



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

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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: 2nd 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.

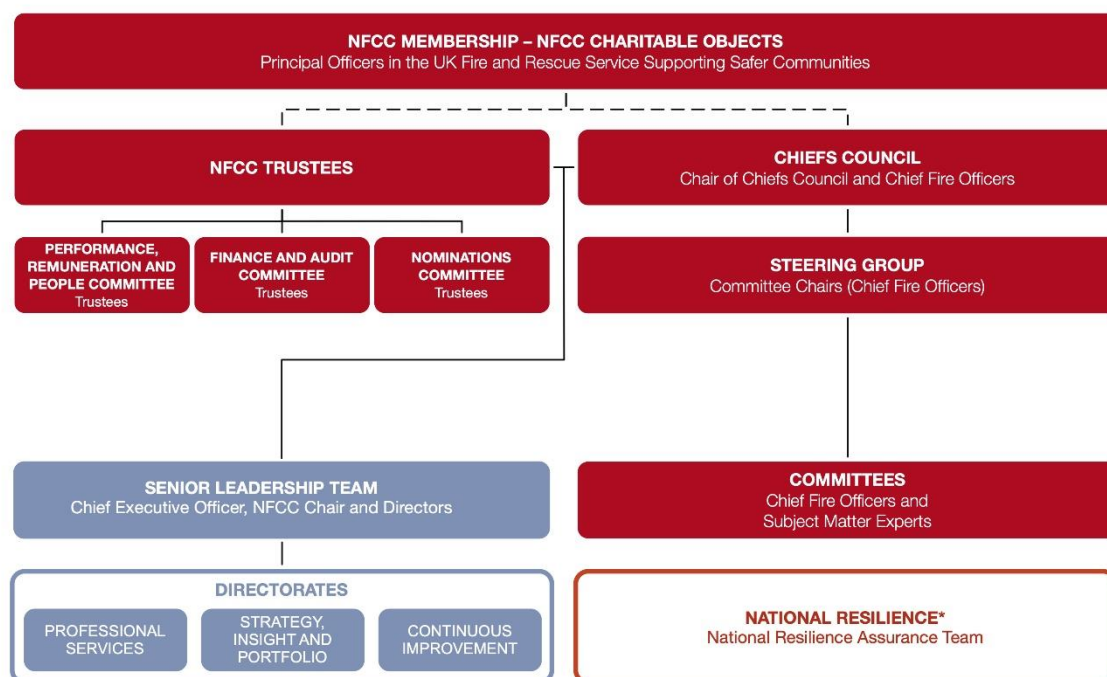
NFCC activities during 2024/25 were defined in our Annual Business Plan, aligned with NFCCs Corporate and Member Strategies and NFCC charitable objects. Some key activities are listed below:

- 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 31st 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.

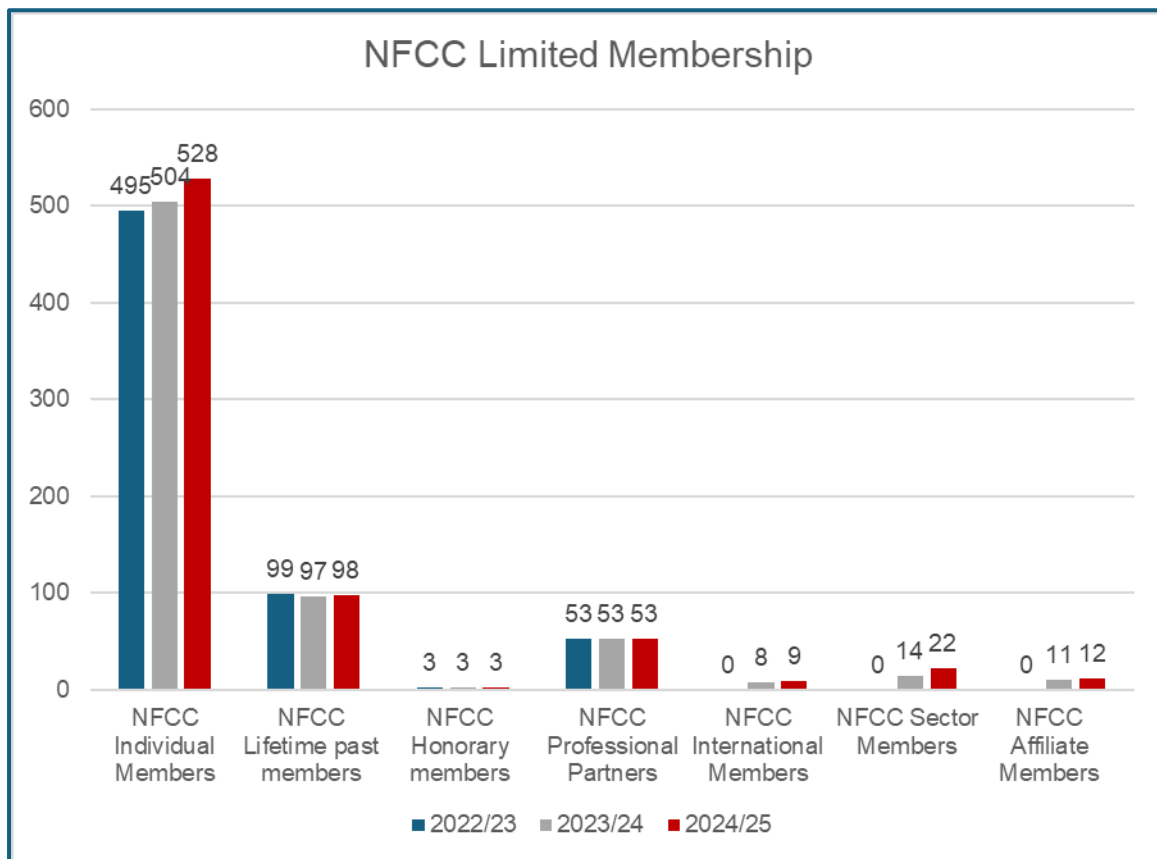
Chiefs Council Committees

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.

