication including one for driving to incidents where there are products of combustion present, and one for the provision of fire escape hoods to people being evacuated from a fire in a building.

Similarly, NFCC has been involved in the rollout of **Multi-Agency Incident Transfer (MAIT)** protocols and technology, which will enable emergency control rooms to pass incident details electronically between police, ambulance, and fire services in seconds. Ensuring that this kind of collaboration tool is standardised and supporting its adoption will aid faster, more accurate joint responses, especially to major incidents that require all blue-light services.

NFCC established a new Fire Control Guidance Forum to provide scrutiny for changes and reviews of Fire Control Guidance and associated products. Fire control guidance for business continuity was published and consultation for Fire Control Guidance about incidents on or near railways has concluded and consultation response analysis is underway.

The NFCC's Organisational Learning team has captured numerous operational insights over the year, feeding them into training and guidance updates meaning that lessons from real incidents have informed guidance and improved firefighter safety. Research and learning gathered by the Extrication In Trauma (EXIT) project has led to enhanced Operational Guidance that supports the promotion of self-extrication for a casualty trapped in a mode of transport. This interoperable approach will be used by other emergency services or rescue organisations that are in attendance.

In summary, through robust implementation of post-Grenfell improvements, development of modern firefighting guidance, promotion of cross-service learning, and adaptation to emerging incident trends, NFCC has significantly strengthened the **Response** capability of UK fire and rescue services this year. When emergencies do occur, the NFCC's efforts ensure that FRSs are better prepared, better coordinated, and using the latest techniques to save lives.

## Resilience

NFCC's strategic priority of **Resilience** is about preparing for major incidents and ensuring that the fire and rescue service (and the nation as a whole) can respond to

and recover from large-scale emergencies or disruptive challenges. In 2024–25, NFCC provided national leadership in a number of key resilience areas, from climate-related emergencies to international cooperation on disaster preparedness.

A dominant theme for resilience planning this year was the impact of **climate change**. The UK experienced several significant flooding events in the winter, and the summer of 2024 brought a heightened risk of wildfires, with wildfire numbers threatening to rival those of 2022 (which was a record year for UK wildfires). In response to growing concerns, NFCC published a **Climate Change Position Statement** in February 2025. This statement warned that the UK is not yet fully prepared for the escalating impacts of climate change on emergency services, echoing findings from the Climate Change Committee. NFCC’s lead for Environment and Climate, Chief Fire Officer Ben Brook, highlighted the “*very real and immediate threat*” posed by climate-related incidents, citing the simultaneous challenges of more frequent flooding and more intense wildfires. NFCC has advocated for increased investment in fire and rescue capabilities to meet these challenges, including in the three extreme weather policy position statements published in August 2024 – for example, more resources for flood response teams, wildfire fighting equipment, and training – so that services can effectively protect communities in the face of extreme weather events. Internally, NFCC’s National Resilience function has worked on updating national contingency plans, ensuring that specialist assets such as high-volume pumps, flood rescue boats, and wildfire units can be mobilised quickly wherever needed. The council also supported multi-agency exercises to test responses to scenarios like large-scale flooding and industrial fires, bolstering the overall preparedness of the UK’s resilience network.

At an international level, **NFCC took a leading role in global fire resilience and cooperation** during 2024. Notably, NFCC co-hosted the inaugural **World Fire Congress (WFC)** held in May 2024 in Washington, D.C. The WFC, established by the United States Fire Administrator, convened senior fire officials and government ministers from around the world to direct attention to the most pressing issues facing fire and rescue services globally. NFCC Chair Mark Hardingham served as co-chair of this event, working closely with Dr. Lori Moore-Merrell of the US and counterparts from countries including Australia and across Europe. The Congress was attended by representatives of **53 countries**, as well as delegates from the United Nations and European Union – an unprecedented gathering for the fire sector. Over a series of high-level sessions, the WFC addressed four central themes: *fire as a threat to national and global security; the impacts of climate change on fire risk; fire hazards of emerging technologies; and firefighter health and safety*. These facilitated debates led to a shared understanding of challenges and a commitment to collaborate on solutions. A major outcome of WFC 2024 was the establishment of a **global fire service leadership network**, formalised by the signing of the World Fire Congress Charter by participating nations. This network – in which NFCC is a key player – is dedicated to supporting and strengthening fire and rescue services around the world through ongoing information exchange, joint initiatives, and annual meetings. The NFCC’s National Resilience team contributed significantly behind the scenes, taking part in weekly international planning meetings leading up to the Congress to ensure its success. The impact of this event is already being felt: it has created new channels for cooperation and set the stage for collective action on issues like wildfire

management and fire data sharing on a global scale. Looking ahead, it was announced that the **United Kingdom will host the next World Fire Congress in 2026**, with NFCC coordinating that event – a clear recognition of NFCC’s leadership and the UK’s commitment to international collaboration in building resilience.

Beyond the World Fire Congress, NFCC engaged in other international resilience initiatives. In January 2025, NFCC Vice-Chair Phil Garrigan represented the UK at the launch of Dubai Civil Defence’s “**1 Billion Readiness**” initiative– the largest global campaign ever undertaken for fire safety awareness. This ambitious initiative aims to train **1 billion people worldwide in fire prevention** between 2025 and 2027. By participating from the outset, NFCC has the opportunity to shape and contribute to this program, sharing the UK’s expertise in prevention campaigns and learning from innovative approaches abroad. In fact, a representative from Dubai Civil Defence had attended NFCC’s Prevention Conference in late 2024 to brief UK fire services on the “1 Billion Readiness” plans, underscoring a two-way exchange of knowledge. Such engagement not only elevates the UK fire sector’s profile internationally but also brings home new ideas and strategies that can be applied domestically. Additionally, NFCC continued its partnership with the UK’s Fire Aid charity, the Fire Industry Association, and others in support of **Ukraine’s fire and rescue services** – coordinating donations of equipment and apparatus to replace resources lost in the conflict and providing technical advice through international working groups. Although less visible, this humanitarian support work is an important facet of NFCC’s international engagement, exemplifying solidarity and global responsibility.

NFCC worked closely with the Government and other agencies to strengthen national resilience mechanisms. One example is NFCC’s collaboration on the development of the new **Emergency Alerts System** for public warning of major incidents. During 2024, NFCC experts assisted the Home Office and Cabinet Office by reviewing guidance and crafting training for FRS responders regarding these mobile alerts. This ensured that when the system was tested and later put on hold for technical adjustments, the fire services’ requirements were considered and integrated. NFCC also used its convening power to address emerging national risks – for instance, establishing working groups on issues like **Active Cyber Defence** for critical emergency service infrastructure, given the ever-increasing cyber threats to public safety systems. By promoting cyber resilience alongside physical emergency preparedness, NFCC has widened the concept of resilience in line with modern risks.

In summary, the year saw NFCC significantly enhance resilience at multiple levels: locally (through improved planning for weather extremes and major incidents), nationally (through coordinating specialist capabilities and engaging in cross-government preparations), and internationally (through leadership in global forums and partnerships). NFCC’s message has been consistent – that building resilience is a shared responsibility, requiring investment, collaboration, and innovation. Thanks to NFCC’s efforts in 2024–25, the UK fire and rescue services are better integrated into the nation’s resilience frameworks and are also helping to shape a more resilient fire landscape worldwide.

## Leadership and Influence

Throughout 2024–25, NFCC demonstrated strong **Leadership** as the professional voice of the UK fire and rescue service, exerting positive influence across government and the wider sector. This leadership was evident in NFCC's advisory role to central government, its stewardship of national programmes and standards, and its ability to convene diverse stakeholders to drive change.

A major development this year was the establishment of new formal channels between NFCC and the Government. Following the change in UK Government in late 2024, the Home Office created a **Ministerial Fire Advisory Board** – later evolved into the Ministerial Advisory Group (MAG) – to provide a forum for senior fire stakeholders to advise Ministers on key issues. NFCC's Chair, Mark Hardingham, along with NFCC Vice-Chair (and Chair-elect) Phil Garrigan, were invited as core members of this group. They attended the inaugural meeting in December 2024 alongside representatives from the Fire Brigades Union, fire sector employers, the Local Government Association, HMICFRS and others. By March 2025, the second MAG meeting was convened with NFCC again at the table helping to set the agenda for fire reform. NFCC used these opportunities to provide evidence-based counsel on matters such as service funding, implementation of reforms, and the evolving role of the fire service. The inclusion of NFCC at this high level of policy-making underscores the Council's standing as an indispensable partner to government in strengthening fire and rescue services. It ensured that operational realities from the front line and the collective expertise of UK fire chiefs directly informed ministerial understanding and decisions.

In February 2025, following the publication of the **Grenfell Tower Inquiry Phase 2 report** recommendations, the Prime Minister announced the **Machinery of Government change** affecting the fire sector in early 2025: that responsibility for fire and rescue policy would transfer from the Home Office to MHCLG effective 1 April 2025. NFCC had been closely engaged on these plans, even writing to Ministers in late 2024 to outline considerations for any departmental reorganisation. When the transfer was confirmed, NFCC welcomed the move, seeing opportunities for closer alignment with local government and building safety portfolios. Chair Mark Hardingham publicly stated NFCC's readiness to work "collaboratively with MHCLG to support fire and rescue services and firefighters, to secure fire investment, and to drive improvements across the sector". Immediately, NFCC leadership moved to facilitate a smooth transition: Mark Hardingham and CFO Phil Garrigan met with the newly appointed Fire Minister at MHCLG (Alex Norris) and the new Director of Fire (Peter Lee) to establish relationships and continuity. All parties agreed on the importance of maintaining the positive partnership between NFCC, the fire services and central government through this change. NFCC's proactive stance ensured that the voice of the fire service was heard during the transition and that ongoing initiatives (such as fire reform programmes and building safety work) would not lose momentum. By the end of March, as the transfer formally took effect, NFCC had scheduled a regular rhythm of engagement with the new department to champion the sector's needs going forward. This episode exemplified NFCC's leadership in a

time of change – providing stability, communication, and advocacy to navigate structural shifts in governance.

The NFCC continued to be a prominent advocate in Parliament and Whitehall on fire-related legislation and policy. In 2024–25 NFCC engaged with numerous Government consultations and parliamentary inquiries, submitting expert evidence on matters ranging from the reform of building regulations to the fire safety of domestic furniture. For example, NFCC contributed to the Government's development of a new **Construction Products regulatory regime** (in light of post-Grenfell concerns) and welcomed the Office for Product Safety and Standards' new guidelines on **safe lithium-ion battery manufacturing** for e-bikes published in December. When the Government issued a progress update in January 2025 on modernising the Furniture and Furnishings (Fire Safety) Regulations 1988, NFCC was ready to respond, having long highlighted the need to reduce harmful flame-retardant chemicals while maintaining fire protection. In all these areas, NFCC's Policy and Strategy team works tirelessly to provide credible data and recommendations, reinforcing NFCC's reputation as the go-to body for advice on fire safety improvements.

Within the fire sector, NFCC's leadership in developing national standards and guidance continued unabated. NFCC works closely with the Fire Standards Board (FSB) to create and roll out **Fire Standards** that drive consistency and excellence. This year saw the publication of a new **Digital and Cyber Fire Standard** (in late August 2024) which NFCC helped craft to ensure all services meet baseline requirements for digital resilience and cybersecurity. To support services in implementing this standard, NFCC commenced development of detailed guidance and e-learning packages on topics like managing "shadow IT" systems and guarding against social media phishing attacks. Additionally, NFCC oversaw year two of the sector-wide Cyber Assessment Framework, aggregating results to identify common vulnerabilities and shape improvement plans. The NFCC's Digital and Data Programme exemplifies sector leadership – through initiatives such as a national **Data Portal** and an annual **Data and Digital Summit** (which in June 2024 had record attendance of over 160 delegates). These efforts are equipping services with the knowledge to innovate and the tools to be more efficient. One notable achievement was the launch of the **NFCC Document Translation Portal** in September 2024, a machine-learning powered service enabling FRS staff to translate documents into over 75 languages while retaining formatting. This tool, developed from a successful pilot, is expected to *"significantly improve the reach services have into their diverse communities, while drastically reducing costs associated with translation services."* It is a prime example of NFCC leading on inclusivity through technology – ensuring language is not a barrier in delivering safety messages to all communities. By championing such innovations, NFCC strengthens its position as a forward-thinking leader, helping the UK fire service adapt to the modern world.

NFCC also played a coordinating role in improving **inter-operability and collaboration** across emergency services. The Council continued working with the National Police Chiefs' Council and Association of Ambulance Chief Executives on joint initiatives under the Joint Emergency Services Interoperability Principles

(JESIP). This included input into new guidance on incident communication (such as updates to the national mobilising protocols) and collaborative training events for large incidents. NFCC's National Resilience infrastructure – including lead officers for capabilities like urban search & rescue, mass decontamination, and marauding terror attack response – ensured that the specialist teams from different services operated cohesively and were audited for readiness. In recognition of its expertise, NFCC was called upon by Government to help plan the emergency response aspects of high-profile national events during the year (for example, state occasions and major sporting events), ensuring that fire service capabilities were integrated into overall safety planning.

On the public communication front, NFCC's leadership was evident in how it rallied the sector's voice. The NFCC Chair engaged frequently with media and at conferences to speak on issues such as firefighter safety, diversity, and climate emergency preparedness. Under NFCC's coordination, Chief Fire Officers collectively amplified campaigns like **Fire Kills** (the government's national fire safety campaign) and seasonal safety warnings, providing unified messaging to the public. When difficult issues arose – for instance, revelations of cultural problems in some services – NFCC did not shy away. Instead, through vehicles like the NFCC blog and open letters, the Chair acknowledged challenges and reinforced the commitment to change, thereby setting a tone of transparency and accountability.

In governance terms, the NFCC continued to strengthen its own organisational foundations to better lead the sector. Internal business planning was sharpened: by year-end, 83% of NFCC's annual actions had been delivered, and lessons-learned sessions were conducted to improve strategic planning for 2025–26. NFCC's Coordination Committee structure brought together the leads of Prevention, Protection, Response, People, etc., to ensure cross-cutting issues were addressed holistically. This joined-up approach within NFCC meant, for example, that work on community risk (prevention/protection) was linked with people strategy (training and recruitment needs) and with digital strategy (data tools to target risks) – leveraging the Council's full breadth to tackle problems from multiple angles.

In conclusion, the 2024–25 year has showcased NFCC's role as an effective and proactive leader of the UK fire and rescue service. Whether influencing national policy, spearheading innovation, or uniting stakeholders under common goals, NFCC has helped set a clear direction for the service's future. The organisation's professional, evidence-led approach has earned it the respect of government and partners, as reflected in ministers describing the NFCC Chair's role as “critical” to achieving shared ambitions. By highlighting issues, proposing solutions, and marshalling the collective energy of fire and rescue services, the NFCC has driven significant progress this year in making communities safer. The Council's leadership will remain crucial as the sector enters a new governance landscape and continues to face the challenges of modern times. The Trustees can be confident that NFCC's achievements in 2024–25 have laid down strong foundations for further advances in the years ahead – in prevention, protection, people, response, resilience, and beyond.

## **Conferences and Events**

We provide a unique, professional, sector relevant annual programme of events for FRS personnel and the wider sector. Our events aim to provide professional development, updates on professional policies and standards, an important platform for networking with peers nationally and finally a source of sustainable income for the organisation enabling us to drive forward the FRS agenda.

## **Looking Forward: Future Plans**

We will continue to work with all UK fire and rescue services, supporting them to develop and improve so that they can efficiently and effectively serve their communities, helping to keep them safe.

We will also work closely with government and wider partners to help deliver reform across the sector.

Key priorities for the coming year include:

- Developing and supporting our People: Leadership and Culture
- Shaping and Leading Fire Reform, including work to develop the proposed new College of Fire.
- Effective Response, Preparedness and Resilience
- Safer Buildings: Fire Safety and Protection
- Safer and Healthier Communities: Prevention and Safeguarding
- Continuous Improvement through Standards, Research, Learning and Guidance
- Driving Digital, Data and Technology Improvement
- Influencing and Engaging: Communication and Public Affairs
- Delivering a high performing NFCC

## Statement of Trustees' responsibilities

The trustees (who are also directors of the National Fire Chiefs Council Limited for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- a) select suitable accounting policies and then apply them consistently
- b) observe the methods and principles in the Charities SORP (FRS 102)
- c) make judgements and estimates that are reasonable and prudent.
- d) state whether applicable accounting standards have been followed, subject to any material departures being disclosed and explained in the financial statements.
- e) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group; hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements may differ from legislation in other jurisdictions.

The Trustees' Annual Report has been prepared by incorporating the Report of the Directors for the purpose of company law.

The Trustees' Report was approved by the trustees and signed on their behalf on 17 August 2025.

Nick Ross, Chair of National Fire Chiefs Council Limited

Senior Responsible Officer (SRO)

Chief Executive Officer/Company Secretary, Susannah Hancock

## **Statement as to disclosure of information to auditors**

So far as each of the directors is aware, there is no relevant information that has not been disclosed to the company's auditors and each of the directors believe that all steps have been taken that ought to have been taken to make them aware of any relevant audit information and to establish that the company's auditors have been made aware of that information. In accordance with section 485 of the Companies Act 2006 a resolution to reappoint CLA Evelyn Partners Limited will be proposed at the Annual General Meeting.

## **Acknowledgements**

The Trustees gratefully acknowledge the indispensable support and expertise generously offered by our UK FRS colleagues, as well as the invaluable contributions of individuals within the UK FRS who actively participate in the working groups within the committees. Without their collaboration and dedication, the strategic aims, and objectives of NFCC would not be attainable. Additionally, we express our gratitude for the support provided by government departments, further enhancing our ability to fulfil our mission, deliver on shared priorities and foster continuous improvement throughout the sector.

**National Fire Chiefs Council Limited**  
**(a company limited by guarantee and not having a share capital)**

**Independent auditor's report**  
**to the members of National Fire Chiefs Council Limited**

---

**Opinion**

We have audited the financial statements of National Fire Chiefs Council Limited (the 'charitable company') for the year ended 31 March 2025 which comprise Statement of Financial Activities (including the income and expenditure account), The Balance Sheet, the Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and;
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

**National Fire Chiefs Council Limited**  
**(a company limited by guarantee and not having a share capital)**

**Independent auditor's report**  
**to the members of National Fire Chiefs Council Limited**

---

**Other information**

The other information comprises the information included in the trustees' annual report<sup>2</sup>, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which includes the strategic report and the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

**Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**National Fire Chiefs Council Limited**  
**(a company limited by guarantee and not having a share capital)**

**Independent auditor's report**  
**to the members of National Fire Chiefs Council Limited**

---

**Auditor responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

We obtained a general understanding of the charitable company's legal and regulatory framework through enquiry of management concerning their understanding of relevant laws and regulations, the entity's policies and procedures regarding compliance, and how they identify, evaluate and account for litigation claims. We also drew on our existing understanding of the company's industry and regulation.

We understand that the charitable company complies with the framework through:

- Engaging external legal professionals as required and making changes to internal procedures and controls as necessary.
- The directors' close involvement in the day-to-day running of the business, meaning that any litigation or claims would come to their attention directly.
- Monitoring of updates made by regulatory bodies.

In the context of the audit, we considered those laws and regulations which determine the form and content of the financial statements, which are central to the charitable company's ability to conduct its business, and where there is a risk that failure to comply could result in material penalties. We identified the following laws and regulations as being of significance in the context of the charitable company:

- The Companies Act 2006 and FRS 102 in respect of the preparation and presentation of the financial statements.
- The Charities Act 2011 and the Charities: Statement of Recommended Practice in respect of the preparation and presentation of the financial statements.

We performed the following specific procedures to gain evidence about compliance with the significant laws and regulations identified above:

- Obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;
- Reviewing the minutes of meetings of those charged with governance;

**National Fire Chiefs Council Limited**  
**(a company limited by guarantee and not having a share capital)**

**Independent auditor's report**  
**to the members of National Fire Chiefs Council Limited**

---

The senior statutory auditor led a discussion with senior members of the engagement team regarding the susceptibility of the entity's financial statements to material misstatement, including how fraud might occur. The areas identified in this discussion were:

- Manipulation of the financial statements via fraudulent journal entries and management overriding controls.
- The incorrect recognition of grant income, particularly with respect to the completeness of the balance.
- The incorrect recognition of other trading from fraud or error.

These areas were communicated to the other members of the engagement team not present at the discussion.

The procedures we carried out to gain evidence in the above areas included:

- Performed data analytics on the general ledger against client specific criteria
- Selected a sample of journal entries using client specific risk criteria and agreed to supporting evidence
- Assessing the completeness of the grant income recognised by obtaining and comparing to third party documentation.
- Obtained third party evidence for a sample of other trading income to ensure occurrence and appropriate recognition.

A further description of our responsibilities is available on the FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for> This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



**Craig Henderson (Senior Statutory Auditor)**  
**For and on behalf of S&W Audit Partners Limited**  
**Statutory Auditors**  
**Chartered Accountants**

.....29 August 2025.....

17 Queens Lane  
Newcastle upon Tyne  
NE1 1RN

**National Fire Chiefs Council Limited**  
**(a company limited by guarantee and not having a share capital)**

**Statement of Financial Activities (including the income and expenditure account)**  
**for the year ended 31 March 2025**

|                                                |       | Unrestricted<br>funds | Designated<br>funds | Restricted<br>funds | Total<br>2025 | Total<br>2024 |
|------------------------------------------------|-------|-----------------------|---------------------|---------------------|---------------|---------------|
|                                                | Notes | £                     | £                   | £                   | £             | £             |
| <b>Income from:</b>                            |       |                       |                     |                     |               |               |
| Charitable activities                          | 3     | 2,769,337             | -                   | 7,595,078           | 10,364,415    | 9,496,936     |
| Other Trading Activities                       | 4     | 2,251,300             | -                   | -                   | 2,251,300     | 1,083,137     |
| Investment income                              | 5     | 90,377                | -                   | -                   | 90,377        | 73,991        |
| <b>Total income</b>                            |       | 5,111,014             | -                   | 7,595,078           | 12,706,092    | 10,654,064    |
| <b>Expenditure on:</b>                         |       |                       |                     |                     |               |               |
| Trading activities                             |       | 1,060,818             | -                   | -                   | 1,060,818     | 884,946       |
| Charitable Activities                          |       | 4,031,754             | 170,052             | 7,006,055           | 11,207,862    | 9,997,409     |
| <b>Total expenditure</b>                       | 6     | 5,092,572             | 170,052             | 7,006,055           | 12,268,680    | 10,882,355    |
| <b>Net income/expenditure before transfers</b> |       | 18,441                | ( 170,052)          | 589,024             | 437,412       | (228,291)     |
| Transfers                                      | 15    | (130,000)             | 130,000             | -                   | -             | -             |
| <b>Net income/expenditure</b>                  |       | (111,559)             | (40,052)            | 589,024             | 437,412       | ( 228,291)    |
| <b>Reconciliation of funds</b>                 |       |                       |                     |                     |               |               |
| Total funds brought forward                    |       | 2,603,615             | 184,171             | 287,137             | 3,074,923     | 3,303,214     |
| <b>Total funds carried forward</b>             |       | 2,492,056             | 144,119             | 876,161             | 3,512,335     | 3,074,923     |

There have been no recognised gains or losses other than the above surplus.  
All income and expenditure derives from continuing activities.

**National Fire Chiefs Council Limited**  
(a company limited by guarantee and not having a share capital)

**Balance Sheet**  
**as at 31 March 2025**

|                                                | Notes | 2025             | 2024             |
|------------------------------------------------|-------|------------------|------------------|
|                                                |       | £                | £                |
| <b>Current assets</b>                          |       |                  |                  |
| Investments                                    |       | 1,590,142        | 1,076,524        |
| Debtors                                        | 9     | 2,696,371        | 2,960,254        |
| Cash at bank and in hand                       |       | 1,282,809        | 1,149,897        |
|                                                |       | <u>5,569,322</u> | <u>5,186,675</u> |
| <b>Liabilities:</b>                            |       |                  |                  |
| Creditors: amounts falling due within one year | 10    | ( 2,056,987 )    | ( 2,111,752 )    |
| <b>Net current assets</b>                      |       | <u>3,512,335</u> | <u>3,074,923</u> |
| <b>The funds of the charity</b>                |       |                  |                  |
| Restricted funds                               |       | 876,161          | 287,137          |
| Unrestricted funds                             |       | 2,492,056        | 2,603,615        |
| Designated                                     |       | 144,119          | 184,171          |
|                                                | 15    | <u>3,512,335</u> | <u>3,074,923</u> |

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

Approved by the Trustees on 17 August 2025 and signed on their behalf by:



Chair

**Company Number 03677186**  
**Charity Number 1074071**

**National Fire Chiefs Council Limited**  
**(a company limited by guarantee and not having a share capital)**

**Cash Flow Statement**  
**for the year ended 31 March 2025**

|                                                       | <b>2025</b>      | <b>2024</b>        |
|-------------------------------------------------------|------------------|--------------------|
|                                                       | <b>£</b>         | <b>£</b>           |
| <b>Cash flow from operating activities</b>            |                  |                    |
| Net income / (expenditure)                            | 437,412          | (228,291)          |
| Interest receivable                                   | (90,377)         | (73,991)           |
| Decrease in debtors                                   | 263,888          | 1,183,343          |
| Decrease in creditors less than one year              | (54,770)         | (2,179,150)        |
| <b><i>Net cash flow from operating activities</i></b> | <u>556,153</u>   | <u>(1,298,089)</u> |
| <b>Cash flow from investing activities</b>            |                  |                    |
| Interest received                                     | <u>90,377</u>    | <u>73,991</u>      |
| <b><i>Net cash from investing activities</i></b>      | <u>90,377</u>    | <u>73,991</u>      |
| <b>Increase / (decrease) in cash in the year</b>      | <u>646,530</u>   | <u>(1,224,098)</u> |
| Cash and cash equivalents at the start of the year    | 2,226,421        | 3,450,519          |
| Cash and cash equivalents at the end of the year      | <u>2,872,951</u> | <u>2,226,421</u>   |

**1. Accounting Policies**

**1.1 Company information**

The National Fire Chiefs Council Limited (NFCC Limited) is incorporated in England and Wales as a registered charity, number 1074071 and a limited company, number 03677186. The registered office is 71-75 Shelton Street, Covent Garden, London, WC2H 9JQ.

The Charity has charitable status and is thus exempt from taxation of its income and gains falling within Section 505 of the Taxes Act 1988 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that they are applied to its charitable objectives.

The Charity is limited by guarantee and does not have a share capital divided into shares. In the event of a Winding Up Order, each member of the Association guarantees to pay during their membership and for one year after membership ceases, a sum not exceeding £10 to the Association. Any surplus on Winding Up is to go to a charity having objects of a similar nature.

**1.2 Basis of preparation**

These financial statements have been prepared in accordance with applicable United Kingdom accounting standards, including Financial Reporting standard 102 – 'The Financial reporting Standard applicable in the United Kingdom and Republic of Ireland' (FRS102)

The charity is a public benefit entity for the purposes of FRS 102. The charity has therefore also prepared these financial statements in accordance with 'The Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with FRS 102' (Charities SORP (FRS 102)).

The particular accounting policies adopted in the preparation of the financial statement are as follows:

**1.3 Accounting convention**

The financial statements have been prepared on the historical basis except for the modification to a fair value basis for certain financial instruments as specified in the accounting policies below.

**1.4 Going Concern**

The Trustees have considered the operating position of the charity for 2025/26 and 2026/27 financial years and remain of the opinion that there are no material uncertainties regarding the Charities ability to continue as a going concern.

**1.5 Tangible fixed assets**

Assets are capitalised when they cost more than £2,000 and are expected to have a useful life of 3 years or more. All other costs are written off as expenditure as incurred.

**1.6 Financial Instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with except for bank loans which are subsequently measure at amortised cost using the effective interest method.

**1.7 Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount is offered. Prepayments are valued at the amount prepaid net of any trad discounts due.

**1.8 Creditors and provision for liabilities**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in a transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

The charity recognises a provision for annual leave accrued by the employees because of the services rendered in the current period and which employees are entitled to carry forward and use within the next 12 months. The provision is measured at the salary cost payable for the period of absence.

**1.9 Incoming resources**

Income from investment and gift aid is included gross and is accounted for when it is receivable or the Charity's right to it becomes legally enforceable.

**1.10 Grants receivable**

Grants receivable are accounted for when there is sufficient information to enable the claim to be made or the claim has been made and there is clear indication to suggest the claim will be met.

**1.11 Membership income, fees, and other income**

All such income is accounted for on a receivable basis.

**1.12 Deferred income**

Subscriptions are paid by members on an annual basis and fees are paid for seminars held and publications produced by the charity. The amounts received are treated as deferred income until the period to which the subscriptions and seminars relate to commences.

**Notes to the Financial Statements (*Continued*)**  
**for the year ended 31 March 2025**

---

**1.13 Allocation of costs**

The Charity's operating costs include staff costs, overheads, and other related costs. Such costs are allocated between costs of charitable activities and cost of generating funds. Where individual costs for each category are not easily identified such as overhead costs, these are apportioned on the basis of percentage of direct charitable cost to each cost category.'

**1.14 Governance costs**

Governance costs represent the costs of running the charity as a legal entity and include the costs of audit, costs of trustees' meetings and costs of complying with statutory records.

**1.15 Employee benefits**

Short term employee benefits and contributions to defined contribution plans are recognised as an expense in the period in which they are incurred.

The Charity operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held separately from the Charity in independently administered funds.

**1.16 Irrecoverable VAT**

The charity is unable to recover 100% of input VAT incurred. Irrecoverable VAT is allocated to the appropriate cost categories.

**1.17 Fund accounting**

The Charity maintains various types of funds as follows:

**1.18 Restricted funds**

*Restricted funds* represent funds which are allocated by the donor for specific purposes.

**1.19 Unrestricted funds**

*Designated funds* represent amounts which have been put aside out of unrestricted funds at the discretion of the trustees for fixed assets, specified projects and investments considered to be long term. The designation is for administrative purposes only and does not legally restrict the trustees' discretion to apply the funds.

*General Unrestricted funds* represent amounts which are expendable at the discretion of the trustees in the furtherance of the objects of the charity.

**1.20 Judgements in applying accounting policies and key sources of estimation uncertainty**

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from the other sources. The estimates and assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods. The trustees consider that there are no significant estimates or judgments in the preparation of financial statements.

**National Fire Chiefs Council Limited**  
**(a company limited by guarantee and not having a share capital)**

**Notes to the Financial Statements (Continued)**  
**for the year ended 31 March 2025**

**2. Comparative Statement of Financial Activities**

|                                                |       | Unrestricted<br>funds | Designated<br>funds | Restricted<br>funds | Total<br>2024     | Total<br>2023      |
|------------------------------------------------|-------|-----------------------|---------------------|---------------------|-------------------|--------------------|
|                                                | Notes | £                     | £                   | £                   | £                 | £                  |
| <b>Income from:</b>                            |       |                       |                     |                     |                   |                    |
| Charitable activities                          | 3     | 2,604,815             | -                   | 6,892,121           | 9,496,936         | 10,916,338         |
| Other Trading Activities                       | 4     | 1,083,137             | -                   | -                   | 1,083,137         | 1,335,658          |
| Investment income                              | 5     | 73,991                | -                   | -                   | 73,991            | 28,508             |
| <b>Total income</b>                            |       | <u>3,761,943</u>      | <u>-</u>            | <u>6,892,121</u>    | <u>10,654,064</u> | <u>12,280,504</u>  |
| <b>Expenditure on:</b>                         |       |                       |                     |                     |                   |                    |
| Trading activities                             |       | 884,946               | -                   | -                   | 884,946           | 1,035,193          |
| Charitable Activities                          |       | 2,817,421             | 204,552             | 6,975,436           | 9,997,409         | 12,096,701         |
| <b>Total expenditure</b>                       | 6     | <u>3,702,367</u>      | <u>204,552</u>      | <u>6,975,436</u>    | <u>10,882,355</u> | <u>13,131,894</u>  |
| <b>Net income/expenditure before transfers</b> |       | 59,576                | ( 204,552)          | (83,315)            | (228,291)         | (851,390)          |
| Transfers                                      | 15    | (388,723)             | 388,723             | -                   | -                 | -                  |
| <b>Net income/expenditure</b>                  |       | <u>(329,147)</u>      | <u>184,171</u>      | <u>(83,315)</u>     | <u>(228,291 )</u> | <u>( 851,390 )</u> |
| <b>Reconciliation of funds</b>                 |       |                       |                     |                     |                   |                    |
| Total funds brought forward                    |       | 2,932,762             | -                   | 370,452             | 3,303,214         | 1,566,030          |
| <b>Total funds carried forward</b>             |       | <u>2,603,615</u>      | <u>184,171</u>      | <u>287,137</u>      | <u>3,074,923</u>  | <u>714,640</u>     |

**National Fire Chiefs Council Limited**  
**(a company limited by guarantee and not having a share capital)**

**Notes to the Financial Statements (Continued)**  
**for the year ended 31 March 2025**

**3. Analysis of Charitable Activity income**

|                               | <b>2025</b>       | <b>2024</b>      |
|-------------------------------|-------------------|------------------|
|                               | <b>£</b>          | <b>£</b>         |
| Grants                        | 7,478,250         | 6,892,121        |
| Donations                     | 119,034           | 1,943            |
| Corporate Subscription Income | 2,767,131         | 2,602,872        |
|                               | <u>10,364,415</u> | <u>9,496,936</u> |

**4. Analysis of Other Trading Income**

|                       | <b>2025</b>      | <b>2024</b>      |
|-----------------------|------------------|------------------|
|                       | <b>£</b>         | <b>£</b>         |
| Commercial membership | 186,829          | 94,925           |
| Events and Training   | 1,491,717        | 764,150          |
| Other                 | 572,754          | 224,062          |
|                       | <u>2,251,300</u> | <u>1,083,137</u> |

**5. Investment Income**

|               | <b>2025</b>   | <b>2024</b>   |
|---------------|---------------|---------------|
|               | <b>£</b>      | <b>£</b>      |
| Bank Interest | 90,377        | 73,991        |
|               | <u>90,377</u> | <u>73,991</u> |

**6. Resources Expended**

|                                                                        | <b>Direct costs</b> | <b>Support costs</b> | <b>2025 Total</b> |
|------------------------------------------------------------------------|---------------------|----------------------|-------------------|
|                                                                        | <b>£</b>            | <b>£</b>             | <b>£</b>          |
| <b>Costs of Generating funds:</b>                                      |                     |                      |                   |
| Trading expenses                                                       | 1,060,817           | -                    | 1,060,817         |
| <b>Charitable Activities:</b>                                          |                     |                      |                   |
| Professional services                                                  | 1,073,650           | 180,999              | 1,254,649         |
| Strategy, Insight & Portfolio                                          | 1,779,383           | 828,141              | 2,607,524         |
| Continuous Improvement                                                 | 5,477,126           | 643,492              | 6,120,618         |
| CEO & Comm                                                             | 897,364             | 60,149               | 957,513           |
| Governance                                                             | 259,836             | 7,724                | 267,559           |
| <b>Total Expenditure on Generating Funds and Charitable Activities</b> | <u>10,548,175</u>   | <u>1,720,505</u>     | <u>12,268,680</u> |

**National Fire Chiefs Council Limited**  
**(a company limited by guarantee and not having a share capital)**

**Notes to the Financial Statements (Continued)**  
**for the year ended 31 March 2025**

|                                                                        | <b>Direct costs</b> | <b>Support costs</b> | <b>2024 Total</b> |
|------------------------------------------------------------------------|---------------------|----------------------|-------------------|
|                                                                        | <b>£</b>            | <b>£</b>             | <b>£</b>          |
| <b>Costs of Generating funds:</b>                                      |                     |                      |                   |
| Trading expenses                                                       | 884,946             | -                    | 884,946           |
| <b>Charitable Activities:</b>                                          |                     |                      |                   |
| Professional services                                                  | 995,154             | 80,435               | 1,075,589         |
| Strategy, Insight & Portfolio                                          | 1,566,161           | 90,897               | 1,657,058         |
| Continuous Improvement                                                 | 5,716,452           | 233,021              | 5,949,473         |
| CEO & Comm                                                             | 1,055,055           | 51,122               | 1,106,177         |
| Governance                                                             | 150,011             | 59,101               | 209,112           |
| <b>Total Expenditure on Generating Funds and Charitable Activities</b> | <b>10,367,779</b>   | <b>514,576</b>       | <b>10,882,355</b> |

**7. Wages and salaries**

|                       | <b>2025</b>      | <b>2024</b>      |
|-----------------------|------------------|------------------|
|                       | <b>£</b>         | <b>£</b>         |
| Salary costs          | 5,904,507        | 5,034,475        |
| Social security costs | 634,079          | 542,930          |
| Pension costs         | 445,534          | 356,166          |
|                       | <b>6,984,120</b> | <b>5,933,571</b> |

No Trustees or person related or connected by business to them, has received any remuneration from the charity during the year. During the year, the total expenses reimbursed Trustees amounted to £3,557 (2024 £4,043) in respect of travel, accommodation and subsistence expenses incurred in fulfilling their duties.

During the year £599,909 (2024 £591,373) was paid for key management personnel of the charity.

Details of the employees paid for than £60,000 in the year ended 31 March 2025 are given below:

|                               | <b>2025</b> | <b>2024</b> |
|-------------------------------|-------------|-------------|
| Between £60,001 and £70,000   | 21          | 9           |
| Between £70,001 and £80,000   | 5           | 5           |
| Between £80,001 and £90,000   | 1           | 0           |
| Between £90,001 and £100,00   | 2           | 2           |
| Between £100,001 and £110,000 | 1           | 1           |
| Between £120,001 and £130,000 | 0           | 0           |
| Between £170,000 and £180,000 | 1           | 1           |

**8. Auditors Remuneration**

|                       | <b>2025</b> | <b>2024</b> |
|-----------------------|-------------|-------------|
|                       | <b>£</b>    | <b>£</b>    |
| Auditors remuneration | 12,500      | 12,500      |

**National Fire Chiefs Council Limited**  
**(a company limited by guarantee and not having a share capital)**

**Notes to the Financial Statements (Continued)**  
**for the year ended 31 March 2025**

**9. Debtors**

|                                | <b>2025</b>      | <b>2024</b>      |
|--------------------------------|------------------|------------------|
|                                | <b>£</b>         | <b>£</b>         |
| Trade Debtors                  | 1,226,902        | 768,766          |
| Prepayments and Accrued Income | 1,462,258        | 2,191,488        |
| Other debtors                  | 7,211            | -                |
|                                | <u>2,696,371</u> | <u>2,960,254</u> |

**10. Creditors: amounts falling due within one year**

|                 | <b>2025</b>      | <b>2024</b>      |
|-----------------|------------------|------------------|
|                 | <b>£</b>         | <b>£</b>         |
| Trade Creditors | 949,500          | 877,733          |
| Accruals        | 440,121          | 643,041          |
| Deferred Income | 266,025          | 238,938          |
| Other creditors | 401,341          | 352,040          |
|                 | <u>2,056,987</u> | <u>2,111,752</u> |

**11. Financial Assets / (Liabilities) measured at cost**

|                              | <b>2025</b> | <b>2024</b> |
|------------------------------|-------------|-------------|
|                              | <b>£</b>    | <b>£</b>    |
| Investments                  | 1,590,142   | 1,076,524   |
| Cash in the bank and in hand | 1,282,809   | 1,149,897   |
| Debtors                      | 1,226,902   | 768,766     |
| Creditors                    | (1,350,841) | (1,229,773) |

**12. Analysis of changes in net debt**

|                             | <b>As at<br/>1 April<br/>2024</b> | <b>Cash<br/>Flows</b> | <b>As at<br/>31 March<br/>2025</b> |
|-----------------------------|-----------------------------------|-----------------------|------------------------------------|
|                             | <b>£</b>                          | <b>£</b>              | <b>£</b>                           |
| Cash                        | 1,149,897                         | 132,912               | 1,282,809                          |
| Investments                 | 1,076,524                         | 513,618               | 1,590,142                          |
| <b>Cash and Equivalents</b> | <u>2,226,421</u>                  | <u>646,530</u>        | <u>2,872,951</u>                   |

**National Fire Chiefs Council Limited**  
**(a company limited by guarantee and not having a share capital)**

**Notes to the Financial Statements (Continued)**  
**for the year ended 31 March 2025**

| <b>13. Financial Commitments</b>  | <b>2025</b> | <b>2024</b> |
|-----------------------------------|-------------|-------------|
| Contractual financial Commitments | 159,406     | 140,402     |

These amounts relate to ongoing support for the NFCC website and further modules of Executive Leadership Programme (ELP) for cohorts 21 and 22

**14. Analysis of charity net assets between funds**

**Year ended 31 March 2025**

|                          | <b>General<br/>Fund<br/>£</b> | <b>Restricted<br/>Funds<br/>£</b> | <b>Designated<br/>Funds<br/>£</b> | <b>Total<br/>2025<br/>£</b> |
|--------------------------|-------------------------------|-----------------------------------|-----------------------------------|-----------------------------|
| Investments              | 1,590,142                     | -                                 | -                                 | 1,590,142                   |
| Debtors                  | 1,393,249                     | 1,303,122                         | -                                 | 2,696,371                   |
| Cash at bank and in hand | 1,138,690                     | -                                 | 144,119                           | 1,282,809                   |
| Current liabilities      | (1,630,026)                   | (426,961)                         | -                                 | (2,056,987)                 |
|                          | <u>2,492,056</u>              | <u>876,161</u>                    | <u>144,119</u>                    | <u>3,512,335</u>            |

**Year ended 31 March 2024**

|                          | <b>General<br/>Fund<br/>£</b> | <b>Restricted<br/>Funds<br/>£</b> | <b>Designated<br/>Funds<br/>£</b> | <b>Total<br/>2024<br/>£</b> |
|--------------------------|-------------------------------|-----------------------------------|-----------------------------------|-----------------------------|
| Investments              | 1,076,524                     | -                                 | -                                 | 1,076,524                   |
| Debtors                  | 922,429                       | 2,037,825                         | -                                 | 2,960,254                   |
| Cash at bank and in hand | 764,057                       | 169,788                           | 216,052                           | 1,149,897                   |
| Current liabilities      | (159,395)                     | (1,920,476)                       | (31,881)                          | (2,111,752)                 |
|                          | <u>2,603,615</u>              | <u>287,137</u>                    | <u>184,171</u>                    | <u>3,074,923</u>            |

**National Fire Chiefs Council Limited**  
**(a company limited by guarantee and not having a share capital)**

**Notes to the Financial Statements (Continued)**  
**for the year ended 31 March 2025**

**15. Statement of funds**

Year ended 31 March 2025

|                                  | <b>At 1 April<br/>2024<br/>£</b> | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Transfers<br/>£</b> | <b>At 31 March<br/>2025<br/>£</b> |
|----------------------------------|----------------------------------|---------------------|--------------------------|------------------------|-----------------------------------|
| <b>Unrestricted funds</b>        |                                  |                     |                          |                        |                                   |
| General Funds                    | 2,603,615                        | 5,111,014           | ( 5,092,572 )            | ( 130,000 )            | 2,492,056                         |
| <b>Designated funds</b>          |                                  |                     |                          |                        |                                   |
| Digital                          | 184,171                          | -                   | ( 170,052 )              | 130,000                | 144,119                           |
| <b>Total</b>                     | <u>2,787,786</u>                 | <u>5,111,014</u>    | <u>( 5,262,624 )</u>     | <u>-</u>               | <u>2,636,175</u>                  |
| <b>Restricted funds</b>          |                                  |                     |                          |                        |                                   |
| Youth United funding             | 10,000                           | -                   | -                        | -                      | 10,000                            |
| Research and Development funding | 170,150                          | -                   | ( 36,083 )               | -                      | 134,067                           |
| Children and young people        | 9,697                            | -                   | -                        | -                      | 9,697                             |
| Home Office                      | -                                | 6,696,322           | ( 6,696,322 )            | -                      | -                                 |
| CSR                              | 97,290                           | -                   | ( 26,325 )               | -                      | 70,965                            |
| National Cyber Funding Programme | -                                | 111,738             | ( 23,325 )               | -                      | 88,414                            |
| Lancashire Grant                 | -                                | 250,160             | ( 24,000 )               | -                      | 226,160                           |
| Dubai Donation                   | -                                | 116,858             | -                        | -                      | 116,858                           |
| PPE Grant                        | -                                | 420,000             | ( 200,000 )              | -                      | 220,000                           |
| <b>Total restricted funds</b>    | <u>287,137</u>                   | <u>7,595,078</u>    | <u>( 7,006,055 )</u>     | <u>-</u>               | <u>876,161</u>                    |
| <b>Total funds</b>               | <u>3,074,923</u>                 | <u>12,706,092</u>   | <u>( 12,268,680 )</u>    | <u>-</u>               | <u>3,512,335</u>                  |

**National Fire Chiefs Council Limited**  
**(a company limited by guarantee and not having a share capital)**

**Notes to the Financial Statements (Continued)**  
**for the year ended 31 March 2025**

Year ended 31 March 2024

|                                  | At 1 April<br>2023<br>£ | Income<br>£       | Expenditure<br>£      | Transfers<br>£ | At 31 March<br>2024<br>£ |
|----------------------------------|-------------------------|-------------------|-----------------------|----------------|--------------------------|
| <b>Unrestricted funds</b>        |                         |                   |                       |                |                          |
| General Funds                    | 2,932,762               | 3,761,943         | ( 3,702,367 )         | ( 388,723 )    | 2,603,615                |
| <b>Designated funds</b>          |                         |                   |                       |                |                          |
| Digital                          | -                       | -                 | ( 204,552 )           | 388,723        | 184,171                  |
| <b>Total</b>                     | <u>2,932,762</u>        | <u>3,761,943</u>  | <u>( 3,906,919 )</u>  | <u>-</u>       | <u>2,787,786</u>         |
| <b>Restricted funds</b>          |                         |                   |                       |                |                          |
| Youth United funding             | 10,000                  | -                 | -                     | -              | 10,000                   |
| Research and Development funding | 170,472                 | -                 | ( 322 )               | -              | 170,150                  |
| Children and young people        | 9,697                   | -                 | -                     | -              | 9,697                    |
| Home Office                      | -                       | 6,892,121         | ( 6,892,121 )         | -              | -                        |
| CSR                              | 97,290                  | -                 | -                     | -              | 97,290                   |
| EPA                              | 82,993                  | -                 | ( 82,993 )            | -              | -                        |
| <b>Total restricted funds</b>    | <u>370,452</u>          | <u>6,892,121</u>  | <u>( 6,975,436 )</u>  | <u>-</u>       | <u>287,137</u>           |
| <b>Total funds</b>               | <u>3,303,214</u>        | <u>10,654,064</u> | <u>( 10,882,355 )</u> | <u>-</u>       | <u>3,074,923</u>         |

**Youth United Funding**

The balance of the grant received from Youth United for the sole purpose of funding the Fire Cadets and Supporting Young Persons Programmes.

**Children and Young People**

Funds for the support of work carried out by the whole of CYP (Children and Young People).

**Research and Development funding**

Income received from UKFRSs for the sole purpose of research and development for the benefit of all UK FRS.

**Comprehensive Spending Review**

Income received from UK FRSs for the sole purpose of a comprehensive spending review for the benefit of all UK FRS.

**Home Office**

Income received from the Home Office in furtherance of continual development of all UK FRS within the defined framework of deliverables.

**FRaME Cyber funding (National Cyber Funding Programme)**

To strengthen capability and skills within the fire sector with regards to cyber resilience.

**National Fire Chiefs Council Limited**  
**(a company limited by guarantee and not having a share capital)**

**Notes to the Financial Statements (*Continued*)**  
**for the year ended 31 March 2025**

---

**Research funding Grant (Lancashire FRS)**

To deliver research projects on contaminants, controlled burns and integrity (misconduct) through ACER (£100,000). £100,000 for On-call research delivered by NFCC. £45,000 for wildfire research to be delivered through the Met Office. Original funding was from Home Office to Lancashire FRS.

