



**UNITED
KINGDOM
RESCUE
ORGANISATION**

Advancing
professional
rescue
together

Business Plan



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this plan



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FOREWORD

I am delighted to introduce the United Kingdom Rescue Organisation's (UKRO) business plan. As a fast moving, dynamic organisation, UKRO is dedicated to advancing professional rescue to its pinnacle. Currently focusing on five rescue areas including vehicle extrication; trauma management; line rescue; urban search and rescue (USAR) and water rescue, UKRO's aim is to develop, enhance and promote the rescue capabilities of firefighters to ultimately reduce unintentional injuries and deaths that can result from these types of incidents.

As a member of the World Rescue Organisation (WRO), UKRO is also able to influence the rescue agenda at an international level by sharing the experiences, knowledge and expertise of technical rescue that has been developed within the UK with international colleagues.

In addition to this, UKRO's successful International Development Programme (IDP) has allowed the organisation to forge close links and develop strong relationships with countries around the world enabling it to help and assist these countries to develop and improve their own rescue capabilities.

As a result of this extensive international work, UKRO is now working alongside the World Health Organisation (WHO) and the European based Global Road Safety Partnership where it provides advice and guidance to various aspects of technical rescue.

The next three years promise to be an exciting time for UKRO. A new governance structure has been established that will ensure the organisation can continue to focus its efforts on achieving its objectives whilst at the same time seek new opportunities and build upon the excellent work it has done up to this point. The financial climate cannot be overlooked though, particularly as UKRO exists through the efforts of volunteers and the support of UK fire and rescue services and of course our sponsors from the rescue industry. That is why it is vital the organisation works towards creating a viable and sustainable financial future so that it can continue its valuable contribution to improving rescue standards.

The hard work and commitment of all those involved with UKRO cannot be underestimated, particularly when this is on a voluntary basis and so I am incredibly proud to lead such a special organisation.



Neil Odin MBA MIOD GFireE
Executive Chair, United Kingdom Rescue Organisation




ADVANCING PROFESSIONAL RESCUE TOGETHER

For over 30 years, the UKRO has, and continues to be, at the forefront of development and innovation in the field of professional rescue, ensuring that rescue and trauma professionals both in the UK and internationally, are able to adapt and respond to existing and emerging risks. During this time, the UKRO has acquired a wealth of knowledge and expertise.

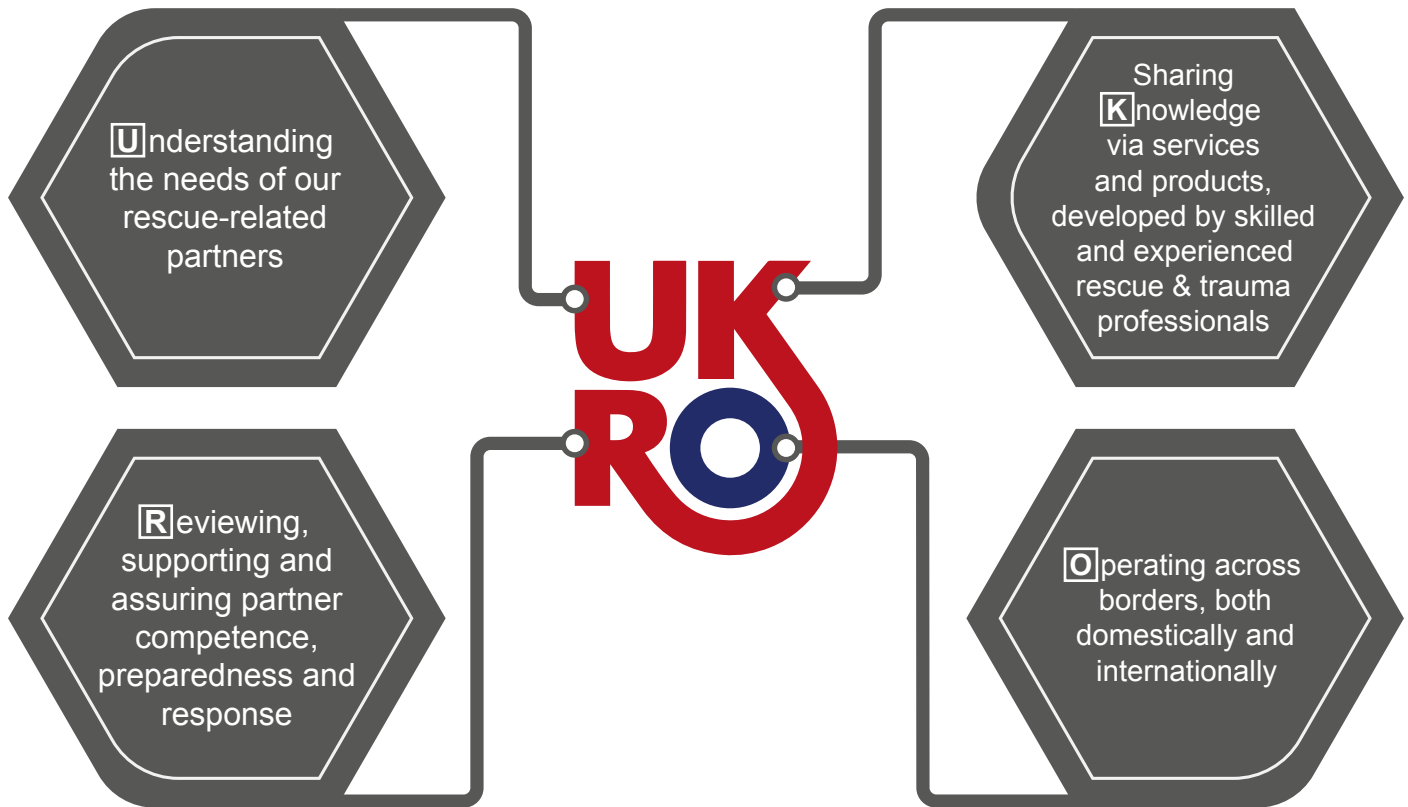
The UKRO is formed and run by practitioners predominantly from within the Fire and Rescue and Medical sectors with a passion for advancing professional rescue. Both serving and recently retired rescue and trauma professionals, the dedicated UKRO team of volunteers come from across the UK, amassing their knowledge, skills and experience.

