BOARD PAPER

Item Number	Item 5 – Paper 2
Title of Paper	**Fire Standard sign off for consultation**
Decision or Information	For information and decision
Date of Meeting	15th June 2021
Presented by	Fire Standards Team
Attachments	Appendix A – Pre-consultation draft Fire Standard - Leading the Service Appendix B – Pre-consultation draft Fire Standard – Leading and Developing People

Summary

The purpose of this paper is to present the following Fire Standards for sign off for consultation:

1. Leading the Service
2. Leading and Developing People

Recommendations and Decisions

The Board is asked to:

- Review and confirm that the **Leading the Service** (Appendix A), and **Leading and Developing People Fire Standards** (Appendix B) can be signed off to commence consultation.

Background

A summary of the progress made to date on these standards and next steps is included in Paper 1 – Phase Two Standards Progress Report.

The NFCC Leads for both standards will be attending the Board meeting for further discussion and to support the presentation of these draft standards to commence consultation.

APPENDIX A

Title of Fire Standard (working title)	Leading the Service			
Business Area/Capability	Leadership			
Sponsoring NFCC Committee/Programme	NFCC Chairs / People Programme			
Date of approval	TBC	Date of Issue	TBC	
Reference Number	TBC	Review date	TBC	
Desired Outcome				

A fire and rescue service whose senior leaders adopt and role model positive and ethical behaviours, set a compelling vision for their service and translate that vision into a comprehensive delivery plan, understood by all. They empower, enable and inspire their people to:

a) understand and commit to delivering the vision;

b) contribute to the inclusive and positive working environment because they behave ethically and are motivated and engaged;

c) operate with agility and foresight so that they can respond to, and act on, learning, new challenges, emerging risks and changing community needs;

d) continually improve both locally and nationally because of their listening and learning culture;

e) put public safety at the core of their work; and

f) communicate openly and engage effectively to form and maintain positive relationships;

Leaders at all levels of the service are skilled, capable, understand their responsibilities and accountabilities and have the ability to influence others to deliver what is expected of them and for the service. They provide the assurance that the service is compliant with legislative requirements, statutory responsibilities, industry, professional and fire standards.

A service that protects life and property and responds to emergencies with the confidence and trust of its community and people. It actively promotes the safeguarding of those in its community and its employees, volunteers and stakeholders. It is integral to local and national resilience by collaborating and responding positively with partners and responding agencies, both cross-border and nationally.

It is a resilient and financially viable service which is environmentally aware, delivers excellence and value for money. It has a sustainable and diverse workforce with the capacity and resources to respond to the risks faced by its community.

It is considered an employer of choice, evidencing its approach to inclusivity because it provides equal access and opportunities for all. All those that work with and for the service understand

their role and responsibilities. It takes opportunities to listen and learn from its people and those they serve.

It uses accurate and appropriate data to inform thinking and decision making to proactively monitor its performance. It is well governed because of the trusted interface between its leaders and its governing body.

To achieve this Fire Standard

A well-led fire and rescue service must:

1. make clear the vision and strategic objectives for the service, which are available to and understood by all;
2. carry out strategic planning activities so that it:
   a. understands its local risk profile and carries out emergency preparedness measures to be able to respond to:
      i. the risks faced by and incidents in its local community; and
      ii. national emergencies, working as a single service or collaboratively with partners and/or as part of a multi-agency response.
   b. carries out robust workforce planning to:
      i. understand its capabilities so that it can deploy its resources effectively;
      ii. identify and manage talent; and
      iii. attract and maintain a competent and diverse workforce.
   c. remains financially viable, sustainable and delivers value for money for its community;
   d. can understand its environmental impact and put actions in place to reduce and/or mitigate them;
   e. identifies, understands and manages its corporate risks;
   f. has appropriate business continuity plans in place so that it is resilient and able to function during times of disruption;
   g. supports good governance, assigning clear responsibilities, roles and accountabilities and provides assurance about its organisational performance; and
   h. identifies and collects the right data to support effective and informed decision making.
3. put controls and processes in place so that it can effectively monitor and manage:
   a. finances;
   b. corporate risks;
   c. resources and capability;
   d. organisational performance;
   e. compliance with legislation and statutory responsibilities;
   f. talent management, organisational development and change; and
   g. commercial activities and procurement.
4. have provision for accessing legal and other specialist advice to inform the day-to-day operation of the organisation;