**I Billion Readiness Initiative (Dubai Donation)**

To strengthen fire safety awareness and training as well as supporting UK Fire Cadets and Fire Angels Foundation. If the full fund is not spent by the end of 2026 then any remain funds will be transferred to NFCCs unrestricted funds.

**PPE Grant**

To commission the development of a comprehensive test protocol and an evidence-based report on Personal Protective Equipment.

**16. Related party transactions**

There have been no transactions incurred with related parties during the period other than Trustee expenses which have been disclosed in note 7.

---

# Accounts

---



**NFCC**

National Fire  
Chiefs Council

# Report & Financial Statements

For the year ended 31st March 2024

71-75 Shelton Street, Covent Garden, London, WC2H 9JQ

Company Registration No. 3677186 (England and Wales) Registered Charity No. 1074071

# Executive Summary



**TOTAL INCOME £10,654,064**

Grant: £6,892,121

Professional partnership: £2,602,872

Other income: £1,159,071

**42** 

**New members**

This includes 8 International, 14 sector and 11 affiliate members as a result of our new Commercial Strategy



**49**

**Public consultations responded to**



**Launched new Members Strategy and Commercial Strategy**

**95%** 

of services have adopted the Online Home Fire Safety Check developed by NFCC's Prevention team

**1400**

**Support and improvement engagements**

Including 160 workshops and 260 service visits, by the Implementation team

**18**  **METERS**

In line with NFCC recommendations, the government announced a new requirement for all new residential buildings in England over 18 meters tall to have a second staircase, revising their initial position from 30 meters

**Taken a leading role in strategic planning to improve FRS culture through the Culture Action Plan**



**Developed a Cyber Action Plan and secured additional funding to deliver against recommendations from the Home Office Cyber Assessment Framework report**



# Contents Page

|                                                   |       |
|---------------------------------------------------|-------|
| Statement from Chair of Trustees                  | 3     |
| Joint statement from Chiefs Council Chair and CEO | 5-6   |
| NFCC Vision, Mission and Values                   | 7-8   |
| Governance and Management                         | 9-10  |
| One NFCC                                          | 11-12 |
| Risk Management                                   | 13-14 |
| Internal Audit                                    | 16    |
| Membership and Structure                          | 17-18 |
| Chiefs Council                                    | 19-24 |
| Corporate Strategy: Strategic Objectives          | 25-26 |
| Strategic Focus                                   | 27-28 |
| Income Diversification                            | 29-30 |
| Achievements and Performance                      | 32-46 |
| Conferences and Events                            | 47-50 |
| Influence                                         | 51-52 |
| Looking Forward: Future Plans                     | 53-54 |
| Statement of Trustees' Responsibilities           | 55-58 |
| Audit report and financial statements             | 59-79 |

# Statement from Chair of Trustees



## Nick Ross

This is my first year as the independent Chair of the NFCC Board of Trustees.

NFCC is a charity working for the public good as well as a membership organisation representing UK fire and rescue services. Both elements are increasingly important as the sector faces a multitude of challenges and opportunities. Most pressing are the issues in relation to culture within fire and rescue services, and in particular instances of racism, misogyny and bullying. This issue remains a top priority for NFCC and the trustees are impatient for tangible improvements. Among other challenges is the risk that successes in areas such as reducing house fires can breed complacency. Achievements in reducing deaths and losses can result in lower public policy priority.

**“The UK should always deserve the finest fire and rescue services in the world.”**

We need to formalise agreements with an incoming government that the UK should always deserve the finest fire and rescue services in the world. Despite some of the best response times, the most professional training and the highest standards, there are still unacceptable fatalities, especially in social housing, with new wildfire and flooding risks from global warming and the ever-present danger of low-probability but very high-impact events. NFCC is unquestionably growing in its role and authority. It has become the standard-setter in prevention as well as response, and the NFCC Chair Mark Hardingham, is the government's principal adviser on fire and rescue. There are proposals for a new College of Fire which could galvanise new thinking and in which the NFCC should play a decisive role. At home it is a truly UK-wide organisation helping to innovate and standardise the best and provide economies of scale. It is also building alliances which raise Britain's status across the globe and can help diversify its income.

For all the sector's challenges, British citizens can be proud of the dedication, expertise and successes of its fire and rescue services across the UK and it is a privilege for those of us who serve as trustees to work with such world-class professionals.



# Joint statement from Chiefs Council Chair and CEO



Mark Hardingham  
Chair of Chiefs Council



Susannah Hancock  
NFCC Chief Executive Officer

## **Statement from Chief Executive Officer and Chair of Chiefs Council**

This has been another busy and productive year for NFCC and UK fire and rescue services. We would first want to acknowledge the invaluable work of all our members, both FRS and wider membership, who are committed to supporting and advancing fire and rescue services in their critical work in keeping communities safe. We support them in this by providing advice into Ministers and Government; by identifying, developing and disseminating, products, tools, and guidance to support improvements and share good practice across the sector; by supporting the personal and professional development of our members; and by taking a leadership role when required across UK fire and rescue services.

As the Chair of Chiefs Council and CEO we have prioritised fostering engagement and strengthening relationships across the sector to support continuous improvement. This includes a priority focus on culture and inclusion. Recent independent reports have highlighted the urgent need for transformation across culture in fire and rescue services. Approaching the one-year mark since the publication of our [Culture Action Plan](#), we are encouraged by the positive strides made. Initiatives such as our listen and learn sessions, the successful launch of the Direct Entry Programme's inaugural cohort, and the introduction of the Middle Leadership Programme have been positively received by the sector. However, we acknowledge the entrenched nature of these challenges and that much more needs to be done across the sector to ensure widespread adoption of positive, inclusive environments, free from bullying and harassment. This will continue to be the number one priority for us in the year ahead.

NFCC supports all fire and rescue services in implementing the Grenfell Tower Inquiry and Manchester Arena Inquiry recommendations. The forthcoming Grenfell Tower Inquiry final report will be pivotal, and NFCC will ensure services continue to respond to recommendations, offering reassurance to Government, the public and those most directly impacted by this terrible and tragic fire.

NFCC has directly supported the work of the independent Fire Standards Board. Sixteen Fire Standards have now been approved and we are supporting all fire and rescue services in advancing in consistency and excellence in standards. We have worked closely with His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in their routine and thematic inspections, in fire and rescue services and in hosting the NFCC and HMICFRS positive and notable practice portal. Alongside partners, NFCC has rallied support for firefighters in Ukraine by facilitating the delivery of much-needed resources through seven convoys, the last being the largest yet. In line with our commitment to innovation and sustainability, NFCC has expanded its offerings to members, aiming to diversify our income streams while extending accessibility to our resources and membership worldwide. Our new commercial strategy lays the foundation for a more sustainable future and reinforces our mission to serve the sector efficiently and effectively.

Looking ahead, NFCC approaches the next 12 months with purpose, determination and optimism, committed to our mission of advancing and supporting the fire and rescue service to help keep our communities safe.

**Mark Hardingham**

**Chair of Chiefs Council**

**Susannah Hancock**

**NFCC Chief Executive Officer**

# NFCC Vision and Mission

## 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 the fire and rescue services to help keep communities safe.

## Mission

Our mission is set out in NFCC charitable objects.

- To lead, coordinate and support effective prevention, protection, and emergency response – locally and nationally – to reduce 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 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 UK Fire and Rescue Services.

## Corporate and Member Strategies

We have launched our [Corporate Strategy](#) which has been approved by Trustees and [Member Strategy](#) which was approved by our members this year.

# Values



# Governance and Management



NFCC is a charitable company governed by trustees under its Articles of Association. [The Board of Trustees](#) includes representatives from NFCC's Individual Membership along with trustees from outside the fire and rescue sector.

The Nominations Committee manages the recruitment of the new trustees and recruited a new Chair of the Board of Trustees, Nick Ross who is one of the independent members and who commenced on 1 April 2023. The trustees oversee all financial and governance aspects of NFCC and meet quarterly.

Governance processes are in place to ensure that the charity is managed effectively and efficiently in line with charity and company law. In 2020/21, we commissioned a full review of our corporate processes and policies and throughout 2022/23 we implemented the final recommendations from that review including the development and publication of our Good Governance Framework.

This financial year we have been embedding the changes that were implemented, both in our 'business-as-usual' activities, and as part of our One NFCC organisational change programme, which was completed and closed during 2023/24.

The induction and ongoing development programme for new trustees introduced in 2021/22 has now been embedded and is available for all trustees, with development needs discussed annually as part of the board review process.

# Governance and Management

Trustees established a Finance and Audit Committee during 2022/23, to monitor financial performance, audit and risk management, providing advice and assurance to the board. Trustees have now delegated authority to this committee to approve a number of financial and governance policies as well as authority to appoint the internal auditors, the audit plan and subsequent audit reports. Trustees retain approval of the financial and risk controls and governance of NFCC.

The day-to-day management of NFCC has been delegated by the trustees to key management roles. This year the trustees changed the title of the Chief Operating Officer to Chief Executive Officer to provide a single point of corporate leadership and governance.

We have implemented a Good Governance Framework to provide clarity around NFCC governance structures, decision-making and flows of communication in line with our corporate values and the principles of good governance. The purpose of this document and related policies, processes and charts is to provide confidence to trustees, members, staff and stakeholders that NFCC works within a robust framework to achieve its objectives while providing clarity and transparency on governance and decision-making across NFCC. This is in order to facilitate effective and efficient decisions in a transparent manner with a clear audit trail.

The NFCC Senior Leadership Team, comprising of the CEO and Directors, continues to meet monthly, receiving reports from – and consulting with – advisers from across the organisation in order to monitor delivery, performance, and discuss risks, issues and opportunities.

The Chair of Chiefs Council is a paid, full-time role employed by NFCC and appointed by NFCC's Individual Membership. The role is held for an initial two-year term with the possibility of a further extension of up to two further years; both periods are subject to satisfactory performance which is managed through a dedicated Performance Committee. After serving for the initial two-year term, the current NFCC Chair's term was extended last year for an additional two years.

We have increased our employee numbers following completion of the One NFCC Programme's Transformation and Service Level Agreement (SLA) projects. Employees from our SLAs with London Fire Brigade and West Midlands Fire Service, under TUPE transfer arrangements have transferred over to us thereby increasing the number of personnel directly employed by NFCC, bringing financial efficiencies as referenced in the section on the One NFCC Programme, on page 12 of this report.

We have implemented a new Pay Policy and revised our performance development plans which includes mandatory staff training on key areas. We have also introduced additional employee value propositions as part of our commitment to developing people and being an employer of choice.



# One NFCC

The One NFCC organisational change programme was launched in July 2021 in response to recommendations made as part of an external review into NFCC's organisational structures and capabilities. Having commissioned the review in 2020, the trustees agreed that the time was right to build on previous successes, achievements, and organisational growth so that NFCC could continue to work effectively and efficiently to meet its strategic goals and objectives.

The Programme consisted of four distinct projects, each designed to deliver specific outcomes that would form the basis for NFCC's continued development and improvement. There have been some significant outcomes as the programme completed delivery of its objective and was closed in 2023/24. The Organisational Transformation, Governance and Review of Service Level Agreements (SLAs) projects have been closed, while the Digital Transformation project has moved into 'business as usual.'

Key benefits resulting from these projects include, but are not limited, to:

- £212K annual VAT savings made following the closure of the Service Level Agreement between NFCC and London Fire Brigade (LFB) and West Midlands Fire Service (WMFS).
- Enhanced communication and collaboration across NFCC due to operational restructuring and new communications channels including an intranet.
- Greater consistency in HR processes including HR policies and procedures; staff benefits and remuneration for future planning and parity among staff groups.
- Completion of job modelling exercise to create standard job descriptions and pay bands for roles across the organisation.
- Greater effectiveness and efficiency, delivered via a new Target Operating Model, integrated working, new corporate strategy, and strengthened financial management and planning.



## Risk Management

NFCC has a risk management policy and framework, agreed by trustees, through which all corporate and organisational risks are managed.

Looking forward, 2024/25 promises to bring with it new challenges and opportunities for NFCC, including a challenging financial climate, the increased diversification of NFCC funding streams and the upcoming general election. While each of these present potential new risks for NFCC to identify and manage, the increased maturity of NFCC's risk management approach, as outlined below, means that the organisation is now better placed than ever to identify and prepare for any risks, as well as capitalising on opportunities as they arise.

The previous twelve months have brought a major uplift in the maturity of NFCC's risk management approach, with the introduction of a new framework and supporting tools. This work has

resulted in the development of a shared understanding of risk, and standardised approach to its management across the organisation. To facilitate this work, a dedicated risk management role was created in order to support the organisation in analysing and documenting risk, and to provide further support to NFCC's leadership team in the identification and management of risk.

Continuing on from 2022/23, NFCC's senior leadership team continues to undertake regular deep-dive sessions reviewing the Corporate Risk and Issue Log. The results of these meetings are communicated through to the Finance and Audit Committee (FAC) and the Board of Trustees in the form of recommendations of the addition or modification of new or existing risks and issues. This process forms the basis of NFCC's corporate risk management.

**In the 2024/25 financial year the NFCC Board of Trustees agreed a Risk Appetite statement:**

National Fire Chiefs Council (NFCC) recognises the critical importance of effective risk management in achieving its strategic objectives. As a leading body representing fire and rescue authorities across the nation, NFCC is dedicated to supporting firefighters, emergency responders, and the community which they serve by proactively identifying, evaluating, and managing risks inherent in our operations.

We prioritise continual risk assessment and analysis to anticipate and address emerging risks and issues, leveraging best practices, data-driven insights, and collaborative partnerships within the fire and rescue sector. By identifying and understanding these risks and issues, NFCC aims to develop and implement robust mitigation strategies, response plans, and training programmes.

Our organisation fosters a culture of risk awareness and accountability at all levels of the organisation. NFCC encourages open communication, knowledge sharing, and the adoption of innovative solutions to effectively manage risks in line with the expectations outlined within this document.

NFCC's leadership and governance structures are committed to overseeing the efficacy of our risk management framework, providing a top-down focus on managing risk while providing staff the resources to effectively manage risk across all NFCC functions, programmes and projects. Regular reviews, updates to policies, and alignment with evolving regulations and standards are integral components of our commitment to continuous improvement in risk mitigation practices.

Through our unwavering dedication to risk management excellence, NFCC endeavours to uphold a high level of corporate governance to best support the invaluable work of fire and rescue services nationwide.



# Internal Audit

Concurrent to the work to further develop NFCC's risk management approach, we have engaged an internal audit company to undertake an internal audit programme informed by NFCC's corporate risk register.

Three internal audits have been undertaken in 23/24 across the following areas: Procurement; Data Security; and Payroll and Expenses.

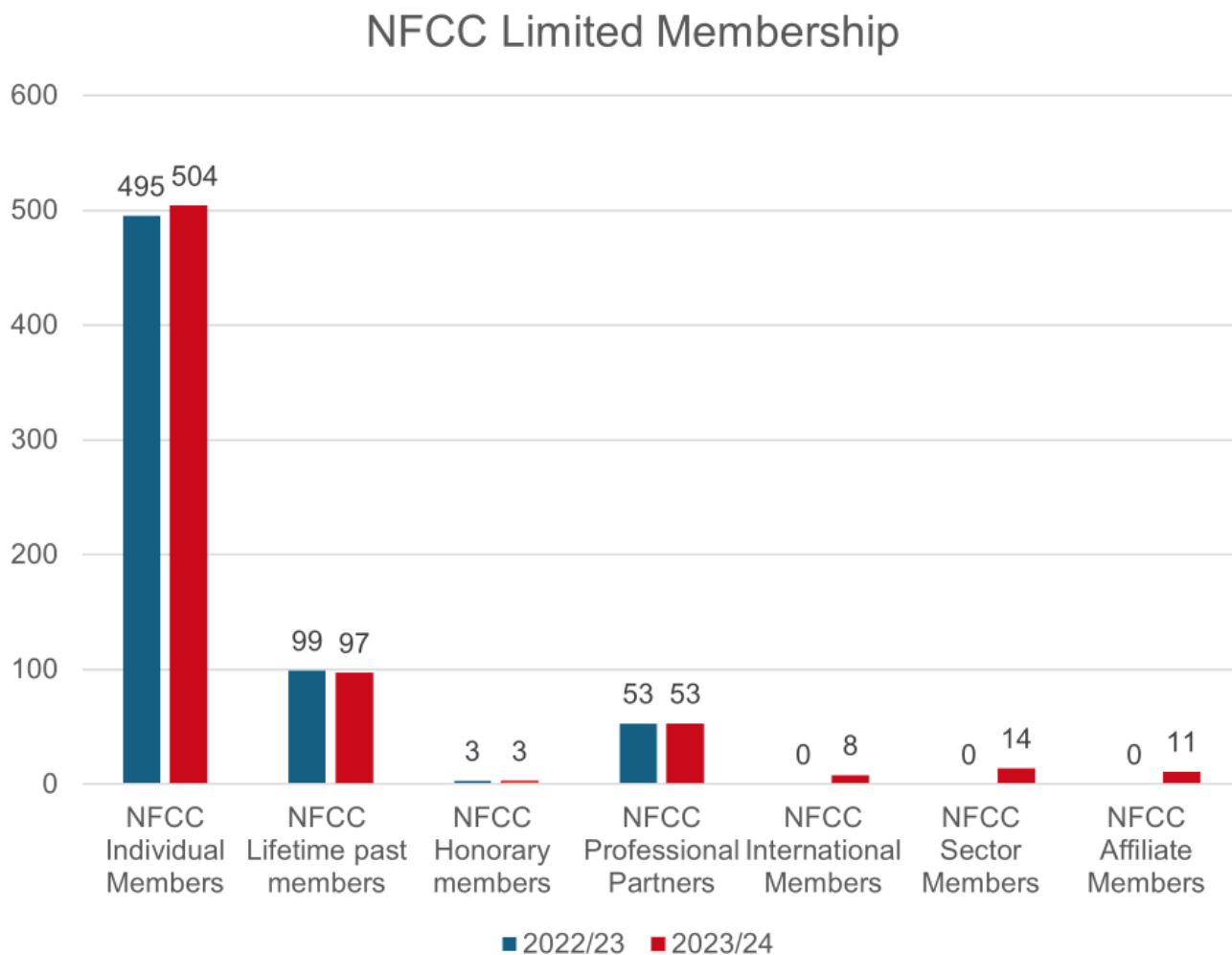
The outcome in all three audits has been an assurance rating of 'moderate', meaning whilst some areas of moderate risk exposure have been identified, no urgent remedial action is required. NFCC's Senior Leadership Team have produced management actions in response to the recommendations, all of which are either underway or completed.

Further to this, NFCC's Governance team has undertaken the first in an ongoing series of compliance checks. This programme of assurance activities serves to test NFCC's key controls and provide confidence in NFCC's ability to manage risk and respond to any unforeseen incidents as they occur. The 24/25 audit programme will involve audits focusing on: cyber security; risk management and accounts payable.

One key area of focus for NFCC over 2023/24 has been the identification and management of cyber security risks. To this end, we undertook a period of analysis and improvement of our internal cyber security controls in pursuit of gaining a Cyber Essentials Certification. The certification was successfully achieved in Q4, 2023/24. Along with acting as a means of communicating NFCC's aptitude and appetite for managing cyber security risks, this certification provides NFCC with additional insurance and direct access to a team of external experts, accessible in the event of a cyber security incident.

A second key focus area for NFCC across 2023/24 has been Business Continuity Planning (BCP). Significant work has also been done to establish Business Continuity Management within NFCC, with a Business Continuity Policy and Plan to be launched in Q1, 2024/25. The plan will cover key priority areas, identified by the Senior Leadership Team, in HR, IT and Finance and will improve organisational resilience to Business Continuity incidents and ensure timely recovery and review.

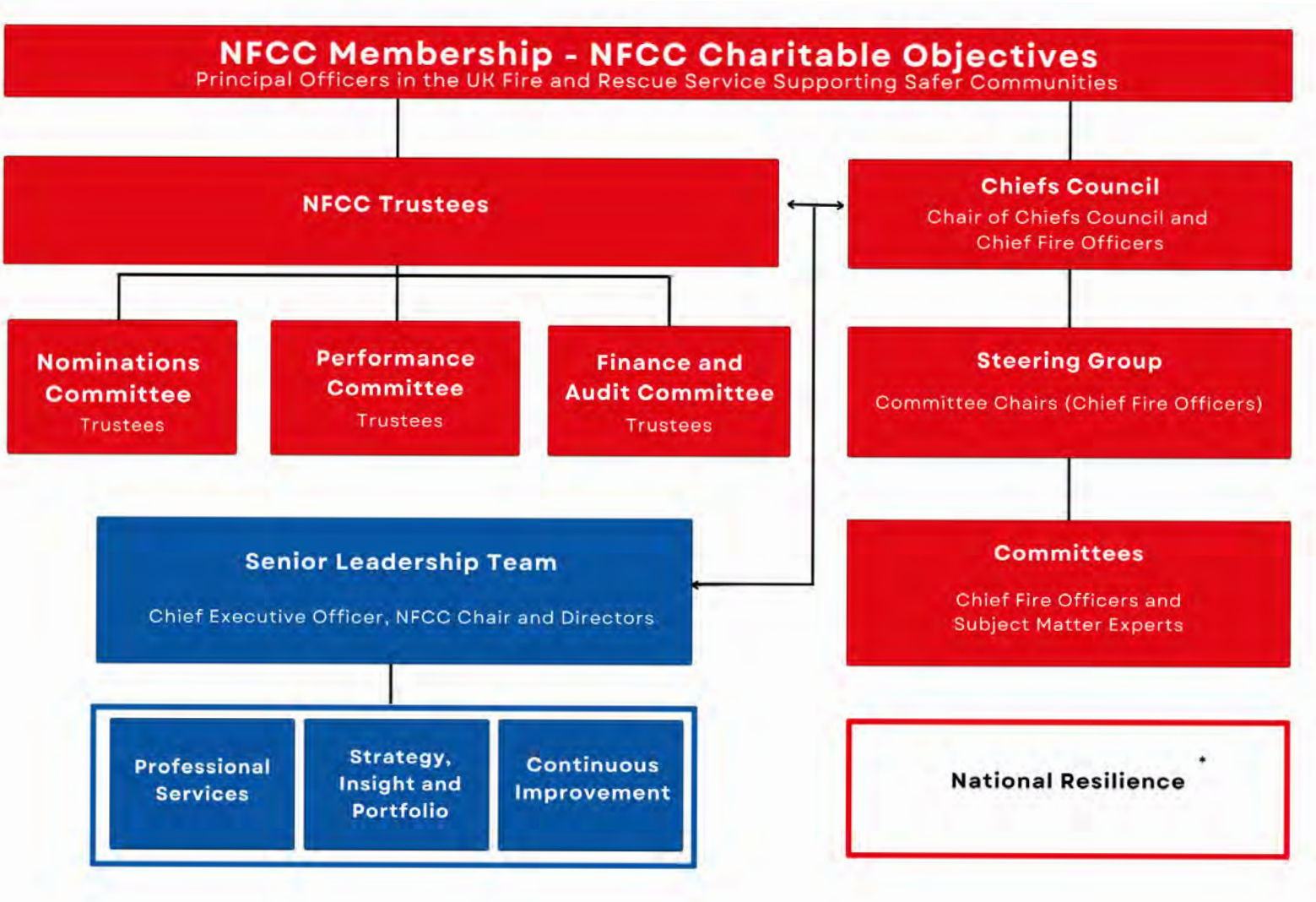
# Membership and Structure



Our membership gives NFCC a strong reputational base. NFCC membership continues to offer different types of membership, as detailed in our Articles of Association: Individual; Past; Honorary; Professional Partner; International; Sector and Affiliate. The latter three categories are new in 2023/24. The introduction of the new NFCC website means that various NFCC content such as Operational Guidance now sits behind a paywall, and this has therefore led to an increase in paid sector members.

We are pleased to confirm that every UK public FRS remains a member of NFCC.

# Corporate and Membership Structure 2024



\*The National Resilience function is managed and hosted by Merseyside Fire and Rescue Service.



National Resilience training at Merseyside Fire and Rescue Service

## Chiefs Council

The Chiefs Council is a committee of NFCC; a forum for decision-making at a national level, agreeing strategic guidance and policies (developed via its committees and wider work areas), promoting best practice, providing coordinated support, providing advice for governments and other stakeholders and is the professional voice of the UK Fire and Rescue Service (FRS).

The Chiefs Council meets quarterly, and meetings are well attended both in person and online. We are committed to ensuring that Chiefs Council is a forum where every FRS has a voice as strategic national policy is shaped. Our FRS members from the devolved administrations are a key part of this. NFCC council meetings also include a pre-meet where attendees are invited to debate key topics for the sector in a more informal, closed environment.

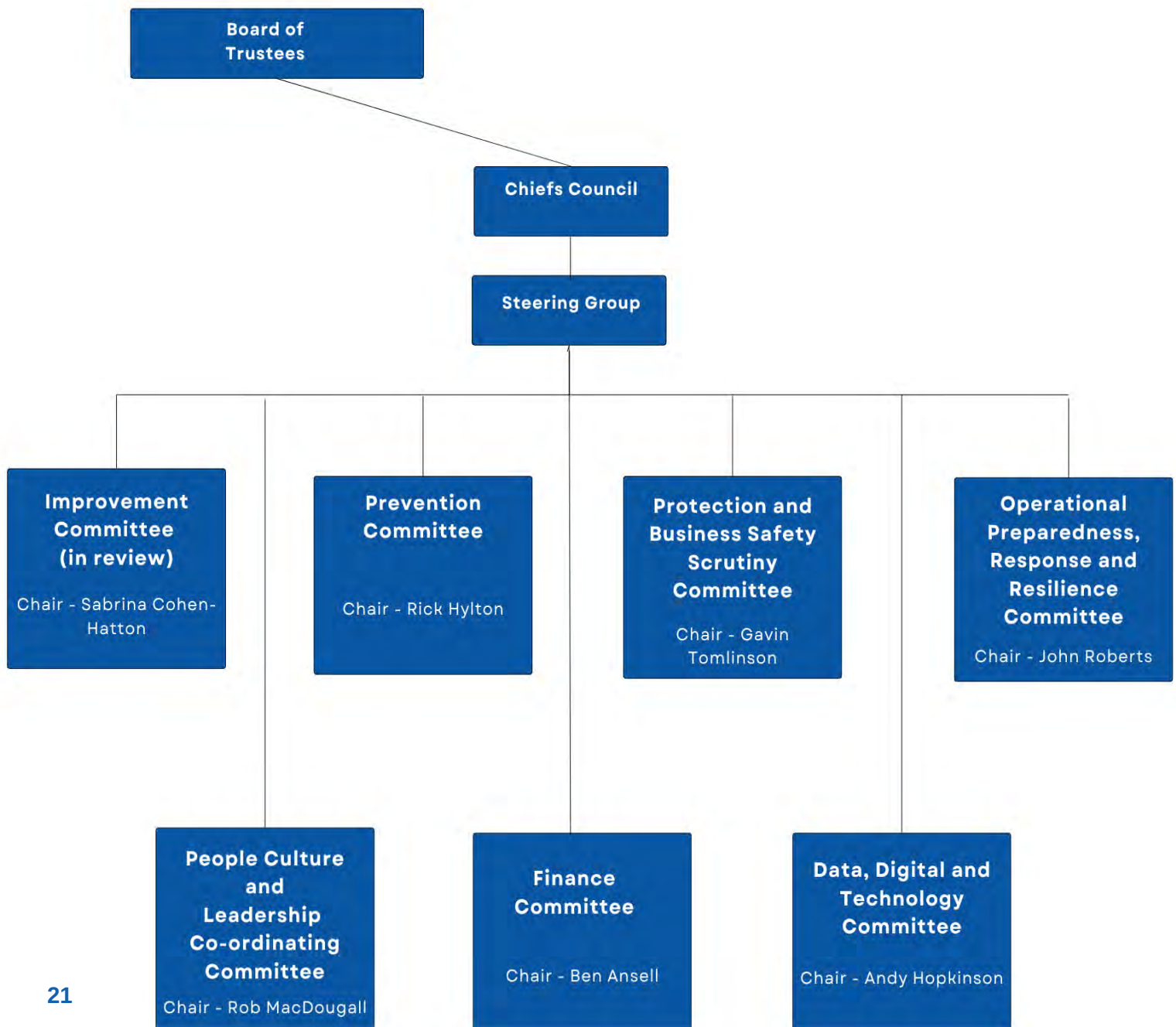
Chiefs Council provides all UK fire and rescue services, which are NFCC Professional Partners, with:

- A common and consistent approach, ensuring and sharing good practice and supporting services for the public.
- Coordination of activities to improve efficiency – research and development and joint procurement.
- Professional and technical advice for all governance models.
- Coordination of mobilisation to, and management of, large-scale emergencies, support to devolved areas of UK, through the National Coordination and Advisory Framework.
- Efficiencies through joint working.
- Enhanced support to professional development and operational leadership, including succession planning.
- Support to workforce development activities (including diversity, inclusion and on-call duty systems).
- Benchmarking activities and supporting publication of information for the public.
- A professional adviser to government (England FRS only) and supporting professional colleagues in devolved governments.
- A consistent and professional adviser to His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and the development of professional standards in England.

# Chiefs Council Committees

Our committees and programmes deliver the work for NFCC, against priorities set out by the Chiefs Council for the benefit of the UK FRS. Using networks of subject matter experts, each of our seven Chiefs Council committees aims to support the UK FRS in reducing risk to life and property, minimise injury and harm, and improve health and wellbeing in ways that are sustainable and cost-effective. All committees are chaired by NFCC Individual Members and contribute to the achievement of NFCC's service delivery.

## Council Committee Structure



A close-up photograph of the back of a dark navy blue firefighter's jacket. The word "FIRE" is printed in large, bold, white capital letters across the upper back. To the left of the text, there are two vertical reflective stripes: a bright yellow one on the outside and a silver one on the inside. The jacket material has a visible woven texture.

**FIRE**

## NFCC Steering Group

The NFCC Steering Group comprises Chiefs Council Chair, Vice Chairs and Chairs of the committees, alongside the NFCC CEO. It reports into the Chiefs Council through the Chair of Chiefs Council. Providing advice, assurance and making recommendations, Steering Group provides the forum to shape and inform Chiefs Council discussions and decisions. The group is responsible for monitoring the delivery of the NFCC plan. Prior to each formal meeting of the Chiefs Council, the Steering Group will meet to discuss current issues, assess progress against the Annual Plan and agree the Council meeting agenda. This group consists of the Chiefs Council Chair, Chiefs Council Vice Chairs, Committee Chairs, representatives from each of the devolved areas and NFCC's Chief Executive Officer. The NFCC Senior Leadership Team attend in an advisory role.

## Service Delivery Change and Investment Board (SDCIB) Limited Steering Group

This board was established by NFCC during 2022/23, as an additional line of scrutiny and assurance. The board is also an investment committee for NFCC service delivery.

The board considers progress of portfolio delivery and risks, assumptions, issues and dependencies (RAID) management and any requests to vary planned delivery submitted via business case. The SDCIB make their recommendations to Steering Group and Chiefs Council. The Board is jointly chaired by the Chair of Chiefs Council and the CEO, and includes representation from the membership and NFCC senior team.



## Other Boards

Programme and Project Boards which are comprised of programme or project executives, subject matter experts, key stakeholders and programme or project managers are in place to provide robust governance processes, make decisions or recommendations to the decision-makers in line with our governance structure, as appropriate. Additional ad hoc task and finish and working groups are established as the need arises.

## Professional bodies

### Bank

HSBC 10 Market Street, Tamworth, B79 7LZ

### External Auditors

CLA Evelyn Partners Limited, 17 Queens Lane, Newcastle upon Tyne, NE1 1RN

### Solicitors

Veale Wasbrough Vizards LLP, a limited liability partnership registered in England and Wales, registered number OC384033, registered office Narrow Quay House, Narrow Quay, Bristol BS1 4QA.

### Internal Auditor

Azets Holdings Limited, Company Number: 06365189, Registered address: 2nd Floor Regis House, 45 King William Street, London, EC4R 9AN



# Corporate Strategy: strategic objectives

## **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.

## **Developing our People**

Deliver a new professional development plan to equip our staff with the skills that they need and opportunities they deserve.

Embed our new values framework, delivering an inclusive and respectful culture.

Ensure our people are well led at all levels through empowering leadership.

Recruit and retain as an employer of choice that values its people.

## **Being a Partner of Choice**

Enable effective collaboration across fire and rescue services, government and industry partners to enhance our impact and reach and be seen as a trusted partner that delivers on our commitments.

Ensure the diversity and different local needs and demands of our members are represented across our commitments and services.

## **Ensuring Good Governance**

Deliver fit-for-purpose governance that provides assurances to trustees and members about the quality of our work, our compliance with regulations, and our effective and proportionate risk management.

Strengthen our management through our new Target Operating Model (TOM).

Strengthen our financial accountability through robust audit and assurance.

Our new NFCC [Corporate Strategy](#) has been agreed by Trustees, alongside our new [Member Strategy](#) which has been approved by members. Our strategic objectives link closely to our charitable objects and to the sector wide strategy [Fit for the Future](#) with its improvement objectives of:

- Continually Improve
- Collaborate and Partner
- Represent and Support.

Ultimately, the goal of all fire and rescue services is to keep communities safe. NFCC provides a critical platform for collaboration, engagement and development at national and international levels, assisting FRS with support, tools, and guidance to improve service delivery at a local level.

As a membership organisation, NFCC strives to support our members to work effectively and efficiently within the tight financial constraints that they must adhere to.

We strive to offer good value for money to our members, so they receive the greatest value for their professional partnership fee. We continue to focus on developing strong collaborative partnerships with members, key stakeholders, government, the devolved administrations and more widely, providing a critical link between local delivery and the national environment.



# Strategic Focus

## Sector representation and improvement

NFCC plays a leadership role in representing UK fire and rescue services on a national scale with a unified voice, leveraging the collective knowledge and expertise of professionals across the UK for the benefit of all. We work with our members, government departments, devolved administrations, HMICFRS and a wide range of stakeholders to understand what needs to develop and change across the sector and work together to deliver improvements, helping to keep communities safe, and supporting fire and rescue staff to work in a positive environment.

Our work continues to be driven by key priorities including our response to the consequences of tragedies such as the Grenfell Tower fire and Manchester Arena attack and the significant concerns in relation to culture across FRSS, set out in a number of independent reviews into culture within individual services and the HMICFRS spotlight report on Values and culture in fire and rescue services.

Our work goes further, with renewed commitment to supporting continuous improvement across all areas within fire and rescue services.



## Culture

NFCC is committed to working with fire and rescue services to support and deliver a positive and inclusive culture by inspiring leadership, embedding equality, diversity and inclusion, bringing in and nurturing diverse talent, and supporting the health and wellbeing of all staff.

Supporting improvements to culture and inclusion across services remains the key priority for NFCC. Critical reviews and inspections into fire service culture have identified significant concerns in relation to misogyny, racism and wider issues around values, attitudes and behaviours across services and have rightly called for substantial culture change. For NFCC this is now our number one priority, in supporting and driving forward change across the sector.

We want to acknowledge all those individuals who have bravely come forward to report issues and concerns, alongside the amazing support networks that are supporting them.

Whilst much work has been done, we know that much more is needed to deliver the step change that fire and rescue services and the communities they serve need and deserve. NFCC has taken a leading national role, working with partners and services in the development and delivery of the [NFCC Culture Action Plan](#) which supports FRSS in their work to improve culture and end misogyny, racism, bullying and harassment across UK fire and rescue services. This remains our top priority. We are encouraged by the commitment to cultural improvement across fire and rescue services, the work already underway, and the benefits of the work, focus and investment that we are now starting to see, but we also recognise that much more is needed and that work on culture must never stop to make sure that all fire services are safe, inclusive places to work.

## New and emerging risks and challenges

We regularly review external influences that may affect our work or our members and we are adapting our approach to new and emerging demands and threats in order to find innovative solutions. The nature, complexity and scale of incidents are changing. Variations include incidents in relation to climate change and terrorism. Emerging trends include new hazards such as with alternative fuels and battery energy storage systems, the failing of the built environment, and the increasingly complex needs of vulnerable people living in their own homes. Due to an ageing population, the demand pressures in health and public safety are becoming ever more pressing across all local communities and public services. We remain keen to work closely with other emergency services and to explore opportunities for close collaboration.

We are committed to supporting fire and rescue services as they seek to improve and adapt to new challenges. In order to work as effectively and efficiently as possible, we have set our approach through development of complementary corporate and member strategies. These detailed strategic objectives underpin our work to support sector improvement.

## Academic Collaboration, Evaluation and Research Group (ACER)

ACER is an independent forum, convened by NFCC, to help coordinate and maximise the benefits of academic research with relevance for fire and rescue services, to contribute to improved public and firefighter safety. It is chaired by Professor Rowena Hill from Nottingham Trent University.

ACER has been established to enhance links between the fire and rescue community and academia. High-quality research associated with fire and rescue service activities – including protection and building safety, prevention, operational response, culture and inclusion, and leadership and development – is produced across a range of organisations and academic disciplines in the UK and internationally.



Harnessing this research through ACER enables improvement and development by supporting the sector to use techniques and approaches that are evaluated and evidenced to work. It also assists in identifying oncoming challenges and opportunities through horizon scanning of evidence-informed future scenarios. Further, it serves wider society through increasing safety and reducing harm.

# Income diversification

NFCC has developed a commercial strategy, that seeks to develop and diversify our income streams, ensuring we can move to a longer-term, sustainable financial position where we are continue to deliver lasting benefits and value to our members and the communities they serve. The commercial strategy was launched in April 2023 with an initial three-year delivery plan. Progress against the plan is reviewed regularly by trustees and via the Commercial Oversight Board.

Diversification of NFCC's funding streams will lead to less reliance on single streams such as grant funding, resulting in a more sustainable, stable future, enabling the continuation of delivery against our charitable objectives.

Historically, NFCC membership has only been open to UK public sector fire and rescue services, but we have now widened this to include affiliate, international and sector members who can now gain access to intelligence, guidance and publications produced by NFCC under the supervision of the best subject matter experts in the UK. We are pleased to welcome over 20 new members this year including airport fire and rescue services, training providers to the sector and international fire and rescue services.

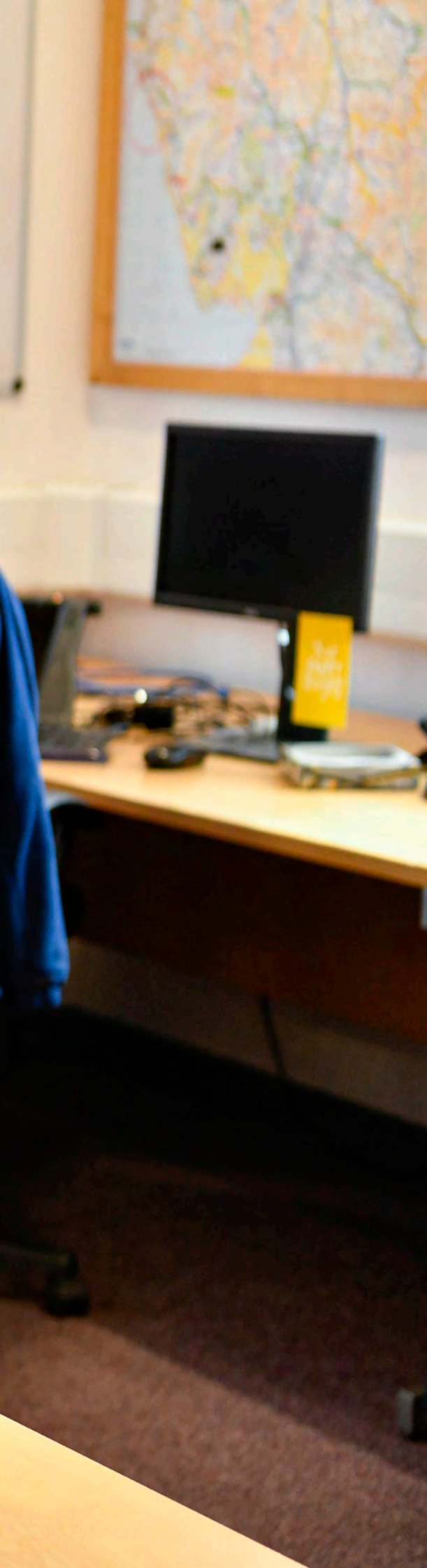
As part of the commercial strategy, we also partner with Cornwall Fire and Rescue Service to deliver end point assessment (EPA) for fire and rescue services for the operational firefighter apprenticeship. Growth plans include extending this offer of partnership to provide EPA for other apprenticeships relevant to the sector including call handling and fire safety.

Other areas for development include working with the Home Office and wider UK PLC to promote the whole of the UK fire sector internationally, and from an NFCC perspective coordinating training for international fire and rescue services.









# Achievements and Performance

## Digital Transformation Project

The Digital Transformation Project has been pivotal in enhancing our digital capabilities and consolidating our online presence. Launched successfully in October 2023, the project has integrated various NFCC websites into a unified platform, significantly improving the user experience and accessibility. This consolidation has enabled us to create a dedicated online membership portal, which has become a central hub for accessing NFCC's diverse tools and resources.

Our achievements in the first phase have set a robust foundation for future enhancements. We are now focused on further integrating essential tools like Organisational Learning and Strategic Gap Analysis, enhancing accessibility for Mobile Data Terminals, and advancing our digital data capabilities to support informed decision-making. These efforts are complemented by the development of a seamless, integrated digital ecosystem and the ongoing creation of a Digital Roadmap and NFCC Digital Strategy.

These strategic initiatives aim to reinforce NFCC's position as a leader in digital transformation, ensuring our organisation remains at the forefront of providing innovative and effective support to the fire and rescue sector.

# People, Culture and Leadership

## Culture Action Plan

In July 2023 NFCC published the [Culture Action Plan](#). The plan was produced following an NFCC Fire and Rescue partnership culture summit held in April 2023, where UK fire and rescue services and wider partners came together to discuss the key challenges and concerns in relation to culture and inclusion in FRSs and identify actions to address them.

Prior to the conference, we had already been working through our People, Culture and Leadership Co-ordinating Committee to deliver a wide-ranging programme of change to develop people and leadership and improve culture across FRSs. However, following the Independent Culture Review of London Fire Brigade, the sector recognised that much more was needed to deliver the step change needed to transform FRSs to be open, inclusive and welcoming places to work. As a result, the NFCC Chair made a public commitment that culture would be our top priority. We then published an Organisational Culture Statement, and, following the partnership summit, developed and published the NFCC Culture Action Plan.

Progress to date on some of the key deliverables includes:

## Safeguarding

On 6th July 2023, Fire and Rescue Authorities were added to schedule 1 of the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 following campaign efforts from NFCC. This now enables FRSs to be eligible for a Standard level Disclosure Barring Service (DBS) check for employees, including volunteers. Guidance has also been created providing the sector with an overview of safeguarding duties to enhance public and employee safety.

## Professional Leadership

In addition to the Direct Entry scheme which is detailed on page 36, the Middle Leadership Development Programme (MLDP) was launched in April 2024 and is NFCC's next leadership development initiative. This supports fire and rescue services in nurturing talent and diversifying their workforce, enhancing their capacity to serve the public effectively.

## Educational and Behavioural change tools:

NFCC is supporting FRSs by developing and sharing good practice toolkits and, supporting leaders and staff with behaviour change, including becoming active bystanders and responding appropriately when they see inappropriate behaviour whether in leadership roles or otherwise.

NFCC produced three additional thematic EDI Toolkits on the following topics:

- Religion and Belief
- Disability
- Menopause

The Religion and Belief Toolkit was developed in partnership with the Asian Fire Service Association (AFSA) using a toolkit previously developed by them, that has now been brought up to date and enhanced. The Menopause Toolkit was developed with the support and assistance of Women in the Fire Service and the Menopause Champions Network. These toolkits provide guidance to FRS to support the cultivation of positive work environments free from bullying, harassment and discrimination.



## Culture Performance Dashboard

This has involved the development of an open-source cultural dashboard methodology that FRSs can use to benchmark their cultural performance.

The guidance created by NFCC highlights two specific workplace issues: building a culture of positive mental health and wellbeing and creating workplaces free from harassment and discrimination. By measuring and analysing data related to these issues, FRSs can identify risk factors, determine the effectiveness of interventions, and take appropriate action. The journey from strategy to metrics, data to information, and information to action is crucial in achieving positive outcomes and improvements to work environments. Positive work environments will ensure focus remains on serving the communities in the most efficient and effective way possible.



Women in the Fire Service UK weekend

## Tools and Resources

Within NFCC's ongoing commitment to supporting the development of fire and rescue services, NFCC's People, Culture and Leadership team has crafted a range of resources tailored to nurture employee growth and foster positive organisational cultures. NFCC's Culture Action Plan serves as a roadmap for fire and rescue services seeking to cultivate environments conducive to professional advancement and excellence. Through initiatives such as the regular Listen and Learn sessions, which have focused on areas such as men's mental health, International Women's Day, and reverse mentoring, we have worked to empower FRSs to lead conversations around critical wellness needs among their own staff.

By providing FRS's with toolkits such as the Challenging Behaviour Toolkit and Culture Dashboard Methodology we enable them to equip their staff with essential skills and gather crucial feedback to inform their ongoing improvement efforts. Moreover, our resources facilitate the adoption of independent reporting lines and the implementation of EDI toolkits, empowering FRSs to uphold principles of fairness, equity, and inclusivity in their operations.

Other initiatives, such as the Direct Entry first cohort and the launch of our Middle Leadership Programme, enable FRSs to access cutting-edge leadership development programmes, nurturing talent and diversifying their workforce, enhancing their capacity to serve their communities effectively.

## Direct Entry

Direct Entry seeks to recruit individuals from diverse backgrounds alongside traditional routes of entry to fire and rescue services. The goal is to enhance the talent pool and meet emerging risks effectively. While recognising firefighters' expertise and prioritising their career advancement, Direct Entry aims to reflect the communities served by diversifying the workforce. It is not an easy path, and involves a rigorous recruitment process and three years of intensive operational, leadership, and strategic training with seven distinct phases.

Five fire and rescue services are participating in the pilot: East Sussex FRS; Staffordshire FRS; Oxfordshire FRS; Avon FRS; and Leicestershire FRS.

The recruits come from diverse backgrounds including the police, armed forces, recruitment, and leisure industries, showcasing the breadth of knowledge and experience the fire sector can attract through an initiative such as Direct Entry.



Direct Entry Cohort

# Operational Response and Fire Control

The Operational Response and Fire Control Hub was formed in July and develops and maintains a range of operational and fire control guidance and tools. Support has been provided by the team to the sector to establish and progress work including: Contaminants; Wildfires action plan; the implications of Right Care Right Person which aims to ensure that people with health and/or social care needs are responded to by the right person, with the right skills, training, and experience; and working with the Home Office to produce guidance and training for Emergency Alerts.

The hub works in collaboration with other NFCC teams such as the Organisational Learning Team to produce risk assessments, and training resources to enable fire and rescue services to work towards achieving more effective and efficient operational responses to emergencies, learning not just from our guidance but from other services who submit learning.

The team continues to deliver the Fire Control Guidance Project and has provided new guidance to fire control rooms across the sector. We have completed the procurement of Multi Agency Incident Transfer (MAIT), which will be implemented in the next financial year in collaboration with the Home Office. This will deliver on a recommendation of the Grenfell Tower Inquiry Phase 1 report that was directed to all emergency services and aims to ensure effective communication between emergency services to provide situational awareness of incidents even prior to arrival, ensuring the most efficient use of time in time-critical situations.



