

<b>Item Number</b>	<b>Item 4 – Paper 1</b>
<b>Title of Paper</b>	<b>Fire Standard Approval for Publication</b>
<b>Decision or Information</b>	For Decision
<b>Date of Meeting</b>	21 <sup>st</sup> December 2022
<b>Presented by</b>	Fire Standards Team
<b>Attachments</b>	Appendix A – Leading and Developing People Fire Standard Appendix B – Leading the Service Fire Standard

## Summary

The purpose of this paper is to present the following Fire Standards for approval for publication:

1. Leading the Service
2. Leading and Developing People

## Recommendations and Decisions

The Board is asked to:

- Confirm that they are content with the findings and recommendations presented in the Quality Assurance report, which has been sent to all members prior to this Board meeting; and
- Confirm that they are content to publish the **Leading and Developing People** (Appendix A) and **Leading the Service Fire Standards** (Appendix B)

## Background and Publication

A summary of the progress made to date on these standards is included in Paper 4 – Phase Two and Three Fire Standards Progress Report.

Following the successful Impact Assessment Engagement events with Fire Standards SPOCs, discussions will be held with the NFCC Chair on how best to engage Chief Fire Officers regarding these particular standards. This will be in conjunction with the traditional communication methods used to announce the publication of all standards (website and external press articles, emails and social media communications).

The Leadership and People Fire Standards will require leaders to be directly involved with the implementation of the standards, and they are also likely to need to be more self-reflective and

have greater self-awareness to lead the behaviour changes needed to achieve this fire standard outcome and promote cultural reform within their services.

The Leadership and People Fire Standards and supporting NFCC guidance combined with the findings from the Impact Assessment work (Paper 2), and the findings from the EDI Review (Paper 3), present the Fire Standards Board with the opportunity to engage with leaders as they work towards improving culture across all services.

More details about proposals for communication and engagement with both political and service leaders are included within Paper 2.

The Fire Standards Team have also engaged with the NFCC People Programme who are holding a HR Managers forum, due to take place in January 2023. This event will be attended by Heads of HR and Learning and Development from across Fire and Rescue Services. This is an opportunity to facilitate a workshop focussed on the Leadership and People Fire Standards to both publicise them and discuss potential local implications and implementation methods.

# APPENDIX A

<b>Title of Fire Standard</b>	Leading and Developing People
<b>Business Area/Capability</b>	People
<b>Sponsoring NFCC Committee/Programme</b>	People Programme
<b>Desired Outcome</b>	
<p>A fire and rescue service that 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 to emergencies and incidents, both locally and nationally. This is 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. They do this to achieve efficiencies, increase resilience and ensure the best outcome for the community it serves. The service is seen as an employer of choice.</p> <p>Its leaders ensure it has innovative recruitment activities to promote the range of careers and opportunities available to attract, recruit and retain people from a variety of backgrounds. It draws on the different skills and experiences of its people to build an agile, professional, competent and diverse workforce, which can adapt to changing risk and add value to community outcomes. Its diverse workforce enables it to better understand how to effectively engage with its community and tailor its delivery to meet their differing needs.</p> <p>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, potential and leadership from within, while also attracting it from outside. The service has a culture where learning is embraced, and leaders manage their teams in a receptive way. They seek to improve and innovate how they lead and manage, taking every opportunity to listen, learn and build trust.</p> <p>Its people are motivated and engaged and collectively contribute to an inclusive and positive working environment. 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 and act on new challenges, emerging risks and changing community needs.</p> <p>People know they can safely raise concerns and challenge behaviour, especially where the behaviour 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.</p>	
<b>To achieve this Fire Standard</b>	
A fire and rescue service <b>must</b> :	

## **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, nurture and manage talent at all levels in line with its strategic objectives and current and future needs;
  - c. understand and build its capabilities, considering internal and external options in order to utilise its resources effectively and flexibly; and
  - d. have in place necessary succession plans and processes to maintain a sustainable, competent workforce
2. have in place systems, policies and processes in regard to:
  - a. employment legislation;
  - b. effective recruitment, induction, ongoing development and training of their employees and volunteers;
  - c. the monitoring and management of employee and volunteer performance and competence;
  - d. open and regular communications between leaders, employees, partners and stakeholders;
  - e. fair, transparent and inclusive people and performance management practices;
  - f. employees or volunteers exiting the organisation;
  - g. the evaluation of workforce delivery; and
  - h. positive employment relations.

