



**UNITED  
KINGDOM  
RESCUE  
ORGANISATION**

Advancing  
professional  
rescue  
together

Business Plan 2025 v1.0



Registered Charity Number: 1166883



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# FOREWORD FROM THE BOARD

We are delighted to introduce the latest 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 four rescue areas including vehicle extrication; trauma management; rope rescue; and water rescue, UKRO's aim is to develop, enhance and promote the capabilities of rescue and trauma professionals 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 professional 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 (GRSP) where it provides advice and guidance to various aspects of professional rescue.

Within the UK, the UKRO have established strong relationships with the National Fire Chiefs Council (NFCC), Fire and Rescue Service's within devolved administrations and the Institution of Fire Engineers (IFE). These relationships are key to ensuring the UKRO's professional rescue advice, guidance and standards are integrated into the work of rescue practitioners when responding to incidents

It is an exciting time for the UKRO. New opportunities are emerging to build upon the excellent work done up to this point; this includes better integration of preventing incidents, an improved industry research and development offer and further enhancing the 'all year round' availability of UKRO expertise, products and activities.

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 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 and we are incredibly proud to lead such a special organisation.

# UKRO BOARD OF TRUSTEES



**Dan Quin**



**Ian Greenman**



**Sam Burton**



**Mark Baxter**



**Sarah Mason**



**Ian Marritt**



**Cameron Black**



**Andy Dixon**








# ADVANCING PROFESSIONAL RESCUE TOGETHER

For over 23 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.

An aerial, high-angle photograph of a city street scene. In the foreground, a group of people are gathered around a rope rescue challenge set up on the pavement. A man in a blue shirt is standing near a horse-drawn carriage. In the background, a group of people are sitting at outdoor tables in front of a building with a sign that says 'MAGNA CARNA'. The street is paved with cobblestones and there are many people walking around.

Rope rescue 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).





# RESCUE CHALLENGES

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 learn and trial innovative techniques and procedures, test new equipment that could ultimately be used at real incidents and participate in education workshops that enhance broader understanding of the subject matter; this is known as the Rescue Challenge Concept (RCC).

For leaders of organisations involved in rescue, the RCC provides a mechanism to assure themselves that their rescue training, support and capabilities are reflective of the latest standards, having been assessed against the national rescue frameworks.

The rescue challenges are open to all rescue and trauma professionals and leaders, 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 predominantly four rescue disciplines: **vehicle extrication, trauma management, rope, and water.**

UKRO continues to develop the RCC to provide flexible formats and products alongside the 'Rescue Challenge' that reflects current/future operating environments. Formats include important Continuous Professional Development (CPD) opportunities for not only teams involved in all disciplines, but for the attending assessors to ensure UKRO delivers against the highest standards in rescue education and techniques.

Trauma management  
challenge

# 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:



Advise and work closely with NFCC to continuously develop National Operational Guidance (NOG) and develop operational frameworks and standards to support compliance.



Supporting the Fire and Rescue sector approach to the prevention of rescue incidents, particularly Road Safety; this includes influencing policy and practices in a consistent and coordinated way.



Initiating research and development with sponsors, universities and other academic bodies, to explore specific rescue and trauma related issues and/or improve associated equipment and products.



Develop and deliver international support through our IDP and support of the WRO and other partners such as FIREAID.



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





Water 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 that devolution and local government reorganisation has the potential to radically change the organisation of services over the period of this plan.
- The ever-changing environmental impacts, linked to climate change, requiring a continued diversification and evolution of established Rescue Disciplines, which now need to operate in differing locations, for longer periods and to overcome different obstacles and challenged, in order to perform effective rescues.

- 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.