Essex Fire and Rescue Service

# Prevention

In Prevention, we have made significant strides in fostering safer and healthier communities through enhanced collaboration with partners. This includes the establishment of a new Prevention hub, facilitating robust leadership and governance. Notably, over 95 per cent of our services have adopted the Online Home Fire Safety Check, demonstrating our commitment to reducing fire injuries and fatalities in homes. Additionally, we have prioritised person-centred frameworks, supported services to deliver recommendations from NFCC's mental health research, road safety, water safety, and supporting FRSs to contribute fully to their Serious Violence Duty to ensure comprehensive community safety.

NFCC's dedication extends to supporting the wellbeing and active participation of children and young people (CYP) through various initiatives such as fire cadets, The Prince's Trust programmes, and early interventions. We have also developed educational resources under the StayWise branding, tailored for schools to empower children and young people in becoming resilient members of their communities. For example, we held the Fire Cadet games in Merseyside, bringing together cadets from all over the country and launched the Cadet Voice. UK FRSs have worked with 325 young people via The Prince's Trust team, three Get Started and eight Development Award programmes. A total of 20 individual FRSs have been visited to support with The Prince's Trust partnership.

To support services in safeguarding our communities, people, and organisations across the sector, we have published a suite of safeguarding guidance. On 6th July 2023, Fire and Rescue Authorities were added to schedule 1 of the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975, following campaign efforts from NFCC. This now enables FRSs to be eligible for a Standard level Disclosure Barring Service (DBS) check for employees, including volunteers.



# Protection

NFCC's Protection team has supported the development of safer and healthier communities by increasing collaboration with partners on a range of specific activities relating to the built environment. In addition, the Protection and the Strategy and Policy teams have also supported government in development of legislation that puts safety of our communities at the forefront of protection activities within fire and rescue services.

In December 2022, we launched our Single Staircases Position Statement, calling on the Government to adopt this position and establish a height limit on single staircases in residential buildings. In March 2023, NFCC joined with the Royal Institute of British Architects (RIBA) and other leading built environment and fire safety organisations to sign a joint letter to the Secretary of State for Levelling Up, Housing and Communities. This letter supported our calls for the Government to lower the height threshold for more than one staircase in new residential buildings to 18 metres, from the Government's then proposed 30 metres. In July 2023, we welcomed the Secretary of State's announcement that the threshold would be set at 18 metres for all new residential buildings in England.

Incorporating multiple staircases will enhance the safety of both residents and firefighters and will help ensure that in the event of a fire, the second staircase removes the risk of a single point of failure, buys critical time for firefighting activities, and provides residents with multiple escape routes.



# Protection

The Protection team's achievements also include, but are not limited to:

- Supported government in the development of legislation regarding the new Building Safety Regulator, designed to increase safety within the built environment.
- Supported services to prepare to fulfil their duty under the new Building Safety Regulator through setting up a delivery model and providing workshops and ongoing support including updates on the work of the regulator.
- Facilitation and support of the Protection uplift grant from the Home Office to services to support the improvement in capacity and capability of protection departments. NFCC has provided support to services to spend allocated grants on innovative initiatives that will benefit the communities and services' ability to keep them safe.
- NFCC provided support to services, as requested, with advice on reviews on buildings of specific concern, facilitating a joined-up approach across the sector to ensure a collaborative approach to community safety.

NFCC has taken the lead in response to new and emerging demands within the sector to provide advice to fire and rescue services and government departments. One example of this was following an incident involving Reinforced Autoclaved Aerated Concrete (RAAC). NFCC led a taskforce to coordinate responses across the sector to government in order to provide a coordinated collaborative response and to help ensure confidence within the communities they serve.



# Implementation

Throughout the year, NFCC's Implementation team has provided tailored support to fire and rescue services, with particular emphasis on those identified by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) as requiring additional assistance. These are highlighted through an analysis and mapping of each inspection report against NFCC products to tailor the response to the needs of the service.

One of the key areas for focus for the team has been supporting work around culture and inclusion, including raising awareness of People, Culture and Leadership products to help services to enact cultural and behavioural change in response to the spotlight report on values and culture from HMICFRS. Workshops to provide implementation support to embed the Fire Standards remains the framework around which all other NFCC products can be introduced and aligned to gaps in service provision.

We have actively engaged with FRSs through various channels, including email, face-to-face interactions, and tailored workshops as well as at attendance at national conferences. In the twelve months from April 2023 the team have delivered almost 1400 support and improvement engagements including 160 workshops and 260 service visits. This includes 60 multi-service Fire Standards workshops reaching over 600 people.

These engagements have facilitated a deeper understanding of the specific needs of each service and allowed us to provide targeted guidance and tools to facilitate bespoke continuous improvement solutions and transformational change including through introducing methodologies that use NFCC products to support self-assurance, internal governance, benchmarking, and evaluation.



Cumbria Fire and Rescue Service

# Fire Standards

NFCC's Fire Standards team has supported the Fire Standards Board and its independent chair and vice chair in providing fire and rescue services with a suite of Fire Standards for self-assessment to encourage continuous improvement in order to provide an effective and efficient service to the communities they serve.

A review of current standards followed the release of the HMICFRS spotlight report on culture, which led to changes to three Standards: Leading the Service, Leading and Developing People and Safeguarding. All three were published with minor amendments in December 2023.

There have now been 16 Fire Standards

published and in addition to the changes made to the three Standards above, the Fire Control Fire Standard and Communication and Engagement Fire Standard were both launched in April 2023. The next three Standards currently completing consultation and final governance for publication by summer 2024 are Internal Governance and Assurance; Procurement and Commercial; and Digital and Cyber Security, which will bring the initial suite up to 19 Fire Standards.

Moving forward the focus will be on reviewing the current suite of Fire Standards to keep them up to date.



# Digital, Data and Technology (DDaT)

Throughout the year, NFCC has made significant strides in advancing our digital, data, technology, and cyber offering to the sector. In collaboration with key partners across NFCC, Home Office, HMICFRS and the wider sector, DDaT have developed a two-year DDaT Strategy and Roadmap that outlines the key priorities to address. The DDaT team have developed a Cyber Action Plan to deliver against the recommendations outlined in the Home Office Cyber Assessment Framework report and has secured additional grant funding from Home Office to support its delivery.

DDaT have established a Memorandum of Understanding with TechUK to build closer relationships with the tech sector to help resolve the fire sector's biggest data and technology issues. Collaboration with the tech sector will help to identify new solutions to drive efficiencies, competition and increase value for money. To deliver this, a new Fire Innovation Forum has been established with representation from more than 30 data and technology organisations to explore challenges

and opportunities. Collaborative ICT specification development and procurement approaches will provide better value for money, making efficient use of public funds.

A key theme for DDaT is to improve the digital and data literacy of the fire sector. To achieve this, DDaT have established regular online CPD sessions, called Learning Bytes, which are free for fire and rescue service staff to attend. In addition, the team have identified external data masterclasses and digital leadership programmes that will be trialled and considered for integration with the wider leadership development programmes that sit within our People, Culture and Leadership Hub. Improved data management and cyber resilience will better protect the data services hold on their communities. Improved data literacy and data quality allows each FRS to better understand their community and ensure they are providing a quality service that benefits the communities they serve.



# Analysis and Insight

We have grown our Analysis and Insights team to increase capacity and capability to provide support to functions within the organisation, as well as supporting Home Office colleagues. We have gathered progress from fire and rescue services in response to inquiry recommendations such as the Grenfell Tower Phase 1 report and Manchester Arena Inquiry to report back to government on the progress and improvement made against the recommendations, ensuring FRSS are held accountable for their performance against these recommendations.

NFCC's Analysis and Insights team also provides design and facilitation of all surveys going out to FRSS to ensure consistency and compliance with general data protection regulations (GDPR) where appropriate.



# Procurement

NFCC has invested in our national commercial hub to enhance procurement efficiency and increase commercial capability across the sector, with a focus on collaboration and data analysis to drive progress. One achievement to note is collaboration between Police, Fire and Ambulance services regarding the procurement of fuel cards which has enabled us to deliver efficiencies for the sector by using spend aggregation data to standardise requirements, removing duplication of work and effort for FRSs in securing such contracts individually. Additionally, we have enabled the provision of management information for individual FRS (and Police and Ambulance) to identify additional savings at a local level and reduced costs through economies of scale.

Our new partner, Blue Light Commercial, is working with us in further progression of the continued collaboration between emergency service procurement, and we look forward to achieving further efficiencies as we move forward together. By providing more collaborative opportunities to enhance efficiencies across the sector we will support services in making best use of their funds and helping to make public money go further.



London Fire Brigade

# Conferences and Events

The NFCC Events team has worked across the sector to deliver

- An established events programme (15-20 events per year).
- Sponsorship packages and partnerships associated with the events programme available to all sector industry.
- The Executive Leadership Programme.
- Provide professional development for FRS personnel.
- Disseminate professional policies, standards and sector relevant updates.
- Provide an important platform for FRS personnel and stakeholders to network with their colleagues on a national level.
- Provide a source of income to the Association contributing to its sustainability. This enables the Association to continue to drive forward the FRS agenda.
- Project key information and a positive external image to stakeholders.



# Conferences and Events

In addition to the events programme, we are also rolling out Equality Impact Assessments and Dignity at Work training for all FRSs as part of the wider ongoing work to enable a truly inclusive fire and rescue service.

Our Executive Leadership Programme (ELP) is for aspiring strategic leaders in the FRS. The ELP is now seen by participants and the FRS as a whole, as a crucial element in an individual's personal development journey. The ELP for the FRS focuses on transformation through development to provide an exciting, stimulating and rewarding experience for all strategic leaders in the FRS in England, Wales, Scotland and Northern Ireland.

The programme content is delivered by Warwick Business School and students who pass all five modules leave with a Postgraduate Certificate in Strategic Leadership. The programme is open to both operational and professional fire service staff who already hold a strategic leadership position or are likely to in the near future. This drives the content and approach of the modules and they are continually referenced across all elements of the programme.



In the past year NFCC's events included:

- Data - sharing knowledge and expertise across the sector.
- Menopause conference - sharing experience and awareness, using this to inform development of toolkits.
- Prevention and Protection - knowledge and skills sharing.
- Operational response - identifying challenges, and sharing knowledge and learning.





# Influence



NFCC works through its Strategy & Policy and Communications & Public Affairs teams to influence change in the external environment on behalf of NFCC's members in order to shape legislation, regulation and policy change to support fire and rescue services and the communities they serve.

This includes the delivery of a number of national campaigns focusing on issues such as water safety, wildfires, and electrical fire safety.

We responded to 49 public consultations across Government departments and the wider fire sector. We also responded to the Public Accounts Committee's inquiry into Government resilience in the face of extreme weather events, highlighting a variety of issues FRSs face related to climate change, wildfires, flooding, and inland water safety and rescue. Written evidence was also submitted into the Covid-19 inquiry.

The two teams supported the NFCC Chair and National Leads throughout the year with numerous briefings to aid attendance at committee appearances, including the House of Commons Home Affairs Select Committee and Women and Equalities Committee, the Senedd Equality and Social Justice Committee, and the London Assembly Fire, Resilience and Emergency Planning Committee. We also provided follow-up support with evidence and written submissions.

# Influence

In 2023/24, we successfully influenced the Government to introduce a requirement for residential buildings above 18m to have more than one staircase. In Q4, we produced an opinion paper on multiple routes for evacuation to assist FRSS, with an accompanying explanatory news article on the NFCC website. We also provided a briefing for the Fire Minister on fires in tall buildings in other countries and how UK FRS incorporate learning.

We have provided dedicated campaign support on areas of emerging risk, such as emerging tech. We provide a briefing for the Chair on portable light electric vehicles to support attendance at a ministerial roundtable in Q3 and have given support to key partners such as Electrical Safety First to bring in regulation to improve the safety of e-bikes and e-scooters.

We also offered support to Greenwich University's Fire Safety Engineering Group's bid to the Expanding Excellence in England (E3) fund. The University subsequently received £9 million from the E3 fund for its work into fire safety modelling.

The Strategy and Policy team coordinated the launch of the 2023-26 NFCC Member Strategy and a business partnering guide for NFCC staff and members. In Q3, the two teams worked together to launch a new product for members and NFCC staff, called Quick Fire Politics which provides members with a weekly political update to ensure that they are up to date with key developments in the external environment that relates to their work.



## Looking forward: Future Plans

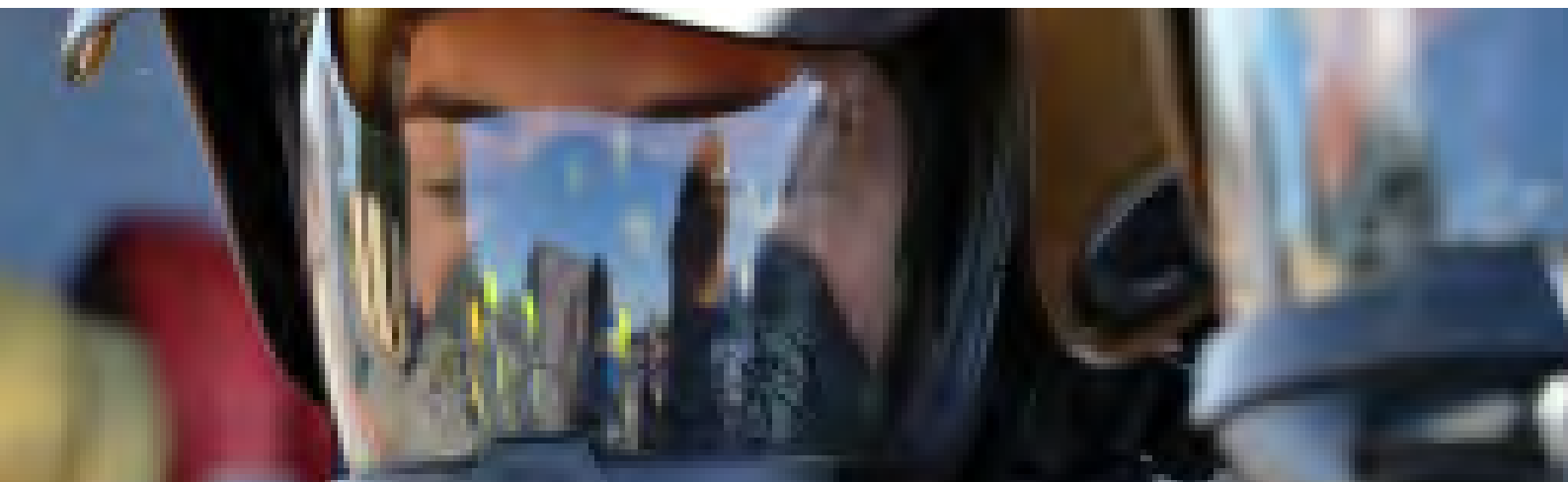
We will continue to support the work of UK fire and rescue services, helping them to develop and improve so that they can efficiently and effectively serve their communities, helping to keep them safe.



Key priorities for the coming year include:

- People, Leadership, Culture, and Inclusion including delivery against NFCC's Culture Action Plan.
- Contaminants.
- Implementing Organisational Learning Review and wider programme of guidance.
- Organisational learning and research.
- Prevention Programme including work around safeguarding.
- Protection programme.
- Manchester Arena Inquiry Recommendations and Joint Emergency Service Interoperability Principles (JESIP).
- Grenfell Tower Inquiry Recommendations.
- Development of National Commercial hub, including transition into Blue Light Commercial (BLC).
- On Call – review and development.
- Implementation of Digital Transformation and DDaT programmes; embedding of Data and Insights function.
- NFCC Improvement Support and wider sector improvement offer.
- Strengthen and develop NFCC Membership Engagement.
- Fire Reform – next steps with the White Paper.
- Comms and Public Affairs including General Election.
- Finance – preparation for Spending Review / Comprehensive Spending Review.

Please see our [corporate business plan](#) for more information.



# Statement of Trustees' responsibilities

The trustees (who are also directors of the National Fire Chiefs Council Limited for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- a) select suitable accounting policies and then apply them consistently
- b) observe the methods and principles in the Charities SORP (FRS 102)
- c) make judgements and estimates that are reasonable and prudent.
- d) state whether applicable accounting standards have been followed, subject to any material departures being disclosed and explained in the financial statements.
- e) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group; hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements may differ from legislation in other jurisdictions.

## Public benefit statement

The trustees confirm that they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'.

The Association's public benefit is enshrined in its charitable objects as outlined in the Vision, Mission and Values section of this report.

#### Statement as to disclosure of information to auditors

So far as each of the directors is aware, there is no relevant information that has not been disclosed to the company's auditors and each of the directors believe that all steps have been taken that ought to have been taken to make them aware of any relevant audit information and to establish that the company's auditors have been made aware of that information.

In accordance with section 485 of the Companies Act 2006 a resolution to reappoint CLA Evelyn Partners Limited will be proposed at the Annual General Meeting.

## Directors

The directors who held office during the year and up to the date of the signature of the financial statements were as follows:

N. Ross (Independent) (appointed 1 April 2023)

R. Thomas (Fire and Rescue Service)

R. Haggart (Fire and Rescue Service)

A. Roe (Fire and Rescue Service)

L. Taylor (Fire and Rescue Service)

C. Skinner (Independent)

D. Stout (Independent)

D. Wood (Independent)

S. Dickinson (Fire and Rescue Service) (appointed 13 September 2023)

W. Bowcock (Fire and Rescue Service)

K. Eason (Fire and Rescue Service) (resigned 22 June 2023)

S. Hancock (Independent)

The Trustees' Annual Report has been prepared by incorporating the Report of the Directors for the purpose of company law.

The Trustees' Report was approved by the trustees and signed on their behalf on 9th October 2024



Nick Ross, Chair of National Fire Chiefs Council Limited

Senior Responsible Officer (SRO)

Chief Executive Officer/Company Secretary, Susannah Hancock

## Acknowledgments

The Trustees gratefully acknowledge the indispensable support and expertise generously offered by our UK FRS colleagues, as well as the invaluable contributions of individuals within the UK FRS who actively participate in the working groups within the committees. Without their collaboration and dedication, the strategic aims, and objectives of NFCC would not be attainable. Additionally, we express our gratitude for the support provided by government departments, further enhancing our ability to fulfil our mission, deliver on shared priorities and foster continuous improvement throughout the sector.

## Audit report and financial statements

### Financial Review

- 1.1 The net deficit for the year is £228,291 (2023: deficit £851,391). This decreases NFCC's net assets to £3,074,923 (2023: £3,303,214) of which £184,171 (2023: £0) is designated funds for specified projects and investments considered to be long term. £287,137 (2023: £370,452) is restricted funds as explained in note 15. General reserves have decreased to £2,603,615 (2023: £2,932,762).
- 1.2 The charity currently forecasts that the unrestricted reserves will decrease slightly in 2024/25 due to the use of reserves for the development of the charity.

### Investment Policy

- 1.3 To make the most of reserves, Trustees have agreed on a balanced approach to its investments:
  - a) 50/50 split between capital growth and income
  - b) An overall medium risk profile

The charity will be moving around £2m of its reserves to investment managers Cazenove in year ending March 2025 from our current investment managers CCLA. A tender process was undertaken to choose the most appropriate investment manager for its reserves to support its reserves policy as well as receive an income.

### Reserves Policy

- 1.4 The NFCC trustees will consider the risks, including financial risks, facing the charity at each quarterly Trustee Board meeting and will ensure that systems and procedures are established to mitigate any risks identified through the NFCC risk management policy.
- 1.5 Short term financial risks to the charity could include costs such as unforeseen legal costs, the impact of industrial action and where other emergency action is needed. Longer term financial risks could include reduction in government grant income; reduction in membership subscriptions etc.
- 1.6 To ensure the charity can meet its commitments, the trustees have considered the level of free reserves necessary to meet any changes in income to maintain our level of activity and fund any transition period.

It is the policy of the Trustees:

- a) To hold a risk reserve to enable the charity to continue to operate during an incident creating unbudgeted costs. The trustees have concluded that this be a minimum of £500,000.

- b) To hold a general operating reserves equivalent to 3-6 months of NFCC's general revenue expenditure reported in the previous audited accounts.
- c) To hold winding up costs to cover legal costs and redundancy payments if the charity must close. See 2.3 below.
- d) Any remaining reserves to be held in an organisation development fund to support the organisational structure changes currently taking place.

## Reserves Calculation

- 2.1 At the balance sheet date 31 March 2024, NFCC held 'free' reserves, defined as unrestricted funds less designated reserves of £2,605,875.
- 2.2 The unrestricted expenditure for 2023-24 totalled £3,700,37. 3 months equals £925,592 and 6 months £1,851,184.
- 2.3 Winding-up costs are calculated as follows:
  - a) Statutory redundancy payment amount x number of employees with over 2 years' service by the end of the next financial year (54). This amount would be re-calculated on at least an annual basis linked to employee numbers.
  - b) Plus, legal fees of £20,000.

The Trustees have allocated the following sums:

|                                  |                   |
|----------------------------------|-------------------|
| 1. Risk reserve                  | £500,000          |
| 2. General operating reserve     | £1,630,615        |
| 3. Winding-up costs              | £473,000          |
| 4. Organisation development fund | £0                |
| <b>Total reserves</b>            | <b>£2,603,615</b> |

With these reserves in place, the trustees are satisfied that financial risks can be appropriately managed. The trustees intend to sustain the risk reserve at a minimum of £500,000 and the general operating reserve at 3 to 6 months of revenue expenditure. The winding-up costs will be calculated annually in line with statutory redundancy total amount payable and relevant staff numbers.

Designated funds represent amounts that have been put aside out of unrestricted funds at the discretion of the trustees for projects. The designation is for administrative purposes only and does not legally restrict the trustees' discretion to apply the fund.

## Diversifying risk

- 3.1 As good practice NFCC will reduce the risk to its 'front line reserves' by investing in more than one banking institution (see investment policy)

## Policy Review

- 4.1 This policy is to be reviewed at least annually by the finance and audit committee to ensure that it meets with the current needs of the charity and any amendments are to be agreed by the trustees.

## Fundraising

- 1.7 The trustees take their responsibility under the Charities (Protection and Social Investment) Act 2016 seriously and have considered the implications on their activities. The charity does not raise funds directly from the general public and does not actively solicit donations. The charity only works with commercial sponsors where seeking support for NFCC events. Where commercial sponsorship is arranged for an event, such as the Autumn Conference, a clear contract is in place between the charity and the commercial sponsor. The trustees are not aware of any complaints made in respect of fundraising during the period.

## Remuneration policy – key management personnel (KMP)

- 1.8 For the purposes of this policy, KMP are the senior staff members to which the trustees have delegated authority for day to day management of the charity.
- 1.9 The remuneration and the other terms of employment should be sufficient to attract, retain and motivate KMP, take account of the responsibilities and expectations of each role and pay due regard to NFCC as a charity exclusively supporting public sector organisations.
- 1.10 The charity is employed a third-party professional for role evaluation and remuneration benchmarking linked to the external market. For some roles, for example secondments or appointments related to established national terms and conditions, the remuneration and terms and conditions will be determined by reference to national agreements.
- 1.11 Appointments at KMP level, including recruiting to vacancies as well as new posts, will be agreed by the trustees.

**Independent auditor's report**

**to the members of National Fire Chiefs Council Limited**

---

**Opinion**

We have audited the financial statements of National Fire Chiefs Council Limited (the 'charitable company') for the year ended 31 March 2024 which comprise Statement of Financial Activity, Statement of Financial Position, Statement of Cash Flow and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and;
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

**National Fire Chiefs Council Limited**  
**(a company limited by guarantee and not having a share capital)**

**Independent auditor's report**  
**to the members of National Fire Chiefs Council Limited**

---

**Other information**

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which includes the strategic report and the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

**Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**National Fire Chiefs Council Limited**  
**(a company limited by guarantee and not having a share capital)**

**Independent auditor's report**  
**to the members of National Fire Chiefs Council Limited**

---

**Auditor responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

We obtained an understanding of the legal and regulatory framework applicable to both the charitable company itself and the industry in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the directors and other management. The most significant were identified as the Charities Act 2011, the Companies Act 2006, UK GAAP (FRS102) and relevant tax legislation. We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

- Confirming revenue recognised directly to third party documentation to ensure correct cut off with regards to grant revenue recognition has been applied;
- obtaining an understanding of the internal controls including IT controls established to mitigate risks related to fraud or non - compliance with laws and regulations;
- assessing the risk of management override by identifying and testing a sample of journal entries;
- enquiries with management as to any actual or suspected fraud, or non-compliance with laws and regulations at both the planning and completion stage;
- assessing the risk of misappropriation of assets including identifying and testing a sample of cash payments and receipts

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for> This description forms part of our auditor's report.

**National Fire Chiefs Council Limited**  
**(a company limited by guarantee and not having a share capital)**

**Independent auditor's report**  
**to the members of National Fire Chiefs Council Limited**

---

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



**Craig Henderson (Senior Statutory Auditor)**  
**For and on behalf of CLA Evelyn Partners Limited**

...4 November 2024.....

17 Queens Lane  
Newcastle upon Tyne  
NE1 1RN

**National Fire Chiefs Council Limited**  
(a company limited by guarantee and not having a share capital)

**Statement of Financial Activities (including the income and expenditure account)**  
**for the year ended 31 March 2024**

|                                                |       | Unrestricted<br>funds | Designated<br>funds | Restricted<br>funds | Total<br>2024     | Total<br>2023      |
|------------------------------------------------|-------|-----------------------|---------------------|---------------------|-------------------|--------------------|
|                                                | Notes | £                     | £                   | £                   | £                 | £                  |
| <b>Income from:</b>                            |       |                       |                     |                     |                   |                    |
| Charitable activities                          | 3     | 2,604,815             | -                   | 6,892,121           | 9,496,936         | 10,916,338         |
| Other Trading Activities                       | 4     | 1,083,137             | -                   | -                   | 1,083,137         | 1,335,658          |
| Investment income                              | 5     | 73,991                | -                   | -                   | 73,991            | 28,508             |
| <b>Total income</b>                            |       | <u>3,761,943</u>      | <u>-</u>            | <u>6,892,121</u>    | <u>10,654,064</u> | <u>12,280,504</u>  |
| <b>Expenditure on:</b>                         |       |                       |                     |                     |                   |                    |
| Trading activities                             |       | 884,946               | -                   | -                   | 884,946           | 1,035,193          |
| Charitable Activities                          |       | 2,817,421             | 204,552             | 6,975,436           | 9,997,409         | 12,096,701         |
| <b>Total expenditure</b>                       | 6     | <u>3,702,367</u>      | <u>204,552</u>      | <u>6,975,436</u>    | <u>10,882,355</u> | <u>13,131,894</u>  |
| <b>Net income/expenditure before transfers</b> |       | 59,576                | ( 204,552)          | (83,315)            | (228,291)         | (851,390)          |
| Transfers                                      | 15    | (388,723)             | 388,723             | -                   | -                 | -                  |
| <b>Net income/expenditure</b>                  |       | <u>(329,147)</u>      | <u>184,171</u>      | <u>(83,315)</u>     | <u>(228,291 )</u> | <u>( 851,390 )</u> |
| <b>Reconciliation of funds</b>                 |       |                       |                     |                     |                   |                    |
| Total funds brought forward                    |       | 2,932,762             | -                   | 370,452             | 3,303,214         | 4,154,604          |
| <b>Total funds carried forward</b>             |       | <u>2,603,615</u>      | <u>184,171</u>      | <u>287,137</u>      | <u>3,074,923</u>  | <u>3,303,214</u>   |

There have been no recognised gains or losses other than the above surplus.  
All income and expenditure derives from continuing activities.

**National Fire Chiefs Council Limited**  
(a company limited by guarantee and not having a share capital)

**Balance Sheet**  
as at 31 March 2024

|                                                | Notes | £            | 2024<br>£ | £             | 2023<br>£ |
|------------------------------------------------|-------|--------------|-----------|---------------|-----------|
| <b>Current assets</b>                          |       |              |           |               |           |
| Investments                                    |       | 1,076,524    |           | 1,026,615     |           |
| Debtors                                        | 9     | 2,960,254    |           | 4,143,597     |           |
| Cash at bank and in hand                       |       | 1,149,897    |           | 2,423,904     |           |
|                                                |       |              |           |               |           |
|                                                |       | 5,186,675    |           | 7,594,116     |           |
| <b>Liabilities:</b>                            |       |              |           |               |           |
| Creditors: amounts falling due within one year | 10    | (2,111,752 ) |           | ( 4,290,902 ) |           |
|                                                |       |              |           |               |           |
| <b>Net current assets</b>                      |       |              | 3,074,923 |               | 3,303,214 |
|                                                |       |              |           |               |           |
| <b>The funds of the charity</b>                |       |              |           |               |           |
| Restricted funds                               |       |              | 287,137   |               | 30,452    |
| Unrestricted funds                             |       |              | 2,603,615 |               | 2,932,762 |
| Designated                                     |       |              | 184,171   |               | -         |
|                                                |       |              |           |               |           |
|                                                | 15    |              | 3,074,923 |               | 3,303,214 |

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

Approved by the Trustees on .....11th July..... 2024 and signed on their behalf by:

.....  
Chair

**Company Number 03677186**  
**Charity Number 1074071**

**National Fire Chiefs Council Limited**  
**(a company limited by guarantee and not having a share capital)**

**Cash Flow Statement**  
**for the year ended 31 March 2024**

|                                                       | <b>2024</b>        | <b>2023</b>        |
|-------------------------------------------------------|--------------------|--------------------|
|                                                       | <b>£</b>           | <b>£</b>           |
| <b>Cash flow from operating activities</b>            |                    |                    |
| Net expenditure                                       | (228,291)          | (879,899)          |
| Interest receivable                                   | (73,991)           | -                  |
| Decrease in debtors                                   | 1,183,343          | 207,007            |
| Decrease in creditors less than one year              | (2,179,150)        | (552,099)          |
| <b><i>Net cash flow from operating activities</i></b> | <u>(1,298,089)</u> | <u>(1,224,991)</u> |
| <b>Cash flow from investing activities</b>            |                    |                    |
| Interest received                                     | <u>73,991</u>      | <u>28,508</u>      |
| <b><i>Net cash from investing activities</i></b>      | <u>73,991</u>      | <u>28,508</u>      |
| <b>Decrease in cash in the year</b>                   | <u>(1,224,098)</u> | <u>(1,196,483)</u> |
| Cash and cash equivalents at the start of the year    | 3,450,519          | 4,647,002          |
| Cash and cash equivalents at the end of the year      | <u>2,226,421</u>   | <u>3,450,519</u>   |

**Notes to the Financial Statements**  
**for the year ended 31 March 2024**

---

**1. Accounting Policies**

**1.1 Company information**

The National Fire Chiefs Council Limited (NFCC Limited) is incorporated in England and Wales as a registered charity, number 1074071 and a limited company, number 03677186. The registered office is 71-75 Shelton Street, Covent Garden, London, WC2H 9JQ.

The Charity has charitable status and is thus exempt from taxation of its income and gains falling within Section 505 of the Taxes Act 1988 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that they are applied to its charitable objectives.

The Charity is limited by guarantee and does not have a share capital divided into shares. In the event of a Winding Up Order, each member of the Association guarantees to pay during their membership and for one year after membership ceases, a sum not exceeding £10 to the Association. Any surplus on Winding Up is to go to a charity having objects of a similar nature.

**1.2 Basis of preparation**

These financial statements have been prepared in accordance with applicable United Kingdom accounting standards, including Financial Reporting standard 102 – 'The Financial reporting Standard applicable in the United Kingdom and Republic of Ireland' (FRS102)

The charity is a public benefit entity for the purposes of FRS 102. The charity has therefore also prepared these financial statements in accordance with 'The Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with FRS 102' (Charities SORP (FRS 102)).

The particular accounting policies adopted in the preparation of the financial statement are as follows:

**1.3 Accounting convention**

The financial statements have been prepared on the historical basis except for the modification to a fair value basis for certain financial instruments as specified in the accounting policies below.

**1.4 Going Concern**

The Trustees have considered the operating position of the charity for 2024/25 and 2025/26 financial years and remain of the opinion that there are no material uncertainties regarding the Charities ability to continue as a going concern.

**1.5 Tangible fixed assets**

Assets are capitalised when they cost more than £2,000 and are expected to have a useful life of 3 years or more. All other costs are written off as expenditure as incurred.

**Notes to the Financial Statements (*Continued*)**  
**for the year ended 31 March 2024**

---

**1.6 Financial Instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with except for bank loans which are subsequently measure at amortised cost using the effective interest method.

**1.7 Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount is offered. Prepayments are valued at the amount prepaid net of any trad discounts due.

**1.8 Creditors and provision for liabilities**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in a transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

The charity recognises a provision for annual leave accrued by the employees because of the services rendered in the current period and which employees are entitled to carry forward and use within the next 12 months. The provision is measured at the salary cost payable for the period of absence.

**1.9 Incoming resources**

Income from investment and gift aid is included gross and is accounted for when it is receivable or the Charity's right to it becomes legally enforceable.

**1.10 Grants receivable**

Grants receivable are accounted for when there is sufficient information to enable the claim to be made or the claim has been made and there is clear indication to suggest the claim will be met.

**1.11 Membership income, fees, and other income**

All such income is accounted for on a receivable basis.

**1.12 Deferred income**

Subscriptions are paid by members on an annual basis and fees are paid for seminars held and publications produced by the charity. The amounts received are treated as deferred income until the period to which the subscriptions and seminars relate to commences.

Notes to the Financial Statements (*Continued*)  
for the year ended 31 March 2024

---

**1.13 Allocation of costs**

The Charity's operating costs include staff costs, overheads, and other related costs. Such costs are allocated between costs of charitable activities and cost of generating funds. Where individual costs for each category are not easily identified such as overhead costs, these are apportioned on the basis of percentage of direct charitable cost to each cost category.'

**1.14 Governance costs**

Governance costs represent the costs of running the charity as a legal entity and include the costs of audit, costs of trustees' meetings and costs of complying with statutory records.

**1.15 Employee benefits**

Short term employee benefits and contributions to defined contribution plans are recognised as an expense in the period in which they are incurred.

The Charity operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held separately from the Charity in independently administered funds.

**1.16 Irrecoverable VAT**

The charity is unable to recover 100% of input VAT incurred. Irrecoverable VAT is allocated to the appropriate cost categories.

**1.17 Fund accounting**

The Charity maintains various types of funds as follows:

**1.18 Restricted funds**

*Restricted funds* represent funds which are allocated by the donor for specific purposes.

**1.19 Unrestricted funds**

*Designated funds* represent amounts which have been put aside out of unrestricted funds at the discretion of the trustees for fixed assets, specified projects and investments considered to be long term. The designation is for administrative purposes only and does not legally restrict the trustees' discretion to apply the funds.

*General Unrestricted funds* represent amounts which are expendable at the discretion of the trustees in the furtherance of the objects of the charity.

**1.20 Judgements in applying accounting policies and key sources of estimation uncertainty**

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from the other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods. The trustees consider that there are no significant estimates or judgments in the preparation of financial statements.

**National Fire Chiefs Council Limited**  
**(a company limited by guarantee and not having a share capital)**

**Notes to the Financial Statements (Continued)**  
**for the year ended 31 March 2024**

---

**2. Comparative Statement of Financial Activities**

|                                      |              | <b>Restricted<br/>funds</b> | <b>Unrestricted<br/>funds</b> | <b>Total<br/>2023</b> | <b>Total<br/>2022</b> |
|--------------------------------------|--------------|-----------------------------|-------------------------------|-----------------------|-----------------------|
|                                      | <b>Notes</b> | <b>£</b>                    | <b>£</b>                      | <b>£</b>              | <b>£</b>              |
| <b>Income from:</b>                  |              |                             |                               |                       |                       |
| Charitable activities                | 5            | 8,337,587                   | 2,578,750                     | 10,916,337            | 11,549,013            |
| Other trading activities             |              | 82,993                      | 1,252,665                     | 1,335,658             | 847,075               |
| Investment income                    |              | -                           | 28,508                        | 28,508                | 3,805                 |
| <b>Total income</b>                  |              | <u>8,420,580</u>            | <u>3,859,923</u>              | <u>12,280,503</u>     | <u>12,399,893</u>     |
| <b>Expenditure on:</b>               |              |                             |                               |                       |                       |
| Trading activities                   |              | -                           | 1,035,193                     | 1,035,193             | 575,331               |
| Charitable activities                | 6            | 8,337,587                   | 3,759,114                     | 12,096,701            | 11,626,879            |
| <b>Total expenditure</b>             |              | <u>8,337,587</u>            | <u>4,794,307</u>              | <u>13,131,894</u>     | <u>12,202,210</u>     |
| <b>Net movement before transfers</b> |              | 82,993                      | ( 934,384 )                   | ( 851,391 )           | 197,683               |
| <b>Net movement in funds</b>         |              | <u>82,993</u>               | <u>( 934,384 )</u>            | <u>( 851,391 )</u>    | <u>193,683</u>        |
| <b>Reconciliation of funds</b>       |              |                             |                               |                       |                       |
| Total funds brought forward          |              | 287,459                     | 3,867,146                     | 4,154,605             | 3,956,922             |
| <b>Total funds carried forward</b>   |              | <u>370,452</u>              | <u>2,932,762</u>              | <u>3,303,214</u>      | <u>4,154,605</u>      |

**National Fire Chiefs Council Limited**  
**(a company limited by guarantee and not having a share capital)**

**Notes to the Financial Statements (Continued)**  
**for the year ended 31 March 2024**

**3. Analysis of Charitable Activity income**

|                               | <b>2024</b>      | <b>2023</b>       |
|-------------------------------|------------------|-------------------|
|                               | <b>£</b>         | <b>£</b>          |
| Grants                        | 6,892,121        | 8,337,587         |
| Donations                     | 1,943            | -                 |
| Corporate Subscription Income | 2,602,872        | 2,578,750         |
|                               | <u>9,496,936</u> | <u>10,916,337</u> |

**4. Analysis of Other Trading Income**

|                       | <b>2024</b>      | <b>2023</b>      |
|-----------------------|------------------|------------------|
|                       | <b>£</b>         | <b>£</b>         |
| Commercial membership | 94,925           | -                |
| Events and Training   | 764,150          | 721,910          |
| Other                 | 224,062          | 613,748          |
|                       | <u>1,083,137</u> | <u>1,335,658</u> |

**5. Investment Income**

|               | <b>2024</b>   | <b>2023</b>   |
|---------------|---------------|---------------|
|               | <b>£</b>      | <b>£</b>      |
| Bank Interest | 73,991        | 28,508        |
|               | <u>73,991</u> | <u>28,508</u> |

**6. Resources Expended**

|                                                                        | <b>Direct costs</b> | <b>Support costs</b> | <b>2024 Total</b> |
|------------------------------------------------------------------------|---------------------|----------------------|-------------------|
|                                                                        | <b>£</b>            | <b>£</b>             | <b>£</b>          |
| <b>Costs of Generating funds:</b>                                      |                     |                      |                   |
| Trading expenses                                                       | 884,946             | -                    | 884,946           |
| <b>Charitable Activities:</b>                                          |                     |                      |                   |
| Professional services                                                  | 995,154             | 80,435               | 1,075,589         |
| Strategy, Insight & Portfolio                                          | 1,566,161           | 90,897               | 1,657,058         |
| Continuous Improvement                                                 | 5,716,452           | 233,021              | 5,949,473         |
| CEO & Comm                                                             | 1,055,055           | 51,122               | 1,106,177         |
| Governance                                                             | 150,011             | 59,101               | 209,112           |
| <b>Total Expenditure on Generating Funds and Charitable Activities</b> | <u>10,367,779</u>   | <u>514,576</u>       | <u>10,882,355</u> |

As the charity have gone through a restructuring exercise, categories of expenditure reporting have changed. As a result, there is no direct comparative on expenditure categories. The current year disclosure represents how expenditure has been reported following the restructure and how it is expected to be reported by the entity in future periods.

**National Fire Chiefs Council Limited**  
**(a company limited by guarantee and not having a share capital)**

**Notes to the Financial Statements (Continued)**  
**for the year ended 31 March 2024**

|                                                                        | <b>Direct costs</b> | <b>Support costs</b> | <b>2023 Total</b> |
|------------------------------------------------------------------------|---------------------|----------------------|-------------------|
|                                                                        | <b>£</b>            | <b>£</b>             | <b>£</b>          |
| <b>Costs of Generating funds:</b>                                      |                     |                      |                   |
| Trading expenses                                                       | 1,035,193           | -                    | 1,035,193         |
| <b>Charitable Activities:</b>                                          |                     |                      |                   |
| Leadership                                                             | 3,080,258           | 491,520              | 3,571,778         |
| Professional Advice                                                    | 3,247,168           | 620,405              | 3,867,573         |
| Communications                                                         | 3,144,555           | 502,111              | 3,646,666         |
| Member Development                                                     | 394,052             | 512,335              | 906,387           |
| Governance                                                             | 83,376              | 20,921               | 104,297           |
| <b>Total Expenditure on Generating Funds and Charitable Activities</b> | <b>10,984,602</b>   | <b>2,147,292</b>     | <b>13,131,894</b> |

**7. Wages and salaries**

|                       | <b>2024</b>      | <b>2023</b>      |
|-----------------------|------------------|------------------|
|                       | <b>£</b>         | <b>£</b>         |
| Salary costs          | 5,034,475        | 2,388,461        |
| Social security costs | 542,930          | 274,165          |
| Pension costs         | 356,166          | 56,367           |
|                       | <b>5,933,571</b> | <b>2,718,993</b> |

No Trustees or person related or connected by business to them, has received any remuneration from the charity during the year. During the year, the total expenses reimbursed Trustees amounted to £4,043 (2023 £1,172) in respect of travel, accommodation and subsistence expenses incurred in fulfilling their duties.

During the year £591,373 (2023 £550,492) was paid for key management personnel of the charity.

Details of the employees paid for than £60,000 in the year ended 31 March 2024 are given below:

|                               | <b>2024</b> | <b>2023</b> |
|-------------------------------|-------------|-------------|
| Between £60,001 and £70,000   | 9           | 3           |
| Between £70,001 and £80,000   | 5           | 1           |
| Between £80,001 and £90,000   | 0           | 2           |
| Between £90,001 and £100,00   | 2           | 0           |
| Between £100,001 and £110,000 | 1           | 1           |
| Between £120,001 and £130,000 | 0           | 0           |
| Between £170,000 and £180,000 | 1           | 1           |

**8. Auditors Remuneration**

|                       | <b>2024</b> | <b>2023</b> |
|-----------------------|-------------|-------------|
|                       | <b>£</b>    | <b>£</b>    |
| Auditors remuneration | 12,500      | 14,500      |

**National Fire Chiefs Council Limited**  
**(a company limited by guarantee and not having a share capital)**

**Notes to the Financial Statements (Continued)**  
**for the year ended 31 March 2024**

**9. Debtors**

|                                | <b>2024</b>      | <b>2023</b>      |
|--------------------------------|------------------|------------------|
|                                | <b>£</b>         | <b>£</b>         |
| Trade Debtors                  | 768,766          | 411,732          |
| Prepayments and Accrued Income | 2,191,488        | 3,723,107        |
| Other debtors                  | -                | 8,758            |
|                                | <u>2,960,254</u> | <u>4,413,597</u> |

**10. Creditors: amounts falling due within one year**

|                 | <b>2024</b>      | <b>2023</b>      |
|-----------------|------------------|------------------|
|                 | <b>£</b>         | <b>£</b>         |
| Trade Creditors | 877,733          | 707,424          |
| Accruals        | 643,041          | 3,249,651        |
| Deferred Income | 238,938          | 196,800          |
| Other creditors | 352,040          | 137,027          |
|                 | <u>2,111,752</u> | <u>4,290,902</u> |

**11. Financial Assets / (Liabilities) measured at cost**

|                              | <b>2024</b>                 | <b>2023</b>                 |
|------------------------------|-----------------------------|-----------------------------|
|                              | <b>£</b>                    | <b>£</b>                    |
| Investments                  | 1,076,524                   | 1,026,615                   |
| Cash in the bank and in hand | 1,149,897                   | 2,423,904                   |
| Debtors                      | 768,766                     | 420,490                     |
| Creditors                    | (1,229,773)                 | (844,451)                   |
|                              | <u>                    </u> | <u>                    </u> |

**12. Analysis of changes in net debt**

|                             | <b>As at<br/>1 April<br/>2023</b> | <b>Cash<br/>Flows</b>       | <b>As at<br/>31 March<br/>2024</b> |
|-----------------------------|-----------------------------------|-----------------------------|------------------------------------|
|                             | <b>£</b>                          | <b>£</b>                    | <b>£</b>                           |
| Cash                        | 2,423,904                         | ( 1,274,007 )               | 1,149,897                          |
| Investments                 | 1,026,615                         | 49,909                      | 1,076,524                          |
|                             | <u>                    </u>       | <u>                    </u> | <u>                    </u>        |
| <b>Cash and Equivalents</b> | <b>3,450,519</b>                  | <b>( 1,224,098 )</b>        | <b>2,226,421</b>                   |
|                             | <u>                    </u>       | <u>                    </u> | <u>                    </u>        |

**National Fire Chiefs Council Limited**  
**(a company limited by guarantee and not having a share capital)**

**Notes to the Financial Statements (Continued)**  
**for the year ended 31 March 2024**

|                                   |                   |                   |
|-----------------------------------|-------------------|-------------------|
| <b>13. Financial Commitments</b>  | <b>2024</b>       | <b>2023</b>       |
| Contractual financial Commitments | 140,402           | 293,103           |
|                                   | <u>          </u> | <u>          </u> |

**14. Analysis of charity net assets between funds**

**Year ended 31 March 2024**

|                          | <b>General<br/>Fund<br/>£</b> | <b>Restricted<br/>Funds<br/>£</b> | <b>Designated<br/>Funds<br/>£</b> | <b>Total<br/>2024<br/>£</b> |
|--------------------------|-------------------------------|-----------------------------------|-----------------------------------|-----------------------------|
| Investments              | 1,076,524                     | -                                 | -                                 | 1,076,524                   |
| Debtors                  | 922,429                       | 2,037,825                         | -                                 | 2,960,254                   |
| Cash at bank and in hand | 764,057                       | 169,788                           | 216,052                           | 1,149,897                   |
| Current liabilities      | (159,395)                     | (1,920,476)                       | (31,881)                          | (2,111,752)                 |
|                          | <u>2,603,615</u>              | <u>287,137</u>                    | <u>184,171</u>                    | <u>3,074,923</u>            |
|                          | <u>          </u>             | <u>          </u>                 | <u>          </u>                 | <u>          </u>           |

**Year ended 31 March 2023**

|                          | <b>General<br/>fund<br/>£</b> | <b>Restricted<br/>funds<br/>£</b> | <b>Designated<br/>funds<br/>£</b> | <b>Total<br/>2023<br/>£</b> |
|--------------------------|-------------------------------|-----------------------------------|-----------------------------------|-----------------------------|
| Investments              | 1,026,615                     | -                                 | -                                 | 1,026,615                   |
| Debtors                  | 875,347                       | 3,268,249                         | -                                 | 4,143,596                   |
| Cash at bank and in hand | 2,475,007                     | (51,103)                          | -                                 | 2,423,904                   |
| Current liabilities      | (1,444,207)                   | (2,846,694)                       | -                                 | (4,290,901)                 |
|                          | <u>2,932,762</u>              | <u>370,452</u>                    | <u>-</u>                          | <u>3,303,214</u>            |
|                          | <u>          </u>             | <u>          </u>                 | <u>          </u>                 | <u>          </u>           |

**National Fire Chiefs Council Limited**  
**(a company limited by guarantee and not having a share capital)**

**Notes to the Financial Statements (Continued)**  
**for the year ended 31 March 2024**

**15. Statement of funds**

Year ended 31 March 2024

|                                  | At 1 April<br>2023<br>£ | Income<br>£ | Expenditure<br>£ | Transfers<br>£ | At 31 March<br>2024<br>£ |
|----------------------------------|-------------------------|-------------|------------------|----------------|--------------------------|
| <b>Unrestricted funds</b>        |                         |             |                  |                |                          |
| General Funds                    | 2,932,762               | 3,761,943   | ( 3,702,367 )    | ( 388,723 )    | 2,603,615                |
| <b>Designated funds</b>          |                         |             |                  |                |                          |
| Digital                          | -                       | -           | ( 204,552 )      | 388,723        | 184,171                  |
| <b>Total</b>                     | 2,932,762               | 3,761,943   | ( 3,906,919 )    | -              | 2,787,786                |
| <b>Restricted funds</b>          |                         |             |                  |                |                          |
| Youth United funding             | 10,000                  | -           | -                | -              | 10,000                   |
| Research and Development funding | 170,472                 | -           | ( 322 )          | -              | 170,150                  |
| Children and young people        | 9,697                   | -           | -                | -              | 9,697                    |
| Home Office                      | -                       | 6,892,121   | ( 6,892,121 )    | -              | -                        |
| CSR                              | 97,290                  | -           | -                | -              | 97,290                   |
| EPA                              | 82,993                  | -           | ( 82,993 )       | -              | -                        |
| <b>Total restricted funds</b>    | 370,452                 | 6,892,121   | ( 6,975,436 )    | -              | 287,137                  |
| <b>Total funds</b>               | 3,303,214               | 10,654,064  | ( 10,882,355 )   | -              | 3,074,923                |

Year ended 31 March 2023

|                                  | At 1 April<br>2022 | Income     | Expenditure    | Transfers | At 31 March<br>2023 |
|----------------------------------|--------------------|------------|----------------|-----------|---------------------|
| <b>Unrestricted funds</b>        |                    |            |                |           |                     |
| General Funds                    | 3,867,146          | 3,859,923  | ( 4,794,307 )  | -         | 2,932,762           |
| <b>Total</b>                     | 3,867,146          | 3,859,923  | ( 4,794,307 )  | -         | 2,932,762           |
| <b>Restricted funds</b>          |                    |            |                |           |                     |
| Youth United funding             | 10,000             | -          | -              | -         | 10,000              |
| Research and Development funding | 170,472            | -          | -              | -         | 170,472             |
| Children and young people        | 9,697              | -          | -              | -         | 9,697               |
| Home Office                      | -                  | 8,337,587  | ( 8,337,587 )  | -         | -                   |
| CSR                              | 97,290             | -          | -              | -         | 97,290              |
| EPA                              | -                  | 82,993     | -              | -         | 82,993              |
| <b>Total restricted funds</b>    | 287,459            | 8,420,580  | ( 8,337,587 )  | -         | 370,452             |
| <b>Total funds</b>               | 4,154,605          | 12,280,503 | ( 13,131,894 ) | -         | 3,303,214           |

**16. Related party transactions**

There have been no transactions incurred with related parties during the period other than Trustee expenses which have been disclosed in note 7.