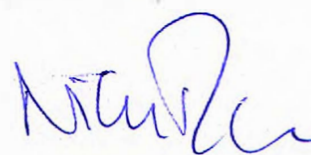
The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding 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 report², 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 funds	Designated funds	Restricted funds	Total 2025	Total 2024
	Notes	£	£	£	£	£
Income from:						
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
Total income		5,111,014	-	7,595,078	12,706,092	10,654,064
Expenditure on:						
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
Total expenditure	6	5,092,572	170,052	7,006,055	12,268,680	10,882,355
Net income/expenditure before transfers		18,441	(170,052)	589,024	437,412	(228,291)
Transfers	15	(130,000)	130,000	-	-	-
Net income/expenditure		(111,559)	(40,052)	589,024	437,412	(228,291)
Reconciliation of funds						
Total funds brought forward		2,603,615	184,171	287,137	3,074,923	3,303,214
Total funds carried forward		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
		£	£
Current assets			
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>
Liabilities:			
Creditors: amounts falling due within one year	10	(2,056,987)	(2,111,752)
Net current assets		<u>3,512,335</u>	<u>3,074,923</u>
The funds of the charity			
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

	2025	2024
	£	£
Cash flow from operating activities		
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)
<i>Net cash flow from operating activities</i>	<u>556,153</u>	<u>(1,298,089)</u>
Cash flow from investing activities		
Interest received	<u>90,377</u>	<u>73,991</u>
<i>Net cash from investing activities</i>	<u>90,377</u>	<u>73,991</u>
Increase / (decrease) in cash in the year	<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><u>2,872,951</u></u>	<u><u>2,226,421</u></u>

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

Notes to the Financial Statements
for the year ended 31 March 2025

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.

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

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 funds	Designated funds	Restricted funds	Total 2024	Total 2023
	Notes	£	£	£	£	£
Income from:						
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
Total income		<u>3,761,943</u>	<u>-</u>	<u>6,892,121</u>	<u>10,654,064</u>	<u>12,280,504</u>
Expenditure on:						
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
Total expenditure	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>
Net income/expenditure before transfers		59,576	(204,552)	(83,315)	(228,291)	(851,390)
Transfers	15	(388,723)	388,723	-	-	-
Net income/expenditure		<u>(329,147)</u>	<u>184,171</u>	<u>(83,315)</u>	<u>(228,291)</u>	<u>(851,390)</u>
Reconciliation of funds						
Total funds brought forward		2,932,762	-	370,452	3,303,214	1,566,030
Total funds carried forward		<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

	2025	2024
	£	£
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

	2025	2024
	£	£
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

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

6. Resources Expended

	Direct costs	Support costs	2025 Total
	£	£	£
Costs of Generating funds:			
Trading expenses	1,060,817	-	1,060,817
Charitable Activities:			
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
Total Expenditure on Generating Funds and Charitable Activities	<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

	Direct costs	Support costs	2024 Total
	£	£	£
Costs of Generating funds:			
Trading expenses	884,946	-	884,946
Charitable Activities:			
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
Total Expenditure on Generating Funds and Charitable Activities	10,367,779	514,576	10,882,355

7. Wages and salaries

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

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:

	2025	2024
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

	2025	2024
	£	£
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

	2025	2024
	£	£
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

	2025	2024
	£	£
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

	2025	2024
	£	£
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

	As at 1 April 2024	Cash Flows	As at 31 March 2025
	£	£	£
Cash	1,149,897	132,912	1,282,809
Investments	1,076,524	513,618	1,590,142
Cash and Equivalents	<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

13. Financial Commitments	2025	2024
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

	General Fund £	Restricted Funds £	Designated Funds £	Total 2025 £
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

	General Fund £	Restricted Funds £	Designated Funds £	Total 2024 £
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

	At 1 April 2024 £	Income £	Expenditure £	Transfers £	At 31 March 2025 £
Unrestricted funds					
General Funds	2,603,615	5,111,014	(5,092,572)	(130,000)	2,492,056
Designated funds					
Digital	184,171	-	(170,052)	130,000	144,119
Total	<u>2,787,786</u>	<u>5,111,014</u>	<u>(5,262,624)</u>	<u>-</u>	<u>2,636,175</u>
Restricted funds					
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
Total restricted funds	<u>287,137</u>	<u>7,595,078</u>	<u>(7,006,055)</u>	<u>-</u>	<u>876,161</u>
Total funds	<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 2023 £	Income £	Expenditure £	Transfers £	At 31 March 2024 £
Unrestricted funds					
General Funds	2,932,762	3,761,943	(3,702,367)	(388,723)	2,603,615
Designated funds					
Digital	-	-	(204,552)	388,723	184,171
Total	2,932,762	3,761,943	(3,906,919)	-	2,787,786
Restricted funds					
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)	-	-
Total restricted funds	370,452	6,892,121	(6,975,436)	-	287,137
Total funds	3,303,214	10,654,064	(10,882,355)	-	3,074,923

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.