5. have leaders at all levels that:
    a. are accountable for the success of their service in:
        i.   delivering its strategic objectives;
        ii. complying with legislation, statutory responsibilities and industry standards; and
        iii. aligning their service to the Fire Standards and any other relevant professional standards.
    b. are politically aware, open to scrutiny, willing to accept feedback and understand both the national and local challenges facing their service and others;
    c. are open-minded and monitor the environment they operate in to enable them to work with agility and foresight;
    d. embody, role model and actively promote:
        i.   the leadership behaviours set out in the [NFCC Leadership Framework;](#) and
        ii. the ethical behaviours set out in the [Core Code of Ethics.](#)
    e. have excellent communication skills, promote and encourage all those who work with and for the service to embrace positive communication internally and externally;
    f. Use their effective influencing skills to:
        i.   build constructive relationships with staff representative bodies to develop and foster a positive industrial relations climate that facilitates change; and
        ii. build and maintain positive relationships with partners and stakeholders to deliver excellence to the community.
    g. are data literate, understand the importance of data and can interpret it to support their strategic planning and decision making.

6. have a defined approach to organisational learning so that it continually evaluates its own performance to improve its internal ways of working and the service it provides to the public;

7. have a defined approach to communications and engagement internally and externally and enable its people to build and maintain constructive relationships with partners and stakeholders;

8. provide comprehensive, accurate and data driven reporting.

A fire and rescue service should:

9. consider its approach to organisational learning by:
    a. continuously evaluating its performance to ensure it remains efficient, effective and compliant with legislation and standards;
    b. identifying, capturing, evaluating and sharing learning which could benefit itself and others and engaging with national learning arrangements, where they exist;
    c. have in place or access to mechanisms which enable feedback from the community to be captured and responded to;

d. have in place or access to mechanisms which enable feedback from employees to be captured and responded to; and

e. using identified learning to tailor and improve what it delivers to the community.

10. recognise when it may need support and draw on the appropriate networks, national guidance and tools to support its own organisational development;

11. maximise opportunities gained from supporting the National Fire Chiefs Council (NFCC) network by sharing learning and experiences, collaborating with others and contributing to the continual improvement of the service;

12. engage regionally and nationally with peers, partners and stakeholders.

Benefits

1) Provide improved value for money and delivery in a timely manner to the benefit of the community;
2) Improved public perception of the fire and rescue service as an employer of choice;
3) Improved efficiencies and effectiveness across the organisation because of its future focus and its ability to embrace innovation;
4) Improved organisational adaptability because of embedded organisational learning and continuous improvement practices;

Guidance and supporting information

- NFCC Leadership Framework
- Fire and rescue national framework for England
- Core Code of Ethics
- NFCC Talent Management Toolkit
- NFCC Coaching and Mentoring Toolkit
- Chartered Management Institute Professional Standards

Relevant Legislation

Fire Services Act, Health and Safety at Work Act and other more generic legislation will be included on the Fire Standards Board website in the list of legislation applicable to all Fire Standards. For legislation specific to this Fire Standard, please see below:

- Employment Rights Act
- The Equality Act

Linked Qualifications, Accreditations or Fire Standards

Other Fire Standards

[Code of Ethics](#)

[Community Risk Management Planning](#)

[Safeguarding](#)

Data Management Fire Standard (once published)

Leading the Service (once published)

APPENDIX B

Title of Fire Standard (working title)	Leading and Developing People		
Business Area/Capability	People		
Sponsoring NFCC Committee/Programme	NFCC Chairs and People Programme		
Date of approval	TBC	Date of Issue	TBC
Reference Number	TBC	Review date	TBC
Desired Outcome			

A fire and rescue service through its leadership establishes, maintains, and deploys a competent and motivated workforce to deliver excellence to the public. Leaders ensure that the service has the capabilities and capacity to respond, both locally and nationally, because of its effective workforce planning and fair, transparent and trusted people management practices. Leaders explore opportunities to resource activities within the service through partnership working, collaboration and outsourcing to achieve efficiencies and ensuring the best outcome for the community it serves.

Through innovative recruitment activities, the service promotes the variety of careers and opportunities available. It attracts and recruits people from a variety of backgrounds, drawing on their different skills and experiences to build a professional, competent and diverse workforce. This inclusivity enables it to better understand how to effectively engage with its community and tailor its delivery to meet their differing needs.

The service plans for, invests in, develops, and nurtures people at all levels, from when they join to when they leave. It values developing talent and leadership from within as well as attracting it from outside. The service has a culture where learning is embraced and whose leaders manage their teams in an open and receptive way. They seek to improve and innovate how they lead and manage their people, taking every opportunity to listen, learn and build trust.

Its people collectively contribute to the inclusive and positive working environment because they are motivated and engaged. They understand their contribution in relation to delivering the vision and purpose of the service and they behave ethically as they do so. They are empowered to operate with agility and foresight so that the service can identify, respond to, and act on, new challenges, emerging risks and changing community needs.

People know they can safely raise concerns and challenge behaviour where it is not aligned to the Core Code of Ethics, its own service values or codes of conduct. Its people know where they can get help and support if needed because the service prioritises the health, safety and wellbeing of its people.