**National Fire Chiefs Council Limited**

**Company Registration No. 3677186 (England and Wales) Registered Charity No. 1074071**

**National Fire Chiefs Council Limited**

England & Wales - Charity number 1074071

---

# Accounts

---

# Annual Report

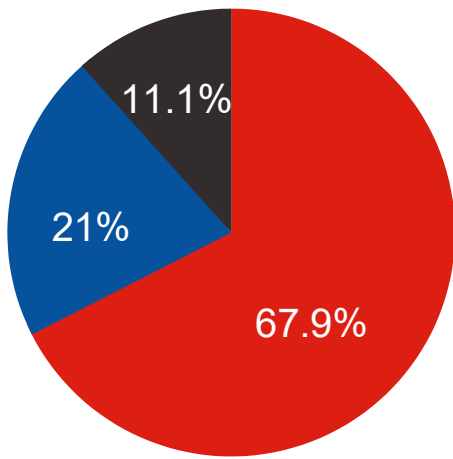
National Fire Chiefs Council Limited  
Report & Financial Statements For the  
year ended 31 March 2023

Company Registration No. 3677186  
(England and Wales)  
Registered Charity No. 1074071



**NFCC**

National Fire  
Chiefs Council



## Total Income

**£12,280,503**

- Grant **£8,337,587**
- Professional Partnership **£2,578,750**
- Other Income **£1,364,166**

**↑ 42 Million**

People reached across  
England with FireKills  
national advertising  
campaign

**↑ 30,000**

Home Fire Safety Checks carried  
out by the public using an online  
tool developed by our Prevention  
Hub.



**37 New Members**



**Produced a new  
corporate strategy**

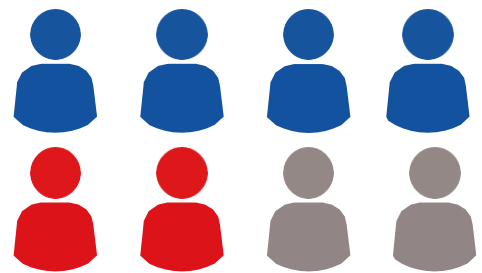


**Strengthened our  
financial accountability**



**Revised and published  
13 HR policies**

## 11 National Conferences



**64 NFCC Limited  
Employees**

**27 Seconded employees from fire  
and rescue services**

**31 other contracts**

\*at year end

- Led National fire and rescue service response to recommendations of Grenfell and Manchester Arena inquiries.
- Supported all FRS and Government on assurance of business continuity plans in response to the potential national fire strike.

# Contents

## Trustee Report

**1** Statement from Chair of Trustees

**2** Vision, Mission and Values

**4** Governance and Management

**6** Risk Management

**8** Membership and Structure

## Strategic Report

**11** Statement from Chiefs Council Chair

**13** Strategic Focus

**16** Achievements and Performance

**24** One NFCC

**25** Statement of Trustees' responsibilities

**26** Directors

**27** Report and Financial Statements

**48** Acknowledgments



**NFCC**  
National Fire  
Chiefs Council

# Trustees Report

## Statement from Chair of Trustees

This year has been a year of transformation for the organisation, that we haven't seen on this scale since the National Fire Chiefs Council Limited (NFCC Limited) was established in 2017. Change can be challenging, but also presents great opportunities and I am incredibly proud of how the staff team have continued to deliver the exceptional results that the NFCC Limited are known for and why we continue to be the partner of choice.

2022/23 has seen us concluding a significant internal transformation programme which is bringing resources and services back in house from the outsourced model that we have utilised for the last six years. I would like to recognise here the amazing support we have received through our service level agreements with London Fire Brigade and West Midlands Fire Service.

This year marked my final year as the Chair of the Board of Trustees and the end of a tenure is always a time of reflection on what has been achieved. As I step down from my role, I am leaving an organisation that is hugely different from the one I joined in 2017. I don't think in 2017 any of us could have predicted the pace at which the organisation would need to change and embed, and then evolve, over the coming years whilst also dealing with massively significant events for the sector such as Grenfell and the Manchester Arena attack and then an international pandemic. We have also seen real challenges and concerns in relation to culture and inclusion across Fire and Rescue services, that we are absolutely committed to addressing. Chiefs Council Chair Mark Hardingham speaks to this in more detail in his section in this report.

Our success this year is credit to the skills, expertise and commitment of our staff team and members as well as the support of our partners who have recognised the unique position of the NFCC Limited and our ability to deliver whatever the circumstances.

This Trustees Annual Report can only summarise some of all the good work that has taken place over the last year but does show that we are in a strong financial position with continuous improvement happening within our governance framework and systems and an ever-growing suite of products and services that deliver our charitable objects.

I am handing the reins over to Nick Ross CBE, the incoming Board of Trustees Chair, to an organisation that I have been very honored to be part of.

Teresa Budworth,  
Chair of Trustees

# Vision, Mission and Values

---

## 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 the fire and rescue services to help keep communities safe.

---

## NFCC Limited charitable objects are our mission

- **To lead**, coordinate and support effective prevention, protection, and emergency response – locally and nationally – to reduce 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 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 UK fire and rescue services.
-

## Respect

We treat people with respect,  
and are trusted and  
empowered to do a great job

## Accountable

We are accountable to each  
other and our members

## Impact

We are driven to make a  
difference across our  
communities

## Integrity

We act with integrity at  
all times

## Inclusive

We are committed to being  
inclusive and diverse in all  
that we do

## Expertise

We have pride in our expertise  
and use it to support our member  
and the communities they serve



# Governance and Management

NFCC Limited is a charitable company governed by trustees under its Articles of Association. The Board of Trustees represent the NFCC Limited's Individual Membership along with four independent trustees who are not from the fire sector. The Chair of Trustees is an independent trustee.

The Nominations Committee manage the recruitment of the new trustees. As the outgoing Chair of Trustees completes her term, NFCC Limited have recruited a new Chair of the Board of Trustees incoming from 1 April 2023.

The trustees oversee all financial and governance aspects of NFCC Limited and meet quarterly. Governance processes are in place to ensure that the charity is managed effectively and efficiently as well as in line with charity and company law.

In 2020/21 we commissioned a full review of our corporate processes and policies and throughout this financial year we have been implementing the final recommendations from this review, both in our 'business-as-usual' activities as well as part of our One NFCC programme.

The induction and ongoing training programme for trustees introduced in 2021/22 has resulted in induction training for all new trustees with training needs discussed annually as part of the board evaluation process. The facility to consider training for individual requirements or group training, should a need be identified, is also in place, supporting the trustees needs throughout their time on the board.

Trustees established a Finance and Audit Committee during 2022/23, to monitor financial performance, audit and risk management, providing advice and assurance to the board.

The day-to-day management of NFCC Limited has been delegated by the trustees to key management roles. This year the trustees appointed the Chief Operating Officer to provide a single point of corporate leadership and governance, as a principal part of the transformation agenda

Three new directorates were created:

- Strategy, Insight and Portfolio
- Continuous Improvement
- Professional Services

with the heads of each joining National Fire Chiefs Council (NFCC) Chair and COO to form the Senior Leadership Team. The Senior Leadership Team meets monthly, receiving reports from—and consulting with—advisers from across the organisation in order to monitor delivery, performance, and discuss risks, issues and opportunities.

This year also saw the second NFCC Chair complete his initial term. The NFCC Chair is a paid, full-time role employed by NFCC Limited and appointed by NFCC Limited's Individual Membership. The role is held for an initial two-year term with the possibility of a further extension of up to two further years; both periods are subject to satisfactory performance which is managed through a dedicated Performance Committee. The NFCC Chair's term has been extended for an additional two years.

The charity has seen a further increase in our employee numbers from 42 to 64 with a wider team consisting of secondees and staff dedicated to the delivery of the organisation's work through our Service Level Agreements (SLAs) with London Fire Brigade and West Midlands Fire Service. The One NFCC Programme's Transformation and SLA projects have delivered the majority of their work this year, allowing NFCC Limited to end the Service Level Agreements, and move towards employing the majority of their own workforce. Therefore, the workforce increases to 84 from 1 April 2023.

Due to the high level of the charity's funding currently being from a Home Office grant, confirmed on an annual basis, the majority of service delivery related employment continues to be offered on the basis of fixed-term contracts. However, due to the annual grant being agreed as part of a three-year spending review, and positive indications of a fourth annual grant award, alongside the fact that many staff on fixed-term contracts were already employed for a period exceeding two years, NFCC Limited had the confidence to offer permanent contracts to 29 staff this year. In addition, some staff transferred under TUPE following the end of the SLAs were transferred to permanent NFCC Limited contracts of employment.

NFCC Limited has implemented annual salary reviews, performance development plans and are exploring additional employee value propositions as part of their commitment to developing people and being an employer of choice.

# Risk Management

The trustees manage the risks to NFCC Limited through its risk management policy. The charity identified five new risks during the year, listed below by type of risk:



## Operational

- The One NFCC programme loses support (or has a substantial scope change) of trustees following failure of delivery.
- Key staff leaving service for the duration of industrial actions. Leadership capacity reduced with key personnel supporting government and FRS response to industrial action. **Update June 2023: This is no longer an open risk.**



## Reputational

- A failure of support to government and FRS preparing for and coordinating national responses to industrial action diminishes NFCC Limited's position as a key partner of government and FRS. **Update June 2023: This is no longer an open risk**



## Law and regulation compliance

- National guidance is adjudged to be incorrect or flawed under scrutiny at, for example, an inquiry, inquest or inspection.



## Environmental and External

- Government implement Emergency Evacuation Information Sharing (EEIS) despite NFCC Limited/FRS concerns.

At the time of writing mitigating actions have been implemented or started with further mitigating actions also identified to address these risks. All major risks are detailed in the NFCC Limited's risk register which is reviewed regularly by the Senior Leadership Team and discussed at every trustee meeting.

NFCC Limited's approach to risk management has been reviewed during the year, and in April 2023 trustees approved a new Risk and Issue Management approach following the advice of the Finance and Audit Committee.

The new approach is summarised here, and will be embedded in 2023/24:

- Update calculation methodology to the standard five-by-five risk approach
- Evolve NFCC Limited's risk management into risk and issue management.

The Risk and Issue Management Policy includes criteria to escalate operational risks and issues to the corporate risk and issue log through the appropriate governance escalation route.

The Senior Leadership Team will continue to review risks monthly, with additional deep-dive workshops throughout the year. The Finance and Audit Committee will review the Risk and Issue Log at every meeting and make recommendations for consideration at each trustee meeting.

### **Assurance of risks highlighted in the 22/23 NFCC Limited Annual Report**

With the support of our insurance broker, we have continued with the level of professional indemnity cover secured last year. This previously 'high-rated' risk is now well managed with a low post mitigation risk score.

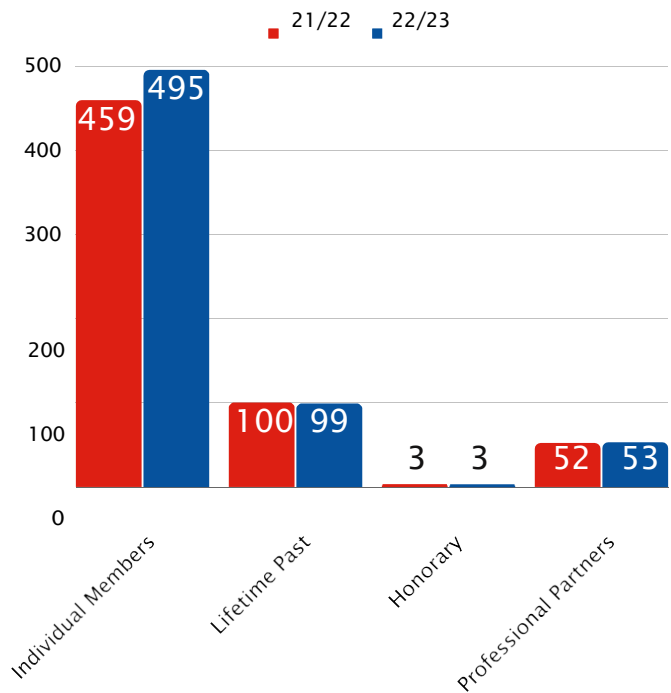
The comprehensive review of National Operational Guidance (NOG) commissioned last year has been a main focus this year.

NOG has come under close scrutiny through the public inquiries into the Manchester Arena attack (22 May 2017) and the Grenfell Tower Fire (14 June 2017). In both inquiries, the use of NOG as the basis for developing policies and procedures by fire and rescue services locally, has been considered. As the owners of NOG, this informed NFCC Limited's view of the need for this review to consider how NOG is developed, its governance, the liability NFCC Limited may hold, and the process of adoption in a FRS. Last year, NFCC Limited commissioned Stephen Walsh K.C. to review the status of NOG and associated liability it holds following the implementation of NOG by FRSs. This advice has informed the review, which completed in May 2023, the findings and recommendations will be reviewed by the Senior Leadership Team and Board of Trustees in early 2023/24, and an action plan will be agreed. The review and subsequent action plan focus on the governance process, tighter assurance and accessibility to NOG for a range of audiences.

Concurrently, NFCC Limited has commissioned work on a Quality Assurance Framework to ensure a consistent approach to product quality across all areas of service delivery. The framework will support improved governance around NFCC Limited products for the sector, in turn contributing to greater take up and improved safety for the communities. The framework is in draft and will proceed through internal governance routes with Chiefs Council and Senior Leadership Team for approval in early 2023/24, in line with the NFCC Limited risk tolerance, demonstrating NFCC Limited continued commitment to quality and governance.

# Membership and Structure

## NFCC Limited Membership

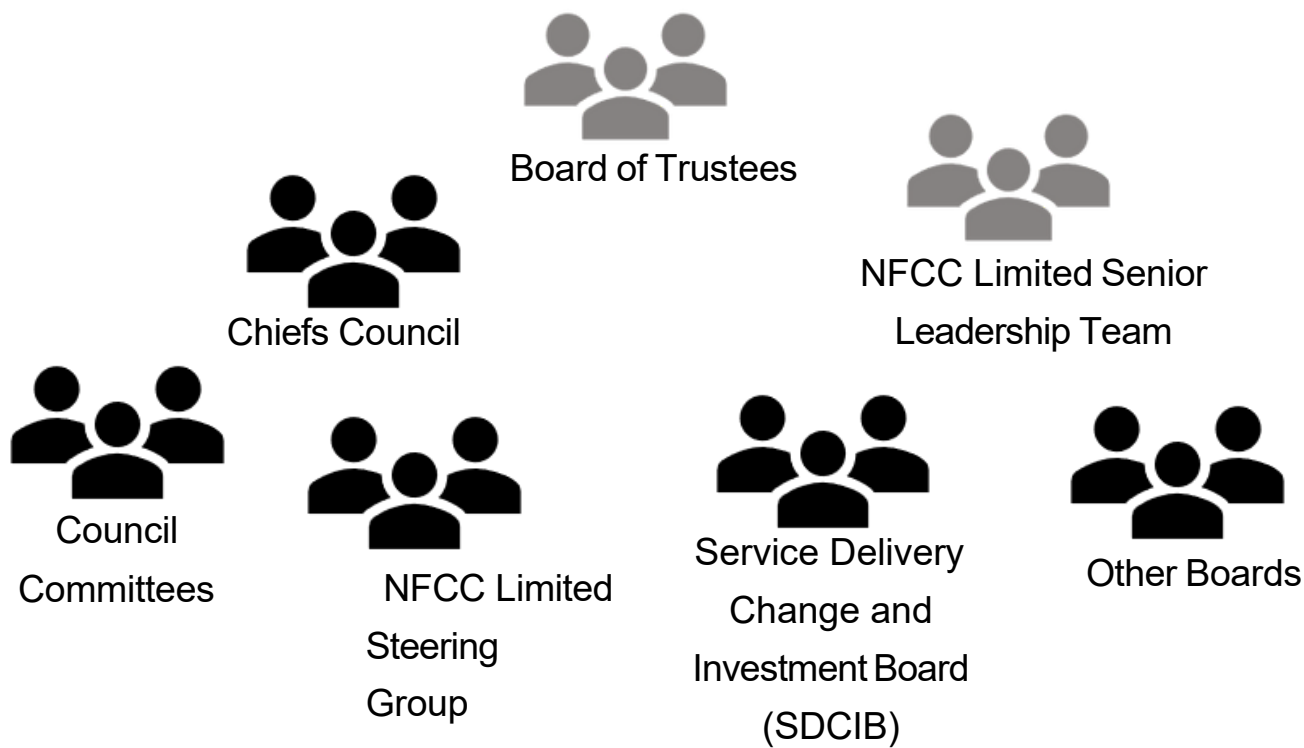


NFCC Limited continues to offer different types of membership as detailed in our Articles of

Association. Our membership gives NFCC Limited a strong reputational base and following the work to reinvigorate our member engagement activity, our membership numbers have grown.

Our increased membership reflects the satisfaction of the members with the benefits offered from their membership and the achievements of the organisation. The change in the Professional Partner membership number was due to a new member, Isles of Scilly; every UK public FRS remains a member.

## Structure



\*Structure details on following pages - Board of trustees and NFCC Limited senior leadership team mentioned previously in governance and management section.

## Chiefs Council

The Chiefs Council is a committee of NFCC Limited; a forum for decision-making at a national level, agreeing strategic guidance and policies (developed via its committees and wider work areas), promoting best practice, providing coordinated support, providing advice for governments and other stakeholders and is the professional voice of the UK FRS. They provide all UK fire and rescue services, which are NFCC Limited Professional Partners, with:

- A common and consistent approach, ensuring and sharing good practice and supporting services for the public
- Coordination of activities to improve efficiency – research and development and joint procurement
- Professional and technical advice for all governance models
- Coordination of mobilisation to, and management of, large-scale emergencies, support to devolved areas of UK, through the National Coordination and Advisory Framework
- Efficiencies through joint working
- Enhanced support to professional development and operational leadership, including succession planning
- Support to workforce development activities (including diversity, inclusion and on- call duty systems)
- Benchmarking activities and supporting publication of information for the public
- A professional adviser to government (England FRS only) and supporting professional colleagues in devolved governments
- A consistent and professional adviser to His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and the development of professional standards in England.

The Council meets quarterly and meetings are well attended in person and online. The opportunity to join the meetings digitally is always available to every FRS as we are committed to ensuring that Council is a forum where every FRS has a voice as strategic national policy is shaped.

NFCC Limited activity levels and growth has pressurised Council agendas, therefore an informal element has been introduced to the meetings where attendees are invited to debate key topics for the sector in an additional closed environment. This ensures that all topics can be tackled, and all voices heard as well as allowing the time needed to explore significant issues.

## **Council Committees**

Our committees and programmes deliver the work for NFCC Limited, against priorities set out by the Council for the benefit of the UK FRS. Using networks of subject matter experts, each of our seven Council committees aims to support the UK FRS in reducing risk to life and property, minimise injury and harm, and improve health and wellbeing in ways that are sustainable and cost effective. All committees are chaired by NFCC Limited Individual Members and contribute to the achievement of NFCC Limited's service delivery.

## **NFCC Limited Steering Group**

The NFCC Limited Steering Group report into the Chiefs Council through the Chair of Chiefs Council. Providing advice, assurance and making recommendations, Steering Group provides the forum to shape and inform Chiefs Council discussions and decisions. The group is responsible for monitoring the delivery of the NFCC Limited plan. Prior to each formal meeting of the Chiefs Council, the Steering Group will meet to discuss current issues, assess progress against the Annual Plan and agree the Council meeting agenda. This group consists of the Chiefs Council Chair, Chiefs Council Vice-Chairs, Committee Chairs, representatives from each of the devolved areas and NFCC Limited's Chief Operating Officer. The NFCC Limited Senior Leadership Team attend in an advisory role.

## **Service Delivery Change and Investment Board (SDCIB)**

This board was established during 2022/23, as an additional line of scrutiny and assurance. The board is an investment committee for NFCC Limited service delivery. The board considers progress of portfolio delivery and RAID management and any requests to vary planned delivery submitted via business case. The SDCIB make their recommendations to Steering Group and Council. The SDCIB comprises, Chair of the Chiefs Council, one Vice Chair of Chiefs Council, Chief Operating Officer, Head of Continuous Improvement, Head of Strategy, Insight and Portfolio, Head of Portfolio Office, Head of Programmes, Projects and Implementation, one CFO member of Chiefs Council and one FRS representative from NFCC Limited membership.

## **Other Boards**

Programme and Project Boards comprised of programme or project executives, subject matter experts, key stakeholders and programme or project managers are in place to provide robust governance processes, making decisions or recommendations to the decision-makers in line with our governance structure as appropriate. Additional ad hoc task and finish and working groups are established as the need arises. During the past year this has included areas of strategy, reporting, industrial action, EDI and risk management.

# Strategic Report

## The Chiefs Council Chair's Statement

NFCC Limited places significant importance on all our members, who form the core of our operations. Since assuming the role of NFCC Chair, I have met with every UK fire and rescue service and spoken at many events to enhance engagement and deepen our understanding of our members' needs. I have prioritised developing relationships between NFCC Limited and partners. We have strong links with those within the UK sector; His Majesty's Inspectorate of Constabulary and Fire & Rescue Services, Local government association, Association of Police and Crime Commissioners; growing international connections with the US Metro Fire Chiefs, Fire EU and National Council for Fire and Emergency Services in Australia; and strong links with partners across UK blue light services through National Police Chief's Council, College of Police, Association of Ambulance Chief Executives, to name just a few. A collaborative effort across the sector led to the recent and successful convoy delivery of appliances and equipment to firefighters in Ukraine. These exemplified the readiness, willingness, and ability of the UK FRS to provide international aid to those in need, despite local commitments.

Equality, Diversity, and Inclusion (EDI) are integral and critical components of successful organisations, and as Chair of NFCC I have stated that culture and inclusion is my number one priority. NFCC Limited and FRSs are committed to promoting positive culture and inclusion across every Fire and Rescue service. I am appalled by the recent reports of completely unacceptable behaviours in fire and rescue services, including the [Independent Culture Review of London Fire Brigade](#), other FRS culture reviews and the HMICFRS Spotlight report on [Values and culture in fire and rescue services](#). Any form of discrimination, bullying or harassment is completely unacceptable in a modern-day fire and rescue service and will not be tolerated. These forms of behaviours need to stop and stop now. NFCC Limited held its first Culture and Inclusion conference in March 2023, which involved every FRS across the UK and all our key partners, and resulted in a commitment to developing and implementing a sector wide action plan in response. In addition, work also continues to embed the Core Code of Ethics across FRSs and, internally, our own values into NFCC Limited, as well as implementing our member and corporate strategies to drive forward our work around People, Culture and Leadership through our new coordinating committee. This will remain a critical area of work moving forward, and we will continue to work closely alongside our partners through the Inclusive Fire Service group in taking this forward. We are also establishing an independent challenge and support panel, made up of culture and transformation leads from outside of fire, who will provide external advice, challenge and support to our work.

NFCC Limited has also been closely involved in assurance work of Business continuity plans with FRSs and government, attending many COBRa Small Ministerial Group meetings. We now have more national assurance than ever, maintaining confidence in FRS ability to serve their communities and keep the public safe in the event of a business continuity event.

We acknowledge the significant confidence and trust placed by the public in firefighters and their fire and rescue services. In this regard, NFCC Limited recognises that the success of our work hinges on collaboration with diverse fire service organisations to foster further improvements and reforms, as we continue to support FRS and Government in continuous improvement across the sector. Sixteen Fire Standards have now been approved and are being implemented across FRSs, helping to drive forward consistency of standards. Alongside this we are continuing to provide on-going advice and support to government linked to the Fire White Paper developments. As we move forward, I look forward to the next 12 months with a sense of purpose and optimism. I'll close with a warm welcome to our new Independent Chair of the NFCC Limited Board of Trustees Nick Ross CBE who started role in April. And to say farewell and sincere thanks to our outgoing chair Teresa Budworth who has stood down after nearly six outstanding years in role. We thank Teresa for all her support and leadership in this role. And look forward to working with Nick Ross as he takes up the reigns.

Mark Hardingham,  
Chair, Chiefs Council

# Strategic Focus

NFCC Limited is committed to working with fire and rescue services to deliver a positive culture by inspiring leadership, embedding equality, diversity and inclusion, finding and nurturing diverse talent, and supporting the health and wellbeing of all our staff. NFCC Limited recognises that fire and rescue services have fallen short of this commitment. We have rightly received criticism for not doing enough to tackle discrimination and abuse or to ensure that a positive working culture is the reality for all those who serve within fire and rescue services. We know that this has had a negative impact on public trust and confidence.

Critical reviews and inspections into fire service culture going back to at least 1999 have called for substantial culture change, and whilst much work has been done, much more is needed to deliver the step change that the public and our staff need and deserve. We must move forward, we must do so right now and with pace and renewed vigor to ensure all our fire and rescue services are open, inclusive and welcoming places to work.

NFCC Limited Culture Action Plan is our renewed call to action to improve culture and end misogyny, racism, bullying and harassment across UK fire and rescue services. Working together with all FRSs and partners we can and must change our culture for the better. This is our top priority. NFCC Limited plays a distinct role in representing fire and rescue services on a national scale with a unified voice, to achieve maximum impact by leveraging the collective knowledge and expertise of professionals across the country for the benefit of all. We aim to assist our members in understanding the support and aid that we can provide to their own fire and rescue service on a daily basis, as well as in times of emergency. NFCC Limited works with our members, government departments and a wide range of stakeholders to understand what needs to change within the sector and work together to deliver improvements, helping to keep communities safe, and supporting fire and rescue staff to work in a positive environment.

Our work continues to be driven by our response to the consequences of tragedies such as the Grenfell Tower fire and Manchester Arena attack and more recently, our response to the HMICFRS report on Values and Cultures in fire and rescue services. However, Our work goes far beyond these, with renewed commitment to supporting continuous improvement across all areas within fire and rescue services. NFCC Limited regularly reviews external influences that may affect our work or our members, such as societal changes including population growth and movement, an aging society and health issues such as obesity and heart disease. As climate change and the cost-of-living crisis continue to grow, we are committed to adapting our approach to new and emerging demands and threats and advancing in our ideas to provide innovative solutions.

We are dedicated to supporting fire and rescue services as they seek improvement. To work most effectively and efficiently we have set our approach through creation of complementary corporate and member strategies. These detailed strategic objectives that underpin our work to better the sector.

# Corporate Strategic Objectives

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.

2

## Developing our People

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

3

## Being a Partner of Choice

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

4

## Ensuring Good Governance

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

Our new NFCC Limited Corporate Strategy has been agreed by Trustees, alongside our new Member Strategy which has been approved by members. Our strategic commitments tie closely to our charitable objects and the sector wide strategy Fit for the Future (add link) and the improvement objectives set out within it along the themes:

- Continually Improve
- Collaborate and Partner
- Represent and Support.

Ultimately, the goal of all fire and rescue services is to keep communities safe. NFCC Limited provides a critical platform for collaboration, engagement and development at national and international levels, assisting FRS with support, tools, and guidance to improve service delivery at a local level.

As a membership organisation, NFCC Limited strives to support our members to work effectively and efficiently within the tight financial constraints that they must adhere to. We strive hard to offer good value for money to our members and to operate as efficiently as possible, so our members receive the greatest value for their professional partnership fee contribution.

NFCC Limited continue to focus on developing strong collaborative partnerships with members, key stakeholders, government, the devolved administrations and more widely, providing a critical link between local delivery and the national environment.

### **Income Diversification**

In order to ensure that NFCC Limited can remain financially resilient and sustainable, we have developed a new commercial strategy - a long-term plan that enables us to develop and diversify our income streams, leading to NFCC Limited being less reliant on single streams such as grant funding, resulting in a more sustainable, stable future. The planned approach will allow us to maintain resource and infrastructure, ensuring we can continue to deliver lasting benefits and value to our members and the communities they serve

Providing access to current products and developing new high-quality products, creating a sustainable funding basis, enabling NFCC Limited to thrive and continue to deliver against its charitable objects. The strategy launches in April 2023 with an initial three-year delivery plan.

# Achievements and Performance

## Prevention

Working together nationally to improve and innovate prevention activities to keep communities safe.

### Achievements

- Agreement in principle to amend exceptions order to increase the level of criminal records disclosure for fire and rescue authority employees, to mitigate against risks to public safety.
- 31,870 online home fire safety checks carried out. The tool is open for public use to assess risks in their home or the home of someone they know.
- Awarded Fire Prevention Awareness Programme grant from the Fire Safety Unit at the Home Office (HO). This was largely used to run a national advertising campaign, Fire Kills, which reached over 42 million people across England.
- A portion of the grant was also used to fund activities by StayWise. StayWise created age-appropriate games for children's awareness for fire safety.

### Benefits to public

Improvement to prevention activities and public policy increases safety to the public. Providing innovative solutions to prevention activities promotes accessible solutions to safety to all to keep communities safe.

The screenshot displays the 'Welcome to the online home fire safety check' page. On the left is a sidebar titled 'Your Progress' with a list of steps: Property Location, Assessment Type, Property Ownership, Property Type, Number of Floors, Smoke Alarms, Room Details, Tidiness / Clutter, Heating, Occupants, Health Conditions, Behaviours, and Previous Fires. Below this is 'Additional Steps' with the instruction: 'Once you have completed the initial assessment, additional steps'. The main content area features logos for NFCC (National Fire Chiefs Council), FIRE KILLS (Let's Prevent It), and Safelincs (Fire & Safety Solutions). The heading 'Welcome to the online home fire safety check' is followed by a paragraph explaining the tool's purpose and a partnership with NFCC, Fire Kills, and Safelincs. It states the tool will take one room at a time and provide a personalised fire safety action plan. Below this are three 'Top tip' boxes: 'Fit smoke alarms' (with a house icon), 'Plan your escape route' (with a person and door icon), and 'Get out, stay out and call 999' (with a 999 icon). On the right, three informational boxes are present: 'How to complete your home fire safety check' (advising to answer questions honestly), 'How long will it take?' (stating it takes around 15 minutes), and 'Did you know?' (stating there are around 35,000 house fires and over 300 fire-related deaths in Great Britain each year, and that following tips can reduce the risk).

# Community Risk

Providing tools, methodology and guidance to assess UK fire and rescue service-related risk and vulnerability to improve the safety, health, well-being and economic prosperity of communities.

## Achievements

- Family groups published and competencies for risk managers published. This brought together fire and rescue services (FRSs) with similar risks providing information that may be used by similar services to collaborate on mitigation activities.
- An Economic Social Value report has been launched and published. The methodology, which is believed to be a world first, will allow fire and rescue services to evaluate and understand the benefit and the financial impact of their response, prevention, and protection activities. This will support fire and rescue services in their community risk management planning and help to inform their resource allocation.
- Definition of Risk workshops delivered, ensuring all FRSs have access to same information surrounding risk.

## Benefits to public

Assessing vulnerability and related risks allows us to provide FRSs with accurate information to inform operational activities to keep communities safe.

# Fire Standards and Strategy Support

To support the continuous improvement of fire and rescue services in England through the delivery of professional standards.

## Achievements

Development and Launch of the following standards.

- Leading the Service Fire Standard
- Leading and Developing People Fire Standard
- Data management Fire Standard
- Fire control and engagement Fire Standard

Review of the following:

- Protection Fire Standard

## Benefits to public

Oversee the identification, organisation, development and maintenance of Fire Standards for fire and rescue services in England for the benefit of the profession, the services and the communities and the public served by them.

# Protection Reform Unit

Improve and innovate protection activities to keep the built environment and its communities safe now and in the future.

## Achievements

- Protection engagement forum brought together professionals across the sector to collaborate and share updates. Making sure all fire and rescue services have access to relevant information and support.
- Developing an operating model for FRSs to support the requirements of the Building Safety Regulator.
- Support to fire and rescue services in implementing changes to Fire Safety Act and Fire Safety (England) Regulations.
- Increased FRS use of the virtual learning environment, particularly use of personal continued professional development logs. Demonstrating the effort to develop in order to improve service to communities.

## Benefits to public

Supporting FRSs through changes in policy and legislative requirements allows FRSs to be prepared for changes in advance and plan activities to provide the most relevant support to building owners and relevant responsible persons to keep communities safe and compliant.

Effective FRS engagement has enabled us to represent FRS views on multiple consultations and promote the fire safety agenda. Whereas the technical support offered through peer reviews and technical enquiries has promoted effective fire safety regulation and public safety.

# Implementation

Raising awareness of NFCC Limited products, tools and guidance to support fire services with their continuous improvement through face-to-face relationship management, delivering workshops and networking and providing implementation support to FRS for Fire Standards and all NFCC Limited products.

## Achievements

- Engagement with 100% services in England showing all services are actively engaged in implementing NFCC Limited products to facilitate improvement.
- The team have facilitated three tailored workshops to support services to implement the Equality Diversity and Inclusion and Talent Management Maturity Models. This has included the development and roll out of a facilitation approach, which the team will continue to refine and deliver workshops against based on service demand.

## Benefits of public

Support to FRSs is vital to implementing the products we produce. We provide a pragmatic approach to implementation of products to individual services to provide tailored approaches to key challenges they may face. Allowing them to provide a targeted and quality approach to keep their communities safe.

# Organisational Learning

To process and share learning in a proportionate manner, based on robust risk assessment and analysis across all FRS activity.

## Achievements

- Set up Academic Collaboration Evaluation and Research group an independent forum convened by NFCC Limited to help coordinate and maximise the benefits of academic research with relevance for fire and rescue services to contribute to improved public and firefighter safety.
- Commitment from all services to engage with Organisational Learning is a great achievement to continuous improvement in organisational learning across the sector.
- Methodology based on National Risk Register used for development of risk prioritisation matrix. This model has been evaluated by stakeholders and is now being used as part of initial trial process using Response and Protection inputs.
- Received 500th submission to National Operational Learning, showcasing the commitment from the sector to prioritise learning.

## Benefits to public

We promote a collaborative approach to shared learning experiences across FRSs. By analysing and risk assessing FRSs activity we facilitate the sharing of lessons learned within the sector. Engaging with academia will improve awareness of emerging research and allow an effective response to future challenges. Increasing knowledge of FRSs allows them to be best prepared for challenges they may face serving their communities.

# Content

Maintain and facilitate a suite of published content that services have confidence in and trust and coordinate.

## Achievements

- Learning materials team reinstated and three products released providing nationally developed NOG-compliant training materials providing local cost savings. Providing a quality product with cost savings to fire and rescue services allows fire and rescue service budgets to stretch further.
- Terrorist attack guidance produced following Manchester Arena Inquiry, providing FRS with guidance to be better prepared to keep their communities safe.
- 53 changes made to ensure guidance remains in line with legislation and learning identified by services, maintaining up to date guidance to allow FRS to work effectively and efficiently.
- Evacuation and lithium-ion training packages developed to support services implementing guidance associated with high profile incident types.

## Benefits to the public

Providing the most up-to-date guidance and information allows FRSs to have access to the most relevant information across the sector, informing activities in an accurate and timely manner. The new web platform and learning materials team create efficiencies that support the sustainability and cost effectiveness of our products

# People Culture and Leadership

The People, Culture and Leadership Programme is the successor to the People and Leadership Programmes. The new unified programme is committed to working with all fire and rescue services to support open and inclusive workplace cultures.

Following the NFCC Limited's Culture and Inclusion Conference in March 2023, and working closely in partnership with FRSs and partners, NFCC Limited has developed an ambitious draft Culture Action Plan to address culture and inclusion issues and concerns across the fire and rescue sector. This will also address recommendations made in the 2022 white paper 'Reforming our fire and rescue services' and realise the ambitions of Fit for the Future and the NFCC Limited Member Strategy, in addition to the suite of existing NFCC Limited products developed for fire and rescue services.

NFCC Limited Equality, Diversity and Inclusion lead, and Cornwall Chief Fire Officer Kathryn Billing said, "We have never been so committed as leaders to ensuring we are and have inclusive services. Cultural reform is required and as fire services transform their cultures, those working within them must see and feel the benefits. However, we humbly acknowledge across the fire sector this is a watershed moment and change has been too slow and inconsistent. We must and will do more, much more, at pace, with integrity and consistently, to lead reform across our services at every level. There are excellent examples of inclusive firefighters, leaders and fire services that have transformed their cultures. To build from this and sustain the improvements needed we will be forming an independent external advisory group to inform and steer our work. The group will be made up of key external stakeholders and organisations who can provide challenge and support and we will be drawing on the voices and views of those staff who have lived experience. " In addition, work within NFCC Limited, we are continuing to embed our own values, support the development of our own positive and inclusive working culture, as well as implementing our member and corporate strategies to drive our work.

## Achievements

- Senior Leadership Development Programme and Coaching and Mentoring portal strengthens leadership and line management to support organisational change and improved community outcomes.
- Core Code of Ethics framework develops cultural values and behaviour that make UK FRSs a great place to work for all our people.
- Men's Mental Health Lunch and Learn provided awareness of some of the less spoken about issues to highlight these and provide a space to encourage conversations surrounding wellbeing in the workplace.
- The Health and Wellbeing report and key priorities was approved with follow up publication and launch on UKFRS.com planned in May 2023.
- Launch of the Direct Entry Scheme. This is a framework to support people who are experienced

leaders entering the sector at station and area manager levels to undertake operational roles that align with the existing role maps. A nationally agreed programme, robust, quality-assured and credible that will be centrally coordinated and supported at a national level. It is designed to be complementary to existing progression routes which is essential, to ensure we continue to nurture and develop our internal fire sector staff. However, the scheme can attract new and experienced leaders from outside of the fire service, who can bring a range of innovative ideas, skills, experience and diversity.

NFCC Limited is in the process of finalising its People, Culture and Leadership workplan. The workplan will cover a five-year period from 2023/24 to 2028/29 and will be informed by both the NFCC Limited Member Strategy and the Improvement Objectives of Fit for the Future. The workplan will also draw on the output from the first NFCC Limited Sector Culture and Inclusion Conference and the recommendations of the independent culture reviews of FRSs. In addition, NFCC Limited has committed to an action plan for the next 18 months to drive change within the sector.

### **Benefits to public**

Promoting a diverse and inclusive workforce allows us to support FRSs to provide positive working environments that will encourage positive working practices and retain staff to keep communities safe.

# Conferences

NFCC Limited held a wide range of conferences and events between April 2022 – March 2023. Areas they covered included:

- Spring and Autumn members
- Apprenticeships
- Culture and Inclusion
- Data intelligence
- Drones
- Protection
- Emerging technologies,
- Firefit,
- Lithium battery fires in the waste industry,
- National resilience
- Prevention

## Other in-year successes

- Led the development of the NFCC Limited response to the Minimum Service Levels
- Consultation Fire Reform White paper consultation - led the development of the NFCC Limited response to the consultation
- Advised and supported four Fire Ministers in 12 months
- Led the national response to wildfires in summer 2022 – including two personal briefings to the PM
- Led the national FRS response to the Queens funeral and Kings coronation
- Attended Home Affairs Select Committees to represent FRS

## Challenges impacting performance

The **threat of industrial action** across the sector meant many resources were redirected to supporting business continuity planning at a local and national level including working closely with government departments. Many colleagues employed by fire and rescue services were required to provide more support to their home fire and rescue services in preparation to maintain minimum levels of service if strike action was to take place. This affected delivery in some areas, particularly those requiring data and analysis support. However, with the pay offer accepted, the availability of support, data and analysis capability has now increased, with additional members of staff also joining NFCC Limited.

## Positive factors affecting performance

The One **NFCC restructure** has brought together teams and functions across the organization to provide a more coherent, integrated and efficient structure. This will increase our effectiveness and efficiency to deliver a quality service to members and partners and provide increased capability across the organisation, benefitting our members and the communities they serve. NFCC Limited has also received **additional funding** this year from the Home Office. This funding is to support fire and rescue services to be compliant under new regulations of the Building Safety Regulator.

NFCC Limited received confirmation of this additional funding in December and have set up a project team, working in partnership with HO to provide support and set up an operating model to deliver the extra government funding directly to the fire and rescue services for preparations at a local level.

# One NFCC

The One NFCC Programme was launched in July 2021 in response to recommendations made as part of an external review into NFCC Limited's organisational structures and capabilities. Having commissioned the review in 2020, the Trustees agreed that the time was right to build on previous successes, achievements, and organisational growth so that NFCC Limited could continue to work effectively and efficiently to meet its strategic goals and objectives. The Programme consisted of four distinct projects, each designed to deliver specific outcomes that would form the basis for NFCC Limited's continued development and improvement. There have been some significant outcomes as the Programme has continued to deliver against its objectives throughout 2022-23. The Organisational Transformation, Governance and Review of Service Level Agreements (SLAs) projects are currently being prepared for closure, while the Digital Transformation project has moved into 'business as usual'. Key achievements in each of the projects are:

## **Organisational Transformation Project**

- The TUPE transfer of NFCC Limited workforce at West Midlands Fire Service (WMFS) and London Fire Brigade (LFB) into NFCC Limited in order to create a more collaborative and cohesive workforce
- Implementation of a new organisational structure to better deliver our strategic aims to the sector and our needs internally
- Renewed the employer offering for staff, including the development of a new Employee Value Proposition which included an uplift to NFCC Limited pensions
- Establishment of NFCC Limited Values
- NFCC Limited's first in-person all-staff conference, setting the tone for future employee engagement.

## **Governance Project**

- Changing the name of the charity to National Fire Chiefs Council Limited.
- The establishment of a new Nominations Committee
- Revision of existing Terms of Reference for NFCC Limited governance groups
- Establishment of internal management groups including our Senior Leadership Team.

## **Review of Service Level Agreements (SLAs) Project**

- Bringing services previously provided by WMFS in-house, including Finance, Payroll and IT, giving NFCC Limited more control and autonomy over its day-to-day business
- Establishment of a new registered and business address for the charity and continued arrangements with WMFS and LFB.

## **Digital Transformation Project**

This project aims to improve NFCC Limited's online presence, consolidating the various NFCC Limited websites into a single website, and creating a dedicated online membership portal for NFCC Limited's products, tools and guidance. Work to establish key user requirements, dependencies and risks has been under way forming the basis of work that will take place as business as usual.

# Statement of Trustees' responsibilities

The trustees (who are also directors of the National Fire Chiefs Council Limited for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- a) select suitable accounting policies and then apply them consistently
- b) observe the methods and principles in the Charities SORP (FRS 102)
- c) make judgements and estimates that are reasonable and prudent
- d) state whether applicable accounting standards have been followed, subject to any material departures being disclosed and explained in the financial statements
- e) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group; hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the reparation and dissemination of the financial statements may differ from legislation in other jurisdictions.

## Public benefit statement

The trustees confirm that they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'.

The Association's public benefit is enshrined in its charitable objects as outlined in the Vision, Mission and Values section of this report.

## Statement as to disclosure of information to auditors

So far as each of the directors is aware, there is no relevant information that has not been disclosed to the company's auditors and each of the directors believe that all steps have been taken that ought to have been taken to make them aware of any relevant audit information and to establish that the company's auditors have been made aware of that information.

# Directors

The directors who held office during the year and up to the date of the signature of the financial statements were as follows:

T. Budworth (Resigned 31<sup>st</sup> March 23)

N. Ross (Appointed 1<sup>st</sup> April 23)

R. Thomas

W. Bowcock

K. Eason (Resigned 22<sup>nd</sup> June 23)

J. Roberts (Resigned 31<sup>st</sup> March 23)

R. Haggart

A. Roe

L. Taylor

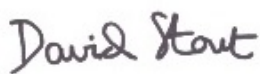
C. Skinner

D. Stout

D. Wood

The Trustees' Annual Report has been prepared by incorporating the Report of the Directors for the purpose of company law.

The Trustees' Report was approved by the trustees and signed on their behalf on 19<sup>th</sup> July 2023.



.....

David Stout, Trustee

## **1 Financial review**

The net deficit for the year is £851,391 (2022: surplus £197,683). This decreases NFCC Limited's net assets to £3,303,214 (2022: £4,154,605) of which £0 (2022: £0) is designated funds for specified projects and investments considered to be long term. £370,452 (2022: £287,459) is restricted funds as explained in note 34. General reserves have decreased to £2,932,762 (2022: £3,867,146)

The charity currently forecasts that the unrestricted reserves will decrease slightly in 2023/24 due to the use of reserves for the development of the charity.

## **2 Reserves policy**

2.1 The NFCC Limited trustees will consider the risks, including financial risks, facing the charity at each quarterly Trustee Board meeting and will ensure that systems and procedures are established to mitigate any risks identified through the NFCC Limited risk management policy.

### **2.2**

Short term financial risks to the charity could include costs such as unforeseen legal costs, the impact of industrial action and where other emergency action is needed. Longer term financial risks could include reduction in government grant income, reduction in membership subscriptions etc.

### **2.3**

To ensure the charity can meet its commitments, the trustees have considered the level of free reserves necessary to meet any changes in income in order to maintain our level of activity and fund any transition period.

It is the policy of the Trustees:

- i. To hold a risk reserve to enable the charity to continue to operate during an incident creating unbudgeted costs. The trustees have concluded that this be a minimum of £500,000.
- ii. To hold a general operating reserves equivalent to 3-6 months of NFCC Limited's general revenue expenditure reported in the previous audited accounts.
- iii. To hold winding up costs to cover legal costs and redundancy payments if the charity must close. See 3.3 below.
- iv. If there are any remaining reserves, these will be held in a transformation reserve which can be utilized for the purposes of business transformation and organisational change. See para 3. Any release of these funds to be agreed by Trustees following a business case.