Supported by the UKRO Board of Trustees, the UKRO ensures that it remains at the cutting edge of rescue developments and that its services and products are as applicable to managing organisational risks, as they are to rescue and trauma professionals putting them into practice at an incident scene.



Vehicle extrication
challenge

OUR MISSION STATEMENT



For the UKRO, 'together' means working with partners, rescue and trauma professionals, sponsors, supporters and international colleagues such as the World Rescue Organisation (WRO).

Urban Search and Rescue (USAR) challenge



RESCUE CHALLENGES



Trauma care challenge

A long-standing product of the UKRO is the 'Rescue Challenge' which provides for a safe and controlled environment in which rescue and trauma professionals can trial innovative techniques and procedures and test new equipment that could ultimately be used at real incidents; this is known as the Rescue Challenge Concept (RCC). The rescue challenges are open to all rescue and trauma professionals, irrespective of background, governance, etc. the priority is providing a platform to allow for information exchange, peer learning and effective feedback.

Rescue challenges are delivered in a variety of scales, including at local (Single organisation), Cross-organisational, Regional and National levels, and across five Rescue Disciplines:

- Vehicle Extrication,
- Trauma Care,
- Rope,
- Water, and
- Urban Search and Rescue (USAR).

The UKRO continues to be committed to developing the RCC, looking at differing delivery models given the current/future operating environments and to encourage more rescue and trauma professionals to attend and participate.

STANDARDS, GUIDANCE AND TRAINING



In addition to the continued development of the RCC, which represent key events in the rescue and trauma professionals' calendars; the UKRO is about much more and supports partners all year round.

This includes but is not limited to:



The writing and continual review of National Operational Guidance (NOG)



Supporting National Operational Learning (NOL) as an expert partner



Initiating research with universities and other academic bodies, to explore specific rescue and trauma related issues



Develop and deliver international support through our International Development Programme (IDP) and support of the World Rescue Organisation (WRO) and other partners such as FIREAID. In doing so we share UKRO knowledge, good practice and provide educational support throughout the world.



Design NOG compliant training products, capable of supporting remote and blended learning, while also considerate of learning styles and neurodiversity needs



Rope rescue challenge

OUR STRATEGIC OBJECTIVES

Our strategic objectives are outlined in the following pages and the specific actions that we plan to deliver are also detailed. As with any organisational business plan it is important to understand the context in which the plan is set. The key contextual points to note regarding professional rescue for the period of this plan are:

- The continued remit by statute of the fire and rescue service to be the main provider of rescue capabilities and health services for trauma capabilities, working alongside other emergency services and specialist rescue providers, for increased efficiency and intra and interoperability.
- The financial constraints in which public services operate, and the transformation agenda around governance and organisational structures that is reviewed annually and has the potential to radically change the organisation of services over the period of this plan.
- The blend of capabilities across services and how these capabilities can best be arranged to meet the emerging threats and hazards that are faced, on a daily basis and as part of national capabilities in line with the national risk assessment and planning assumptions.