To achieve this Fire Standard

A fire and rescue service must:

Planning and Infrastructure

1. carry out robust workforce planning to:
    a. deliver its strategic planning objectives to manage risks and respond to incidents within its community and regional and national emergencies;
    b. develop and manage talent at all levels in line with its strategic objectives and current and future gaps;
    c. understand and build its capabilities, considering internal and external options in order to deploy its resources effectively; and
    d. attract and maintain a competent and diverse workforce which can meet community and organisational needs.
2. have in place systems, policies and processes which support:
    a. legislation related to Human Resources (HR);
    b. effective recruitment, induction and initial development of their employees and volunteers;
    c. the monitoring and management of employee and volunteer performance and competence;
    d. ongoing training and development of employees and volunteers;
    e. open and regular communications between leaders, employees, partners and stakeholders;
    f. fair and transparent people and performance management practices;
    g. employees or volunteers exiting the organisation;
    h. the evaluation of workforce delivery; and
    i. excellent employee and industrial relations.

Recruitment and Promotion

3. develop and implement a variety of entry routes into the service to attract and recruit a diverse and professional workforce to meet its identified workforce requirements;
4. have in place:
    a. transparent and agreed selection processes and criteria for recruitment and promotion;
    b. standardised job descriptions and competencies;
    c. standardised contracts and terms of employment; and
    d. induction programmes for all those entering the service.

Learning and Development

5. train and develop employees so they are competent in their respective role;
6. provide continual professional development to employees so competency is maintained;
7. monitor and manage employee performance and competency;

8. identify, encourage and nurture talent, providing career pathways for all;
9. nurture, develop and prepare leaders as they progress within the organisation;
10. identify support for the diverse needs of individuals, including coaching and mentoring, employee assistance programmes and occupational health;
11. have a defined approach to organisational learning so that the service continually evaluates its own performance to improve its internal ways of working and the service it provides to the public;

Performance Management and Culture

12. embed the principles of inclusivity and belonging within all formal and informal people processes;
13. have performance management process in place to effectively manage and learn from:
    a. appraisals, grievances and disciplinary procedures; and
    b. competence achievement and maintenance.
14. ensure all those who work for and on behalf of the service embody and actively promote the behaviours set out in the Core Code of Ethics, ensuring the principles are embedded into its decision-making processes, local policies, and procedures;
15. have in place or access to mechanisms which enable feedback from employees to be captured and responded to;
16. have leaders that:
    a. demonstrate behaviours set out in the NFCC Leadership Framework and other professional behavioural frameworks;
    b. consistently use a communication style that is inclusive and meets the needs of their differing audiences;
    c. demonstrate a situational leadership style; being authentic and recognising and valuing the differences in the people and circumstances in order to build trust
    d. invest in their own development to keep up with changing horizons and priorities;
    e. demonstrate high levels of emotional intelligence, particularly self-awareness; and
    f. empower employees to operate flexibly within their role, to make decisions and deliver objectives in their own style.

Support and communications

17. have in place:
    a. health and wellbeing policies and support which are actively and widely promoted;
    b. health and safety policies and processes to ensure a safe working environment, in line with relevant legislation;
18. provide access to support and advice for employees in relation to employment, leaving the service and welfare matters;
19. have in place mechanisms to ensure employees can voice concerns in an open and safe environment. Leaders then act upon any issues raised.

A fire and rescue service *should*:

20. work collaboratively with others where appropriate, to deliver training, provide peer review and support
21. utilise centrally developed tools to support local workforce management and development.
22. contribute to NFCC networks and support national campaigns and initiatives, where appropriate and where resources are available.

Benefits

1. Well-resourced service that deploys its resources effectively and meets objectives set out by the organisation;

2. Increased levels of competency at all levels of the service;

3. Clear lines of accountability, with all employees having a good understanding of their role and the expectations;

4. Better and more transparent opportunities for employees to achieve competency and develop into future roles;

5. Higher levels of employee retention;

6. Improved, transparent recruitment and selection processes leading to a reduction in recruitment costs related to failed recruitment campaigns;

7. Better staff feedback mechanisms, supporting improved staff health and wellbeing.

Guidance and supporting information

- NFCC Leadership Framework
- Core Code of Ethics
- NFCC Talent Management Toolkit
- NFCC Coaching and Mentoring Toolkit
- NFCC Core Learning Pathways
- ACAS guidance
- NFCC Maturity Models
- NFCC Model Policies:
    - Talent_Management
    - NFCC People Policy Panel Workforce Planning
    - NFCC Personal Performance Policy
    - NFCC Recruitment Policy
    - NFCC People Policy Wellbeing
    - NFCC People Policy Absence Management

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