### 3 Reserves Calculation

3.1 At the balance sheet date 31 March 2023, NFCC Limited held 'free' reserves, defined as unrestricted funds less designated reserves of £2,932,762.

3.2 The unrestricted expenditure for 2021-22 totalled £3,163,137. 3 months equals £857,280 and 6 months £1,714,560.

3.3 Winding-up costs are calculated as follows:

- a) Maximum redundancy payment amount £17,130 x number of employees over 2 years' service by the end of the next financial year (55). This amount would be re-calculated on at least an annual basis linked to employee numbers.
- b) Plus legal fees of £20,000.

The Trustees have allocated the following sums:

|                              |                   |
|------------------------------|-------------------|
| 1. Risk reserve              | £500,000          |
| 2. General operating reserve | £1,470,612        |
| 3. Winding-up costs          | £962,150          |
| 4. Transformation reserve    | £0                |
| <b>Total reserves</b>        | <b>£2,932,762</b> |

With these reserves in place, the trustees are satisfied that financial risks can be appropriately managed. The trustees intend to sustain the risk reserve at a minimum of £500,000 and the general operating reserve at 3 to 6 months of revenue expenditure. The winding-up costs will be calculated annually in line with statutory redundancy total amount payable and relevant staff numbers.

Designated funds represent amounts that have been put aside out of unrestricted funds at the discretion of the trustees for projects. The designation is for administrative purposes only and does not legally restrict the trustees' discretion to apply the fund.

### 4 Transformation reserve

4.1 It is proposed that, subject to there being any additional reserves in excess those set out in the policy, these are to be held in a Transformation and Organisational Change reserve. This could be utilised to support an NFCC Limited transformation and change programme, including digital transformation, when one-off investment is required. Any release of the funds would need to be agreed by Trustees and be subject to a business case.

## **5 Diversifying risk**

As good practice NFCC Limited will reduce the risk to its 'front line reserves' by investing in more than one banking institution (see investment policy).

## **6 Policy Review**

This policy is to be reviewed at least annually by the finance and audit committee to ensure that it meets with the current needs of the charity and any amendments are to be agreed by the trustees.

## **7 Fundraising**

The trustees take their responsibility under the Charities (Protection and Social Investment) Act 2016 seriously and have considered the implications on their activities. The charity does not raise funds directly from the general public and does not actively solicit donations. The charity only works with commercial sponsors where seeking support for NFCC Limited events. Where commercial sponsorship is arranged for an event, such as the Autumn Conference, a clear contract is in place between the charity and the commercial sponsor. The trustees are not aware of any complaints made in respect of fundraising during the period.

## **8 Remuneration policy – key management personnel (KMP)**

For the purposes of this policy, KMP are the senior staff members to which the trustees have delegated authority for day to day management of the charity.

The remuneration and the other terms of employment should be sufficient to attract, retain and motivate KMP, take account of the responsibilities and expectations of each role and pay due regard to NFCC Limited as a charity exclusively supporting public sector organisations.

The charity is employing a third-party professional for role evaluation and remuneration benchmarking linked to the external market. For some roles, for example secondments or appointments related to established national terms and conditions, the remuneration and terms and conditions will be determined by reference to national agreements.

Appointments at KMP level, including recruiting to vacancies as well as new posts, will be agreed by the trustees.

For the year ending 31 March 2023, the NFCC Chair, NFCC Limited Chief Operating Officer, Head of Continuous Improvement was directly employed by NFCC Limited. The Head of Professional Services and the Head of Strategy, Insights and Portfolio were on secondment to NFCC Limited though have now been TUPE'd over to NFCC Limited from 1<sup>st</sup> April 2023.

Information on the total remuneration of the KMP for the year ended 31 March 2023 is included in note 25.

## **9 Independent Auditors' Report to the members and trustees**

### **Opinion**

We have audited the financial statements of the National Fire Chiefs Council Limited for the year ended 31 March 2023 which comprise Statement of financial Activity, Balance Sheet, Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the charitable company's state of affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material

inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information we are required to report that fact.

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report which includes the Directors' Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report and Strategic Report has been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report and strategic Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### **Responsibilities of trustees**

As explained more fully in the Trustees' Responsibilities Statement set out on page 25, the trustees (who are also directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative to do so.

### **Auditor's responsibilities for the audit of the financial statements**

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered

material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with management and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We discussed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## **Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in

an auditor’s report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company’s members as a body, for our audit work, for this report, or for the opinions we have formed.

*Ap Watkinson*

.....

Andrew Watkinson (Senior Statutory Auditor)  
for and on behalf of Saffery  
Champness LLP

|                          |                                                                       |
|--------------------------|-----------------------------------------------------------------------|
| Chartered<br>Accountants | St John's<br>Court<br>Easton<br>Street<br>High<br>Wycombe<br>HP11 1JX |
|--------------------------|-----------------------------------------------------------------------|

Statutory Auditors  
Date: 27 July 2023

Saffery Champness LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

## 10 Statement of Financial Activities (including income and expenditure account)

|                                         |       | Charity<br>Restricted<br>funds<br>Yearended<br>31 March<br>2023<br>£ | Charity<br>Unrestricted<br>funds<br>Yearended<br>31 March<br>2023<br>£ | Charity<br>Total funds<br>Yearended<br>31 March<br>2023<br>£ | Charity<br>Restricted<br>funds<br>Yearended<br>31 March<br>2022<br>£ | Charity<br>Unrestricted<br>funds<br>Yearended<br>31 March<br>2022<br>£ | Charity<br>Total<br>funds<br>Year ended<br>31 March<br>2022<br>£ |
|-----------------------------------------|-------|----------------------------------------------------------------------|------------------------------------------------------------------------|--------------------------------------------------------------|----------------------------------------------------------------------|------------------------------------------------------------------------|------------------------------------------------------------------|
|                                         | Notes |                                                                      |                                                                        |                                                              |                                                                      |                                                                        |                                                                  |
| <b>Income from:</b>                     |       |                                                                      |                                                                        |                                                              |                                                                      |                                                                        |                                                                  |
| Charitable activities                   | 19    | 8,337,587                                                            | 2,578,750                                                              | 10,916,337                                                   | 8,970,773                                                            | 2,578,240                                                              | 11,549,013                                                       |
| Other trading activities                |       | 82,993                                                               | 1,252,665                                                              | 1,335,658                                                    | -                                                                    | 847,075                                                                | 847,075                                                          |
|                                         |       |                                                                      |                                                                        |                                                              | -                                                                    |                                                                        |                                                                  |
| Investments                             | 20    |                                                                      | 28,508                                                                 | 28,508                                                       | -                                                                    | 3,805                                                                  | 3,805                                                            |
| <b>Total</b>                            |       | <b>8,420,580</b>                                                     | <b>3,859,923</b>                                                       | <b>12,280,503</b>                                            | <b>8,970,773</b>                                                     | <b>3,429,120</b>                                                       | <b>12,399,893</b>                                                |
| <b>Expenditure on:</b>                  |       |                                                                      |                                                                        |                                                              |                                                                      |                                                                        |                                                                  |
| Trading activities                      |       |                                                                      | 1,035,193                                                              | 1,035,193                                                    | -                                                                    | 575,331                                                                | 575,331                                                          |
| Charitable activities                   | 23    | 8,337,587                                                            | 3,759,114                                                              | 12,096,701                                                   | 9,039,073                                                            | 2,587,806                                                              | 11,626,879                                                       |
| <b>Total</b>                            | 21    | <b>8,337,587</b>                                                     | <b>4,794,307</b>                                                       | <b>13,131,894</b>                                            | <b>9,039,073</b>                                                     | <b>3,163,137</b>                                                       | <b>12,202,210</b>                                                |
| <b>Net incoming resources</b>           |       |                                                                      |                                                                        |                                                              |                                                                      |                                                                        |                                                                  |
| - net income (expenditure) for the year |       | 82,993                                                               | (934,384)                                                              | (851,391)                                                    | (68,300)                                                             | 265,983                                                                | 197,683                                                          |
| <b>Net movement in funds</b>            |       | <b>82,993</b>                                                        | <b>(934,384)</b>                                                       | <b>(851,391)</b>                                             | <b>(68,300)</b>                                                      | <b>265,983</b>                                                         | <b>197,683</b>                                                   |
| Total funds brought forward             |       | 287,459                                                              | 3,867,146                                                              | 4,154,605                                                    | 355,759                                                              | 3,601,163                                                              | 3,956,922                                                        |
| <b>Total funds carried forward</b>      |       | <b>370,452</b>                                                       | <b>2,932,762</b>                                                       | <b>3,303,214</b>                                             | <b>287,459</b>                                                       | <b>3,867,146</b>                                                       | <b>4,154,605</b>                                                 |

All activities are derived from continuing operations. The notes on pages 37 to 47 form part of these financial statements. There have been no recognised gains and losses for the current and preceding year other than as stated above.

# 11 Charity statement of financial position

As at 31 March 2023

|                                                       | Notes | Charity<br>31 March<br>2023<br>£ | Charity<br>31 March<br>2022<br>£ |
|-------------------------------------------------------|-------|----------------------------------|----------------------------------|
| <b>Current Assets</b>                                 |       |                                  |                                  |
| Debtors                                               | 28    | 4,143,597                        | 4,350,603                        |
| Cash at bank and in hand                              | 29    | 3,450,519                        | 4,647,002                        |
|                                                       |       | <u>7,594,116</u>                 | <u>8,997,605</u>                 |
| <b>Creditors: Amounts falling due within one year</b> | 30    | (4,290,902)                      | (4,843,001)                      |
| <b>Net Current Assets</b>                             |       | <u>3,303,214</u>                 | <u>4,154,604</u>                 |
| <b>Total net assets</b>                               |       | <u>3,303,214</u>                 | <u>4,154,604</u>                 |
| <b>Reserves</b>                                       |       |                                  |                                  |
| Restricted funds                                      | 34    | 370,452                          | 287,459                          |
| Unrestricted funds                                    |       |                                  |                                  |
| - General funds                                       | 34    | 2,932,762                        | 3,867,146                        |
| <b>Total Reserves</b>                                 |       | <u>3,303,214</u>                 | <u>4,154,605</u>                 |

The notes on pages 37 to 47 form part of these financial statements.

These financial statements were approved by the trustees on

26 July

2023

Signed on behalf of the trustees

*David Stout*

**David Stout, Trustee**

(Company number: 3677186 (England and Wales))

**12 Statement of cash flows**  
**For year ended 31 March 2023**

|                                                    |              | <b>2023</b>        | <b>2022</b>      |
|----------------------------------------------------|--------------|--------------------|------------------|
|                                                    | <b>Notes</b> | <b>£</b>           | <b>£</b>         |
| <b>Cash flows from operating activities:</b>       |              |                    |                  |
| Operating profit for the financial year            |              | (879,899)          | 193,878          |
| <i>Adjustments for:</i>                            |              |                    |                  |
| Decrease/(Increase) in trade and other receivables |              | 207,007            | 77,108           |
| Increase/(Decrease) in trade payables              |              | (552,099)          | 879,230          |
| Cash from operating activities                     |              | (1,224,991)        | 1,150,216        |
| <b>Net cash from operating activities</b>          |              | <b>(1,224,991)</b> | <b>1,150,216</b> |
| <b>Cash flows from investing activities</b>        |              |                    |                  |
| Interest received                                  | 20           | 28,508             | 3,805            |
| <b>Net cash from investing activities</b>          |              | <b>28,508</b>      | <b>3,805</b>     |
| <b>Net increase in cash and cash equivalents</b>   |              | <b>(1,196,483)</b> | <b>1,154,021</b> |
| Cash and cash equivalents at 1 April 2022          |              | 4,647,002          | 3,492,981        |
| Charity                                            |              | 3,450,519          | 4,647,002        |
| <b>Cash and cash equivalents at 31 March 2023</b>  | 32           | <b>3,450,519</b>   | <b>4,647,002</b> |
|                                                    |              |                    |                  |
|                                                    |              |                    |                  |

The notes on pages 37 to 47 form part of these financial statements.

## **Notes to the accounts**

### **For the year ended 31 March 2023**

#### **13 Company information**

The National Fire Chiefs Council Limited (NFCC Limited) is incorporated in England and Wales as a registered charity, number 1074071 and a limited company, number 03677186. The registered office is 71-75 Shelton Street, Covent Garden, London WC2H 9JQ.

#### **14 Basis of preparation**

These financial statements have been prepared in accordance with applicable United Kingdom accounting standards, including Financial Reporting Standard 102 – ‘The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland’ (FRS102).

The charity is a public benefit entity for the purposes of FRS 102. The charity has therefore also prepared these financial statements in accordance with ‘The Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with FRS 102’ (Charities SORP (FRS 102)).

The particular accounting policies adopted in the preparation of the financial statements are as follows:

#### **15 Accounting convention**

The financial statements have been prepared on the historical basis except for the modification to a fair value basis for certain financial instruments as specified in the accounting policies below.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

#### **16 Going concern**

Considering the change programme that is ongoing, the Trustees have considered the operating position of the charity for 2023/24 and 2024/25 financial years and remain of the opinion that there are no material uncertainties regarding the Charity’s ability to continue as a going concern.

## **17 Principal accounting policies**

### **17.1 Tangible fixed assets**

Assets are capitalised when they cost more than £2,000 and are expected to have a useful life of 3 years or more. All other costs are written off as expenditure as incurred.

### **17.2 Financial instruments**

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with except for bank loans which are subsequently measured at amortised cost using the effective interest method.

### **17.3 Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount is offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

### **17.4 Creditors and provisions for liabilities**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in a transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

The charity recognises a provision for annual leave accrued by employees because of services rendered in the current period and which employees are entitled to carry forward and use within the next 12 months. The provision is measured at the salary cost payable for the period of absence.

### **17.5 Incoming resources**

Income from investments and gift aid is included gross and is accounted for when it is receivable or the Charity's right to it becomes legally enforceable.

### **17.6 Grants receivable**

Grants receivable are accounted for when there is sufficient information to enable the claim to be made or the claim has been made and there is clear indication to suggest the claim will be met.

### **17.7 Membership income, fees, and other income**

All such income is accounted for on a receivable basis.

### **17.8 Deferred income**

Subscriptions are paid by members on an annual basis and fees are paid for seminars held and publications produced by the charity. The amounts received are treated as deferred income until the period to which the subscriptions and seminars relate to commences.

## **18 Resources expended**

### **18.1 Allocation of costs**

The charity's operating costs include staff costs, overheads, and other related costs. Such costs are allocated between costs of charitable activities and cost of generating funds. Staff, premises, and general running costs are apportioned on the basis of percentage of direct charitable cost to each cost category.

### **18.2 Governance costs**

Governance costs represent the costs of running the charity as a legal entity and include the costs of audit, costs of trustees' meetings and costs of complying with statutory requirements.

### **18.3 Employee benefits**

Short-term employee benefits and contributions to defined contribution plans are recognised as an expense in the period in which they are incurred.

The charity operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held separately from the Charity in independently administered funds.

### **18.4 Irrecoverable VAT**

The Charity is unable to recover 100% of input VAT incurred. Irrecoverable VAT is allocated to the appropriate cost categories.

### **18.5 Fund accounting**

The Charity maintains various types of funds as follows:

#### **18.6 Restricted funds**

Which represent funds which are allocated by the donor for specific purposes.

#### **18.7 Unrestricted funds**

*Designated funds* represent amounts which have been put aside out of unrestricted funds at the discretion of the trustees for fixed assets, specified projects and investments considered to be long term. The designation is for administrative purposes only and does not legally restrict the trustees' discretion to apply the funds.

*General unrestricted funds* represent amounts which are expendable at the discretion of the trustees in the furtherance of the objects of the charity.

**19 Analysis of the components of charitable activity income**

|                               | Restricted funds           | Unrestricted funds         | Total funds                |
|-------------------------------|----------------------------|----------------------------|----------------------------|
|                               | Yearended<br>31 March 2023 | Yearended<br>31 March 2023 | Yearended<br>31 March 2023 |
|                               | £                          | £                          | £                          |
| <b>Income from:</b>           |                            |                            |                            |
| Grants                        | 8,337,587                  | -                          | 8,337,587                  |
| Corporate subscription income | -                          | 2,578,750                  | 2,578,750                  |
|                               | <u>8,337,587</u>           | <u>2,578,750</u>           | <u>10,916,337</u>          |

|                               | Restricted funds            | Unrestricted funds          | Total funds                |
|-------------------------------|-----------------------------|-----------------------------|----------------------------|
|                               | Year ended<br>31 March 2022 | Year ended<br>31 March 2022 | Yearended<br>31 March 2022 |
|                               | £                           | £                           | £                          |
| <b>Income from:</b>           |                             |                             |                            |
| Grants                        | 8,970,773                   | -                           | 8,970,773                  |
| Corporate subscription income | -                           | 2,578,240                   | 2,578,240                  |
|                               | <u>8,970,773</u>            | <u>2,578,240</u>            | <u>11,549,013</u>          |

**20 Investment income**

|               | 2023          | 2022         |
|---------------|---------------|--------------|
|               | £             | £            |
| Bank interest | 28,508        | 3,805        |
|               | <u>28,508</u> | <u>3,805</u> |

## 21 Resources Expended

|                                 | Restricted<br>Funds<br>costs<br>(note 23) | Staff Costs | Other Direct<br>Costs | Support Costs | Total<br>Yearended<br>31 March<br>2023 |
|---------------------------------|-------------------------------------------|-------------|-----------------------|---------------|----------------------------------------|
|                                 | £                                         | £           | £                     | £             | £                                      |
| <b>Cost of generating funds</b> |                                           |             |                       |               |                                        |
| Trading expenses                | -                                         | 107,052     | 928,141               | -             | 1,035,193                              |
| <b>Charitable activities</b>    |                                           |             |                       |               |                                        |
| 1. Leadership                   | 2,668,028                                 | 258,354     | 153,876               | 491,520       | 3,571,778                              |
| 2. Professional Advice          | 2,834,779                                 | 239,282     | 173,107               | 620,405       | 3,867,573                              |
| 3. Communications               | 2,751,404                                 | 239,283     | 153,868               | 502,111       | 3,646,666                              |
| 4. Member Development           | -                                         | 239,283     | 154,769               | 512,335       | 906,387                                |
| <b>Governance</b>               | 83,376                                    | -           | -                     | 20,921        | 104,297                                |
|                                 | 8,337,587                                 | 1,083,254   | 1,563,761             | 2,147,292     | 13,131,894                             |

## 22 Resources expended 2022

|                                 | Restricted<br>Funds<br>Costs | Staff Costs | Other Direct<br>Costs | Support Costs | Total<br>Yearended<br>31 March<br>2022 |
|---------------------------------|------------------------------|-------------|-----------------------|---------------|----------------------------------------|
|                                 | £                            | £           | £                     | £             | £                                      |
| <b>Cost of generating funds</b> |                              |             |                       |               |                                        |
| Trading expenses                | -                            | 63,233      | 512,098               | -             | 575,331                                |
| <b>Charitable activities</b>    |                              |             |                       |               |                                        |
| 1. Leadership                   | 2,899,604                    | 127,279     | 114,800               | 387,397       | 3,529,080                              |
| 2. Professional Advice          | 3,101,867                    | 127,279     | 126,834               | 409,618       | 3,765,598                              |
| 3. Communications               | 2,993,076                    | 127,279     | 115,752               | 387,397       | 3,623,504                              |
| 4. Member Development           | -                            | 127,280     | 116,669               | 409,619       | 653,568                                |
| <b>Governance</b>               | 44,526                       | -           | -                     | 10,603        | 55,129                                 |
|                                 | 9,039,073                    | 572,350     | 986,153               | 1,604,634     | 12,202,210                             |

## 23 Analysis of restricted expenditure 2023

|                              | Staff Costs | Other Direct<br>Costs | Support Costs | Total<br>Yearended<br>31 March<br>2023 |
|------------------------------|-------------|-----------------------|---------------|----------------------------------------|
|                              | £           | £                     | £             | £                                      |
| <b>Charitable activities</b> |             |                       |               |                                        |
| 1. Leadership                | 1,909,415   | 701,630               | 56,983        | 2,668,028                              |
| 2. Professional Advice       | 1,909,416   | 827,062               | 98,301        | 2,834,779                              |
| 3. Communications            | 1,909,415   | 745,366               | 96,623        | 2,751,404                              |
| <b>Governance</b>            | 83,376      | -                     | -             | 83,376                                 |
|                              | 5,811,622   | 2,274,058             | 251,907       | 8,337,587                              |

## 24 Analysis of restricted expenditure 2022

|                        | Staff Costs | Other Direct Costs | Support Costs | Total<br>Yearended<br>31 March<br>2022 |
|------------------------|-------------|--------------------|---------------|----------------------------------------|
| Charitable activities  | £           | £                  | £             | £                                      |
| 1. Leadership          | 2,214,528   | 503,402            | 384,992       | 3,102,922                              |
| 2. Professional Advice | 2,214,528   | 318,828            | 420,321       | 2,953,677                              |
| 3. Communications      | 2,214,528   | 318,828            | 404,592       | 2,937,948                              |
| <br>Governance         | <br>44,526  | <br>-              | <br>-         | <br>44,526                             |
|                        | 6,688,110   | 1,141,058          | 1,209,905     | 9,039,073                              |

## 25 Staff costs and trustees' remuneration

|                                                                        | 2023<br>£        | 2022<br>£        |
|------------------------------------------------------------------------|------------------|------------------|
| Average number of full-time equivalent employees during the year were: |                  |                  |
| Administrative staff                                                   | 55               | 24               |
| Wages and salaries                                                     | 2,388,461        | 1,027,125        |
| Social security costs                                                  | 274,165          | 113,756          |
| Pension costs                                                          | 56,367           | 26,330           |
|                                                                        | <u>2,718,993</u> | <u>1,167,211</u> |

No Trustees or person related or connected by business to them, has received any remuneration from the charity during the year.

During the year, the total expenses reimbursed Trustees amounted to £1,172 (2022: £nil for four Trustees) in respect of travel, accommodation and subsistence expenses incurred in fulfilling their duties.

An ex-gratia payment in the amount of £10,300 was made during the year as part of payment on leaving to an employee.

During the year £550,492 (2022: £315,094) was paid for the key management personnel of the charity. £187,326 (2022: £172,724) was reimbursed to host fire services in return for the secondment of staff. This was invoiced by London Fire Brigade (£110,628) and West Midlands Fire and Rescue Service (£76,698) and £363,166 (2022: £ 142,370) represents the total amount of direct employee benefit.

Details of employees paid more than £60,000 in the year ended 31 March 2023 are given below:

|                               | 2023 | 2022 |
|-------------------------------|------|------|
| Between £60,001 and £70,000   | 3    | -    |
| Between £70,001 and £80,000   | 1    | -    |
| Between £80,001 and £90,000   | 2    | -    |
| Between £100,001 and £110,000 | 1    | -    |
| Between £120,001 and £130,000 | -    | 1    |
| Between £170,001 and £180,000 | 1    | -    |

## 26 Movement in total funds for the year

|                              | 2023   | 2022   |
|------------------------------|--------|--------|
| Auditors' remuneration       |        |        |
| For the audit of the charity | 14,500 | 10,000 |

## 27 Taxation

The charity has charitable status and is thus exempt from taxation of its income and gains falling within Section 505 of the Taxes Act 1988 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that they are applied to its charitable objectives.

## 28 Debtors

|                              | Charity<br>2023<br>£ | Charity<br>2022<br>£ |
|------------------------------|----------------------|----------------------|
| Trade debtors                | 411,732              | 324,267              |
| Prepayments & accrued income | 3,723,107            | 3,946,147            |
| Other debtors                | 8,758                | 80,189               |
|                              | <u>4,143,597</u>     | <u>4,350,603</u>     |

## 29 Cash & cash equivalents

|                                     | Charity<br>2023<br>£ | Charity<br>2022<br>£ |
|-------------------------------------|----------------------|----------------------|
| Cash at bank and in hand            | 3,450,519            | 4,143,736            |
| Fixed term – (due within 12 months) | -                    | 503,266              |
|                                     | <u>3,450,519</u>     | <u>4,647,002</u>     |

## 30 Creditors: Amounts falling due within one year

|                 | Charity<br>2023<br>£ | Charity<br>2022<br>£ |
|-----------------|----------------------|----------------------|
| Trade creditors | 707,424              | 2,783,985            |
| Accruals        | 3,249,651            | 1,642,315            |
| Deferred income | 196,800              | 164,147              |
| Other creditors | 137,027              | 252,553              |
|                 | <u>4,290,902</u>     | <u>4,843,000</u>     |

The charity has deferred income in respect of the Executive Leadership Programme. The income has been deferred as it relates to the 8 modules remaining for 2023.

## 31 Financial assets/(liabilities) measured at cost

|                          | Charity<br>2023<br>£ | Charity<br>2022<br>£ |
|--------------------------|----------------------|----------------------|
| Cash in bank and in hand | 3,450,519            | 4,647,002            |
| Debtors                  | 4,143,597            | 4,350,603            |
| Creditors                | (4,290,902)          | (4,843,001)          |

## 32 Analysis of changes in net debt

|                                  | At 1 April<br>2022<br>£ | Cash<br>Flows<br>£ | Non- cash<br>changes<br>£ | At 31 March<br>2023<br>£ |
|----------------------------------|-------------------------|--------------------|---------------------------|--------------------------|
| <b>Cash and cash equivalents</b> |                         |                    |                           |                          |
| Cash                             | <u>4,647,002</u>        | <u>(1,196,483)</u> | -                         | <u>3,450,519</u>         |
|                                  | <b>4,647,002</b>        | <b>(1,196,483)</b> | -                         | <b>3,450,519</b>         |

## 33 Financial commitments

|                                   | Charity<br>2023<br>£ | Charity<br>2022<br>£ |
|-----------------------------------|----------------------|----------------------|
| Contractual financial commitments | <u>293,103</u>       | <u>363,45</u>        |

The costs are in line with the expected grant funding from the Home Office therefore any withdrawal of such funding will mean the committed costs are also withdrawn. Contractual terms permit this also.

### 34 Restricted and Unrestricted Funds

|                                          | Balance<br>at 1 April<br>2022<br>£ | Income<br>£       | Expenditure<br>£    | Transfers<br>£ | At 31<br>March<br>2023<br>£ |
|------------------------------------------|------------------------------------|-------------------|---------------------|----------------|-----------------------------|
| <b>Unrestricted funds</b>                |                                    |                   |                     |                |                             |
| General funds – charity                  | 3,867,146                          | 3,859,923         | (4,794,307)         | -              | 2,932,762                   |
| <b>Total unrestricted funds</b>          | <b>3,867,146</b>                   | <b>3,859,923</b>  | <b>(4,794,307)</b>  | <b>-</b>       | <b>2,932,762</b>            |
| <b>Restricted funds</b>                  |                                    |                   |                     |                |                             |
| Youth United funding                     | 10,000                             | -                 | -                   | -              | 10,000                      |
| Research and Development<br>funding      | 170,472                            | -                 | -                   | -              | 170,472                     |
| Children and Young People<br>Home Office | 9,697                              | -                 | -                   | -              | 9,697                       |
| Home Office                              | -                                  | 8,337,587         | (8,337,587)         | -              | -                           |
| CSR                                      | 97,290                             | -                 | -                   | -              | 97,290                      |
| EPA                                      | -                                  | 82,993            | -                   | -              | 82,993                      |
| <b>Total restricted funds</b>            | <b>287,459</b>                     | <b>8,420,580</b>  | <b>(8,337,587)</b>  | <b>-</b>       | <b>370,452</b>              |
| <b>Total funds</b>                       | <b>4,154,605</b>                   | <b>12,280,503</b> | <b>(13,131,894)</b> | <b>-</b>       | <b>3,303,214</b>            |

### 35 Year ended 31 March 2022

|                                          | Balance<br>at 1 April 2021<br>£ | Income<br>£       | Expenditure<br>£    | Transfers<br>£ | At 31<br>March<br>2022<br>£ |
|------------------------------------------|---------------------------------|-------------------|---------------------|----------------|-----------------------------|
| <b>Unrestricted funds</b>                |                                 |                   |                     |                |                             |
| General funds – charity                  | 3,197,395                       | 3,429,120         | (3,163,137)         | 403,768        | 3,867,146                   |
| <b>Designated funds</b>                  |                                 |                   |                     |                |                             |
| Investment in subsidiaries               | 2                               | -                 | -                   | (2)            | -                           |
| Designated support                       | 403,766                         | -                 | -                   | (403,766)      | -                           |
|                                          | 403,768                         | -                 | -                   | (403,768)      | -                           |
| <b>Total unrestricted funds</b>          | <b>3,601,163</b>                | <b>3,429,120</b>  | <b>(3,163,137)</b>  | <b>-</b>       | <b>3,867,146</b>            |
| <b>Restricted funds</b>                  |                                 |                   |                     |                |                             |
| Youth United funding                     | 10,000                          | -                 | -                   | -              | 10,000                      |
| Research and Development<br>funding      | 170,472                         | -                 | -                   | -              | 170,472                     |
| Children and Young People<br>Home Office | 9,697                           | -                 | -                   | -              | 9,697                       |
| Home Office                              | -                               | 8,970,773         | (8,970,773)         | -              | -                           |
| CSR                                      | 165,590                         | -                 | (68,300)            | -              | 97,290                      |
| <b>Total restricted funds</b>            | <b>355,759</b>                  | <b>8,970,773</b>  | <b>(9,039,073)</b>  | <b>-</b>       | <b>287,459</b>              |
| <b>Total funds</b>                       | <b>3,956,922</b>                | <b>12,399,893</b> | <b>(12,202,210)</b> | <b>-</b>       | <b>4,154,605</b>            |

## **36 Designated funds**

36.1 The Trustees have designated funds that represent those assets of the charity that are not readily realisable or for a specific purpose. It is the general policy of the charity to return unexpended designated reserves to general reserves at the end of each financial year.

36.2 The funds represent:

The commitment that has been made by the trustees to develop NFCC Limited with a strong leadership and build on the resilience and business continuity for the leadership of NFCC Limited.

The support that the Charity has committed to specific project and research carried out in furtherance of the Charity's objects.

## **37 The restricted funds balance represents:**

### *Youth United Funding*

The balance of the grant received from Youth United for the sole purpose of funding the Fire Cadets and Supporting Young Persons Programmes. Any surplus of funding remaining after the final disbursements will be returned to the funder.

### *Children and Young People*

Funds for the support of work carried out by the whole of CYP (Children and Young People).

### *Research and Development funding*

Income received from UK FRSs for the sole purpose of research and development for the benefit of all UK FRS.

### *End Point Assessment (EPA)*

Shared funds between NFCC Limited and Cornwall FRS to support End Point Assessment.

### *Comprehensive Spending Review (CSR)*

Income received from UK FRSs for the sole purpose of a comprehensive spending review for the benefit of all UK FRS.

### *Home Office*

Income received from the Home Office in furtherance of continual development of all UK FRS within the defined framework of deliverables.

### 38 Analysis of charity net assets between funds

|                          | General<br>Fund  | Restricted<br>Funds | Designated<br>Funds | Total            |
|--------------------------|------------------|---------------------|---------------------|------------------|
|                          | £                | £                   | £                   | £                |
| Current assets:          |                  |                     |                     |                  |
| Debtors                  | 875,347          | 3,268,249           | -                   | 4,143,597        |
| Cash at bank and in hand | 3,501,622        | (51,103)            | -                   | 3,450,519        |
| Current liabilities      | (1,444,207)      | (2,846,694)         | -                   | (4,290,902)      |
|                          | <u>2,932,762</u> | <u>370,452</u>      | <u>-</u>            | <u>3,303,214</u> |

### 39 Year ended 31 March 2022

|                          | General<br>Fund  | Restricted<br>Funds | Designated<br>Funds | Total            |
|--------------------------|------------------|---------------------|---------------------|------------------|
|                          | £                | £                   | £                   | £                |
| Current assets:          |                  |                     |                     |                  |
| Debtors                  | 986,193          | 3,364,410           | -                   | 4,350,603        |
| Cash at bank and in hand | 6,216,345        | (1,569,343)         | -                   | 4,647,002        |
| Current liabilities      | (3,335,393)      | (1,507,608)         | -                   | (4,843,001)      |
|                          | <u>3,867,145</u> | <u>287,459</u>      | <u>-</u>            | <u>4,154,604</u> |

### 40 Members' liability

The Charity is limited by guarantee and does not have a share capital divided into shares. In the event of a Winding Up Order, each member of the Association guarantees to pay during their membership and for one year after membership ceases, a sum not exceeding £10 to the Association. Any surplus on Winding Up is to go to a charity having objects of a similar nature.

# Acknowledgements

The Trustees acknowledge that without the support of the UK FRS senior managers and the expertise of individuals within the UKFRS who are part of the working groups within the committees, the strategic aims and objectives of NFCC Limited would not be achieved.



**NFCC**

National Fire  
Chiefs Council

---

# Accounts

---



**NFCC**

National Fire  
Chiefs Council

## Report and Financial Statements for the year ended 31 March 2022

Company Registration No. 3677186 (England and Wales)

Registered Charity No. 1074071

## Contents

|                                                                                      |    |
|--------------------------------------------------------------------------------------|----|
| 1. Legal and Administrative Information.....                                         | 3  |
| 2. Trustees' Report.....                                                             | 5  |
| 2.1 Statement from the Chair of the NFCC Trustees .....                              | 5  |
| 2.2 Vision/mission/values.....                                                       | 6  |
| 2.3 Governance and management .....                                                  | 7  |
| 2.4 Risk management .....                                                            | 8  |
| 2.5 Membership and structure .....                                                   | 11 |
| 3. Strategic report.....                                                             | 16 |
| 3.1 Statement from Mark Hardingham, NFCC Chair .....                                 | 16 |
| 3.2 Strategic focus .....                                                            | 18 |
| 3.3 Achievements and performance .....                                               | 20 |
| 3.4 Acknowledgements.....                                                            | 30 |
| 3.5 Statement of trustees' responsibilities .....                                    | 31 |
| 4 Financial review.....                                                              | 33 |
| 5 Reserves policy .....                                                              | 33 |
| 6 Directors .....                                                                    | 35 |
| 7 Independent Auditors' Report to the members and trustees.....                      | 36 |
| 8 Statement of Financial Activities (including income and expenditure account) ..... | 40 |
| 9 Charity statement of financial position .....                                      | 41 |
| 10 Statement of cash flows .....                                                     | 42 |
| Notes to the accounts.....                                                           | 43 |

## 1. Legal and Administrative Information

|                                                                                               |                       |                                                             |
|-----------------------------------------------------------------------------------------------|-----------------------|-------------------------------------------------------------|
| <b>Directors</b>                                                                              | T. Budworth           |                                                             |
|                                                                                               | R. Thomas             |                                                             |
|                                                                                               | W. Bowcock            |                                                             |
|                                                                                               | M. Crennell           | Resigned 31 March 2022                                      |
|                                                                                               | J. Roberts            |                                                             |
|                                                                                               | R. Haggart            |                                                             |
|                                                                                               | A. Roe                |                                                             |
|                                                                                               | L. Taylor             | Appointed 23 March 2022                                     |
|                                                                                               | D. Wood               | Appointed 20 April 2022                                     |
|                                                                                               | D. Stout              | Appointed 11 April 2022                                     |
|                                                                                               | C. Skinner            | Appointed 12 April 2022                                     |
|                                                                                               | K. Eason              | Appointed 1 April 2022                                      |
|                                                                                               |                       |                                                             |
| <b>Senior staff members with delegated authority for day to day management of the charity</b> | M. Hardingham         | NFCC Chair                                                  |
|                                                                                               | S. Adams              | Chief Operating Officer till 4 <sup>th</sup> July 2022      |
|                                                                                               | S. Hancock            | Chief Operating Officer appointed 4 <sup>th</sup> July 2022 |
| <b>Registered Office</b>                                                                      | 99 Vauxhall Road,     |                                                             |
|                                                                                               | Birmingham            |                                                             |
|                                                                                               | B7 4HW                |                                                             |
|                                                                                               |                       |                                                             |
| <b>Bankers</b>                                                                                | HSBC Bank Plc         |                                                             |
|                                                                                               | 10 Market Street      |                                                             |
|                                                                                               | Tamworth              |                                                             |
|                                                                                               | Staffordshire B79 7LZ |                                                             |
| <b>Solicitors</b>                                                                             | Veale Wasbrough       |                                                             |
|                                                                                               | Vizards LLP           |                                                             |
|                                                                                               | Narrow Quay House,    |                                                             |

Narrow Quay, Bristol  
BS1 4QA

**Independent auditors**

Saffery Champness LLP  
St John's Court  
Easton Street  
High Wycombe  
HP11 1JX

**Company Secretary**

S. Adams

## **2. Trustees' Report**

### **2.1 Statement from the Chair of the NFCC Trustees**

Everything that we do supports our charitable objects which are at the heart of all activity and I am proud to present this Annual Report which details the ongoing development of the charity, in particular the work delivered through our Chiefs Council.

Our ability to deliver on behalf of our members and partners has been recognised by the continuation of large grants from the Home Office for improvement and protection work and with the addition this year of a new grant which we were able to deliver in a very short time frame. Over the last 12 months we have worked hard as an organisation to continue to develop and improve our own internal processes to support the rapid growth we required to be able to deliver the successes that we have. These achievements are detailed later within this report.

Our successes over the last year have also presented the charity with new challenges. The rate at which we have delivered has to be balanced with the rate at which our members are able to take in new or refreshed products and so this year we have established an implementation team to focus on supporting our members throughout the full life cycle of our products, demonstrating our development and maturity as an organisation.

The support from our members is crucial to the success of the charity and we continue to represent every UK public Fire and Rescue Service (FRS) with all keeping their Professional Partner membership. At our Annual General Meeting on 29 September 2021, we proposed a number of changes to our Articles of Association by Special Resolution in order to support the ongoing success of the organisation and I was delighted by the overwhelming support from our Individual Members for these proposals. The most notable change to most is our alignment of the charity's name to our main brand: National Fire Chiefs Council, therefore our official charity name is now National Fire Chiefs Council Limited. Our change of name is another recognition of the great success of the establishment of our Chiefs Council and the National Fire Chiefs Council brand.

**Teresa Budworth**

**Chair of NFCC Trustees**

## 2.2 Vision/mission/values

The National Fire Chiefs Council Limited (NFCC) is a registered charity and company as well as a membership association. As a charity, the association has several objects which are detailed below.

### **NFCC Objects**

The purpose of NFCC is to provide a platform for the NFCC to:

- Lead, coordinate 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;
- Support fire and rescue services in transforming their role to meet changing demands and resources for the benefit of the society;
- Promote effective service delivery by working with partner organisations, governments and private sector bodies and the community; and
- 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 activities have continued to promote improvement within the fire and rescue service for the benefit of the public and communities across the United Kingdom. The beneficiaries of our work are the UK public as they benefit from an improved FRS, capable of saving more lives and all the work we do is planned with this aim in mind.

### ***Strategic aims***

NFCC's work, through the facilitation of the NFCC, can be categorised under our four strategic aims which continue to run through every activity undertaken. These aims are:

#### **Leadership:**

NFCC leads and influences the future direction of the UK FRS on professional, managerial and leadership issues which affect the fire service.

#### **Communication:**

NFCC effectively communicates views and priorities to firmly influence key decision-makers.

#### **Professional Advice:**

NFCC provides professional advice that drives and contributes to policy development which impacts on the UK FRS.

**Development:**

NFCC supports its members through NFCC to achieve individual and collective improvement.

**2.3 Governance and management**

The Association has been governed by NFCC Trustees who represent the different FRS governance models: combined authorities, county councils, metropolitans, London Fire Brigade, the Scottish FRS, Northern Ireland FRS and the Welsh FRSS, with a Trustee representing NFCC's Individual Membership along with two independent trustees who are not from the fire sector.

At the 2021 Annual General Meeting (AGM), the members voted through changes to the Articles of Association which changed the composition of trustees to increase the number of independent trustees to four. The vote also agreed to change the representation of the fire trustees from FRS governance models to representatives of the individual membership. The trustees already in post will continue as representatives of the membership and a Nominations Committee has now been established which has managed the recruitment of the new trustees into the vacant positions.

The Board of Trustees continues to be chaired by one of the independent trustees. The trustees oversee all financial and governance aspects of the association and meet quarterly. Governance processes are in place to ensure that the Association is managed effectively and efficiently as well as in line with charity and company law. In 2020/21 we commissioned a full review of our corporate processes and policies and throughout this financial year we have been implementing recommendations from this review, both in our 'business-as-usual' activities as well as part of our One NFCC programme. The induction and ongoing training programme for trustees has been reviewed and continues to be developed to support the trustees needs throughout their time on the board.

The day-to-day management of the Association has been delegated by the trustees to key management roles. This year the trustees took the decision to create a new interim Chief Operating Officer role to provide a single point of corporate leadership and governance, as a principal part of the transformation agenda to unify an organically grown, dispersed structure. This year also saw the transition from the inaugural NFCC Chair to the second post-holder. The NFCC Chair is a paid, full-time role employed by the Association and appointed by NFCC's Individual Membership. The role is held for an initial two-year term with the possibility of a further extension of up to two further years, both periods subject to satisfactory performance which is managed through a dedicated Performance Committee.

The charity has seen a further increase for our employee numbers to 42 with a wider team consisting of secondees and staff dedicated to the delivery of organisation's work through our continued Service Level Agreements with London Fire Brigade and West Midlands Fire Service. Due to the level of the

charity's funding currently being from a Home Office grant confirmed on an annual basis, employment is offered on fixed-term contracts.

## 2.4 Risk management

The trustees manage the risks to the Association through its risk management policy which outlines NFCC's approach to risk management. Due to the success of the Association, in particular the securing of significant grant income this year, the charity has identified a number of new risks. Mitigating actions have been implemented or started with further mitigating actions also identified to address these risks. All major risks are detailed in the Association's risk register which is reviewed regularly by the management team and discussed in detail at every trustees meeting.

Higher-rated risks for NFCC this year have been:

- Trustees fail to fulfil their obligations due to failure to provide trustees with accurate and timely information
- Inability to deliver the annual plan
- Loss of corporate memory, inability to complete obligations, frailty in management structures
- Government policy changing and moving from NFCC support / current NFCC activity taken on by the College of Fire (CoF) resulting in a reduction in Home Office funding
- Insufficient insurance cover for potential claims against NFCC.

Mitigation of the risks has been the focus of trustees over the last year and actions taken include the commissioning of the One NFCC programme (detailed within this report), establishing the Senior Leadership Team and, in particular, seeking advice from Stephen Walsh Q.C. on the legal status of National Operational Guidance (NOG).

With the support of our insurance broker, we have also secured us a significant increase in our professional indemnity cover which had decreased significantly over recent years due to the increased status of the charity and the prominence of our products, in particular NOG. As further mitigation and to ensure that NOG continues to meet the needs of fire and rescue services, NFCC has commissioned a comprehensive review of NOG as part of our commitment to proactive, corporate risk management and ensure it meets the current and future needs of the UK Fire and Rescue Service (UKFRS). The NOG programme began in 2012 and since then, several high-profile incidents have occurred (Grenfell Tower fire, Manchester Arena bombing, widescale flooding, wildfires, etc.) and various initiatives have been introduced (Fire Standards (England), HMICFRS Inspections (England), the inclusion of the NFCC in the

National Framework for the Fire and Rescue Service in England, and the move from CFOA to NFCC). Although the elements of NOG are continually reviewed and maintained to ensure outputs/learning from these incidents/initiatives are fed in, NOG as a concept and its application has not been reviewed.

NOG has come under close scrutiny through the public inquiries into the Manchester Arena attack (22 May 2017) and the Grenfell Tower Fire (14 June 2017). In both inquiries, the use of NOG as the basis for developing policies and procedures by fire and rescue services locally, has been considered. As the owners of NOG, this has informed the NFCC view of the need for this review to consider how NOG is developed, its governance, the liability NFCC may hold, and the process of adoption in a FRS. NFCC recently commissioned Stephen Walsh Q.C. to review the status of NOG and associated liability it holds following the implementation of NOG by FRSs. This advice has informed this review.

### **Income diversification**

As an organisation we are developing a commercial strategy to explore diversification of our income streams to ensure a sound and stable financial future for the NFCC. This will ensure, in the instance of loss of an income stream, for example withdrawal of government grant funding, we can maintain resource and infrastructure to deliver the valuable work undertaken by NFCC which ultimately contributes to keeping our communities safe.

Many of the products we create and deliver for UK fire and rescue services hold a beneficial value to commercial and wider sector organisations. The commercial strategy will scope out what products we own that have a potential value to external organisations and how we can make these products available for a financial return for the organisation. The strategy will focus on the opportunities for sustainable income for NFCC while fully exploring the risk, mitigation and resource involved for each potential product.

### **One NFCC Programme**

The 'One NFCC Programme' was launched in response to recommendations made as part of a 2021 external review into our organisational structures and capabilities, commissioned by the trustees at their meeting on 12 July 2021. Trustees agreed that after four years since the establishment of the current structure it was time to build on our previous successes and achievements by investing in the organisation to enable NFCC to continue to meet its goals. This includes providing greater focus on the role of NFCC, effectively delivering the 'Achieving More Together' strategy while being adaptable to changes across the sector and promoting a 'One NFCC' culture.

Within the One NFCC Programme are four specific projects:

**Governance:** Articulate a clear vision of what we are here to do and how we govern ourselves to achieve this.

**Digital Transformation:** Review our digital footprint and produce a single NFCC website, intranet, and members' portal. The members' portal will benefit our membership and allow more effective engagement.

**NFCC Transformation:** Review our structures, considering moving from a hub-based model with teams at West Midlands Fire Service (WMFS) and London Fire Brigade (LFB) into a single organisation, with consistent lines of management and accountability, effective ways of working, and efficient use of resources. Organisational transformation is complex and requires specialist legal and HR expertise and we are committed to following the correct procedures, being thorough and considerate in our approach, and ensuring the appropriate engagement and consultation is carried out with our staff, therefore we have engaged an external consultant to advise us.

**Review NFCC Service Level Agreements:** Review the existing agreements with WMFS and LFB in line with the transformation project, ensuring that we recognise the quality and resilience they have provided during the inception and growth of the NFCC, whilst ensuring we are able to develop into an organisation that continues to support the sector into the future.

The One NFCC Programme is overseen by a Programme Board consisting of the Chair of Trustees, the NFCC Chair, the COO and three Individual Members. It is envisaged the programme will take between 18 and 24 months to complete; however, this will form the basis for our continued development and improvement as an organisation to ensure we remain effective and flexible to meet the challenges ahead.

Over the past nine months the programme has delivered a number of outputs and comes such as the publication of Terms of Reference for the Board of Trustees, Performance Committee, Nominations Committee and the Senior Leadership Team. The 2021 Annual General Meeting (AGM) took a Special Resolution proposing changes to our Articles of Association including changing the charity's name to align to the externally facing brand of the National Fire Chiefs Council. The objectives of the programme are ambitious and we are committed to delivering these ambitions through strong programme management to ensure that the organisation is not only sustainable, but can flourish and continue to provide the best support to our members in order to further our charitable objects.

## 2.5 Membership and structure

The Association continues to offer different types of membership as detailed in our Articles of Association. Our membership gives NFCC a very strong reputational base and over the last year we have been working hard to reinvigorate our member engagement activity. The NFCC Chair has visited nearly every Professional Partner leadership team since starting in post. We have reintroduced annual member surveys to provide another method for our members to provide feedback on our offer. The first physical New Members Induction since the pandemic was held in February 2022 and a further induction event aimed at new Chiefs is being planned to further develop our peer support offering.