- The changing environment in which rescue and trauma professionals can acquire, develop and maintain their skills and knowledge. The ever-increasing need for a broader technical understanding of the subject matter, combined with the need to enable opportunities to develop and practice new and innovative ideas and techniques.
- An industry of suppliers to the services who more than ever need to ensure that their product development and research programmes are informed not just by anecdotal evidence, but moreover by a well-defined improvement agenda that clearly identifies where focus and investment is needed to provide for the future.

With these broad contextual points in mind, it is logical that the strategic objectives take account not only the aspirations of the organisation itself, but also how it can support, drive and where necessary influence the outcomes of these contextual challenges.

OUR STRATEGIC OBJECTIVES



Developing standards, guidance and training materials for rescue and trauma professionals

STRATEGIC OBJECTIVE 1	No.	Objective	Owner	By
	1.1	Design, drafting and sharing with the FRS Standards Board Rescue Standards in regards Preparedness, Learning and Development, Response and Assurance.	Director of Education and Development	Road and Water completed by September 2022
	1.2	Support the Faculty of Pre-Hospital Care, via their Clinical and Training Standards Boards. Embed the latest pre-hospital care into UKRO practices.	Director of Operations	Annually
	1.3	Work with vehicle and equipment manufacturers to support the development of safety features and equipment design.	Director of Organisational Development, Marketing and Communications (ODMC)	Annually
	1.4	Ensure that International Development Programme (IDP) projects, are delivered to the same standards, reflective of in-country context and facilities.	Director of UKRO Global	Annually
	1.5	Review the relevant sections of the rescue and trauma-related NOG and feedback.	Director of Education and Development	Annually and on New Information
	1.6	Immediate review of the NOG relating to alternative fuelled vehicles, incorporating latest research.	Director of Education and Development	August 2021
	1.7	Support the creation of rescue-related Trauma Care guidance, for pre-hospital trauma professionals, that reflects differing skill and training levels.	Director of Operations	August 2022
	1.8	Establish an Approved Training Provider Scheme, for recognition of organisations achievement of Rescue Standards and NOG delivery.	Director of Education and Development	April 2021
	1.9	Continued development and expansion of the UKRO Academy Vehicle Extrication Modules.	Director of Education and Development	Annually
	1.10	Creation of UKRO Academy Modules relating to Trauma Care.	Director of Education and Development	August 2021
	1.11	Integration of the UKRO Academy Modules into the RCC and IDP.	Director of Operations	August 2021

OUR STRATEGIC OBJECTIVES

Assessing, assuring and reviewing organisations, teams and individuals, to ensure the best outcomes for our communities

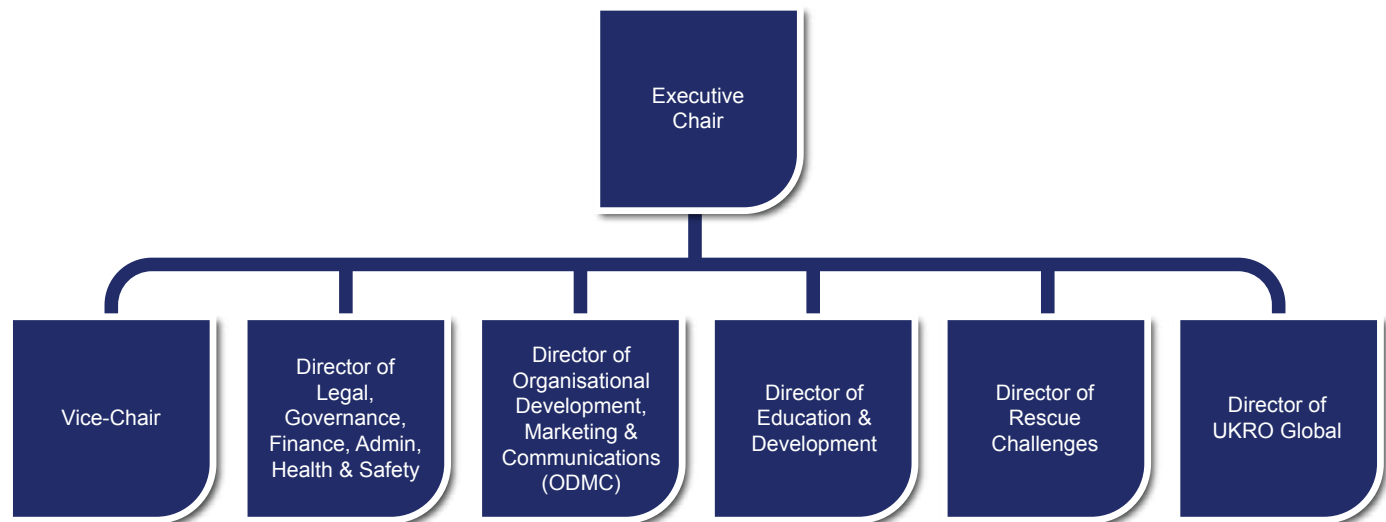
STRATEGIC OBJECTIVE 2	No.	Objective	Owner	By
	2.1	Delivery of the National Challenge.	Board	Annually
	2.2	Review of the National and Regional Challenge Handbooks and associated Memorandum of Understandings for Challenge Hosts.	Director of Legal, Governance, Finance, Admin, Health & Safety	Annually
	2.3	Embed the delivery of Education Workshops into every Rescue Discipline, for each Challenge Event.	Director of Operations	August 2021
	2.4	Combined each National Challenge with a NFCC Conference.	NFCC, UKRO and Challenge Hosts	Annually
	2.5	Ensure that the assessing process is of the same quality across all Rescue Disciplines and to develop our staff to ensure that that any implemented system is maintained and complied with.	Director of Operations	Annually
	2.6	Develop a document that shows the processes of assessing, assuring and reviewing, that takes place at Challenge Events, aligned to the NFCC Strategic Improvement Model.	Vice-Chair	May 2021
	2.7	Creation of an 'Assessment of Road Risk' offer to UK FRSSs, to support their Integrated Risk Management Plan (IRMP) development.	Vice-Chair	January 2022
	2.8	Support the United Nations Decade of Action 2021 -2030 in the delivery of post-crash response.	Director of UKRO Global	2021 to 2030