Vehicle extrication  
challenge



# OUR STRATEGIC OBJECTIVES



## **STRATEGIC OBJECTIVE 1:**

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

## **STRATEGIC OBJECTIVE 2:**

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

## **STRATEGIC OBJECTIVE 3:**

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

# OUR STRATEGIC OBJECTIVES

## DELIVERY PLAN: SERVICE DELIVERY

No.	Objective	Strategic Objective	Owner	By
1.1	Create and implement a suite of rescue frameworks and standards for vehicle extrication, rope and water rescue disciplines	1	Ian Marritt	June 2026
1.2	Establish qualifications via the IFE for each level of completed rescue standard within the rescue frameworks.	1&2	Ian Marritt	June 2026
1.3	Embed the latest pre-hospital care across all rescue challenges, rescue frameworks and standards, and education materials	1&3	Andy Dixon/ Ian Marritt	Annually
1.4	Support the creation of rescue-related Trauma Care guidance, for pre-hospital trauma professionals, that reflects differing skill and training levels.	1&3	Ian Marritt	June 2026
1.5	Review the relevant sections of the rescue and trauma-related NOG and feedback to the NFCC.	2&3	Ian Marritt	Annually
1.6	Work closely with the NFCC Lead for Alternative Fuels and particularly Electric Vehicles, incorporating the latest research into rescue challenges and education workshops.	1,2&3	Ian Marritt	Annually
1.7	Integration of the UKRO standards into the RCC and IDP.	1	Ian Marritt/ Cameron Black	Annually
1.8	Ensure that IDP projects, are delivered to the same standards, reflective of in-country context and facilities.	1,2&3	Cameron Black	Each Project
1.9	Delivery of the National Rescue Challenge.	2	Board Lead - Sam Burton	Annually
1.10	Embed the delivery of Education Workshops into every Rescue Discipline, for each Challenge Event.	1	Andy Dixon	Annually
1.11	Support the United Nations Decade of Action for Road Safety 2021-2030, in the delivery and improvement of Post-Crash Response.	1,2&3	Cameron Black	To 2030

## DELIVERY PLAN: SERVICE DELIVERY

No.	Objective	Strategic Objective	Owner	By
1.12	Support the NFCC with the coordination of rescue-related professionals, sharing of ideas and participation in shared events.	3	Dan Quin	Annually
1.13	Integration of Assessor and Education Team Workshops into the Challenge Year.	1	Andy Dixon/ Ian Marritt	Prior to National Rescue Challenge
1.14	Work with UKRO Directorates and the Motor Sport UK and Federation Internationale de l'Automobile (FIA) on a 'Proof of Concept' Rescue Challenge.	1,2&3	Cameron Black	June 2026
1.15	Develop a suite of options, to enable a flexible RCC and products, for each rescue discipline, not limited to a National Rescue Challenge delivery model	2	Andy Dixon	2026
1.16	Develop an all year round CPD delivery model, across the rescue disciplines, as a means of embedding guidance, improving standards, across the UK, not limited to the RCC	1,2&3	Sam Burton	2025-26
1.17	Create a Research and Development 'Offer' for rescue equipment suppliers, to access approved technical and professional advice from subject matter experts, when developing their products	3	Ian Marritt/ Andy Dixon	2026