Membership numbers on the 31 March 2021 were:

- Individual – 465 (2021: 456)
- Lifetime Past – 99 (2021: 102)
- Honorary – 3 (2021: 2)
- Professional Partner – 52 (2021:52).

Our membership numbers remain constant which reflects the satisfaction of the membership with the benefits offered from their membership and the achievements of the organisation. The change in the Professional Partner membership number was due to a merge of two FRS; every UK public FRS remains a member.

Honorary membership was given to Roy Wilsher, previous NFCC Chair, in recognition of his immense contribution to the organisation over his 11 years in leadership positions within the charity and the significant influence he has had within the sector during his career.

### Chiefs Council (Council)

The Chiefs Council is a committee of NFCC which provides all UK fire and rescue services, which are NFCC Professional Partners, with:

- A common and consistent approach, ensuring and sharing good practice and supporting services for the public
- Coordination of activities to improve efficiency – research and development and joint procurement
- Professional and technical advice for all governance models
- Coordination of mobilisation to, and management of, large-scale emergencies, support to devolved areas of UK, through the National Advisory and Coordination Framework
- Efficiencies through joint working with the National Police Chiefs Council (NPCC) and others where appropriate
- Enhanced support to professional development and operational leadership, including succession planning

- Support to workforce development activities (including diversity, inclusion and on-call duty systems)
- Benchmarking activities and supporting publication of information for the public
- A professional adviser to government (England FRS only) and supporting professional colleagues in devolved governments
- A consistent and professional adviser to Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and the development of professional standards in England.

The Council meets quarterly and on average 48 FRSs are represented at every meeting. The opportunity to join the meetings digitally is always available to every FRS as we are committed to ensuring that Council is a forum where every FRS has a voice as strategic national policy is shaped. The Council is a forum for decision-making at a national level and policy will be presented to Council for collective understanding and agreement. It is expected that by the time work has reached Council, it will have already been through significant consultation to allow for a decision to be made via the committee structure. NFCC has increased its activity levels significantly which has further pressurised Council agendas, therefore an informal element has been introduced to the meetings where attendees are invited to debate key topics for the sector in a closed environment. This ensures that all topics can be tackled, and all voices heard as well as allowing the time needed to explore significant issues.

### **Council Committees**

Our committees and programmes deliver the work for the NFCC, against priorities set out by the Council for the benefit of the UK FRS.

Using networks of subject matter experts, each of our seven committees aims support the UK FRS in reducing risk to life and property, minimise injury and harm, and improve health and wellbeing in ways that are sustainable and cost effective. All committees are chaired by NFCC Individual Members and also contribute to the achievement of NFCC's work portfolio.

### **NFCC Portfolio Office**

The Portfolio Office provides programme, project and benefits management services to the fire and rescue sector. It forms one of the three hubs supporting the delivery of the [NFCC's strategy](#).

It coordinates the multiple improvement programmes on behalf of the NFCC, and this overarching coordination helps NFCC avoid duplication; prioritise work more effectively and develop solutions and tools more effectively which support fire and rescue services where a national approach would be beneficial.

The work is focused on key areas of NFCC's strategy:

[Community Risk Programme](#) – this is focused on developing guidance, tools and a Fire Standard relating to risk management planning. It will produce a clear definition of risk that would allow communities to hold the performance of their fire and rescue service to account. It has a number of projects underway, including: Definition of Risk; Economic and Social Value of the UK fire and rescue service; Community Risk Management Planning (CRMP) Guidance; Competencies for Risk Management.

[People Programme](#) – this has multiple projects already completed and more underway. The live projects include: the [Core Code of Ethics](#), Leadership Framework, Coaching and Mentoring Toolkit and National Portal, Talent Management Toolkit, Direct Entry at Area Manager and Station Manager, Supervisory Leadership Development Programme; Equality, Diversity and Inclusion; [Apprenticeships](#); [Core Learning Pathway](#), establishing an [End Point Assessment Partnership](#); Recruitment.

[Digital and Data Programme](#) – this aims to drive national consistency in the identification, implementation and use of digital capability; make our workforce digitally literate; shift demand for services to online channels where feasible; and to maximise the use of data to drive operational excellence.

The **Protection** and **Prevention** programmes seek to address aspects of these activity areas where national change is required.

## National Operational Guidance

NFCC maintains [National Operational Guidance](#), ensuring the guidance remains accurate and up-to-date by reviewing content based on an agreed schedule, and dynamically responding to the recommendations of National Operational Learning and legislative changes.

The National Operational Learning secretariat support the review of incidents, to ensure risk critical information can be shared with all UK fire and rescue services in a timely fashion while applying robust scrutiny.

The suite of operational guidance is being expanded to encompass guidance specifically for fire control rooms. Through this project, NFCC is also supporting the government in delivering the Multi-Agency Incident Transfer (MAIT) system which will significantly improve the transfer of incident data between blue light control rooms.

## Fire Standards

NFCC also supports the new [Fire Standards Board](#) for fire services in England through coordinating Fire

Standards development work which will be aligned to NFCC's improvement programmes. We are the main body providing subject matter expertise to inform the Fire Standards.

### **Protection Policy and Reform Unit (PPRU)**

Following funding secured from Home Office and MHCLG (now [Department for Levelling Up, Housing and Communities](#)), NFCC has established the Protection Policy and Reform Unit (PPRU) to provide the link between FRSs and government by representing the collective views and expert technical advice of FRSs. The PPRU now incorporates the wider Building Safety Programme Team.

The PPRU reports into the Chair of NFCC's Protection and Business Safety Committee who in turn sits on the NFCC Steering Group. The Steering Group sets the strategic direction for NFCC.

The overarching objectives and purpose of the unit is to:

- Promote a consistent and co-ordinated approach to fire safety regulation
- Support and promote the swift remediation of buildings
- Support the government reform agenda
- Provide NFCC capacity to deal with new and emerging demands

The PPRU will exist to provide the tools, guidance and support to FRSs for protection activities whilst promoting best practice and influencing and advising government. We aim to be the first port of call for national issues and offer both individual and regional support and technical expertise.

As members of the Joint Regulators Group we are working on the operational policy development to inform the Building Safety Regulator and are also members of the Industry Safety Steering Group.

We will provide enforcement guidance and be the central hub for support and leadership.

We will play a key part in service improvement helping to progress HMICFRS and Grenfell Tower Inquiry (GTI) recommendations, and to promote consistency and support the development of competency and capabilities across protection departments. We aim to influence government policy on behalf of FRSs, providing technical advice and engaging regularly with HO and DLUHC on legislative development. We will work with FRSs to understand how proposals will impact on the sector.

The PPRU also support the secretariat for the [Protection Board](#), including the Building Risk Review programme.

### **Implementation Support**

We established our Implementation Support Team to further develop our relationships with fire and rescue services, alongside drawing out good practice where direct support might not be necessary. The team provides a single point of contact for fire and rescue services implementation managers and

delivery teams and provides support with the implementation of Fire Standards and NFCC products, while recognising that each service was responsible for its own implementation strategy. The team is able to offer support when required or requested through workshops, planning, evaluation activities, sharing best practice and collaboration opportunities.

The team has adapted a methodology for support and developed an account management approach to service delivery, rather than a traditional implementation management function, which is a better reflection on the demand placed on the team by services.

The publication of new Fire Standards as well as HMICFRS inspection reports, provide the main levers that enable the team to demonstrate where they are able to add value by mapping specific standards, guidance and NFCC products to gaps in service delivery. The team also use the responses to NFCC surveys to target services with particular needs.

### **Prevention Programme**

This programme aims to make communities safer by supporting fire and rescue services with new and innovative ways to prevent fire and other emergencies. The programme has worked with the Fire Standards Board to launch the Prevention Fire Standard and Safeguarding Fire Standard. It has also worked in partnership with the Home Office to deliver the National Fire Kills campaign and evaluation. It has a number of projects underway, including: Person Centred Framework (PCF), Mental Health and Fire Risk Research, Prevention Evaluation Toolkit and Safeguarding. It works closely with the NFCC Children and Young People workstreams.

### 3. Strategic report

#### 3.1 Statement from Mark Hardingham, NFCC Chair

Our members are at the heart of our organisation. A key focus since I took over the role as NFCC Chair has been to increase engagement and further develop our understanding of the needs of our membership.

Since beginning my term I made it a priority to meet with fire and rescue services' senior leadership teams and to date I have met with more than 40 services across the UK. This has provided a fantastic insight into the passion, leadership, and plans for continuous improvement, and the role of NFCC in realising that.

The last 12 months have brought more challenges for fire services and NFCC as we continued to see the impacts on the pandemic. I am proud of the role of NFCC and FRSs in the support we have provided to communities and partners throughout. While there were many additional activities carried out, I am exceptionally proud of the support to the national vaccination programme, where more than half a million vaccinations were administered by FRS staff, with many thousands of hours of support.

The call for NFCC and FRS assistance came again at the start of 2022; we were asked if, through our National Resilience function, we could assist with sending equipment to support firefighters on the frontline in Ukraine. A sector-wide effort was soon underway and 60 fire engines, packed with kit and equipment, was driven in three convoys<sup>1</sup> to get the equipment to those who needed our help. Once again, we showed how the UK FRS is ready, willing and able to offer support to those who need it. This – along with the continuing pandemic assistance – was all carried out while 'business as usual' activities were maintained.

Equality, Diversity and Inclusion (EDI) is a key component of any great organisation and NFCC and FRSs are not short of intent, initiatives and leadership. As highlighted through HMICFRS and by the recent Home Affairs Select Committee, progress is being made, however more is needed to further embed this work and achieve the outcomes we all want so EDI is firmly part of the fabric of the UK FRS. As an organisation, we seek to ensure that we always consider EDI with a real emphasis at our conferences and through our Lunch and Learn sessions.

The long-awaited government White Paper on Fire Reform has now been published<sup>2</sup> for English FRS. It builds on the reforms and improvements of recent years. The improvements include the role of the

---

<sup>1</sup> The second and third convoys setting off in April and May 2022.

<sup>2</sup> 18 May 2022.

National Fire Chief Council – now firmly captured in the National Framework; the role of the Fire Standards Board and the maturing inspection regime through Her Majesty's Inspectorate, all with a focus on continuous improvement and the important role of national functions in supporting the fire and rescue service.

Of course, whilst there is much to celebrate and some effective reform so far, we're far from complacent and there are further improvements we want to make to deliver the very best service to the public right across the UK - a service that meets their changing needs and expectations both now and in the future.

Much of this is captured in the evolving work of the National Fire Chief Council, with the Local Government Association and Employers in England, on the Fit for the Future work that will inform our response to this White Paper. I expect there will be many similarities between the White Paper and Fit for Future about the ambition for continuously improving fire services in the years ahead.

We know the public have great confidence and trust in firefighters and their fire and rescue services. We all carry a collective responsibility to build on that reputation in how we shape the fire and rescue service for the future – with the needs and expectations of the public at the forefront of our thinking. NFCC has a significant role to play in advising and delivering on reform and improvements. However, no one organisation alone holds the key – we want to work with the various fire service bodies to inform and implement further improvements.

In June 2021 we launched the [NFCC Plan 2021-24](#) which is a comprehensive programme of activity designed to support fire and rescue services in improving service delivery in their local areas. We set out how the ambitions and commitments outlined in our Strategy will be delivered over the next three years. It ensures that the appropriate tools, resources and skills are in place to deliver the objectives outlined, in a way that remains relevant to, and has the greatest impact on, UK fire and rescue. Our plan is a significant milestone for NFCC and one that will pave the way for our future activity and the support we give to the UK fire and rescue sector.

I have been proud of so many areas of our work over the last year which are outlined in the following section of this report all of which we would not be able to deliver without the commitment and expertise of our members and staff team. It has been another challenging year for all of us but together we are achieving more, and I am looking forward with pride to the next 12 months.

**Mark Hardingham**  
**NFCC Chair**

## 3.2 Strategic focus

NFCC has a unique role in representing fire and rescue services on the national stage with one voice for maximum impact and harnessing the knowledge and expertise across the country, bringing it together for the benefit of all. We want our members to understand what we can do to support and help their own fire and rescue service on a day-to-day basis, but also in times of crisis. We describe the three key benefits of NFCC's role below.

In recent years, much of our work has been dominated by responding to the consequences of the tragic Grenfell Tower fire. NFCC has worked with its members, governments, and many other parts of the fire sector, to understand what needs to change to ensure that the risk of another fire on this scale is significantly reduced. We know that we cannot be defined by one incident, but we must let it guide our thinking, actions, and journey to improvement in all areas of fire and rescue service business.

We are committed to undertaking a regular review of the external influences that affect NFCC. For example, the impact of climate change is starker than ever; we continue to live in financially challenging times, and we must be adaptable to the ever-changing world of technology. We can help our members by using, for example, our convening power or by lobbying for legislative change. Whatever the need, NFCC stands ready to support its members.

NFCC is committed to supporting fire and rescue services as they seek to improve service delivery at a local level. To best co-ordinate efforts nationally we have set out our approach through four strategic commitments, three of which form the backbone of our continuous improvement programmes: Community Risk, People, and the need to revitalise our approach to digital and data. Our fourth commitment focuses on efficiency, finance and collaboration.

We are a membership organisation and our members carry considerable commitments and obligations as employers of fire and rescue personnel, with clear legislative parameters. Safety is at the heart of what fire and rescue services do; they provide a 24/7 insurance policy for communities as set out in a local contract in the form of risk management plans. NFCC cannot deliver this, but it can provide members with access to good practice through the creation of national guidance; it can bring people together to create solutions that can be used in all areas of fire and rescue service business.

The collaboration that NFCC can encourage, negotiate and support comes from the fact that it represents all fire and rescue services in the UK. That can manifest itself at a local level where risk goes beyond organisational boundaries, at a national or even international level.

We put in considerable effort and resource to assist our members with the changes that result from the Grenfell Tower fire – from both the public inquiry Phase 1 outcomes and the recommendations from Dame Judith Hackitt's Independent Review of Building Regulations and Fire Safety. We must also remain vigilant to the other factors that influence the context in which we operate and present different

challenges. We also know that society is changing in different parts of the country in various ways. Our members are reshaping themselves to address societal changes, including population growth and movement, an ageing society and health issues such as obesity and heart disease. Fire and rescue services need also to consider environmental changes, leading to increasing risks of flooding, wildfires, and water shortages. They also need to be able to build upon their success in changing human behaviour and improve their contribution to a safer more prosperous society. There is a role for fire and rescue services in the future that builds on the excellent work so far and continues to not only save lives but change lives.

Our members continue to be on high alert as terrorism remains a threat to our communities. NFCC, while not a responder defined under the Civil Contingencies Act 2004, is able to use its convening power and influence to contribute to responses as appropriate. The NFCC Chair has attended the Government's COBR(A) meetings set up in the aftermath of terrorist incidents. The Chair, supported by members, has been a critical link between the national stage and the local delivery of response at times of crisis.

All of this forms the landscape against which we operate and support our members to deliver high quality public services. We know that they operate within tight financial restraints and as a result we seek to operate as leanly and efficiently as we can so that the professional partnership fee is used effectively.

### 3.3 Achievements and performance

This section of the report summarises the key achievements of the NFCC over the last financial year, all of which support our strategic aims.

#### Covid-related activities in 2021/22

NFCC has worked alongside others to introduce additional types of work activity to serve the public, including assisting in the responsibilities of other agencies, such as ambulance services. As an example Fire and rescue staff made 17 million deliveries of personal protective equipment.

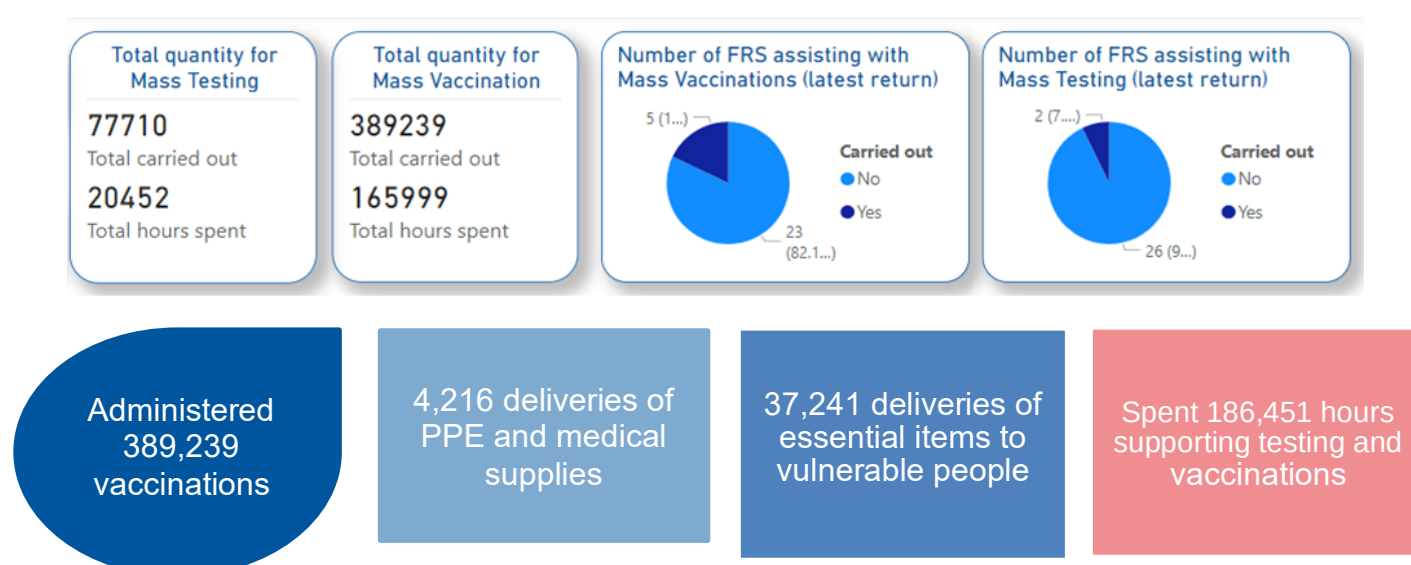
Fire and rescue service staff have assisted with the vaccinations since the start of the 2021 and have continued to work alongside other emergency services to support the public.

More than half a million vaccinations were administered to the public by fire and rescue service staff, following a drive to assist with the national programme. It is estimated up to 2,500 members of staff supported this vital work to get everyone eligible protected and boosted.

We have also continued to publish Strategic Intentions, national risk assessments guidance and position statements to FRS during the different stages of the pandemic and set up a dedicated COVID Committee to run alongside the duration of the government's COVID Act.

NFCC also utilised its data team to ensure weekly reporting to the Home Office on fire and rescue service activities in relation to the pandemic.

We produced [https://nationalfirechiefs.org.uk/write/MediaUploads/COVID-19/NFCC\\_Making\\_A\\_Difference\\_Document.pdf](https://nationalfirechiefs.org.uk/write/MediaUploads/COVID-19/NFCC_Making_A_Difference_Document.pdf) to highlight the work undertaken during the pandemic,



## **Convoys to Ukraine**

NFCC supported the work that sent three convoys of UK fire service kit and equipment have now been sent to Ukraine, providing vital life-saving equipment to firefighters in Ukraine.

These monumental 'mega' convoys were the culmination of a number of weeks of incredible hard work and planning to ensure support is being given by the UK.

This means 60 fire vehicles – packed with hoses, helmets, thermal imaging cameras, generators, ladders, rescue equipment and protective equipment and other kit requested by Ukraine – have now been donated by UK fire and rescue services and the wider fire sector.

Organised by UK charity FIRE AID and International Development, NFCC, and the wider fire industry, the convoys have also been supported by the Home Office and other government departments. The first convoy left in mid-March, the second one set off on 21 April 2022 and the third convoy left on 4 May 2022.

These donations of firefighting equipment – which has been requested by Ukraine – will help its fire and rescue service as they continue their life-saving work in the most difficult conditions imaginable. Over 100 fire stations and 250 fire engines have been destroyed in Ukraine with a number of firefighters tragically losing their lives as they battle to protect their country.

## **National Operational Guidance**

We continue to maintain and increase the library of national operational guidance and national operational learning accessible on the ukfrs.com platform.

Key inclusions to the Knowledge Base this year include:

- Rescue Boat Code for the Fire and Rescue Service
- Safe work at height and rope rescue team typing guidance
- Guidance to the Emergency Services for Access to the Railway Infrastructure
- Environment Agency Grab Pack training video.

## **National Resilience responds to Greek Wildfires**

In August 2021 NFCC National Resilience responded to a formal request from the Home Secretary to give operational assistance to Greece as it saw extreme wildfires in the midst of the most severe heatwave in the region for over 30 years.

Teams from Merseyside, Lancashire, South Wales, London and West Midlands fire services worked alongside local counterparts at a fire front in the area of Gortynia. They were then deployed to another area, to maximise their impact while maintaining a base of operations in Tropaia, Peloponnese. The team assisted with the removal of trees and creating of fire breaks in key areas as well as tactical firefighting.

## **Online Home Fire Safety Check**

Our Prevention Programme launched the Online Home Fire Safety Check (OHFSC) tool to the public. The tool was provided to all FRS in England and developed in collaboration with Fire Kills and Safelincs.

The OHFSC has been designed to provide a person-centred self-assessment of fire risk for individuals as well as to flag vulnerable users to their local FRS where a physical visit would be recommended. It has been designed to be used by either the home occupant directly, a third-party (police, social worker, paramedic, etc.) who may have concerns to an occupant's welfare or safety, or simply aid the FRS directly with home visits.

The tool aims to provide advice and guidance to the public as well as feeding back data to local FRS to aid in ensuring that time and resources are correctly utilised to assist the vulnerable.

We, in Q1 2022, had eight services live, 16 onboarding, and 13 interested. We also have endorsement from the Fire Minister, and good feedback from those who are now live.

## **Fire Standards Board**

The Fire Standards Board have continued to oversee the development and maintenance of a suite of professional Standards that set out "what good looks like".

The Board has published 10 Fire Standards since May 2021 including:

- Prevention Fire Standard
- Fire Investigation Fire Standard
- Core Code of Ethics
- CRMP Fire Standard.

They have also developed an implementation tool for each standard, in response to feedback received through engagement with FRS. The tools assist FRSs in the planning, delivering and reporting of the Fire Standards.

## **FireKills**

We were delighted to take up the challenge of delivering the Home Office's national fire safety advertising campaign FireKills. This national multimedia advertising campaign was delivered in a reduced timeframe in conjunction with the Home Office. The £1.1m campaign and programme delivery has been a success in the view of all stakeholders. The team worked well together, at pace, building on the strong working relationships between the Home Office, and NFCC. We continue to work with the Home Office to produce monthly campaign toolkits for English FRS.

The grant also allocated funds to work on NFCC-led StayWise education platform to provide and promote high quality, nationally consistent fire safety educational resources to children and young

people. This funding has contributed towards interactive educational games, linked to the national curriculum, as well as translating books into other languages which provides improved accessibility to fire safety information.

NFCC continues to run a range of prevention and protection safety campaign which are well-supported by all fire and rescue services.

### **Protection Learning Portal/Virtual Learning Environment**

This year saw the completion of the learning portal for protection-based fire and rescue service staff. NFCC partnered with the Local Authority Building Control (LABC) to enable fire safety regulators and fire engineers to access training materials in the Virtual Learning Environment (VLE) through the new learning portal. The development of the national interactive VLE included the roll-out of the VLE learning and CPD platform for FRSs Protection Staff, combined with the establishment of National Protection Learning, to mirror National Operational Learning. We rolled out 13 eLearn training packages, 6 technical guidance documents, 12 national protection learning notes, and 50+ LABC training courses on the VLE during 2021-22. FRS engagement with the VLE for Continuing Professional Development (CPD) has seen a 62% increase in course completions from Q3 to Q4 and the certificates for completed e-learning packages within the VLE has helped fire services demonstrate their commitment to CPD in line with the protection competency framework.

### **Building Risk Review Programme**

Working with FRSs, we successfully delivered the Building Risk Review Programme. This achievement met the commitment made by the Secretary of State and included the development of guidance and an online reporting tool for FRSs. The vast programme involved coordinating the collection of data on almost 15,000 buildings, including detailed building information and audit breakdowns, where relevant, on over 11,000 high rise residential buildings.

### **Additional investment in FRSs**

Over the past year, we have continued to advocate for, and support the utilisation of, Government investment in FRS Protection departments. This has resulted in securing an additional £12 million for the 2022/23 financial year, bringing the total amount of investment to £36 million since 2020.

### **Partnership work in fire safety**

During this period, we successfully implemented Phase 1 of the IFE's Contextualised Auditors Register and took a major step forward in the third-party accreditation and professional standards of the Fire Safety Regulators. As an indicator of how positively our work in raising competency standards has been received, IFE and Zurich insurance have requested the support we developed for CAR applicants and reviewers to be made available for wider use across the sector.

We collaborated with Collaborative Reporting for Safer Structures (CROSSUK) to extend their remit to fire safety. Following our partnership work and active dissemination of CROSS reports, CROSS reported a significant increase in the number of safety reports made anonymously from the FRS in the last year.

NFCC has worked closely with Government to secure policy changes on electric vehicle charging points, to find safer solutions that both met policy intentions and avoided unsafe practices.

### **Protection Engagement Forum**

We held a successful face-to-face Protection Engagement Forum on 29-30 March in central London. With representatives from almost every FRS in the UK, it provided a great opportunity to network, share best practice and learning. The forum received very positive feedback from delegates, and also featured external speakers from DLUHC, BRAC, HSE and LGA. [Protection Engagement Forum photo.jpg]

### **Business Fire Safety Awareness Tool**

The Business Fire Safety Awareness Tool is an exciting new interactive web-based tool that has been developed by PPRU and West Sussex FRS. This video game-style learning tool is an innovative way to engage small businesses on their fire safety responsibilities. The tool has been shared with FRSs and will be fully rolled out this year. We are proud to have been shortlisted in the Regulatory Excellence Awards 2022 for this piece of work.

### **Equality of access documents published**

We were delighted to be able to share four new Equality of Access documents with UK fire and rescue services published this year. The four new documents relate to the following areas of Equality, Diversity and Inclusion:

- Equality of Access to Services and Actions for the Vulnerable Rehoused Homeless
- Equality of Access to Services and Employment for Gypsy and Traveller Communities
- Equality of Access to Services and Employment for People from Asian Communities
- Equality of Access to Services and Employment for the Roma Community.

The Equality of Access documents provide a range of information about different groups of people and ideas, and the actions which services could take to make a positive difference. All fire and rescue staff are encouraged to read them, particularly those working most closely with our communities.

These documents have been produced to support NFCCs plans to improve EDI and support cultural change across the sector, promoting discussion, capturing learning and encouraging research locally, as well as the sharing of good practice improvements across the sector.

## **Lunch and Learn sessions**

In 2021, we introduced Lunch and Learn sessions; inviting a range of different speakers to talk about lived experiences across a host of topics, including neurodiversity, trans visibility in fire and rescue services, racial equality, techniques to avoid burnout and being part of the LGBT+ community.

Based on feedback, these sessions, and those going forward, will now be available as a podcast, allowing everyone to access at a time and a place that suits them. The sharing of lived experience and learning among our fire and rescue services is a key focus for the NFCC in our building of an equal, diverse and inclusive sector.

## **Tools to support FRSs in the selection, recruitment, nurturing and growth of diverse talent.**

The **Equality, Diversity and Inclusion (EDI) Hub** contains a wealth of resources to help services ensure that equality, diversity and inclusion are part of everything they do.

Designed in consultation with external professional organisations, the EDI Hub provides a range of information about different groups of people and ideas around the actions in which services could take to make a positive difference to them. The hub can be found on the UKFRS [website](#).

The **Recruitment Hub** is a centralised resource for colleagues finding and bringing in diverse talent. Collaborative in its approach, the Recruitment Hub provides the basis for a more unified national approach to recruitment for the sector and is designed to complement a modern UK fire and rescue service. The hub can be found on the UKFRS [website](#).

The **Talent Management Toolkit** has been developed to provide support to fire and rescue services around the key talent management areas: attract, identify, develop, engage, retain, deploy, and evaluate.

The Talent Management Toolkit dovetails with the national Talent Management Model Policy and Talent Management Maturity Model, forming the Talent Management Framework. The toolkit can be found on the UKFRS [website](#).

The **Coaching and Mentoring Portal** allows a continuation of learning and connects individuals with coaches and mentors from within the sector. The portal can be found on the UKFRS [website](#).

## **Operation Willow Beck**

The Home Office and the NFCC have worked closely together, in conjunction with British Telecom, to develop the new procedure, Operation Willow Beck, with the majority of fire and rescue services in England, Scotland and Wales signing up to be part of it which will assist with the national redistribution of 999 calls into fire and rescue service control rooms during times of significant demand. The new arrangements go live in early April as a six-month pilot.

Operation Willow Beck provides a pre-determined call distribution plan meaning that during times of extreme call demand, the calls can be spread to a wider number of control rooms, limiting the number of calls taken by one single control room so they do not become overwhelmed. This will allow for quicker call answering, and improved resilience across all control rooms at no extra costs to individual fire and rescue services.

NFCC have also produced guidance for fire service control rooms on the call handling process if Operation Willow Beck is instigated by a Service due to a high volume of 999 calls.

Fire Minister, Lord Greenhalgh, said: This is a huge achievement due to the collaborative hard work and effort of the Home Office, NFCC and BT.”

### **National data analytics capability**

We are delivering a national data analytics capability that will make efficient and effective use of data to support current and emerging needs of the UKFRS, as well as ongoing decision-making and policy development.

Once fully implemented, the resource will be a central function of the NFCC comprising of skilled people, standardised processes, and technology, providing national data analytics and data governance to the NFCC and UKFRS to solve problems and support decision-making.

Its successful implementation will be a game-changer for the UKFRS, however, customers of the planned National Data Analytics resource could also include partner agencies, such as the NHS, as well as external change programmes and committees associated with NFCC's Portfolio.

The core services provided by the analytics resource will include problem solving (through descriptive, predictive, and prescriptive analytics), data sourcing (from internal and external sources, including data cleansing), and data consulting (such as methodology and subject research). Initially there will be limited capacity and service provision for proving the approach, with a focus on processing the highest value data questions to support areas of the NFCC change portfolio. This pilot approach will launch early 2022. Over time the capability will scale up to the target state, providing the full suite of business services and a capacity to match demand

### **Water Safety**

NFCC helped to develop the UK's Drowning Prevention Strategy and works as an active member of the NWSF, as well as running its annual ['Be Water Aware' campaign](#).

In July 2021 we launched a new water incident dashboard to help Fire and Rescue Services (FRS) gather information on incidents in their area. It uses live data from the [Water Incident Database](#) (WAID) which records vital information from agencies such as the Royal National Lifeboat Institution (RNLI), Maritime and Coastguard Agency (MCA) and the Royal Society for the Prevention of Accidents (RoSPA).

The dashboard was developed through the NFCC Data Portal and Digital and Data Programme in partnership with WAID. NFCC's Water Safety Group worked with the National Water Safety Forum (NWSF) to develop the brand new resource.

Aimed at analysts, performance managers, prevention practitioners, community safety managers, water safety advocates and communication professionals, this [new tool](#) helps FRSs refine searches and use information tailored to their area. It also drills down and provides information such as area, risk, and days of the week, with the aim that this valuable information can be used help reduce incidents and drownings. This means FRSs will have access to better data to gain more understanding of local risks – which can then be used to further develop prevention, education, and communication strategies.

An estimated 235,600 people drown every year worldwide. It is among the ten leading causes of death for children aged 5 – 14 years. More than 90% of drowning deaths occur in rivers, lakes, wells, domestic water storage vessels and swimming pools in low and middle-income countries, with children and adolescents in rural areas disproportionately affected. In the UK 2020 has seen an increase of accidental drownings with 254 people dying. Progress has already been made in drowning prevention through work with the National Water Safety Forum, Water Safety Scotland and Water Safety Wales. The UK has a [drowning prevention strategy](#) which aims to reduce accidental drowning fatalities as well as contributing to the reduction of water-based suicide.

## Events

NFCC has a number of core products that both provide valuable benefits to the membership and wider sector and importantly contribute to the sustainability of the organisation financially. These include;

- An established events programme
- Sponsorship packages and partnerships associated with the events programme available to all sector industry
- The Executive Leadership Programme

NFCC Events is a recognised and valued brand within the fire sector. It manages a core programme of events that are unique, sector relevant and are embedded in the FRS calendar and exists to:

- Provide professional development for FRS personnel
- Disseminate professional policies, standards and sector relevant updates
- Provide an important platform for FRS personnel and stakeholders to network with their colleagues on a national level
- Provide a source of income to the Association contributing to its sustainability. This enables the Association to continue to drive forward the FRS agenda.

- Project key information and a positive external image to stakeholders.

The associated event sponsorship packages are open to industry who would benefit from strategic brand association with the professional voice of the UK fire and rescue service. There are a variety of different packages available for different events and audiences offering a range of benefits including increased market exposure for suppliers' products, unrivalled networking opportunities and a cost-effective route to target markets.

### **Executive Leadership Programme**

The custom-designed Executive Leadership Programme (ELP) is for aspiring strategic leaders in the FRS. The ELP is now seen by participants, and the FRS as a whole, as a crucial element in an individual's personal journey. The ELP for the FRS focuses on transformation through development to provide an exciting, stimulating and rewarding experience for all strategic leaders in the FRS in England, Wales, Scotland and Northern Ireland. The programme content is delivered by Warwick Business School and students who pass all five modules leave with Postgraduate Certificate in Strategic Leadership.

The Programme is open to both operational and professional fire service staff who already hold a strategic leadership position or likely to in the near future.

The ELP is designed to give participants the opportunity to learn in a social manner, whilst challenging them to think about the difficulty and knotty issues associated with strategic leadership in times of great uncertainty. It creates a space for individuals to explore and get to know themselves better as a leader in a volatile and ambiguous world. Embedded within the programme are three golden threads: 1. Diversity 2. Political acuity 3. Self-awareness. These will drive the content and approach of the modules and they will be continually referenced across all elements of the programme.

In order to provide oversight, scrutiny and ensure the programme content is reflective of the most current leadership academic thinking along with the current issues faced by the FRS an ELP board chaired by the NFCC sponsor is held quarterly. The Board comprises members from the Home Office, the LGA Fire Services Management Committee, a representative from the devolved administrations, WBS and the NFCC sponsor and programme director and key staff.

### **Apprenticeship End-point Assessment Partnership**

The end-point assessment is a crucial step for anyone enrolled on NFCC's Apprenticeship programme since its release in 2018.

We are now partnering with Cornwall Fire and Rescue Service to deliver a newly enhanced end-point assessment service for fire and rescue services.

Under the EPA Partnership, Cornwall FRS will continue to offer end-point assessments for the operational firefighter apprenticeship and retain their registration with the Education and Skills Funding Agency. The Partnership offers a new opportunity to grow the current provision and supply services to all fire and rescue services who wish to carry out end-point assessment.

These assessments have been designed by the sector for the sector to provide a standardisation of training and complete the end-to-end training with a quality EPA experience.

### **Working Patterns**

NFCC worked with services to identify new and innovative working patterns, which have been compiled into nine case studies. Case studies include supporting information about the wholetime and on-call duty systems for UK services with useful information about international working patterns.

The case studies provide examples of innovative practices across services; with examples including changing ridership, banded on-call contracts and flexible mobilising. The project team also learned from services who have changed from a traditional 2-2-4 wholetime model in response to local risk planning and community needs.

A supporting implementation tool will allow services to evaluate new and existing working patterns against a measurable framework, which looks at effectiveness and efficiency indicators as well as competency, safety, wellbeing, EDI, and community measures.

### **Maturity models and Workforce Good Practice Framework**

Developed in conjunction with fire and rescue services and based on the principles of the Deloitte methodology, the models and framework allow fire and rescue services to assess current practice by using a self-assessment tool to determine current maturity level.

The tool can be used to assess current practice against a range of different areas, these being: Leadership Development, Recruitment, Learning Organisation, Blended Learning, Performance Management, Employee Recognition, Talent Management, EDI, Wellbeing and HR Analytics.

These models and framework will support fire and rescue services in assessing their current practice as well as identifying potential steps for the future. This isn't intended to be a tick-box exercise, it's a work in progress and should involve fire and rescue service staff at all levels and across all departments to build a bigger picture.

A service can choose how many or how few areas to benchmark themselves against, but they should revisit and review periodically to identify any opportunities.

It is the objective of NFCC that the models and framework will help to drive consistency across services in becoming leading practice organisations and shared learning is encouraged.

### **Home Affairs Select Committee**

NFCC Chair Mark Hardingham gave evidence to a cross-party committee of MPs responsible for scrutinising the work of the Home Office and its associated bodies.

The catalyst for the session was HMICFRS's annual assessment of fire and rescue services in England, published at the end of last year.

Mark Hardingham was on the panel alongside Sir Thomas Winsor, HM Chief Inspector of Fire & Rescue Services and HM Inspector Roy Wilsher.

This session saw those giving evidence an opportunity to examine a wide range of areas related to fire and present these to MPs, through the lens of the HMI inspections and recommendations.

It also gave the opportunity to discuss other areas of work and the opportunity to reflect on where we want to see improvements, while outlining what will be required to make this a reality.

This includes area such future challenges fire and rescue services face; such as climate change, global terrorism and maintaining public confidence.

### **3.4 Acknowledgements**

The Trustees acknowledge that without the support of the UK FRS senior managers and the expertise of individuals within the UKFRS who are part of the working groups within the committees, the strategic aims and objectives of NFCC would not be achieved.

### **3.5 Statement of trustees' responsibilities**

The trustees (who are also directors of the National Fire Chiefs Council Limited for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- a) select suitable accounting policies and then apply them consistently
- b) observe the methods and principles in the Charities SORP (FRS 102)
- c) make judgements and estimates that are reasonable and prudent
- d) state whether applicable accounting standards have been followed, subject to any material departures being disclosed and explained in the financial statements
- e) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group; hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the reparation and dissemination of the financial statements may differ from legislation in other jurisdictions.

#### **Public benefit statement**

The trustees confirm that they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'.

The Association's public benefit is enshrined in its charitable objects as outlined on page 6.

#### **Statement as to disclosure of information to auditors**

So far as each of the directors is aware, there is no relevant information that has not been disclosed to the company's auditors and each of the directors believes that all steps have been taken that ought to

have been taken to make them aware of any relevant audit information and to establish that the company's auditors have been made aware of that information.

## 4 Financial review

The net surplus for the year is £197,683 (2021: surplus £608,642). This increases the charities net assets to £4,154,604 (2021: £3,956,922) of which £0 (2021: £403,766) is designated funds for specified projects and investments considered to be long term. £287,459 (2021: £355,759) is restricted funds as explained in note 31 and £nil (2021: £nil) represents the net assets of the subsidiary company as it was struck off on 18<sup>th</sup> May 2021. General reserves have increased to £3,867,146 (2021: £3,601,163)

The Charity currently forecasts that the unrestricted reserves will decrease in 2022/23 due to a few one-off projects being funded by reserves in the year.

## 5 Reserves policy

The trustees consider the risks facing the charity at each board meeting and will ensure that systems and procedures are established and maintained to mitigate any risks identified.

To ensure the charity can meet its commitments, the trustees have considered the level of free reserves necessary to meet any changes in income and maintain the level of activity and fund a transition period.

It is the policy of the trustees:

To hold a risk reserve to enable the charity to continue to operate during a transition phase in the event of a reduction in or loss of a material income stream. The trustees have concluded that this is to be a minimum of £500,000.

To hold a general operating reserve equivalent to 26 weeks of NFCC's general revenue expenditure reported in the audited accounts (2021/22: expenditure: £3,163,137), and;

To hold a strategic reserve to fund projects that will further the charitable objects over a 3-year planning cycle.

At the balance sheet date 31 March 2022, NFCC held 'free' reserves, defined as unrestricted funds less restricted reserves, designated reserves, and other reserves not freely available for spending, of £3,867,146.

|                                       |                         |
|---------------------------------------|-------------------------|
|                                       | £                       |
| Total consolidated reserves           | 4,154,604               |
| Less: restricted reserves             | (287,459)               |
| Balance of general reserves           | <u>3,867,146</u>        |
| Less: investments                     | -                       |
| Less: designated for specific purpose | -                       |
| Balance of free reserves              | <u><u>3,867,146</u></u> |

The trustees have allocated the reserves as follows:

|                              |                         |
|------------------------------|-------------------------|
|                              | £                       |
| 1. Risk reserve              | 500,000                 |
| 2. General operating reserve | 1,581,569               |
| 3. Strategic project reserve | 1,785,577               |
| Total reserves               | <u><u>3,867,146</u></u> |

The trustees are satisfied that sufficient reserves are currently being held. The trustees intend to sustain the risk reserve at a minimum of £500,000 and the general operating reserve at 26 weeks of revenue expenditure.

The strategic project reserve will be monitored through the year in line with strategic project planning.

Designated funds represent amounts that have been put aside out of unrestricted funds at the discretion of the trustees for projects. The designation is for administrative purposes only and does not legally restrict the trustees' discretion to apply the funds. The purposes of the charity's funds are detailed below.

The trustees released the designated reserves that were held at 01/04/2021 back into the unrestricted reserves. Although there are no designated funds currently, this is under review.

## **Fundraising**

The trustees take their responsibility under the Charities (Protection and Social Investment) Act 2016 seriously and have considered the implications on their activities. The charity does not raise funds directly from the general public and does not actively solicit donations. The charity only works with commercial sponsors where seeking support for NFCC events. Where commercial sponsorship is arranged for an event, such as the Autumn Conference, a clear contract is in place between the charity and the commercial sponsor. The trustees are not aware of any complaints made in respect of fundraising during the period.

## **Remuneration policy – key management personnel (KMP)**

For the purposes of this policy, KMP are the senior staff members to which the trustees have delegated authority for day to day management of the charity.

The remuneration and the other terms of employment should be sufficient to attract, retain and motivate KMP, take account of the responsibilities and expectations of each role and pay due regard to NFCC as a charity exclusively supporting public sector organisations.

In most cases the Association employs a third-party professional for role evaluation and remuneration benchmarking linked to the external market. For some roles, for example secondments or appointments related to established national terms and conditions, the remuneration and terms and conditions will be determined by reference to national agreements.

Appointments at KMP level, including recruiting to vacancies as well as new posts, will be agreed by the trustees.

For the year ending 31 March 2022, the NFCC Chair was directly employed by NFCC and the Chief of Staff seconded by arrangement from their host fire and rescue service. Remuneration paid by the host services was recharged to NFCC at cost.

Information on the total remuneration of the KMP for the year ended 31 March 2022 is included in note 21.

## **6 Directors**

The directors during the year were:

T. Budworth

R. Thomas

W. Bowcock

M. Crennell

J. Roberts

R. Haggart

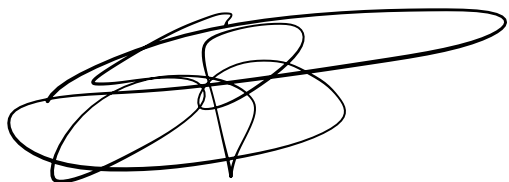
A. Roe

L. Taylor

The Trustees' Annual Report has been prepared by incorporating the Report of the Directors for the purpose of company law.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The Trustees' Report was approved by the trustees and signed on their behalf on  
14 July 2022.



.....  
**Steven Adams**

**Company Secretary**

## **7 Independent Auditors' Report to the members and trustees**

### **Opinion**

We have audited the financial statements of the National Fire Chiefs Council for the year ended 31 March 2022 which comprise Statement of financial Activity, Balance Sheet, Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the charitable company's state of affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise

to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information we are required to report that fact.

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report which includes the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report has been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### **Responsibilities of trustees**

As explained more fully in the Trustees' Responsibilities Statement set out on page 18, the trustees (who are also directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative to do so.

### **Auditor's responsibilities for the audit of the financial statements**

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that

includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

#### Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with management and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales .

#### Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We discussed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may

involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



.....

Karen Bartlett (Senior Statutory Auditor)

for and on behalf of Saffery Champness  
LLP

|                          |                                                                    |
|--------------------------|--------------------------------------------------------------------|
| Chartered<br>Accountants | St John's<br>Court<br>Easton Street<br>High<br>Wycombe<br>HP11 1JX |
|--------------------------|--------------------------------------------------------------------|

Statutory Auditors

Date: 21 July 2022

Saffery Champness LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

## 8 Statement of Financial Activities (including income and expenditure account)

|                                         |       | Charity<br>Restricted<br>funds | Charity<br>Unrestricted<br>funds | Charity<br>Total funds | Charity<br>Restricted<br>funds | Charity<br>Unrestricted<br>funds | Charity<br>Total<br>funds |
|-----------------------------------------|-------|--------------------------------|----------------------------------|------------------------|--------------------------------|----------------------------------|---------------------------|
|                                         |       | Year ended<br>31 March         | Year ended<br>31 March           | Year ended<br>31 March | Year ended<br>31 March         | Year ended<br>31 March           | Year ended<br>31 March    |
|                                         |       | 2022                           | 2022                             | 2022                   | 2021                           | 2021                             | 2021                      |
|                                         | Notes | £                              | £                                | £                      | £                              | £                                | £                         |
| <b>Income from:</b>                     |       |                                |                                  |                        |                                |                                  |                           |
| Charitable activities                   | 16    | 8,970,773                      | 2,578,240                        | 11,549,013             | 5,198,767                      | 2,610,260                        | 7,809,027                 |
| Other trading activities                |       | -                              | 847,075                          | 847,075                | -                              | 232,525                          | 232,525                   |
| Fixed Asset Disposal – Gains            |       | -                              | -                                | -                      | -                              | -                                | -                         |
| Investments                             | 17    | -                              | 3,805                            | 3,805                  | -                              | 11,964                           | 11,964                    |
| <b>Total</b>                            |       | <b>8,970,773</b>               | <b>3,429,120</b>                 | <b>12,399,893</b>      | <b>5,198,767</b>               | <b>2,854,749</b>                 | <b>8,053,516</b>          |
| <b>Expenditure on:</b>                  |       |                                |                                  |                        |                                |                                  |                           |
| Trading activities                      |       | -                              | 575,331                          | 575,331                | -                              | 150,245                          | 150,245                   |
| Charitable activities                   | 19    | 9,039,073                      | 2,587,806                        | 11,626,879             | 5,198,442                      | 2,096,187                        | 7,294,629                 |
| <b>Total</b>                            | 18    | <b>9,039,073</b>               | <b>3,163,137</b>                 | <b>12,202,210</b>      | <b>5,198,442</b>               | <b>2,246,432</b>                 | <b>7,444,874</b>          |
| <b>Net incoming resources</b>           |       |                                |                                  |                        |                                |                                  |                           |
| - net income (expenditure) for the year |       | (68,300)                       | 265,983                          | 197,683                | 325                            | 608,317                          | 608,642                   |
| <b>Net movement in funds</b>            |       | <b>(68,300)</b>                | <b>265,983</b>                   | <b>197,683</b>         | <b>325</b>                     | <b>608,317</b>                   | <b>608,642</b>            |
| Total funds brought forward             |       | 355,759                        | 3,601,163                        | 3,956,922              | 355,434                        | 2,992,844                        | 3,348,280                 |
| <b>Total funds carried forward</b>      |       | <b>287,459</b>                 | <b>3,867,146</b>                 | <b>4,154,605</b>       | <b>355,759</b>                 | <b>3,601,163</b>                 | <b>3,956,922</b>          |

All activities are derived from continuing operations. The notes on pages 43 to 56 form part of these financial statements. There have been no recognised gains and losses for the current and preceding year other than as stated above.

