

Title of Fire Standard (working title)	Leading the Service		
Business Area/Capability	Leadership		
Sponsoring NFCC Committee/Programme	NFCC Chairs / NFCC People Programme		
Date of approval	TBC	Date of Issue	TBC
Reference Number	TBC	Review date	TBC
Desired Outcome			
<p>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:</p> <ul style="list-style-type: none"> 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 its 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. <p>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 uphold the reputation of the service and provide the assurance that it is compliant with legislative requirements, statutory responsibilities, industry, professional and fire standards.</p> <p>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.</p> <p>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.</p>			

It is considered an employer of choice, evidencing its approach to inclusivity because it provides equal access and opportunities for all, enabling increased diversity. 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 impacts 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;
 - iii. aligning their service to the Fire Standards and any other relevant professional standards; and
 - iv. uphold and enhance the high reputation of the service in all they do.
 - 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 actively 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

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)

*Command Leadership can be found in National Operational Guidance: Incident Command

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