# OUR STRATEGIC OBJECTIVES

## DELIVERY PLAN: SERVICE SUPPORT

No.	Objective	Strategic Objective	Owner	By
2.1	Support the Faculty of Pre-Hospital Care, via their Clinical and Training Standards Boards to continually improve medical standards.	1,2&3	Andy Dixon/ Ian Marritt	Annually
2.2	Develop an UKRO approved Instructor Programme.	1	Ian Marritt	Annually
2.3	Continued development and expansion of the UKRO Academy Vehicle Extrication Modules.	1,2&3	Ian Marritt	Annually
2.4	Creation of UKRO Academy Modules relating to Trauma Care/ Management.	1,2&3	Ian Marritt	June 2026
2.5	Begin development of UKRO Academy Modules for other Rescue Disciplines.	1,2&3	Ian Marritt	June 2026
2.6	Provide opportunities for Road Safety partners to participate in UKRO events, educating both rescue/trauma professionals and the attending public.	1,2&3	Dan Quin	Annually
2.7	Review of the National and Regional Challenge Handbooks and associated Memorandum of Understandings for Challenge Hosts.	2	Sam Burton	Annually
2.8	Combine each National Challenge with a NFCC Conference.	1&3	Sarah Mason	Annually
2.9	Identify opportunities for the technological advancement of UKRO practices, to improve the quality of feedback from Rescue Challenges, at an individual, team and event/sector level.	3	Ian Marritt	Annually
2.10	Ensure that the assessing process is of the same quality across all Rescue Disciplines and to develop our staff to ensure that any implemented system is maintained and complied with.	2	Andy Dixon	Annually
2.11	Establish representation from each Fire and Rescue Service in the UK, at the next National Rescue Challenge.	1&2	Mark Baxter/ Sam Burton	February 2026
2.12	Each Ambulance Service in the UK, to enter a team within the National Rescue Challenge, Trauma Care/Management Rescue Discipline.	1,2&3	Mark Baxter/ Sam Burton	February 2026

## DELIVERY PLAN: SERVICE SUPPORT

No.	Objective	Strategic Objective	Owner	By
2.13	Provide personal development opportunities to UKRO personnel, through the delivery of IDP projects and activities.	1&2	Cameron Black	Annually
2.14	Each Directorate to create and implement an individual Succession Plan, coordinated through Governance and Assurance for consistency.		Board	Annually
2.15	Review and re-communicate the expectations of Assessors, Rescue Discipline Leads, etc. for clear understanding of the organisational requirements.	1&2	Andy Dixon/ Ian Marritt	October 2025
2.16	Create a set of 'Organisational Values' for volunteers to professionally exemplify.	2	Sarah Mason	October 2025
2.17	Review and revise the UKRO Funding Model and support provided for National Rescue Challenge hosts.	2	Board	October 2025
2.18	Creation of a UKRO Newsletter.	1	Ian Greenman	October 2025
2.19	Delivery of a UKRO Challenge Year 'Seminar' for UKRO volunteers and patrons.	1,2&3	Ian Greenman	Annually
2.20	Deliver a Sponsors Event to update on the UKRO, expand the Research and Development 'Offer' and align support to the UKRO rather than individual Rescue Challenge hosts.	3	Ian Greenman	Annually
2.21	Seek UKRO membership of the Global Alliance of Non-Governmental Organisation (NGO) for Road Safety.	3	Cameron Black	July 2025
2.22	Commission report on options for Post-Crash Response partnerships with Commonwealth Nations.	3	Cameron Black	November 2025
2.23	Support the work of the WRO, including Board and Rescue Challenge delivery/development.	1,2&3	Dan Quin/ Cameron Black/ Ian Marritt	Annually
2.24	Identify funding for Phase 2 of the Ukraine IDP.	3	Cameron Black	October 2025

# OUR STRATEGIC OBJECTIVES

## DELIVERY PLAN: SERVICE SUPPORT

No.	Objective	Strategic Objective	Owner	By
2.25	Develop report on Post-Crash Response for Nepal.	3	Cameron Black	June 2025
2.26	Investigate options for closer international collaboration with Approved Training Provider Technical Rescue International (TRI).	1,2&3	Cameron Black	October 2025
2.27	Establish stronger links between UKRO Global and FIREAID.	2	Cameron Black	Annually
2.28	Ongoing Review of and Development of UKRO Risk Register.	2	Ian Greenman	Annually
2.29	Review existing Patrons and approach to their use.		Ian Greenman	Annually
2.30	Continued provision of article for the Emergency Services Times (EST), IFE Journal and Fire Magazine.	1&3	Ian Greenman	Annually
2.31	Ensure that the UKRO Website, App and other platforms are update, current and consistent in content, brand, etc.		Ian Greenman	Annually
2.32	Develop a UKRO Business Continuity Plan (BCP).	2	Ian Greenman	October 2025
2.33	Ensure that the UKRO Financial Accounts are current, accurate and independently examined. Including that all expenditure is prudent and appropriately challenged.		Director of Corporate Services	Annually
2.34	Ensure that UKRO Governances is established and adhered to, including the continued monitoring of progress against the UKRO Delivery Plans.			Each Board Meeting
2.35	Ensure that the UKRO Insurance(s) is attained and is sufficient cover for the charity's activities.		Director of Corporate Services	Annually
2.36	Oversee the provision of Health and Safety Management, for UKRO activities, working closely with partners, hosts, etc.	2	Director of Corporate Services	Annually