## 9 Charity statement of financial position

As at 31 March 2022

|                                                       | Notes | Charity<br>31 March<br>2022<br>£ | Charity<br>31 March<br>2021<br>£ |
|-------------------------------------------------------|-------|----------------------------------|----------------------------------|
| <b>Fixed Assets</b>                                   |       |                                  |                                  |
| Investments                                           | 24    | -                                | 2                                |
|                                                       |       |                                  | 2                                |
| <b>Current Assets</b>                                 |       |                                  |                                  |
| Debtors                                               | 25    | 4,350,603                        | 4,427,710                        |
| Cash at bank and in hand                              | 26    | 4,647,002                        | 3,492,981                        |
|                                                       |       | 8,997,605                        | 7,920,691                        |
| <b>Creditors: Amounts falling due within one year</b> | 27    | (4,843,001)                      | (3,963,771)                      |
| <b>Net Current Assets</b>                             |       | <b>4,154,604</b>                 | <b>3,956,920</b>                 |
| <b>Total net assets</b>                               |       | <b>4,154,604</b>                 | <b>3,956,922</b>                 |
| <b>Reserves</b>                                       |       |                                  |                                  |
| Restricted funds                                      | 31    | 287,459                          | 355,759                          |
| Unrestricted funds                                    |       |                                  |                                  |
| - General funds                                       | 31    | 3,867,146                        | 3,197,395                        |
| - Designated funds                                    | 31    | -                                | 403,768                          |
| <b>Total Reserves</b>                                 |       | <b>4,154,604</b>                 | <b>3,956,922</b>                 |

The notes on pages 43 to 56 form part of these financial statements.

These financial statements were approved by the trustees on 14 July 2022

Signed on behalf of the trustees



**T Budworth, Chair of the trustees**

(Company number: 3677186 (England and Wales))

10 Statement of cash flows  
For year ended 31 March 2022

|                                                    |           | 2022             | 2021               |
|----------------------------------------------------|-----------|------------------|--------------------|
|                                                    | Notes     | £                | £                  |
| <b>Cash flows from operating activities:</b>       |           |                  |                    |
| Operating profit for the financial year            |           | 193,878          | 596,677            |
| <i>Adjustments for:</i>                            |           |                  |                    |
| Profit on disposal of property                     |           | -                | -                  |
| Decrease/(Increase) in trade and other receivables |           | 77,108           | (4,188,504)        |
| Increase in trade payables                         |           | 879,230          | 2,386,289          |
| Cash from operating activities                     |           | 1,150,216        | (1,205,538)        |
| Income taxes paid                                  | 23        | -                | -                  |
| <b>Net cash from operating activities</b>          |           | <b>1,150,216</b> | <b>(1,205,538)</b> |
| <b>Cash flows from investing activities</b>        |           |                  |                    |
| Proceeds from disposal of property                 |           | -                | -                  |
| Interest received                                  | 17        | 3,805            | 11,964             |
| <b>Net cash from investing activities</b>          |           | <b>3,805</b>     | <b>11,964</b>      |
| <b>Net increase in cash and cash equivalents</b>   |           | <b>1,154,021</b> | <b>(1,193,574)</b> |
| Cash and cash equivalents at 1 April 2021          |           | 3,492,981        | 4,686,555          |
| Charity                                            |           | 4,647,002        | 3,492,981          |
| <b>Cash and cash equivalents at 31 March 2022</b>  | <b>26</b> | <b>4,647,002</b> | <b>3,492,981</b>   |

The notes on pages 43 to 56 form part of these financial statements.

## **Notes to the accounts**

**For the year ended 31 March 2022**

### **11 Company information**

The National Fire Chiefs Council Limited (NFCC) is incorporated in England and Wales as a registered charity, number 1074071 and a limited company, number 03677186. The registered office is West Midlands Fire Services, 99 Vauxhall Road, Birmingham, B7 4HW.

#### **11.1 Basis of preparation**

These financial statements have been prepared in accordance with applicable United Kingdom accounting standards, including Financial Reporting Standard 102 – 'The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland' (FRS102).

The charity is a public benefit entity for the purposes of FRS 102. The charity has therefore also prepared these financial statements in accordance with 'The Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with FRS 102' (Charities SORP (FRS 102)).

The particular accounting policies adopted in the preparation of the financial statements are as follows:

#### **11.2 Accounting convention**

The financial statements have been prepared on the historical basis except for the modification to a fair value basis for certain financial instruments as specified in the accounting policies below.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

#### **11.3 Going concern**

Considering the change programme that is ongoing, the Trustees have considered the operating position of the charity for 2022/23 and 2023/24 financial years and remain of the opinion that there are no material uncertainties regarding the Charities ability to continue as a going concern.

## **12 Principal accounting policies**

### **12.1 Tangible fixed assets**

Tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is calculated to write down the cost less estimated residual value of all tangible assets, other than freehold land, over their expected useful lives using the straight-line method. The rates applicable are:

|                         |          |
|-------------------------|----------|
| Improvement to premises | 10 years |
| Freehold premises       | 40 years |

Assets are capitalised when they cost more than £2,000 and are expected to have a useful life of 3 years or more. All other costs are written off as expenditure as incurred.

### **12.2 Impairment of assets**

The fixed assets are periodically reviewed to determine whether there is any indication that those assets have suffered an impairment loss. If there is an indication of possible impairment, the recoverable amount of any affected asset is estimated and compared with its carrying amount. If estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in profit or loss.

If an impairment loss subsequently reverses, the carry amount of the asset is increased to the revised estimate of its recoverable amount, but not in excess of the amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised immediately in profit or loss.

### **12.3 Financial instruments**

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with except for bank loans which are subsequently measured at amortised cost using the effective interest method.

#### **Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount is offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

## **13 Creditors and provisions for liabilities**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in a transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

The charity recognises a provision for annual leave accrued by employees because of services rendered in the current period and which employees are entitled to carry forward and use within the next 12 months. The provision is measured at the salary cost payable for the period of absence.

## **Investments**

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date. The Charity does not acquire options, derivatives or other complex financial instruments.

### **13.1 Incoming resources**

Income from investments and gift aid is included gross and is accounted for when it is receivable or the Association's right to it becomes legally enforceable.

#### **Grants receivable**

Grants receivable are accounted for when there is sufficient information to enable the claim to be made or the claim has been made and there is clear indication to suggest the claim will be met.

#### **Membership income, fees and other income**

All such income is accounted for on a receivable basis.

### **13.2 Deferred income**

Subscriptions are paid by members on an annual basis and fees are paid for seminars held and publications produced by the charity. The amounts received are treated as deferred income until the period to which the subscriptions and seminars relate to commences.

### **13.3 Resources expended**

#### **Allocation of costs**

The charity's operating costs include staff costs, overheads and other related costs. Such costs are allocated between costs of charitable activities and cost of generating funds. Staff, premises and general running costs are apportioned on the basis of percentage of direct charitable cost each cost category.

#### **Governance costs**

Governance costs represent the costs of running the charity as a legal entity and include the costs of audit, costs of trustees' meetings and costs of complying with statutory requirements.

#### **Employee benefits**

Short-term employee benefits and contributions to defined contribution plans are recognised as an expense in the period in they are incurred.

The charity operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held separately from the Association in independently administered funds.

#### **Irrecoverable VAT**

The Charity is unable to recover 100% of input VAT incurred. Irrecoverable VAT is allocated to the appropriate cost categories.

#### **Leases**

Rentals payable under operating lease, are charged to income on a straight-line basis over the term of the relevant lease.

#### 13.4 Fund accounting

The Charity maintains various types of funds as follows:

##### **14 Restricted funds**

Which represent funds which are allocated by the donor for specific purposes.

##### **15 Unrestricted funds:**

*Designated funds* represent amounts which have been put aside out of unrestricted funds at the discretion of the trustees for fixed assets, specified projects and investments considered to be long term. The designation is for administrative purposes only and does not legally restrict the trustees' discretion to apply the funds.

*General unrestricted funds* represent amounts which are expendable at the discretion of the trustees in the furtherance of the objects of the charity.

## 16 Analysis of the components of charitable activity income

|                               | Restricted funds            | Unrestricted funds          | Total funds                 |
|-------------------------------|-----------------------------|-----------------------------|-----------------------------|
|                               | Year ended<br>31 March 2022 | Year ended<br>31 March 2022 | Year ended<br>31 March 2022 |
| Income from:                  | £                           | £                           | £                           |
| Grants                        | 8,970,773                   | -                           | 8,970,773                   |
| Corporate subscription income | -                           | 2,578,240                   | 2,578,240                   |
| Other income                  | -                           | -                           | -                           |
|                               | <u>8,970,773</u>            | <u>2,578,240</u>            | <u>11,549,013</u>           |

|                               | Restricted funds            | Unrestricted funds          | Total funds                 |
|-------------------------------|-----------------------------|-----------------------------|-----------------------------|
|                               | Year ended<br>31 March 2021 | Year ended<br>31 March 2021 | Year ended<br>31 March 2021 |
| Income from:                  | £                           | £                           | £                           |
| Grants                        | 5,198,767                   | -                           | 5,198,767                   |
| Corporate subscription income | -                           | 2,598,240                   | 2,598,240                   |
| Other income                  | -                           | 12,020                      | 12,020                      |
|                               | <u>5,198,767</u>            | <u>2,610,260</u>            | <u>7,809,027</u>            |

## 17 Investment income

|               | 2022         | 2021          |
|---------------|--------------|---------------|
|               | £            | £             |
| Bank interest | <u>3,805</u> | <u>11,964</u> |
|               | <u>3,805</u> | <u>11,964</u> |

## 18 Resources Expended

|                                 | Restricted<br>Funds<br>costs<br>(note 25) | Staff Costs | Other Direct<br>Costs | Support Costs | Total<br>Year ended<br>31 March<br>2022 |
|---------------------------------|-------------------------------------------|-------------|-----------------------|---------------|-----------------------------------------|
|                                 | £                                         | £           | £                     | £             | £                                       |
| <b>Cost of generating funds</b> |                                           |             |                       |               |                                         |
| Trading expenses                |                                           | 63,233      | 512,098               |               | 575,331                                 |
| <b>Charitable activities</b>    |                                           |             |                       |               |                                         |
| 1. Leadership                   | 2,899,604                                 | 127,279     | 114,800               | 387,397       | 3,529,080                               |
| 2. Professional Advice          | 3,101,867                                 | 127,279     | 126,834               | 409,618       | 3,765,598                               |
| 3. Communications               | 2,993,076                                 | 127,279     | 115,752               | 387,397       | 3,623,504                               |
| 4. Member Development           | -                                         | 127,280     | 116,669               | 409,619       | 653,568                                 |
| <b>Governance</b>               | 44,526                                    |             |                       | 10,603        | 55,129                                  |
|                                 | 9,039,073                                 | 572,350     | 986,153               | 1,604,634     | 12,202,210                              |

### Resources expended 2021

|                                 | Restricted<br>Funds<br>Costs | Staff Costs | Other Direct<br>Costs | Support Costs | Total<br>Year ended<br>31 March<br>2021 |
|---------------------------------|------------------------------|-------------|-----------------------|---------------|-----------------------------------------|
|                                 | £                            | £           | £                     | £             | £                                       |
| <b>Cost of generating funds</b> |                              |             |                       |               |                                         |
| Trading expenses                | -                            | -           | 150,245               | -             | 150,245                                 |
| <b>Charitable activities</b>    |                              |             |                       |               |                                         |
| 1. Leadership                   | 1,671,409                    | 42,206      | 84,797                | 379,408       | 2,177,820                               |
| 2. Professional Advice          | 1,789,976                    | 42,206      | 94,537                | 401,183       | 2,327,902                               |
| 3. Communications               | 1,727,656                    | 42,206      | 84,538                | 401,183       | 2,255,583                               |
| 4. Member Development           | -                            | 42,206      | 85,538                | 379,408       | 507,152                                 |
| <b>Governance</b>               | 9,401                        | -           | -                     | 16,771        | 26,172                                  |
|                                 | 5,198,442                    | 168,824     | 499,655               | 1,577,953     | 7,444,874                               |

## 19 Analysis of restricted expenditure 2022

|                              | Staff Costs | Other Direct<br>Costs | Support Costs | Total<br>Year ended<br>31 March<br>2022 |
|------------------------------|-------------|-----------------------|---------------|-----------------------------------------|
|                              | £           | £                     | £             | £                                       |
| <b>Charitable activities</b> |             |                       |               |                                         |
| 1. Leadership                | 2,214,528   | 503,402               | 384,992       | 3,102,922                               |
| 2. Professional Advice       | 2,214,528   | 318,828               | 420,321       | 2,953,677                               |
| 3. Communications            | 2,214,528   | 318,828               | 404,592       | 2,937,948                               |
| 4. Member Development        | -           | -                     | -             | -                                       |
| <b>Governance</b>            | 44,526      | -                     | -             | 44,526                                  |
|                              | 6,688,110   | 1,141,058             | 1,209,905     | 9,039,073                               |

## 20 Analysis of restricted expenditure 2021

|                              | Staff Costs    | Other Direct Costs | Support Costs    | Total<br>Year ended<br>31 March<br>2021 |
|------------------------------|----------------|--------------------|------------------|-----------------------------------------|
|                              | £              | £                  | £                | £                                       |
| <b>Charitable activities</b> |                |                    |                  |                                         |
| 1. Leadership                | 66,321         | 79,009             | 1,526,079        | 1,671,409                               |
| 2. Professional Advice       | 66,321         | 57,524             | 1,666,131        | 1,789,976                               |
| 3. Communications            | 66,321         | 57,524             | 1,603,811        | 1,727,656                               |
| 4. Member Development        | -              | -                  | -                | -                                       |
| <b>Governance</b>            | -              | -                  | 9,401            | 9,401                                   |
|                              | <u>198,963</u> | <u>194,057</u>     | <u>4,805,422</u> | <u>5,198,442</u>                        |

## 21 Staff costs and trustees' remuneration

|                                                                        | 2022<br>£        | 2021<br>£      |
|------------------------------------------------------------------------|------------------|----------------|
| Directors' remuneration                                                | <u>-</u>         | <u>-</u>       |
| Average number of full-time equivalent employees during the year were: |                  |                |
| Administrative staff                                                   | <u>24</u>        | <u>7</u>       |
| Wages and salaries                                                     | 1,027,125        | 324,784        |
| Social security costs                                                  | 113,756          | 37,927         |
| Pension costs                                                          | <u>26,330</u>    | <u>5,076</u>   |
|                                                                        | <u>1,167,211</u> | <u>367,787</u> |

No Trustees or person related or connected by business to them, has received any remuneration from the charity during the year.

During the year, the total expenses reimbursed Trustees amounted to £nil (2021: £nil for four Trustees) in respect of travel, accommodation and subsistence expenses incurred in fulfilling their duties.

During the year £315,094 (2021: £253,305) was paid for the key management personnel of the charity. £172,724 (2021: £88,441) was reimbursed to host fire services in return for the secondment of staff. This was invoiced by London Fire Brigade (£138,163) and Suffolk County Council (£34,561) and £142,370 (2021: £164,864) represents the total amount of direct employee benefit.

Details of employees paid more than £60,000 in the year ended 31 March 2022 are given below:

|                               | 2022     | 2021     |
|-------------------------------|----------|----------|
| Between £120,001 and £130,000 | 1        | -        |
| Between £160,001 and £170,000 | <u>-</u> | <u>1</u> |

## 22 Movement in total funds for the year

|                                | 2022 | 2021 |
|--------------------------------|------|------|
| This is stated after charging: |      |      |

|                                           |                   |                   |
|-------------------------------------------|-------------------|-------------------|
| Depreciation – owned assets               |                   | -                 |
| Auditors' remuneration                    |                   |                   |
| For the audit of the charity              | 10,000            | 8,950             |
| For the audit of other group undertakings |                   | -                 |
| For other services                        |                   | 1,500             |
|                                           | <u>          </u> | <u>          </u> |

## 23 Taxation

The charity has charitable status and is thus exempt from taxation of its income and gains falling within Section 505 of the Taxes Act 1988 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that they are applied to its charitable objectives.

## 24 Investments

| Charity          | Shares in<br>Subsidiary<br>Company<br>£ | Total<br>£        |
|------------------|-----------------------------------------|-------------------|
| At 1 April 2021  | 2                                       | 2                 |
| Share redemption | (2)                                     | -                 |
|                  | <u>          </u>                       | <u>          </u> |
| At 31 March 2022 | 0                                       | 2                 |
|                  | <u>          </u>                       | <u>          </u> |

Total investment relates to 100% ownership of £2 share capital in CSL. On 1 April 2021, all of the trading activities were transferred to NFCC. CSL was dissolved on 18<sup>th</sup> May 2021.

## 25 Debtors

|                              | Charity<br>2022<br>£ | Charity<br>2021<br>£ |
|------------------------------|----------------------|----------------------|
| Trade debtors                | 324,267              | 284,494              |
| Prepayments & accrued income | 3,946,147            | 4,031,609            |
| Other debtors                | 80,189               | 111,607              |
|                              | <u>4,350,603</u>     | <u>4,427,710</u>     |

## 26 Cash & cash equivalents

|                                     | Charity<br>2022<br>£ | Charity<br>2021<br>£ |
|-------------------------------------|----------------------|----------------------|
| Cash at bank and in hand            | 3,638,271            | 2,992,648            |
| Fixed term - (due within 12 months) | 503,266              | 500,333              |
|                                     | <u>4,647,002</u>     | <u>3,492,981</u>     |

## 27 Creditors: Amounts falling due within one year

|                 | Charity<br>2022<br>£ | Charity<br>2021<br>£ |
|-----------------|----------------------|----------------------|
| Trade creditors | 2,783,985            | 3,306,754            |
| Accruals        | 1,642,315            | 591,134              |
| Deferred income | 164,147              | 16,820               |
| Other creditors | 252,553              | 49,063               |
|                 | <u>4,843,001</u>     | <u>3,963,771</u>     |

The charity has deferred income in respect of the Executive Leadership Programme and Extreme Weather Conference June 2022. The income has been deferred as it relates to the 4 modules remaining for 2022 and an event in June 2022.

## 28 Financial assets/(liabilities) measured at amortised cost

|                          | Charity<br>2022<br>£ | Charity<br>2021<br>£ |
|--------------------------|----------------------|----------------------|
| Cash in bank and in hand | 4,647,002            | 3,492,981            |
| Debtors                  | 4,350,603            | 4,427,710            |
| Creditors                | (4,843,001)          | (3,963,771)          |

## 29 Analysis of changes in net debt

|                                  | At 1 April<br>2021<br>£ | Cash<br>Flows<br>£ | Non- cash<br>changes<br>£ | At 31 March<br>2022<br>£ |
|----------------------------------|-------------------------|--------------------|---------------------------|--------------------------|
| <b>Cash and cash equivalents</b> |                         |                    |                           |                          |
| Cash                             | 3,492,981               | 1,154,021          | -                         | 4,647,002                |
|                                  | <u>3,492,981</u>        | <u>1,154,021</u>   | <u>-</u>                  | <u>4,647,002</u>         |

## 30 Financial commitments

|                                   | Charity<br>2022<br>£ | Charity<br>2021<br>£ |
|-----------------------------------|----------------------|----------------------|
| Contractual financial commitments | <u>363,454</u>       | <u>776,222</u>       |

Financial commitments relate to a number of call-off contracts for the provision of advice, support and integration of digital data platform transformation and related risks management.

The costs are in line with the expected grant funding from the Home Office therefore any withdrawal such funding will mean the committed costs are also withdrawn. Contractual terms permit this also.

## 31 Restricted and Unrestricted Funds

|                                     | Balance<br>at 1 April<br>2021<br>£ | Income<br>£       | Expenditure<br>£    | Transfers<br>£ | At 31<br>March<br>2022<br>£ |
|-------------------------------------|------------------------------------|-------------------|---------------------|----------------|-----------------------------|
| <b>Unrestricted funds</b>           |                                    |                   |                     |                |                             |
| General funds – charity             | 3,197,395                          | 3,429,120         | (3,163,137)         | 403,768        | 3,867,146                   |
| Subsidiary's retained<br>reserves   | -                                  | -                 | -                   | -              | -                           |
| <b>Designated funds</b>             |                                    |                   |                     |                |                             |
| Investment in subsidiaries          | 2                                  |                   |                     | (2)            | -                           |
| NFCC Chair                          | -                                  |                   |                     |                | -                           |
| Designated support                  | 403,766                            | -                 | -                   | (403,766)      | -                           |
|                                     | 403,768                            | -                 | -                   | (403,768)      | -                           |
| <b>Total unrestricted funds</b>     | <b>3,601,163</b>                   | <b>3,429,120</b>  | <b>(3,163,137)</b>  | <b>-</b>       | <b>3,867,146</b>            |
| <b>Restricted funds</b>             |                                    |                   |                     |                |                             |
| Youth United funding                | 10,000                             |                   |                     |                | 10,000                      |
| Research and Development<br>funding | 170,472                            |                   |                     |                | 170,472                     |
| Children and Young People           | 9,697                              |                   |                     |                | 9,697                       |
| Home Office                         | -                                  | 8,970,773         | (8,970,773)         |                | -                           |
| CSR                                 | 165,590                            |                   | (68,300)            |                | 97,290                      |
| <b>Total restricted funds</b>       | <b>355,759</b>                     | <b>8,970,773</b>  | <b>(9,039,073)</b>  |                | <b>287,459</b>              |
| <b>Total funds</b>                  | <b>3,956,922</b>                   | <b>12,399,893</b> | <b>(12,202,210)</b> |                | <b>4,154,604</b>            |

### 31.1 Year ended 31 March 2021

|                                  | Balance<br>at 1 April 2020<br>£ | Income<br>£      | Expenditure<br>£   | Transfers<br>£ | At 31<br>March<br>2021<br>£ |
|----------------------------------|---------------------------------|------------------|--------------------|----------------|-----------------------------|
| <b>Unrestricted funds</b>        |                                 |                  |                    |                |                             |
| General funds – charity          | 2,278,252                       | 2,854,749        | (2,142,117)        | 206,511        | 3,197,395                   |
| Subsidiary's retained reserves   | 9,081                           | -                | -                  | (9,081)        | -                           |
| <b>Designated funds</b>          |                                 |                  |                    |                |                             |
| Investment in subsidiaries       | 2                               | -                | -                  | -              | 2                           |
| NFCC Chair                       | 127,592                         | -                | (104,315)          | (23,277)       | -                           |
| Designated support               | 587,000                         | -                | -                  | (183,234)      | 403,766                     |
|                                  | 714,594                         | -                | (104,315)          | (206,511)      | 403,768                     |
| <b>Total unrestricted funds</b>  | <b>3,001,927</b>                | <b>2,854,749</b> | <b>(2,246,432)</b> | <b>(9,081)</b> | <b>3,601,163</b>            |
| <b>Restricted funds</b>          |                                 |                  |                    |                |                             |
| Youth United funding             | 10,000                          | -                | -                  | -              | 10,000                      |
| Research and Development funding | 180,272                         | -                | (9,800)            | -              | 170,472                     |
| Children and Young People        | 162,162                         | -                | (155,465)          | -              | 9,697                       |
| Home Office                      | -                               | 4,979,267        | (4,979,267)        | -              | -                           |
| CSR                              | -                               | 219,500          | (53,910)           | -              | 165,590                     |
| <b>Total restricted funds</b>    | <b>355,434</b>                  | <b>5,198,767</b> | <b>(5,198,442)</b> | <b>-</b>       | <b>355,759</b>              |
| <b>Total funds</b>               | <b>3,357,361</b>                | <b>8,053,516</b> | <b>(7,444,874)</b> | <b>(9,081)</b> | <b>3,956,922</b>            |

### 31.2 Designated funds

The Trustees have designated funds that represent those assets of the charity that are not readily realisable or for a specific purpose. It is the general policy of the charity to return unexpended designated reserves to general reserves at the end of each financial year.

#### The funds represent:

The commitment that has been made by the trustees to develop the NFCC with a strong leadership and build on the resilience and business continuity for the leadership of the NFCC.

The support that the Charity has committed to specific project and research carried out furtherance of the Charity's objects.

### 31.3 The restricted funds balance represents:

The balance of the grant received from Youth United for the sole purpose of funding the Fire Cadets and Supporting Young Persons Programmes. Any surplus of funding remaining after the final disbursements will be returned to the funder.

Income received from UK FRSs for the sole purpose of research and development for the benefit of all UK FRS.

Income received from UK FRSs for the sole purpose of a comprehensive spending review for the benefit of all UK FRS.

Income received from the Home Office in furtherance of continual development of all UK FRS within the defined framework of deliverables.

## 32 Analysis of charity net assets between funds

|                          | General Fund     | Restricted Funds | Designated Funds | Subsidiaries – Retained Reserves | Total            |
|--------------------------|------------------|------------------|------------------|----------------------------------|------------------|
|                          | £                | £                | £                | £                                | £                |
| Fixed assets:            |                  |                  |                  |                                  |                  |
| Tangible assets          | -                | -                | -                | -                                | -                |
| Investment               | -                | -                | -                | -                                | -                |
| Current assets           |                  |                  |                  |                                  |                  |
| Debtors                  | 986,193          | 3,364,410        | -                | -                                | 4,350,603        |
| Cash at bank and in hand | 6,216,345        | (1,569,343)      | -                | -                                | 4,647,002        |
| Current liabilities      | (3,335,393)      | (1,507,608)      | -                | -                                | (4,843,001)      |
|                          | <u>3,867,145</u> | <u>287,459</u>   | <u>-</u>         | <u>-</u>                         | <u>4,154,604</u> |

### 32.1 Year ended 31 March 2021

|                          | General Fund     | Restricted Funds | Designated Funds | Subsidiaries – Retained Reserves | Total            |
|--------------------------|------------------|------------------|------------------|----------------------------------|------------------|
|                          | £                | £                | £                | £                                | £                |
| Fixed assets:            |                  |                  |                  |                                  |                  |
| Tangible assets          | -                | -                | -                | -                                | -                |
| Investment               | 2                | -                | -                | -                                | 2                |
| Current assets           |                  |                  |                  |                                  |                  |
| Debtors                  | 407,054          | 4,020,656        | -                | -                                | 4,427,710        |
| Cash at bank and in hand | 2,980,892        | (202,506)        | 714,595          | -                                | 3,492,981        |
| Current liabilities      | (501,380)        | (3,462,391)      | -                | -                                | (3,963,771)      |
|                          | <u>2,886,568</u> | <u>355,759</u>   | <u>714,595</u>   | <u>-</u>                         | <u>3,956,922</u> |

## 33 Results of the trading subsidiary – CFOA Services Ltd (CSL)

Application to strike off the company initiated on 24 February 2021 and then was formally struck off on 18 May 2021. No trade took place in the year to 31 March 2022.

### **34 Members' liability**

The Charity is limited by guarantee and does not have a share capital divided into shares. In the event of a Winding Up Order, each member of the Association guarantees to pay during their membership and for one year after membership ceases, a sum not exceeding £10 to the Association. Any surplus on Winding Up is to go to a charity having objects of a similar nature.

**National Fire Chiefs Council Limited**

England & Wales - Charity number 1074071

---

# Accounts

---



**CFOA**  
Chief Fire Officers  
Association

## **Report and Financial Statements**

**for the year ended 31 March 2021**

**Company Registration No. 3677186 (England and Wales)**

**Registered Charity No. 1074071**

## Contents

|                                                    |                                     |
|----------------------------------------------------|-------------------------------------|
| 1. Legal and Administrative Information.....       | 3                                   |
| 2. Trustees' Report.....                           | 5                                   |
| Statement from the Chair of the CFOA Trustees..... | 5                                   |
| Vision/mission/values.....                         | 6                                   |
| Governance and management.....                     | 8                                   |
| National Fire Chiefs Council (NFCC) .....          | 9                                   |
| 3. Strategic report.....                           | 11                                  |
| Statement from the NFCC Chair .....                | <b>Error! Bookmark not defined.</b> |
| Strategic focus .....                              | 12                                  |
| Achievements and performance.....                  | 13                                  |
| CFOA Group.....                                    | 18                                  |
| CFOA Services Ltd (CSL) .....                      | <b>Error! Bookmark not defined.</b> |
| Acknowledgements.....                              | 19                                  |

## **1. Legal and Administrative Information**

### **Directors**

T. Budworth  
R. Thomas  
W. Bowcock  
M. Crennell  
J. Roberts  
A. Webb (Resigned 26 March 2021)  
R. Haggart (Appointed 1 April 2020)  
C. March (Resigned 1 February 2021)  
A. Roe

### **Senior staff members with delegated authority for day to day management of the charity**

R. Wilsher NFCC Chair (Until 31 March 2021)  
S. Adams Company Secretary and NFCC Chief of Staff  
M. Hardingham NFCC Chair (from 1 April 2021)

### **Registered Office**

99 Vauxhall Road,  
Birmingham  
B7 4HW

### **Bankers**

HSBC Bank Plc  
10 Market Street  
Tamworth  
Staffordshire B79 7LZ

### **Solicitors**

Veale Wasbrough  
Vizards LLP  
Narrow Quay House,  
Narrow Quay, Bristol  
BS1 4QA

### **Independent auditors**

Saffery Champness LLP  
71 Queen Victoria Street  
London EC4V 4BE

**Company Secretary**

**S. Adams**

## **2. Trustees' Report**

### **1.1 Statement from the Chair of the CFOA Trustees**

I am delighted to present this Annual Report which details the ongoing development of the charity, in particular the work delivered through our National Fire Chiefs Council (NFCC). All of our work supports our charitable objects and aims which are also detailed within this report.

This year the charity has faced a number of significant challenges and changes; some planned for and some unforeseen. The worldwide Covid-19 pandemic has impacted on our business as our staff, members and stakeholders had to adjust to a new virtual way of working and the UK Fire and Rescue Services stepped forward to support the nation's fight against the pandemic. Our association worked tirelessly to support our members through this challenge and the detail of this area of our work can be found later in this report.

As the pandemic struck and the association moved seamlessly into a virtual operation, we also received new and very significant grant income in recognition of the NFCC's unique position to deliver national improvement programmes for the sector. As an organisation we have had to scale up our operations at pace and at a time that staff were adjusting to a new virtual working environment. I believe our ability to manage such significant changes is a real demonstration in the continuing maturity of the association.

The Board of Trustees recognised that the NFCC has supported hugely significant events within the fire sector and has been operating within a very dynamic environment which has led to a complex structure for the size of the organisation. Over the last 12 months, a number of corporate reviews have been commissioned to provide an independent view of the organisation and its ability to deliver its aims and objectives. The recommendations from these reviews are being collated ready for decisions and implementation over the next financial year.

This financial year has also seen the final year of Roy Wilsher's service. Roy has been at the forefront of our association since 2011 when he became a Trustee and then latterly as the inaugural NFCC Chair. The fire sector has benefitted enormously from his expertise, leadership and professionalism. In his four years as Chair, he has led the NFCC to a position of influence and respect that no one could have predicted at the beginning of our journey. I am confident that Mark Hardingham; our NFCC Chair from 1 April 2021, will continue delivering at pace the improvements to our sector which save lives, protect the public, and enhance our reputation as the professional voice of the United Kingdom's Fire and Rescue Services

**Teresa Budworth**

**Chair of CFOA Trustees**

## 1.2 Vision/mission/values

The Chief Fire Officers' Association (CFOA) is a registered charity and company as well as a membership association. As a charity, the Association has several objects which are detailed below.

### CFOA Objects

The purpose of CFOA is to provide a platform for the NFCC to:

- Lead, coordinate 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
- Support fire and rescue services in transforming their role to meet changing demands and resources for the benefit of the society
- Promote effective service delivery by working with partner organisations, governments and private sector bodies and the community; and
- 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 activities have continued to promote improvement within the Fire and Rescue Service (FRS) for the benefit of the public and communities across the United Kingdom. The beneficiaries of our work are the UK public as they benefit from an improved FRS, capable of saving more lives and all the work we do is planned with this aim in mind.

### Strategic aims

CFOA's work, through the facilitation of the NFCC, can be categorised under our four strategic aims which continue to run through every activity undertaken.

These aims are:

**Leadership:** CFOA facilitates the NFCC to lead and influence the future direction of the UK FRS on professional, managerial and leadership issues which affect the fire service

**Communication:** CFOA effectively communicates views and priorities to firmly influence key decision makers through the provision of the NFCC

**Professional Advice:** CFOA facilitates the NFCC to provide professional advice that drives and contributes to policy development which impacts on the UK FRS

**Development:** CFOA supports its members through the NFCC to achieve individual and collective improvement



### 1.3 Governance and management

The Association is managed by the CFOA Trustees who represent the different FRS governance models: Combined Authorities, County Councils, Metropolitans, London Fire Brigade, the Scottish FRS, Northern Ireland FRS and the Welsh FRSS. There is also a Trustee representing the CFOA Individual Membership and two independent Trustees who are not from the fire sector. The Trustees are chaired by one of the independent Trustees. The Trustees oversee all financial and governance aspects of the association and meet quarterly. Governance processes are in place to ensure that the Association is managed effectively and efficiently as well as in line with charity and company law and this year we commissioned a full review of our corporate processes and policies. The initial stages of this work were concluded at the end of this year and Trustees are now moving into the implementation stage where recommended changes will be considered and actioned. This work will be aligned to the consideration of recommendations from the two independently conducted reviews on our corporate structure and the Central Programme Office function.

New Trustees are provided with an induction to the Association and this induction process will be refreshed over the next year alongside an effective ongoing training programme for all Trustees.

The Trustees manage the risks to the Association through its risk management policy which outlines CFOA's approach to risk management. Due to the success of the Association, in particular the securing of significant grant income this year, the charity has identified a number of new risks. Mitigating actions have been implemented or started with further mitigating actions also identified to address these risks. All major risks are detailed in the Association's risk register which is reviewed regularly by the management team and discussed in detail at every Trustees meeting. Two of the higher-rated risks for CFOA this year has been over-reliance on key individuals which has always been a challenge for the charity due to the size of the staff team and linked to this is the risk of Trustees not receiving accurate, timely and relevant information. The expansion of the team providing direct support to the NFCC Chair and Company Secretary has started to mitigate this risk as well as ongoing discussions with the supplier of key corporate functions, however Trustees agreed that further action should be taken and this is being considered alongside the recommendations of the three reviews. Another risk that Trustees have been keen to put further mitigating actions in place for is the misunderstanding of roles and responsibilities within the charity. There has been clear feedback and evidence that the staff team and members do not fully understand the structure of the association as it has grown in size and complexity and this presents a corporate risk. Recommendations within the reviews support the need to address this risk and it will be a focus of the Trustees and leadership team in the next year.

Another impact of the success and influence of the NFCC is that the charity has had a significant reduction in its professional indemnity cover. Trustees have identified this as a risk where further mitigating actions should be explored. This began this year with the support of an independent broker with a specialism in this field of the market.

Work has been progressing over the last year to explore other income opportunities and the success of the grant bids will assist in mitigating this risk however it also presents new financial risks for the charity which are being addressed through a review and refresh of the charity's reserves and cashflow policies. The financial regulations were reviewed and updated this year as part of the governance review. The management team is also considering the current scheme of delegation in order to ensure that it supports efficient and effective management of the charity with appropriate checks in place.

The day-to-day management of the Association has been delegated by the Trustees to key management roles. The NFCC Chair is a paid, full-time role employed by the Association and elected by the CFOA Individual Membership. The role is held for an initial two-year term with the possibility of a further extension of up to two further years, both periods subject to satisfactory performance. The inaugural NFCC Chair was offered an extension in 2019 which completed on 31 March 2021. The NFCC Chair is appointed from serving Chief Fire Officers/Chief Executives of public UKFRS and therefore will be an Individual Member at the time of their appointment. It is important to the Association that the appointment process is transparent and communicated to the membership. In order to appoint the second NFCC Chair, the Trustees published the election framework in June 2020 and invited nominations from eligible individuals. If multiple nominations were received an election process would have been managed through an independent company however a single nomination was received, and the Trustees were pleased to appoint to the role.

The NFCC Chief of Staff (CoS) is a part-time role delivered through a secondment from a UKFRS. To ensure the charity was able to meet the agreed grant deliverables, the number of direct employees has been increased to 17.

#### **1.4 National Fire Chiefs Council (NFCC)**

The NFCC is a committee of CFOA which provides all UK Fire and Rescue Services which are CFOA Professional Partners, with:

- A common and consistent approach, ensuring and sharing good practice and supporting services for the public
- Co-ordination of activities to improve efficiency – research and development and joint procurement
- Professional and Technical advice for all governance models
- Co-ordination of mobilisation to, and management of, large-scale emergencies, support to devolved areas of UK, through the National Advisory and Co-ordination Framework
- Efficiencies through joint working with the National Police Chiefs Council (NPCC) and others where appropriate
- Enhanced support to professional development and operational leadership, including succession planning
- Support to workforce development activities (including diversity, inclusion and on-call duty systems)
- Benchmarking activities and supporting publication of information for the public
- A professional adviser to Government (England FRS only) and supporting professional colleagues in devolved Governments
- A consistent and professional adviser to Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and the development of professional standards in England.

There are currently seven committees as a new committee was established in May 2020 to support the additional activities from the pandemic. All committees are chaired by CFOA Individual Members and contribute to the achievement of the NFCC work portfolio.

- Workforce: Ann Millington, Chief Executive, Kent FRS
- Operations: Chris Lowther, Chief Fire Officer, Tyne and Wear FRS
- Prevention (including Health): Neil Odin, Chief Fire Officer, Hampshire & Isle of Wight FRS
- Protection and Business Safety: Gavin Tomlinson, Chief Fire Officer, Derbyshire FRS
- Sector Resources and Improvement: Chris Strickland, Chief Fire Officer, Cambridgeshire FRS
- Finance: John Buckley, Chief Fire Officer, Nottinghamshire FRS
- Covid: Phil Garrigan, Chief Fire Officer, Merseyside FRS

The Council meets quarterly and on average 47 FRSs are represented at every meeting. The opportunity to join the meetings digitally is always available to every FRS as we are committed to ensuring that Council is a forum where every FRS has a voice as the national policy is shaped. The Council is a forum for decision making at a national level and policy will be presented to Council for collective understanding and agreement. It is expected that by the time work has reached Council, it will have already been through significant consultation to allow for a decision to be made via the committee structure. The NFCC has increased its activity levels significantly which has further pressurised Council agendas, therefore an informal element has been introduced to the meetings where attendees are invited to debate key topics for the sector in a closed environment. This ensures that all topics can be tackled, and all voices heard as well as allowing the time needed to explore significant issues.

## Membership

The Association continues to offer different types of membership as detailed in our Articles of Association. Our membership gives CFOA a very strong reputational base. Membership numbers on the 31 March 2021 were:

- Individual – 456 (2020: 346)
- Lifetime Past – 102 (2020: 102)
- Honorary – 2 (2020: 2)
- Professional Partner – 51 (2020:51)

### 3. Strategic report

#### Statement from Mark Hardingham, NFCC Chair Elect

I have been part of the association for a number of years; however it wasn't until I took on the role of NFCC Protection Committee Chair in 2017, and most recently began my transition from this into the role of the NFCC Chair, that I truly understood the breadth and scope of the work of the Association. As the NFCC Chair from 1 April 2021 I am look forward to building on the considerable achievements of the Association so far.

The NFCC continues to be the professional voice of the UKFRS; it represents the views of the CFOs, members and any FRS employee that is engaged with any part of the NFCC. We exist alongside other voices within the sector such as Governments, Inspectorate, Employers and Unions which are all important stakeholders for us.

The Association is here to lead, support and develop the profession across the UK and our UK-wide status remains a foundation of our organisation. Although the NFCC does get drawn into English-centric discussions with the Home Office that impact on the majority of FRS, we will continue to be mindful of where there are differences for our members within devolved administrations to ensure that we are supporting and enabling all of our members to deliver locally using NFCC products and guidance.

As a membership association, the members are at the heart of our organisation. We will continue to be their professional voice with a renewed focus on membership engagement so that every member feels that they belong with the NFCC. We have seen an increase in our individual membership numbers this year and every UK public Fire and Rescue Service continues to be a Professional Partner member. The NFCC has some excellent examples of how engaging, consulting and advising the membership has delivered some extremely beneficial products produced at a national level for local delivery and which are detailed in the achievements section of this report. This approach brings together the diversity of experience, expertise and thought across the whole organisation for the benefit of all.

From my personal experience as an Individual Member, I am keen to ensure that we communicate the benefits of engaging with our work, not just for the more immediate development of our profession through our products but the longer-term benefits of supporting the development of our future leaders. Already during the short life of the NFCC we have seen a high turnover of Chief Fire Officers and senior leaders, and therefore our regular Council attendees. Supporting the development of all of the members and leaders of the future supports our strategic objects and the sustainability of the association.

**Mark Hardingham**  
**NFCC Chair Elect**

### 3.1 Strategic focus

CFOA facilitates the work of the National Fire Chiefs Council (NFCC). As the professional voice of the UK fire and rescue service (FRS), NFCC champions the major contribution that FRSs make to building safe and resilient communities and protecting people and places from harm. Fire and rescue services also play a key role in the country's shared prosperity and creating conditions for economic growth.

The FRS has an unrivalled standing, with high levels of public trust, satisfaction and confidence. This allows the service unique access to vulnerable people and have the ability to provide targeted advice and further support to help keep people safe. Employees are multi-disciplinary with a wide range of skills and expertise which communities can rely on. Fire and rescue services across the UK take on wide roles and are uniquely placed to actively contribute to tackling some of society's most difficult issues, particularly around health and wellbeing.

We are proud of the track record of fire and rescue services throughout the UK. Nonetheless, we know there is more that can – and should – be done to make even more of a difference; therefore, through the NFCC, CFOA is committed to continue to help fire and rescue services to do this.

Through the NFCC, CFOA works with governments to help shape and deliver transformational change across the public sector and support our members throughout the challenges, demands and changes faced by the sector. This has included funding challenges, the impacts of national incidents, an inspectorate and the COVID-19 pandemic.

Our ability to successfully lead a portfolio of work that delivers products that enables individual FRS requires trust and confidence from members and stakeholder in NFCC's ability to deliver. This year, that trust and confidence secured the charity a substantial new income stream with the grant funding from the Home Office. Although this has presented the organisation with a number of challenges in terms of the speed of scaling up of resource required for delivery, we are proud of our success.

There are areas such as FRS reform, the inspection regime and wider Government policy that are not within our ability to deliver yet will be impacting on our members and the Association and therefore will be ones that we will continue to seek to influence.

## 3.2 Achievements and performance

This section of the report summarises the key achievements of the Association over the last financial year, all of which support our strategic aims.

### Grenfell Tower

The NFCC has continued to work closely with the Home Office in response to the recommendations from the Grenfell Tower Inquiry Phase One report. We have:

- ❖ Responded directly to all recommendations relating to National Operational Guidance and other related national guidance reporting progress through a themed report showing work planned and progress made
- ❖ Collated feedback from services about their local response to the recommendations to set out the national collective response
- ❖ Established the Protection, Policy and Reform Unit (PPRU) to:
  - create a centre of excellence for support and guidance on a wide range of Protection and building safety issues.
  - liaise with Government and provide technical advice
  - liaise with services and provide support on all aspects relating to the new Fire Safety and Building Safety legislation post-Grenfell
  - consider competence and capacity of those performing fire protection duties and develop national guidance covering all aspects of fire protection work

### Protection

The NFCC provides a strategic leadership centre for protection, including establishing the provision of interactive learning materials for all FRS's protection officers, and a location to record continued professional development activity. Through our Protection Policy and Reform Unit we have advised and supported FRSs and Government on the Grenfell Tower Inquiry Phase 1 recommendations and the Building Risk Review.

Key achievements have been:

- ❖ Proactively supporting MHCLG partners in developing a fund process and prioritisation tool to enable the Waking Watch Relief funding to rapidly be allocated to support the installation of common fire alarm systems and reduce the reliance on waking watches and the associated issues for leaseholders
- ❖ Worked alongside Home Office to secure agreement to utilise money ringfenced for Protection to support both the recognised prior learning and accreditation of protection staff in English FRSs to assist them in complying with the recommendations of the Competency Framework for Fire Safety Regulators
- ❖ Launched a new Toolkit to support FRSs to enforce the FSO in high rise residential buildings and have been engaging with services dealing with complex cases for some time
- ❖ Provided Government with technical advice and guidance on matters including the implementation of the Fire Safety Act and production of supporting guidance, the introduction of the new Building Safety Regulator and the draft clauses of the Building Safety Bill. In addition, following extensive consultation, the NFCC-led stakeholder group updated the guidance on simultaneous evacuation and introduced key changes

- ❖ Getting representation across sixteen workstreams for the technical review of Approved Document B ranging from Means of Escape for disabled persons to smoke and toxicity
- ❖ Provided evidence-based policy advice which has led to the proposed regime definition of higher risk building as 18m rather than 30m. We continue to provide advice and support on ways in which policy settings could be designed to better reflect risk, including further changes to scope
- ❖ Ministers and officials now point to NFCC positions across a range of areas to justify key decision making. Our Select Committee Evidence on this area can be found [here](#)
- ❖ Working with Home Office to ensure that further funding was provided for FRS to spend on protection uplift activities in 2021/2022

## COVID-19

During the pandemic, the NFCC coordinated national activity to support FRSs in their local delivery which included:

- ❖ Established a tripartite agreement with employers to enable firefighters to carry out additional duties related to the pandemic
- ❖ Coordinated the collection and distribution of data relating to Covid activities.
- ❖ Published Strategic Intentions to FRS during the different stages of the pandemic
- ❖ Supported FRSs with the publication of 46 guidance documents and templates for local use
- ❖ Published 14 risk assessments to support local activities
- ❖ Led and managed the “Ready, Willing and Able” Campaign to highlight the role of FRSs in the national response
- ❖ Managed procurement of essential resources at a national level to support local delivery which secured resources and efficiencies at a local level

## Safety campaigns

NFCC works with partners and FRSs to support or manage national safety campaigns. Areas of work and specific campaign weeks in 2020/21 included:

- ❖ [NFCC Fire Kills - Keeping you safe, while you stay safe at home](#) (COVID-19)
- ❖ [Be Water Aware - Drowning Prevention and Water Safety Week \( 20th - 26th April\)](#)
- ❖ [National Sprinkler Week \(18th - 24th May\)](#)
- ❖ NFCC/MHRA Emollients joint national campaign (29th July - 17th August)
- ❖ [Business Safety Week \(7th-13th September\)](#)
- ❖ [Home Safety Week \(28th September - 4th October\)](#)
- ❖ National On-call recruitment (1-7th March)
- ❖ Working with the Co-op supermarket to rebrand and relaunch disposable BBQs to support safe use and reduce incidents of wildfire, which is now being expanded wider through work with the Home Office.
- ❖ Firework and bonfire safety week
- ❖ Working with the National Farmers Union to highlight the dangers of sky lanterns

## 2 Improvement

Our Strategic Improvement Model (SIM) model allows us to collate external feedback about fire and rescue service performance and identify the biggest areas for improvement. This evidence-based

approach has helped the NFCC to align and prioritise our work accordingly. Key achievements to date include:

- ❖ Evolution of the Strategic Improvement Model (SIM) and building a central analytical capacity to provide services with a nationally based analysis and reporting capability.
- ❖ Development of a Delivery Database to collate full details of all NFCC work programmes including intended benefits and outcomes to enable better progress reporting for all audiences.
- ❖ Robust quarterly reporting of progress and finance against those activities aligned to Home Office Grant funding
- ❖ Established a research programme to investigate options and costs for establishing a national Organisational Learning approach for services coordinated through the NFCC – conclusions and a feasibility report due in Autumn 2021
- ❖ Coordinated an early engagement and consultation exercise on Fit for the Future – a proposal setting out longer term improvement objectives as part of setting a future vision for the fire and rescue services in partnership with the employer bodies.