Undertaking and/or leading research and development into rescue and trauma-related issues

STRATEGIC OBJECTIVE 3	No.	Objective	Owner	By
	3.1	Review the RCC Delivery Model, to ensure that such is sustainable in a remote operating environment.	Director of Operations	May 2021
	3.2	Incorporation of the relevant NFCC Prevention Committee Leads, to participate within the National Challenge, aligned to their individual Rescue Discipline.	Director of Operations	September 2023
	3.3	Continue support of the 'Extrication in Trauma' Project. Providing advice, guidance and opportunity to gather and improve research.	Director of Education and Development	March 2023
	3.4	As a minimum, each FRS in the UK to enter a team within the National Challenge, specifically the Rescue Disciplines of Vehicle Extrication, Rope, Water or USAR.	Executive Chair and Vice-Chair	March 2024
	3.5	Each FRS in the UK and from each Ambulance Service, to enter a team within the National Challenge Trauma Care Rescue Discipline.	Executive Chair and Vice-Chair	March 2024
	3.6	Provide personal development opportunities to UKRO personnel, through the delivery of IDP projects and activities.	Director of UKRO Global	Annually
	3.7	Support the NFCC with the coordination of rescue-related professionals, sharing of ideas and participation in shared events.	Vice-Chair	Annually

DELIVERING AGAINST OUR STRATEGIC OBJECTIVES

In order to deliver against the strategic objectives, we have established our Management Board and have clear governance.



Each of these key postholders has a responsibility to produce and manage a Directorate Plan in support of the strategic objectives allocated to them. The reporting of progress against the Directorate Plan is through the management board to the Chair, on a quarterly basis.

Quality management

To ensure that the UKRO's activities, services and products are of the highest quality, the UKRO introduced a robust Quality Management System (QMS), which

is reflected in organisational policies, procedures and ways of working. The QMS is monitored by each Director, to ensure compliance with the principles and guidance, throughout their Directorates.

Performance management

The Chair has ultimate responsibility for ensuring that performance against strategic objectives is being achieved to the required level. The attainment of key milestones and progress will be fundamental to the

performance management regime. The Chair will consider the quarterly reporting outcomes from the respective Directorate leads.

Financial reporting

In addition to the quarterly reporting of progress against Directorate Plans, the finance lead will provide accounts for each quarterly management board meeting. The Chair and the finance lead will maintain ongoing dialogue outside of the board structures to ensure appropriate oversight and diligence over financial matters.

Risk management

A risk register for key identified business risks will be maintained by the management board. This is monitored and reviewed quarterly at management board meetings.

Legal responsibilities

The UKRO operates in an environment that has inherent risks. Legal responsibilities, including our role in the health and safety of volunteers, participants, etc. are taken very seriously. Legal advice is accessed consistently and specialised where required. Our health and safety team consistent of qualified and passionate practitioners, who work with event hosts, to assess hazards, quantify risks and agree control measures.





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