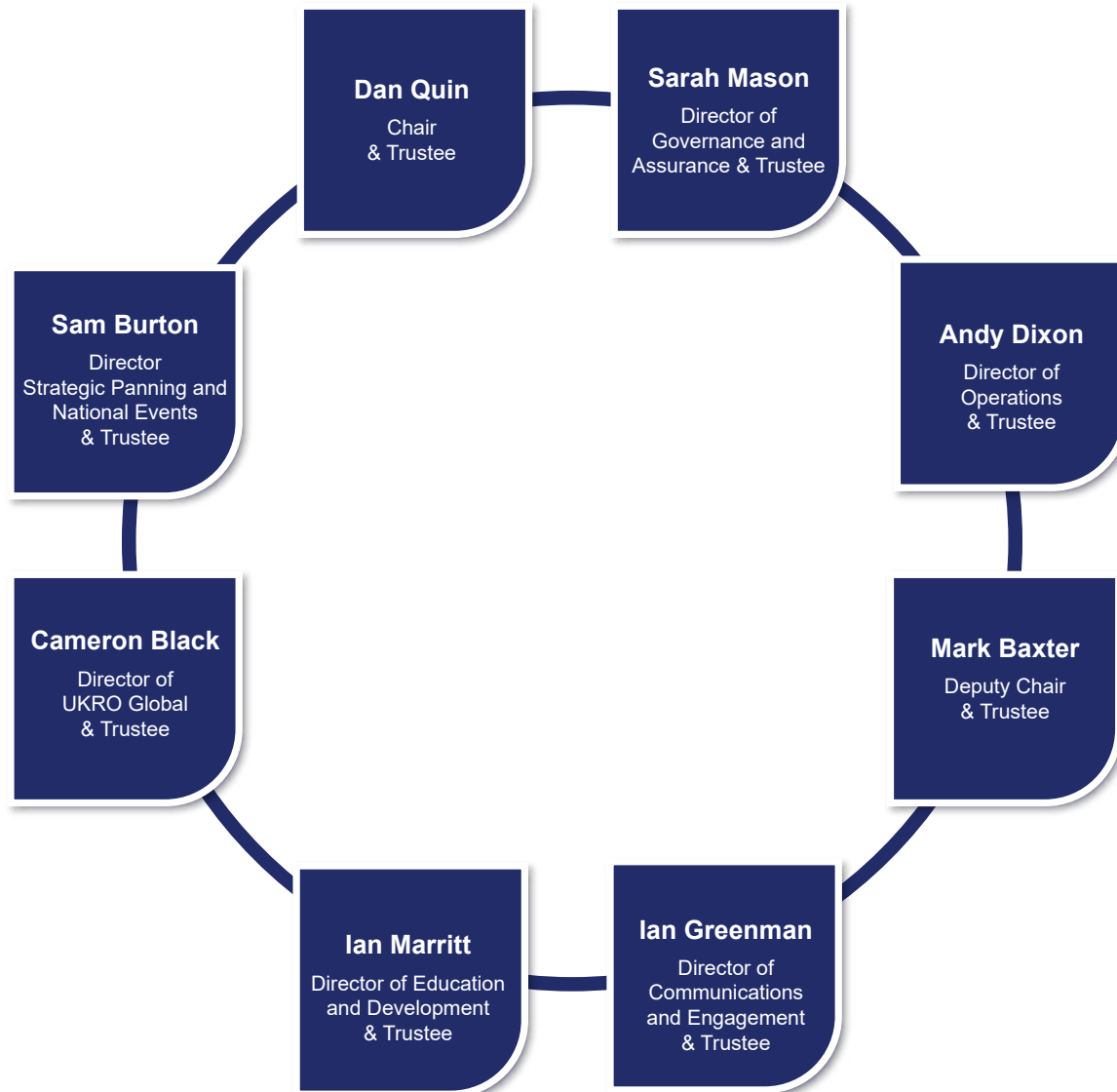


## DELIVERY PLAN: SERVICE SUPPORT

No.	Objective	Strategic Objective	Owner	By
2.37	Provide future hosts for national events from Fire and Rescue Services in the UK and develop succession planning for type of events each year.		Dan Quin/ Mark Baxter/ Sam Burton	Annually
2.38	Deliver the recommendations in the UKRO Safeguarding Self-Assessment and review regularly		Sarah Mason	Regularly
2.39	Provide opportunities for NFCC functions and teams to support the UKRO and participate in/contribute to UKRO events.	1&2	Sarah Mason	Annually
2.40	Review the UKRO's Quality Management System (QMS)	2	Sarah Mason	2025
2.41	Review the UKRO's Business Plan		Dan Quin/ Mark Baxter	Annually

# DELIVERING AGAINST OUR STRATEGIC OBJECTIVES

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



Each of these key post holders has a responsibility to review and update the Service Delivery and Service Support - Delivery Plans, in relation to, but not limited to, the strategic objectives allocated to them. The reporting of progress against the Delivery Plans is through the Board of Trustees to the Chair, on at least 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 QMS, which is reflected in organisational policies, procedures and ways of working. The QMS is owned by the Director of Governance and Assurance, but 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 Delivery Plans, the finance lead will provide accounts for each quarterly Board of Trustees meeting. The Chair and the Director of Governance and Assurance 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 Board of Trustees. This is monitored and reviewed quarterly at Board of Trustees 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 consists of qualified and passionate practitioners, who work with event hosts, to assess hazards, quantify risks and agree control measures.