### **3 Content Maintenance**

With a growing body of national guidance to maintain, the NFCC retains focus on ensuring the quality products produced centrally remain current and fit for use by services, keeping firefighters and our communities safe. This year achievements in this area have included:

- ❖ Completed a review of National Operational Learning system (NOL) and arrangements at its two-year anniversary having seen over 300 submissions of learning and at least one from each fire and rescue service to maximise learning to drive improvements across fire and rescue services
- ❖ Establishing a group to consider the recommendations made by the GTI Phase 1 report and update operational guidance and supporting documents based on Sir Martin Moore Bick's recommendations, helping share good practice nationally.
- ❖ Published new Incident Commander knowledge, skills and competencies including a definition of expected behaviours to allow effective recruitment and preparation of incident commanders and improve incident command competence and performance
- ❖ Working in partnership with multiple areas of the NFCC, Health and Safety Executive and trade unions to simplify and improve the decontamination process, making firefighter decontamination safer and simpler for all services
- ❖ Demonstrating swift action in response to learning through NOL by reviewing and assuring our Lithium Ion Battery guidance and creating a training package based on the review to help services ensure staff remain competent
- ❖ Developed and published the first piece of bespoke guidance for fire control rooms in 15 years, to allow a standardised approach to fire survival guidance
- ❖ Clarify access to police helicopter downlinks for services to enable improved incident ground communication between emergency responders
- ❖ Reviewed five guidance documents ensuring we manage and maintain National Operational Guidance effectively including amendments to National Operational Guidance to support use of smoke hoods

- ❖ Coordinating the review of the JESIP Joint Doctrine aimed at improving multi-agency working at incidents

## **Apprenticeships**

The People Programme is aiming to establish a nationally recognised suite of fire specific apprenticeships which are managed and maintained to help improve competence in a more consistent way across the fire and rescue profession.

Building on the fire specific apprenticeship standards already in place (including Business safety advisor, Community safety advisor, Emergency call handler, Operational firefighter), key achievements to date include:

- ❖ Apprenticeship toolkit to help promote and explain to services how to maximise the benefit of the fire specific apprenticeships including interpretation of the funding rules agreed with the Educations and Skills Funding Agency.
- ❖ Apprenticeship training and development procurement framework to give services consistency and value for money in procuring training and assessment from the Register of Apprenticeship Training Providers.
- ❖ New fire specific Apprenticeship Standards for:
  - Fire safety inspector
  - Fire safety engineer
- ❖ Establishing and launching an End Point Assessment Partnership function providing services with a sector-led and cost-effective solution to the assessment of those following fire specific apprenticeships with quality assured assessors with current and appropriate skills, knowledge and experience

## **Equality, Diversity and Inclusion**

Another important area of focus for the programme, work in this area aims to support services as they work to build inclusive and positive working cultures and diverse workforces.

- ❖ Developed an Equality Impact Assessment template, guidance and support to help services better assess their activities
- ❖ Provided a series of training courses for services to help them understand and use the template - nine courses delivered to date and more planned
- ❖ Developed a Core Code of Ethics in partnership with the LGA and APCC in response to the HMICFRS recommendation and supporting the associated Code of Ethics Fire Standard for services in England

## **Workforce and Competence**

Supporting FRSs in the development and maintenance of a competent workforce, including the health and wellbeing of their employees:

- ❖ Published guidance to promote and facilitate coaching and mentoring across the sector
- ❖ Provided FRS Learn - a website that enables sharing of locally developed training materials saving services time and money, avoiding duplication
- ❖ Published Secondment Guidance and Model Agreement

- ❖ Published and maintained the On-call recruitment toolkit and website to provide guidance for prospective recruits and support services in their local recruitment campaigns
- ❖ Published six model policies on various HR and workforce management issues:
  - Absence management
  - Wellbeing
  - Working time regulations
  - Workforce planning
  - Personal performance
  - Resourcing

## **Leadership**

Supporting FRSs as they improve leadership and line management to drive organisational change leading to improved community outcomes

- ❖ Published the Leadership and Management Core Learning Pathway to complement the NFCC Leadership Framework, it identifies equivalent qualifications, learning and experience at three management levels of an organisation to bring consistency while allowing flexible approaches.

## **4 Community Risk**

This programme is aiming to establish a standardised approach to community risk management planning across the UK FRS. Key achievements to date include:

- ❖ Developed a national definition of risk and supporting glossary of risk-related terms to bring consistency and commonality in how services refer to and reference risk as part of their community risk management planning processes
- ❖ Established a Community Risk Management Planning (CRMP) strategic framework
- ❖ Supported the development of the Community Risk Management Planning Fire Standard due for launch in June 2021

## **5 Digital and Data**

- ❖ Demonstrated that national data collation and analytics is both viable and desirable to the NFCC and services through a proof of concept approach used during the COVID-19 pandemic, gaining significant efficiencies through streamlining COVID-19 related data requests from multiple sources.
- ❖ Building on the proof of concept to define the business requirements for a comprehensive National Data Hub function to clarify what data should be collected and enable a more efficient and effective way to manage national data sets
- ❖ Successful trial of the NOG Service Integration Tool to help services with a more automated way of keeping local policies in line with National Operational Guidance

## **6 Prevention**

A new programme was established during 2020 to focus on Prevention. Whilst primarily in scoping phase during 2020, work completed under this programme has included:

- ❖ Established a new Prevention Programme
- ❖ Developed national guidance for services regarding Safeguarding to bring about consistency in approach nationally and ensure all fire and rescue employees and volunteers understand the safeguarding expectations placed on them when delivering their roles.
- ❖ Developed a self-assessment tool for services to benchmark themselves against the guidance.
- ❖ Supported the development of the Prevention Fire Standard – due to launch in June 2021
- ❖ Launched the new Staywise interactive web site for teachers and pupils
- ❖ Launched the Person-Centred Approach project

## 7 Procurement

Focused on delivering professionalism in procurement as well as driving savings and efficiency for the services, we have:

- ❖ Delivered spend analysis and forecasting of services spend at a national level
- ❖ Provided technical support and details, written specifications, influenced standards and improved supplier understanding of requirements to aid collaborative procurement across services
- ❖ Monitored and recorded national savings made when services collaborate on procurement using agreed procurement frameworks

## 8 Fire Standards

The NFCC provides support to the independently chaired Fire Standards Board who are responsible for the development and maintenance of a suite of professional Fire Standards for services in England.

This year has seen the first phase of development progress resulting in:

- ❖ First four Fire Standards for services in England published in February 2021 including:
  - Emergency Response Driving
  - Operational Response including:
    - Operational Preparedness
    - Operational Competency
    - Operational Learning
- ❖ Four further Fire Standards to be published by July 2021 including:
  - Code of Ethics
  - Community Risk Management Planning
  - Prevention
  - Fire Protection
- ❖ Publishing an [Online Implementation Guide for Operational Response](#) helping services to implement locally and assess their levels of alignment to the Fire Standards
- ❖ Publication of a [Collaboration Dashboard](#) – an online map allowing services to see collaboration activity and share good practice relating to the implementation of National Operational Guidance.

## 8.1 CFOA Group

The CFOA Group consists of the CFOA charity and one wholly-owned subsidiary company: CFOA Services Ltd (CSL), which generates income through trading activities and protects the charity from associated risks. At the meeting of the CFOA Trustees on 20 March 2020 the Trustees took the decision that a trading company was no longer required and therefore CSL has ceased trading and the application to strike off the company was submitted in February 2021.

## 8.2 Acknowledgements

The Trustees acknowledge that without the support of the UK FRS senior managers and the expertise of individuals within the UK FRS who are part of the working groups within the committees, the strategic aims and objectives of CFOA and NFCC would not be achieved.

## **9 Statement of trustees' responsibilities**

The trustees (who are also directors of the Chief Fire Officers' Association for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- a) select suitable accounting policies and then apply them consistently
- b) observe the methods and principles in the Charities SORP (FRS 102)
- c) make judgements and estimates that are reasonable and prudent
- d) state whether applicable accounting standards have been followed, subject to any material departures being disclosed and explained in the financial statements
- e) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group; hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the reparation and dissemination of the financial statements may differ from legislation in other jurisdictions.

### **Public benefit statement**

The trustees confirm that they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'.

The Association's public benefit is enshrined in its charitable objects as outlined on page 2.

### **Statement as to disclosure of information to auditors**

So far as each of the directors is aware, there is no relevant information that has not been disclosed to the company's auditors and each of the directors believes that all steps have been taken that ought to have been taken to make them aware of any relevant audit information and to establish that the company's auditors have been made aware of that information.

## 10 Financial review

The net surplus for the year is £608,642 (2020: surplus £384,622). This increases the Association's net assets to £3,956,922 (2020: £3,357,361) of which £403,766 (2020: £714,594) is designated funds for specified projects and investments considered to be long term. £355,759 (2020: £355,434) is restricted funds as explained in note 17 and £nil (2020: £9,081) represents the net assets of the subsidiary company. General reserves have increased to £3,601,163 (2020: £2,278,252)

The Association currently forecasts that the unrestricted reserves will increase in 2021/22 due to the continuing improvements in the sustainability of the Association.

## 11 Reserves policy

The trustees consider the risks facing the charity at each board meeting and will ensure that systems and procedures are established and maintained to mitigate any risks identified.

To ensure the charity can meet its commitments, the trustees have considered the level of free reserves necessary to meet any changes in income and maintain the level of activity and fund a transition period.

It is the policy of the trustees:

To hold a risk reserve to enable the charity to continue to operate during a transition phase in the event of a reduction in or loss of a material income stream. The trustees have concluded that this is to be a minimum of £500,000.

To hold a general operating reserve equivalent to 26 weeks of CFOA's general revenue expenditure reported in the audited accounts (2020/21: expenditure: £2,246,432), and;

To hold a strategic reserve to fund projects that will further the charitable objects over a 3-year planning cycle.

At the balance sheet date 31 March 2020, CFOA held 'free' reserves, defined as unrestricted funds less restricted reserves, designated reserves, and other reserves not freely available for spending, of £3,197,395.

|                                       | £         |
|---------------------------------------|-----------|
| Total consolidated reserves           | 3,956,922 |
| Less: restricted reserves             | (355,759) |
| Balance of general reserves           | 3,601,163 |
| Less: investments                     | (2)       |
| Less: designated for specific purpose | (403,766) |
| Balance of free reserves              | 3,197,395 |

The trustees have allocated the reserves as follows:

|                              | £         |
|------------------------------|-----------|
| 1. Risk reserve              | 500,000   |
| 2. General operating reserve | 1,123,216 |
| 3. Strategic project reserve | 1,574,179 |

|                |                  |
|----------------|------------------|
| Total reserves | <u>3,197,395</u> |
|----------------|------------------|

The trustees are satisfied that sufficient reserves are currently being held. The trustees intend to sustain the risk reserve at a minimum of £500,000 and the general operating reserve at 26 weeks of revenue expenditure.

The strategic project reserve will be monitored through the year in line with strategic project planning.

Designated funds represent amounts that have been put aside out of unrestricted funds at the discretion of the trustees for projects. The designation is for administrative purposes only and does not legally restrict the trustees' discretion to apply the funds. The purposes of the charity's funds are detailed below.

The trustees have allocated the designated reserves as follows:

|                            |                |
|----------------------------|----------------|
|                            | £              |
| Investment in subsidiary   | 2              |
| Designated support for CYP | 403,766        |
| Designated reserves        | <u>403,768</u> |

## Fundraising

The trustees take their responsibility under the Charities (Protection and Social Investment) Act 2016 seriously and have considered the implications on their activities. The charity does not raise funds directly from the general public and does not actively solicit donations. The charity only works with commercial sponsors where seeking support for NFCC events. Where commercial sponsorship is arranged for an event, such as the Autumn Conference, a clear contract is in place between the charity and the commercial sponsor. The trustees are not aware of any complaints made in respect of fundraising during the period.

## Remuneration policy – key management personnel (KMP)

For the purposes of this policy, KMP are the senior staff members to which the trustees have delegated authority for day to day management of the charity.

The remuneration and the other terms of employment should be sufficient to attract, retain and motivate KMP, take account of the responsibilities and expectations of each role and pay due regard to CFOA as a charity exclusively supporting public sector organisations.

In most cases the Association employs a third-party professional for role evaluation and remuneration benchmarking linked to the external market. For some roles, for example secondments or appointments related to established national terms and conditions, the remuneration and terms and conditions will be determined by reference to national agreements.

Appointments at KMP level, including recruiting to vacancies as well as new posts, will be agreed by the trustees.

For the year ending 31 March 2021, the NFCC Chair was directly employed by CFOA and the Chief of Staff seconded by arrangement from their host fire and rescue service. Remuneration paid by the host services was recharged to CFOA at cost.

Information on the total remuneration of the KMP for the year ended 31 March 2021 is included in note 7.

## 12 Directors

The directors during the year were:

T. Budworth

R. Thomas

W. Bowcock

M. Crennell

J. Roberts

A. Webb

C. March

R. Haggart

A. Roe

The Trustees' Annual Report has been prepared by incorporating the Report of the Directors for the purpose of company law.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The Trustees' Report was approved by the trustees and signed on their behalf on 2021.

.....  
**Steven Adams**

**Company Secretary**

## **13 Independent Auditors' Report to the members and trustees**

### **Opinion**

We have audited the financial statements of The Chief Fire Officer Association for the year 31 March 2021 ended which comprise Statement of financial Activity, Balance Sheet, Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the charitable company's state of affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

## **Independent Auditors' Report to the members and trustees**

### **Continuation**

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information; we are required to report that fact.

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report which includes the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report has been prepared in accordance with applicable legal requirements

### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### **Responsibilities of trustees**

As explained more fully in the Trustees' Responsibilities Statement set out on page 18, the trustees (who are also directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative to do so.

## Independent Auditors' Report to the members and trustees

Continuation

### Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditors under the Charities Act 2011 and report in accordance with regulations made under that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales .

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

## Independent Auditors' Report to the members and trustees

### Continuation

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

.....

Karen Bartlett (Senior Statutory Auditor)  
for and on behalf of Saffery Champness LLP

Saffery Champness LLP

|                       |                                                              |
|-----------------------|--------------------------------------------------------------|
| Chartered Accountants | St John's Court<br>Easton Street<br>High Wycombe<br>HP11 1JX |
|-----------------------|--------------------------------------------------------------|

Statutory Auditors

Date:

Saffery Champness LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

# 14 Statement of Financial Activities (including income and expenditure account)

|                                         |       | Charity<br>Restricted<br>funds | Charity<br>Unrestricted<br>funds | Charity<br>Total funds | Group<br>Restricted<br>funds | Group<br>Unrestricted<br>funds | Group Total<br>funds   |
|-----------------------------------------|-------|--------------------------------|----------------------------------|------------------------|------------------------------|--------------------------------|------------------------|
|                                         |       | Year ended<br>31 March         | Year ended<br>31 March           | Year ended<br>31 March | Year ended<br>31 March       | Year ended<br>31 March         | Year ended<br>31 March |
|                                         |       | 2021                           | 2021                             | 2021                   | 2020                         | 2020                           | 2020                   |
|                                         | Notes | £                              | £                                | £                      | £                            | £                              | £                      |
| <b>Income from:</b>                     |       |                                |                                  |                        |                              |                                |                        |
| Charitable activities                   | 4     | 5,198,767                      | 2,610,260                        | 7,809,027              | 11,697                       | 2,692,099                      | 2,703,796              |
| Other trading activities                | 4     | -                              | 232,525                          | 232,525                | -                            | 728,368                        | 728,368                |
| Fixed Asset Disposal – Gains            |       | -                              | -                                | -                      | -                            | 230,379                        | 230,379                |
| Investments                             | 5     | -                              | 11,964                           | 11,964                 | -                            | 26,963                         | 26,963                 |
| <b>Total</b>                            |       | <b>5,198,767</b>               | <b>2,854,749</b>                 | <b>8,053,516</b>       | <b>11,697</b>                | <b>3,677,809</b>               | <b>3,689,506</b>       |
| <b>Expenditure on:</b>                  |       |                                |                                  |                        |                              |                                |                        |
| Trading activities                      | 6     | -                              | 150,245                          | 150,245                | -                            | 743,101                        | 743,101                |
| Charitable activities                   | 6     | 5,198,442                      | 2,096,187                        | 7,294,629              | 574,162                      | 1,987,621                      | 2,561,783              |
| <b>Total</b>                            |       | <b>5,198,442</b>               | <b>2,246,432</b>                 | <b>7,444,874</b>       | <b>574,162</b>               | <b>2,730,722</b>               | <b>3,304,884</b>       |
| <b>Net incoming resources</b>           |       |                                |                                  |                        |                              |                                |                        |
| - net income (expenditure) for the year |       | 325                            | 608,317                          | 608,642                | (562,465)                    | 947,087                        | 384,622                |
| <b>Net movement in funds</b>            |       | <b>325</b>                     | <b>608,317</b>                   | <b>608,642</b>         | <b>(562,465)</b>             | <b>947,087</b>                 | <b>384,622</b>         |
| Total funds brought forward             |       | 355,434                        | 2,992,846                        | 3,348,280              | 917,899                      | 2,054,840                      | 2,972,739              |
| <b>Total funds carried forward</b>      |       | <b>355,759</b>                 | <b>3,601,163</b>                 | <b>3,956,922</b>       | <b>355,434</b>               | <b>3,001,927</b>               | <b>3,357,361</b>       |

All activities are derived from continuing operations. The notes on pages 26 to 49 form part of these financial statements. There have been no recognised gains and losses for the current and preceding year other than as stated above.

## 15 Charity statement of financial position

As at 31 March 2021

|                                                       | Notes | Charity<br>31 March<br>2021<br>£ | Charity<br>31 March<br>2020<br>£ | Group<br>31 March<br>2020<br>£ |
|-------------------------------------------------------|-------|----------------------------------|----------------------------------|--------------------------------|
| <b>Fixed Assets</b>                                   |       |                                  |                                  |                                |
| Investments                                           | 10    | <u>2</u>                         | <u>2</u>                         | <u>-</u>                       |
|                                                       |       | 2                                | 2                                | -                              |
| <b>Current Assets</b>                                 |       |                                  |                                  |                                |
| Debtors                                               | 11    | 4,427,710                        | 239,207                          | 100,121                        |
| Cash at bank and in hand                              | 12    | <u>3,492,981</u>                 | <u>4,686,555</u>                 | <u>4,992,869</u>               |
|                                                       |       | 7,920,691                        | 4,925,762                        | 5,092,990                      |
| <b>Creditors: Amounts falling due within one year</b> | 13    | <u>(3,963,771)</u>               | <u>(1,577,484)</u>               | <u>(1,735,629)</u>             |
| <b>Net Current Assets</b>                             |       | <u><b>3,956,920</b></u>          | <u><b>3,348,278</b></u>          | <u><b>3,357,361</b></u>        |
| <b>Total net assets</b>                               |       | <u><b>3,956,922</b></u>          | <u><b>3,348,280</b></u>          | <u><b>3,357,361</b></u>        |
| <b>Reserves</b>                                       |       |                                  |                                  |                                |
| Restricted funds                                      | 18    | 355,759                          | 355,434                          | 355,434                        |
| Unrestricted funds                                    |       |                                  |                                  |                                |
| - General funds                                       | 18    | 3,197,395                        | 2,278,252                        | 2,278,252                      |
| - Designated funds                                    | 18    | 403,768                          | 714,594                          | 714,594                        |
| Reserves retained in subsidiary companies             | 18    | <u>-</u>                         | <u>-</u>                         | <u>9,081</u>                   |
| <b>Total Reserves</b>                                 |       | <u><b>3,956,922</b></u>          | <u><b>3,348,280</b></u>          | <u><b>3,357,361</b></u>        |

The 2020 comparatives, as permitted by s408 Companies Act 2006, the charity did not present its own Income and Expenditure Account and related notes. The charity's net income for 2020 was £395,801.

The notes on pages 35 to 49 form part of these financial statements.

These financial statements were approved by the trustees on

2021

Signed on behalf of the trustees

.....  
**T Budworth, Chair of the trustees**

(Company number: 3677186 (England and Wales))

16 Statement of cash flows  
For year ended 31 March 2021

|                                                    | Notes | 2021<br>£          | 2020- Group<br>£ |
|----------------------------------------------------|-------|--------------------|------------------|
| <b>Cash flows from operating activities:</b>       |       |                    |                  |
| Operating profit for the financial year            |       | 596,677            | 357,659          |
| <i>Adjustments for:</i>                            |       |                    |                  |
| Profit on disposal of property                     |       | -                  | (230,379)        |
| Decrease/(Increase) in trade and other receivables |       | (4,188,504)        | (10,768)         |
| Increase in trade payables                         |       | 2,386,289          | 431,571          |
| Cash from operating activities                     |       | (1,205,538)        | 548,083          |
| Income taxes paid                                  | 9     | -                  | -                |
| <b>Net cash from operating activities</b>          |       | <b>(1,205,538)</b> | <b>548,083</b>   |
| <b>Cash flows from investing activities</b>        |       |                    |                  |
| Proceeds from disposal of property                 |       | -                  | 450,000          |
| Interest received                                  | 5     | 11,964             | 26,963           |
| <b>Net cash from investing activities</b>          |       | <b>11,964</b>      | <b>476,963</b>   |
| <b>Net increase in cash and cash equivalents</b>   | 15    | <b>(1,193,574)</b> | <b>1,025,046</b> |
| Cash and cash equivalents at 1 April 2020          |       | 4,686,555          | 3,967,823        |
| Charity                                            |       | 3,492,981          | 4,686,555        |
| CSL – Trading Subsidiary                           |       | -                  | 303,314          |
| <b>Cash and cash equivalents at 31 March 2021</b>  | 12    | <b>3,492,981</b>   | <b>4,992,869</b> |

The notes on pages 35 to 49 form part of these financial statements.

## **17 Notes to the accounts**

**For the year ended 31 March 2021**

### **18 Company information**

The Chief Fire Officers' Association (CFOA) is incorporated in England and Wales as a registered charity, number 1074071 and a limited company, number 03677186. The registered office is West Midlands Fire Services, 99 Vauxhall Road, Birmingham, B7 4HW.

#### **18.1 Basis of preparation**

These financial statements have been prepared in accordance with applicable United Kingdom accounting standards, including Financial Reporting Standard 102 – 'The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland' (FRS102).

The charity is a public benefit entity for the purposes of FRS 102. The charity has therefore also prepared these financial statements in accordance with 'The Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with FRS 102' (Charities SORP (FRS 102)).

The particular accounting policies adopted in the preparation of the financial statements are as follows:

#### **18.2 Accounting convention**

The financial statements have been prepared on the historical basis except for the modification to a fair value basis for certain financial instruments as specified in the accounting policies below.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

#### **18.3 Basis of consolidation**

The financial statements for the year end 31 March 2021 show the single entity, Charity financials only. The prior year comparatives consolidate the financial statements of the Chief Fire Officers Association and its wholly owned subsidiary undertaking (CFOA Services Ltd).

Due to changes in the structure and funding, CSL ceased to trade at 31 March 2020. The trading subsidiary activities were transferred to the Parent Charity and the remaining assets transferred to the Parent Charity after settlement of all outstanding liabilities.

The trading subsidiary applied for voluntary strike off action on 24 February 2021 therefore in principle did not represent a Parent and subsidiary relationship at the yearend. CSL was formally liquidated on 18 May 2021.

CSL had no transactions in the year to 31 March 2021 and no balances held at the yearend date.

#### 18.4 **Going concern**

Considering the change programme that is ongoing, the Trustees have considered the operating position of the group and remain of the opinion that there are no material uncertainties regarding the Association's ability to continue as a going concern.

## **1 Notes to the accounts**

**For the year ended 31 March 2021**

Continuation

### **19 Principal accounting policies**

#### **19.1 Tangible fixed assets**

Tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is calculated to write down the cost less estimated residual value of all tangible assets, other than freehold land, over their expected useful lives using the straight-line method. The rates applicable are:

|                         |          |
|-------------------------|----------|
| Improvement to premises | 10 years |
|-------------------------|----------|

|                   |          |
|-------------------|----------|
| Freehold premises | 40 years |
|-------------------|----------|

Assets are capitalised when they cost more than £2,000 and are expected to have a useful life of 3 years or more. All other costs are written off as expenditure as incurred.

#### **19.2 Impairment of assets**

The fixed assets are periodically reviewed to determine whether there is any indication that those assets have suffered an impairment loss. If there is an indication of possible impairment, the recoverable amount of any affected asset is estimated and compared with its carrying amount. If estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in profit or loss.

If an impairment loss subsequently reverses, the carry amount of the asset is increased to the revised estimate of its recoverable amount, but not in excess of the amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised immediately in profit or loss.

#### **19.3 Financial instruments**

The Association only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with except for bank loans which are subsequently measured at amortised cost using the effective interest method.

##### **19.3.1 Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount is offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

## **1 Notes to the accounts**

### **For the year ended 31 March 2021**

Continuation

#### **19.3.2 Creditors and provisions for liabilities**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in a transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

The group recognises a provision for annual leave accrued by employees because of services rendered in the current period and which employees are entitled to carry forward and use within the next 12 months. The provision is measured at the salary cost payable for the period of absence.

#### **19.3.3 Investments**

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date. The Association does not acquire options, derivatives or other complex financial instruments.

### **19.4 Incoming resources**

Income from investments and gift aid is included gross and is accounted for when it is receivable or the Association's right to it becomes legally enforceable.

#### **19.4.1 Grants receivable**

Grants receivable are accounted for when there is sufficient information to enable the claim to be made or the claim has been made and there is clear indication to suggest the claim will be met.

#### **19.4.2 Membership income, fees and other income**

All such income is accounted for on a receivable basis.

### **19.5 Deferred income**

Subscriptions are paid by members on an annual basis and fees are paid for seminars held and publications produced by the charity. The amounts received are treated as deferred income until the period to which the subscriptions and seminars relate to commences.

### **19.6 Resources expended**

#### **19.6.1 Allocation of costs**

The charity's operating costs include staff costs, overheads and other related costs. Such costs are allocated between costs of charitable activities and cost of generating funds. Staff, premises and general running costs are apportioned on the basis of percentage of direct charitable cost each cost category.

## **1 Notes to the accounts**

### **For the year ended 31 March 2021**

Continuation

#### **19.6.2 Governance costs**

Governance costs represent the costs of running the charity as a legal entity and include the costs of audit, costs of trustees' meetings and costs of complying with statutory requirements.

#### **19.6.3 Employee benefits**

Short-term employee benefits and contributions to defined contribution plans are recognised as an expense in the period in they are incurred.

The charity operates a defined contribution pension scheme for the benefit of its employees. The assets of the scheme are held separately from the Association in independently administered funds.

#### **19.6.4 Irrecoverable VAT**

The Association is unable to recover 100% of input VAT incurred. Irrecoverable VAT is allocated to the appropriate cost categories.

#### **19.6.5 Leases**

Rentals payable under operating lease, are charged to income on a straight-line basis over the term of the relevant lease.

### **19.7 Fund accounting**

The Association maintains various types of funds as follows:

#### **19.7.1 Restricted funds**

Which represent funds which are allocated by the donor for specific purposes.

#### **19.7.2 Unrestricted funds:**

*Designated funds* represent amounts which have been put aside out of unrestricted funds at the discretion of the trustees for fixed assets, specified projects and investments considered to be long term. The designation is for administrative purposes only and does not legally restrict the trustees' discretion to apply the funds.

*General unrestricted funds* represent amounts which are expendable at the discretion of the trustees in the furtherance of the objects of the charity.

## **20 Related parties**

The Association had the power to appoint all the directors to CFOA Services Ltd ('CSL'), its wholly owned subsidiary. Any profits are paid by Gift Aid to the Association 2021: nil (2020: nil).

# 1 Notes to the accounts

For the year ended 31 March 2021

Continuation

## 21 Analysis of the components of charitable activity income

|                               | Restricted funds            | Unrestricted funds          | Total funds                 |
|-------------------------------|-----------------------------|-----------------------------|-----------------------------|
|                               | Year ended<br>31 March 2021 | Year ended<br>31 March 2021 | Year ended<br>31 March 2021 |
| Income from:                  | £                           | £                           | £                           |
| Grants                        | 5,198,767                   | -                           | 5,198,767                   |
| Corporate subscription income | -                           | 2,598,240                   | 2,598,240                   |
| Other income                  | -                           | 12,020                      | 12,020                      |
|                               | <u>5,198,767</u>            | <u>2,610,260</u>            | <u>7,809,027</u>            |

## 22

|                               | Restricted funds            | Unrestricted funds          | Total funds                 |
|-------------------------------|-----------------------------|-----------------------------|-----------------------------|
|                               | Year ended<br>31 March 2020 | Year ended<br>31 March 2020 | Year ended<br>31 March 2020 |
| Income from:                  | £                           | £                           | £                           |
| Grants                        | 11,697                      | -                           | 11,697                      |
| Corporate subscription income | -                           | 2,633,000                   | 2,633,000                   |
| Other income                  | -                           | 59,099                      | 59,099                      |
|                               | <u>11,697</u>               | <u>2,692,099</u>            | <u>2,703,796</u>            |

## 23 Investment income

|               | 2021          | 2020          |
|---------------|---------------|---------------|
|               | £             | £             |
| Bank interest | 11,964        | 26,963        |
|               | <u>11,964</u> | <u>26,963</u> |

# 1 Notes to the accounts

For the year ended 31 March 2021

Continuation

## 24 Resources Expended

|                              | Restricted Funds costs (note 6a) | Staff Costs | Other Direct Costs | Support Costs | Total Year ended 31 March 2021 |
|------------------------------|----------------------------------|-------------|--------------------|---------------|--------------------------------|
| Cost of generating funds     | £                                | £           | £                  | £             | £                              |
| Trading expenses             |                                  |             | 150,245            |               | 150,245                        |
| <b>Charitable activities</b> |                                  |             |                    |               |                                |
| 1. Leadership                | 1,671,409                        | 42,206      | 84,797             | 379,408       | 2,177,820                      |
| 2. Professional Advice       | 1,789,976                        | 42,206      | 94,537             | 401,183       | 2,327,902                      |
| 3. Communications            | 1,727,656                        | 42,206      | 84,538             | 401,183       | 2,255,583                      |
| 4. Member Development        | -                                | 42,206      | 85,538             | 379,408       | 507,152                        |
| <b>Governance</b>            | 9,401                            | -           | -                  | 16,771        | 26,172                         |
|                              | 5,198,442                        | 168,824     | 499,655            | 1,577,953     | 7,444,874                      |

## 25 6a Analysis of restricted expenditure

|                        | Staff Costs | Other Direct Costs | Support Costs | Total Year ended 31 March 2021 |
|------------------------|-------------|--------------------|---------------|--------------------------------|
| Charitable activities  | £           | £                  | £             | £                              |
| 1. Leadership          | 66,321      | 79,009             | 1,526,079     | 1,671,409                      |
| 2. Professional Advice | 66,321      | 57,524             | 1,666,131     | 1,789,976                      |
| 3. Communications      | 66,321      | 57,524             | 1,603,811     | 1,727,656                      |
| 4. Member Development  | -           | -                  | -             | -                              |
| <b>Governance</b>      | -           | -                  | 9,401         | 9,401                          |
|                        | 198,963     | 194,057            | 4,805,422     | 5,198,442                      |

|                              | Restricted Funds costs | Staff Costs | Other Direct Costs | Support Costs | Total Year ended 31 March 2020 |
|------------------------------|------------------------|-------------|--------------------|---------------|--------------------------------|
| Cost of generating funds     | £                      | £           | £                  | £             | £                              |
| Trading expenses             | -                      | -           | 600,748            | 142,353       | 743,101                        |
| <b>Charitable activities</b> |                        |             |                    |               |                                |
| 1. Leadership                | 273,421                | 25,440      | 679,978            | 152,843       | 1,131,682                      |
| 2. Professional Advice       | 273,421                | 25,441      | 682,001            | 153,158       | 1,134,021                      |
| 3. Communications            | 27,320                 | 25,440      | 117,772            | 26,628        | 197,160                        |
| 4. Member Development        | -                      | 25,440      | 27,027             | 8,193         | 60,660                         |

## 1 Notes to the accounts

### For the year ended 31 March 2021

Continuation

|            |         |         |           |         |           |
|------------|---------|---------|-----------|---------|-----------|
| Governance | -       | -       | 33,997    | 4,263   | 38,260    |
|            | 574,162 | 101,761 | 2,141,523 | 487,438 | 3,304,884 |

## 26 Staff costs and trustees' remuneration

|                                                                        | 2021<br>£ | 2020<br>£ |
|------------------------------------------------------------------------|-----------|-----------|
| Directors' remuneration                                                | -         | -         |
| Average number of full-time equivalent employees during the year were: |           |           |
| Administrative staff                                                   | 7         | 1         |
| Wages and salaries                                                     | 324,784   | 89,599    |
| Social security costs                                                  | 37,927    | 12,162    |
| Pension costs                                                          | 5,076     | -         |
|                                                                        | 367,787   | 101,761   |

No Trustees or person related or connected by business to them, has received any remuneration from the charity during the year.

During the year, the total expenses reimbursed Trustees amounted to £nil (2020: £725 for four Trustees) in respect of travel, accommodation and subsistence expenses incurred in fulfilling their duties.

During the year £253,305 (2020: £148,323) was paid for the key management personnel of the Association. £88,441 (2020: £43,343) was reimbursed to host fire services in return for the secondment of staff. This was invoiced by London Fire Brigade (£41,441) and Suffolk County Council (£47,000) and £164,864 (2020: £104,980) represents the total amount of direct employee benefit.

Details of employees paid more than £60,000 in the year ended 31 March 2021 are given below:

|                             | 2021 | 2020 |
|-----------------------------|------|------|
| Between £80,000 and £89,999 | -    | 1    |
| Between £160,000-£170,000   | 1    | -    |

## 27 Movement in total funds for the year

|                                | 2021 | 2020 |
|--------------------------------|------|------|
| This is stated after charging: |      |      |
| Depreciation – owned assets    | -    | -    |

## 1 Notes to the accounts

### For the year ended 31 March 2021

#### Continuation

|                                           |              |            |
|-------------------------------------------|--------------|------------|
| Auditors' remuneration                    |              |            |
| For the audit of the charity              | 8,950        | 6,650      |
| For the audit of other group undertakings | -            | 2,900      |
| For other services                        | <u>1,500</u> | <u>800</u> |

## 28 Taxation

The Association has charitable status and is thus exempt from taxation of its income and gains falling within Section 505 of the Taxes Act 1988 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that they are applied to its charitable objectives. As detailed in note 20, no tax charges have arisen in its subsidiaries (2020: nil) and no provision is required for deferred taxation.

## 29 Investments

|                  | Shares in<br>Subsidiary<br>Company | Total    |
|------------------|------------------------------------|----------|
| Charity          | £                                  | £        |
| At 1 April 2020  | 2                                  | 2        |
| Share redemption | <u>-</u>                           | <u>-</u> |
| At 31 March 2021 | <u>2</u>                           | <u>2</u> |

Total investment relates to 100% ownership of £2 share capital in CSL. On 1 April 2020, all of the trading activities were transferred to CFOA and since the year end, CSL has been voluntarily dissolved.

## 30 Debtors

|                              | Charity<br>2021<br>£ | Charity<br>2020<br>£ | Group<br>2020<br>£ |
|------------------------------|----------------------|----------------------|--------------------|
| Trade debtors                | 284,494              | 18,232               | 57,143             |
| Prepayments & accrued income | 4,031,609            | 20,299               | 20,299             |
| Other debtors                | 111,607              | 20,413               | 22,679             |
| Amounts owed by subsidiary   | -                    | 180,263              | -                  |
|                              | <u>4,427,710</u>     | <u>239,207</u>       | <u>100,121</u>     |

## 31 Cash & cash equivalents

| Charity<br>2021<br>£ | Charity<br>2020<br>£ | Group<br>2020<br>£ |
|----------------------|----------------------|--------------------|
|----------------------|----------------------|--------------------|

## 1 Notes to the accounts

### For the year ended 31 March 2021

Continuation

|                                     |                  |                  |                  |
|-------------------------------------|------------------|------------------|------------------|
| Cash at bank and in hand            | 2,992,648        | 4,186,433        | 4,492,747        |
| Fixed term - (due within 12 months) | 500,333          | 500,122          | 500,122          |
|                                     | <u>3,492,981</u> | <u>4,686,555</u> | <u>4,992,869</u> |

### 32 Creditors: Amounts falling due within one year

|                 | <b>Charity<br/>2021<br/>£</b> | <b>Charity<br/>2020<br/>£</b> | <b>Group<br/>2020<br/>£</b> |
|-----------------|-------------------------------|-------------------------------|-----------------------------|
| Trade creditors | 3,306,754                     | 1,329,237                     | 1,465,273                   |
| Accruals        | 591,134                       | 77,527                        | 81,227                      |
| Deferred income | 16,820                        | 162,000                       | 162,000                     |
| Other creditors | 49,063                        | 8,720                         | 27,129                      |
|                 | <u>3,963,771</u>              | <u>1,577,484</u>              | <u>1,735,629</u>            |

The charity has deferred income in respect of the Executive Leadership Programme. This activity has been transferred from CFOA Services Ltd into the charity from 1 April 2020. The income has been deferred as it relates to the 4 modules remaining for 2021.

### 33 Basic financial instruments

#### 34 Financial assets/(liabilities) measured at amortised cost

|  | <b>Charity</b> | <b>Charity</b> | <b>Group</b> |
|--|----------------|----------------|--------------|
|--|----------------|----------------|--------------|

# 1 Notes to the accounts

For the year ended 31 March 2021

Continuation

|                          | 2021<br>£   | 2020<br>£   | 2020<br>£   |
|--------------------------|-------------|-------------|-------------|
| Cash in bank and in hand | 3,492,981   | 4,686,555   | 4,992,869   |
| Debtors                  | 4,427,710   | 239,207     | 100,121     |
| Creditors                | (3,963,771) | (1,577,484) | (1,735,629) |

## 35 Analysis of changes in net debt

|                                  | At 1 April<br>2020<br>£ | Cash<br>Flows<br>£ | Non- cash<br>changes<br>£ | At 31 March<br>2021<br>£ |
|----------------------------------|-------------------------|--------------------|---------------------------|--------------------------|
| <b>Cash and cash equivalents</b> |                         |                    |                           |                          |
| Cash                             | 4,686,555               | (1,193,574)        | -                         | 3,492,981                |
|                                  | <b>4,686,555</b>        | <b>(1,193,574)</b> | <b>-</b>                  | <b>3,492,981</b>         |

## 36 Operating lease commitments

At the reporting end date, the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, as follows:

|                                        | 2021<br>£ | 2020<br>£    |
|----------------------------------------|-----------|--------------|
| Less than 1 year                       | -         | 2,951        |
| Greater than 1 year, less than 5 years | -         | -            |
|                                        | <u>-</u>  | <u>2,951</u> |

## 37 Financial commitments

|                                   | Charity<br>2021<br>£ | Charity<br>2020<br>£ | Group<br>2020<br>£ |
|-----------------------------------|----------------------|----------------------|--------------------|
| Contractual financial commitments | <u>776,222</u>       | <u>-</u>             | <u>-</u>           |

Financial commitments relate to a number of call-off contracts for the provision of advice, support and integration of digital data platform transformation and related risks management.

The costs are in line with the expected grant funding from the Home Office therefore any withdrawal such funding will mean the committed costs are also withdrawn. Contractual terms permit this also.

# 1 Notes to the accounts

For the year ended 31 March 2021

Continuation

## 38 Restricted and Unrestricted Funds

|                                     | Balance<br>at 1 April<br>2020<br>£ | Income<br>£      | Expenditure<br>£   | Transfers<br>£        | At 31<br>March<br>2021<br>£ |
|-------------------------------------|------------------------------------|------------------|--------------------|-----------------------|-----------------------------|
| <b>Unrestricted funds</b>           |                                    |                  |                    |                       |                             |
| General funds – charity             | 2,278,252                          | 2,854,749        | (2,142,117)        | 206,511               | 3,197,395                   |
| Subsidiary's retained<br>reserves   | 9,081                              | -                | -                  | (9,081)               | -                           |
| <b>Designated funds</b>             |                                    |                  |                    |                       |                             |
| Investment in subsidiaries          | 2                                  | -                | -                  | -                     | 2                           |
| NFCC Chair                          | 127,592                            | -                | (104,315)          | (23,277)<br>(183,234) | -                           |
| Designated support                  | 587,000                            | -                | -                  | 4)                    | 403,766                     |
|                                     | 714,594                            | -                | (104,315)          | (206,511)<br>1)       | 403,768                     |
| <b>Total unrestricted funds</b>     | <b>3,001,927</b>                   | <b>2,854,749</b> | <b>(2,246,432)</b> | <b>(9,081)</b>        | <b>3,601,163</b>            |
| <b>Restricted funds</b>             |                                    |                  |                    |                       |                             |
| Youth United funding                | 10,000                             | -                | -                  | -                     | 10,000                      |
| Research and Development<br>funding | 180,272                            | -                | (9,800)            | -                     | 170,472                     |
| Children and Young People           | 165,162                            | -                | (155,465)          | -                     | 9,697                       |
| Home Office                         | -                                  | 4,979,267        | (4,979,267)        | -                     | -                           |
| CSR                                 | -                                  | 219,500          | (53,910)           | -                     | 165,590                     |
| <b>Total restricted funds</b>       | <b>355,434</b>                     | <b>5,198,767</b> | <b>(5,198,442)</b> | <b>-</b>              | <b>355,759</b>              |
| <b>Total funds</b>                  | <b>3,357,361</b>                   | <b>8,053,516</b> | <b>(7,444,874)</b> | <b>(9,081)</b>        | <b>3,956,922</b>            |

# 1 Notes to the accounts

## For the year ended 31 March 2021

Continuation

### 38.1 Year ended 31 March 2020 - Consolidated

|                                  | Balance<br>at 1 April 2019<br>£ | Income<br>£      | Expenditure<br>£   | Transfers<br>£ | At 31<br>March<br>2020<br>£ |
|----------------------------------|---------------------------------|------------------|--------------------|----------------|-----------------------------|
| <b>Unrestricted funds</b>        |                                 |                  |                    |                |                             |
| General funds – charity          | 1,414,957                       | 2,945,887        | (1,910,063)        | (172,529)      | 2,278,252                   |
| Subsidiary's retained reserves   | 20,260                          | 731,922          | (743,101)          | -              | 9,081                       |
| <b>Designated funds</b>          |                                 |                  |                    |                |                             |
| Investment in subsidiaries       | 2                               | -                | -                  | -              | 2                           |
| Fixed asset reserve              | 219,621                         | -                | -                  | (219,621)      | -                           |
| NFCC Chair                       | -                               | -                | -                  | 127,592        | 127,592                     |
| Designated support               | 400,000                         | -                | (77,558)           | 264,558        | 587,000                     |
|                                  | 619,623                         | -                | (77,558)           | 172,529        | 714,594                     |
| <b>Total unrestricted funds</b>  | <b>2,054,840</b>                | <b>3,677,809</b> | <b>(2,730,722)</b> | <b>-</b>       | <b>3,001,927</b>            |
| <b>Restricted funds</b>          |                                 |                  |                    |                |                             |
| Youth United funding             | 82,866                          | -                | (72,866)           | -              | 10,000                      |
| Research and Development funding | 314,871                         | 2,000            | (136,599)          | -              | 180,272                     |
| Children and Young People        | 520,162                         | 9,697            | (364,697)          | -              | 165,162                     |
| <b>Total restricted funds</b>    | <b>917,899</b>                  | <b>11,697</b>    | <b>(574,162)</b>   | <b>-</b>       | <b>355,434</b>              |
| <b>Total funds</b>               | <b>2,972,739</b>                | <b>3,689,506</b> | <b>(3,304,884)</b> | <b>-</b>       | <b>3,357,361</b>            |

## 1 Notes to the accounts

### For the year ended 31 March 2021

Continuation

#### 38.2 Designated funds

38.2.1 The Trustees have designated funds that represent those assets of the charity that are not readily realisable or for a specific purpose. It is the general policy of the charity to return unexpended designated reserves to general reserves at the end of each financial year.

#### 38.2.2

#### 38.2.3 The funds represent:

The commitment that has been made by the trustees to develop the NFCC with a strong leadership and build on the resilience and business continuity for the leadership of the Association and its NFCC.

The support that the Charity have committed to specific project and research carried out furtherance of the Charity's objects.

#### 38.3 The restricted funds balance represents:

The balance of the grant received from Youth United for the sole purpose of funding the Fire Cadets and Supporting Young Persons Programmes. Any surplus of funding remaining after the final disbursements will be returned to the funder.

Income received from UK FRSs for the sole purpose of research and development for the benefit of all UK FRS.

Income received from UK FRSs for the sole purpose of a comprehensive spending review for the benefit of all UK FRS.

Income received from the Home Office in furtherance of continual development of all UK FRS within the defined framework of deliverables.

## 39 Analysis of group net assets between funds

|                          | General<br>Fund<br>£ | Restricted<br>Funds<br>£ | Designated<br>Funds<br>£ | Subsidiaries<br>– Retained<br>Reserves<br>£ | Total<br>£       |
|--------------------------|----------------------|--------------------------|--------------------------|---------------------------------------------|------------------|
| Fixed assets:            |                      |                          |                          |                                             |                  |
| Tangible assets          | -                    |                          |                          |                                             | -                |
| Investment               | 2                    |                          |                          |                                             | 2                |
| Current assets           |                      |                          |                          |                                             |                  |
| Debtors                  | 407,054              | 4,020,656                | -                        | -                                           | 4,427,710        |
| Cash at bank and in hand | 2,980,892            | (202,506)                | 714,595                  | -                                           | 3,492,981        |
|                          |                      | (3,462,391)              |                          |                                             | (3,963,771)      |
| Current liabilities      | (501,380)            |                          | -                        | -                                           | )                |
|                          | <u>2,886,568</u>     | <u>355,759</u>           | <u>714,595</u>           | <u>-</u>                                    | <u>3,956,922</u> |

## 1 Notes to the accounts

### For the year ended 31 March 2021

Continuation

#### 39.1 Year ended 31 March 2020 – Consolidated

|                          | General<br>Fund    | Restricted<br>Funds | Designated<br>Funds | Subsidiaries<br>- Retained<br>Reserves | Total              |
|--------------------------|--------------------|---------------------|---------------------|----------------------------------------|--------------------|
|                          | £                  | £                   | £                   | £                                      | £                  |
| Fixed assets:            |                    |                     |                     |                                        |                    |
| Tangible assets          | -                  | -                   | -                   | -                                      | -                  |
| Investment               | 2                  | -                   | -                   | (2)                                    | -                  |
| Current assets           |                    |                     |                     |                                        |                    |
| Debtors                  | 58,944             | -                   | -                   | 41,177                                 | 100,121            |
| Cash at bank and in hand | 3,572,079          | 399,882             | 714,594             | 306,314                                | 4,992,869          |
| Current liabilities      | <u>(1,352,773)</u> | <u>(44,448)</u>     | <u>-</u>            | <u>(338,408)</u>                       | <u>(1,735,629)</u> |
|                          | <u>2,278,252</u>   | <u>355,434</u>      | <u>714,594</u>      | <u>9,081</u>                           | <u>3,357,361</u>   |

#### 40 Results of the trading subsidiary – CFOA Services Ltd (CSL)

CFOA Services Ltd (company number 2293020 (England and Wales)) was the wholly owned subsidiary of the charity. The company owned two ordinary shares of £1 each, being the entire share capital of CSL, which are held in the name of the Chief Fire Officers' Association.

Following the impact of COVID 19, changes to funding and to the structure of the CFOA group, CSL ceased trading on 31 March 2020. Its activities were transferred to the parent company, the Chief Fire Officers' Association (CFOA from 1 April 2020).

During the year after settlement of CSL's outstanding liabilities, the remaining assets were transferred to CFOA. Application to strike off the company initiated on 24 February 2021 and then was formally struck off on 18 May 2021. No trade took place in the year to 31 March 2021.

#### 41 Members' liability

The Association is limited by guarantee and does not have a share capital divided into shares. In the event of a Winding Up Order, each member of the Association guarantees to pay during their membership and for one year after membership ceases, a sum not exceeding £10 to the Association. Any surplus on Winding Up is to go to a charity having objects of a similar nature.