FIRE STANDARD

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.

Its leaders ensure it has innovative recruitment activities to promote 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 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, especially where it is not aligned to the Core Code of Ethics, its own service values or codes of conduct. The service prioritises the health, safety and wellbeing of its people, who know where they can get help and support if needed. It actively promotes the safeguarding of those in its community and its employees, volunteers and stakeholders.

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, including leaders, so they are competent in their respective roles;

6. provide continual professional development to employees, including leaders, so competency is maintained and developed;
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, belonging and equality of access 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 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;

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 Equality, Diversity and Inclusion Hub:
  - NFCC Equality, Diversity and Inclusion Strategic Plan
  - NFCC Equality, Diversity and Inclusion Toolkits
  - NFCC Equality of Access
  - NFCC Equality, Diversity and Inclusion Data Toolkit
  - NFCC Equality Impact Assessment Toolkit

- 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](#)

Relevant Legislation

This Fire Standard reflects only the most appropriate legislation to this topic. We recognise that fire and rescue services must comply with a broader list of legislation to undertake their duties, which would be applicable to all standards. [View the legislation which applies 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 (once published)
- Leading the Service (once published)