## **Ethical and inclusion responsibilities**

The UKRO has a unique opportunity to positively influence the individuals and organisation it interacts with. The charity status and voluntary nature of the UKRO results in clear ethical expectations oversight, such as from the Charity Commission, and the ability to bring together individuals from across a wide range of sectors and services. The UKRO champions inclusion in its practices and opportunities available for volunteers and has clear values and conduct responsibilities. The requirement to operate ethically and to be kind, respectful and inclusive, applies to all UKRO team members and must be upheld.

# UKRO Roles

## Chair

- Provide leadership and strategic direction to UK Rescue Organisation (UKRO) including oversight of the business plan;
- Promote and encourage good governance to the board;
- Provide support to the members of the board;
- Promote and encourage cultural improvements, taking into account FRS sector reviews;
- Drive organisational improvement, linking to external and internal drivers;
- Act as the spokesperson where required.

## Deputy Chair

- Act as a sounding board and a deputy to the Chair;
- Share tasks with the chair and assist in their duties;
- Support the UKRO Business Plan and work collaboratively with UKRO partners and between directorates;
- Lead on the engagement of Fire Cadets in the work of UKRO;
- Lead on the identification of future National Rescue Challenge hosts.

## Global - International

- Promote and support the UKRO International Development Programme;
- Engage with existing and develop new international partnerships for the UKRO;
- Liaise with the World Rescue Organisation and FIREAID as Director of UKRO Global;
- Act as UKRO representative on the National Fire Chief Council (NFCC) International Group;
- Promote best practice and develop understanding within United Nations agencies relevant to Post Crash capabilities.



## **Strategic Planning - Events and Future Direction**

- Guide the planning, coordination, and evaluation of national events like the UKRO Continuous Professional Development (CPD) and National Challenge to support strategic goals and operational excellence;
- Use data and feedback from activities and events to monitor performance and inform continuous improvement in line with the business plan;
- Ensure national events support knowledge sharing, showcase professional standards, and encourage innovation in rescue practices;
- Build partnerships with key organisations such as fire and rescue services, sponsors, and professional bodies to enhance event impact and strategic delivery;
- Maintain high standards of governance and manage risks associated with strategic delivery and national event planning.

## **Education Development**

- Lead the development and delivery of education and training across UKRO to enhance operational rescue capabilities nationally and internationally;
- Oversee the design and implementation of the UKRO Academy and associated eLearning platform to support professional development for rescuers;
- Work with key stakeholders, including NFCC, World Rescue Organisation (WRO), and the Institute of Fire Engineers (IFE), to align educational content with national standards and best practice guidance;
- Develop and maintain UKRO approved training status and qualifications with the IFE;
- Support research and development in rescue practices with partner organisations to advance professional rescue.

## Operations

- Ensure the organisation's services stay at the cutting edge of developments in extrication, casualty care, heavy rescue, rope, and water rescue, enhancing their effectiveness in emergency situations;
- Implement strategies to manage organisational risks while ensuring the various rescue disciplines—extrication, casualty care, heavy rescue, rope, and water—are integrated into the operational framework;
- Ensure that services and products are not only innovative but also applicable to real-life scenarios, for professionals involved in extrication, casualty care, heavy rescue, rope, and water rescues at incident scenes;
- Work closely with the UKRO Board of Trustees to ensure operational strategies are aligned with the development and application of rescue techniques in all disciplines;
- Manage the logistics and organisation of our volunteers across the UK, coordinating national and regional challenges within the blue light and learning sectors to ensure effective deployment and support;
- Focus on optimising operational processes for each discipline, ensuring the effective delivery of resources and training in extrication, casualty care, heavy rescue, rope, and water rescue, while overcoming logistical challenges associated with a nationwide volunteer network.

## Engagement and Communications

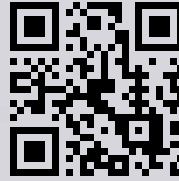
- Liaise with existing and future business partners, potential sponsors and patrons to identify opportunities for UKRO;
- Ensure all social media platforms are updated with regular and appropriate communications;
- Ensure the UKRO website is maintained and provides timely updates for all users;
- Manage all Information and Communication Technology (ICT) issues for the Charity;
- Ensure the brand and profile of UKRO is highlighted in the most professional manner and that it remains appropriate for the UKRO rescue sector;
- Maintain an updated Risk Register to ensure currency and protect business activities within remit;
- Work with all potential National Rescue Challenge hosts to ensure preparation and smooth facilitation of challenge;
- Lead on the annual Volunteer Event.

## **Governance and Assurance**

- Work with the UKRO Board to identify areas of strength and weakness in governance practice and act on this to generate positive change for UKRO as a charity and its stakeholders;
- Provide regular communication to the UKRO Board to provide oversight of the board's decisions, activities and impact;
- Manage, maintain and review UKRO Quality Management System;
- Act as UKRO Head of Safeguarding;
- Act as the communication point with NFCC Professional Services and NFCC Policy Officer;
- Lead of the monitoring of the UKRO Business Plan - Action Plan.

## **Corporate Services**

- Lead on the Corporate Services of UKRO and ensure there is a strategy for effective succession planning across all roles within the charity;
- Assist with consideration of UKRO budget to contain cost, deliver efficiencies and maximise in regards value for money;
- Work with all potential National Rescue Events and Challenge hosts to facilitate health and safety arrangements;
- Provide support and critique to existing UKRO Board of Trustees/ directors;
- Drive organisational improvement, linking to external and internal drivers.



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