## **Recruitment and Promotion**

3. attract and maintain a competent and diverse workforce that can meet community and organisational needs
4. 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
5. have in place:
  - a. transparent, consistent and agreed selection processes and criteria for recruitment, promotion and transfers;
  - 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**

6. train and develop employees, including leaders, so they are competent in their respective roles
7. provide continual professional development to employees, including leaders, so competency is maintained and developed

8. monitor and manage employee performance and competency
9. identify, encourage and nurture talent, providing career pathways for all
10. nurture, develop and prepare leaders as they progress within the organisation
11. identify support in an inclusive way to meet the diverse needs of individuals, including coaching and mentoring, employee assistance programs and occupational health
12. 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**

13. have performance management processes in place to effectively manage and learn from:
  - a. appraisals, grievances and disciplinary procedures; and
  - b. competence achievement and maintenance.
14. embed the principles of inclusivity, belonging and equality of access within all formal and informal people processes
15. 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
16. have leaders that:
  - a. role model behaviours set out in the NFCC Leadership Framework and other professional behavioural frameworks;
  - b. challenge and act upon inappropriate behaviour;
  - c. consistently use a communication style that is inclusive and meets the needs of their differing audiences;
  - d. are able to adapt their leadership style; are authentic and recognise and value the differences in people and circumstances in order to build trust;
  - e. invest in their own development, and that of others, to keep up with changing horizons and priorities;
  - f. recognise the impact of change and support employees through the change process, managing those people to achieve the required outcome;
  - g. demonstrate high levels of emotional intelligence, particularly self-awareness;
  - h. value contributions made by their people; and
  - i. empower employees to operate flexibly within their role, to make decisions and deliver objectives in their own leadership styles.
17. have in place or access to mechanisms which enable feedback from employees to be captured and responded to
18. review continuous improvement processes to ensure objectives are being achieved

## Support and communications

19. have in place:

- a. health and wellbeing policies and support which are inclusive, actively and widely promoted and embedded;
- b. health and safety policies and processes to ensure a safe working environment, in line with relevant legislation;
- c. provide clear support and advice for employees in relation to employment, leaving the service and welfare matters;
- d. employee engagement policies and procedures, providing a clear and transparent route in highlighting organisational concerns, improvements and ideas in an open and inclusive environment. Leaders will then act appropriately and proportionately with the items raised and share any learning, changes or actions back into the service; and
- e. a recognition scheme that motivates, engages and encourages positive behaviours amongst employees.

A fire and rescue service **should**:

20. deliver training and provide peer support through working collaboratively with others, where appropriate
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. Improved safety and wellbeing of the public, employees, and volunteers
2. Continuously improves the quality of service provided to the public
3. A positive working culture which is inclusive, has the trust and confidence of its people and community
4. Improved retention and more successful recruitment campaigns because it is an employer of choice
5. A sustainable and diverse workforce that is engaged, motivated, well trained and competent

### 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 Recruitment Hub](#)
- 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](#)

The Fire Standards Board are aware there are multiple frameworks from other professional bodies which may also be relevant to this standard.

#### **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**

- [Code of Ethics](#)
- [Community Risk Management Planning](#)
- [Data Management](#)
- [Emergency Preparedness and Resilience](#)
- [Emergency Response Driving](#)
- [Fire Investigation](#)
- [Operational Competence](#)
- [Operational Learning](#)
- [Operational Preparedness](#)
- [Prevention](#)
- [Protection](#)
- [Safeguarding](#)
- Leading the Service (once published)

- [NFCC Apprenticeship Toolkit](#)
- NFCC Supervisory Leadership Development Programme
- Middle Manager Leadership - Coming soon
- Executive Leadership Programme – currently under review
- National Occupational Standards – currently under review



<b>Title of Fire Standard (working title)</b>	Leading the Service
<b>Business Area/Capability</b>	Leadership
<b>Sponsoring NFCC Committee/Programme</b>	NFCC Chairs / NFCC People Programme
<b>Desired Outcome</b>	
<p>A fire and rescue service where everyone works together to keep people safe, protecting life and property and delivering excellence to its community. Its community has confidence and trust in the service to prepare for and respond to emergencies. Its senior leaders set a compelling vision for their service and translate that vision into a comprehensive delivery plan, understood by all. They lead by example and create a diverse workforce with a culture which supports the health and wellbeing of their people. They empower, enable and inspire them to:</p> <ul style="list-style-type: none"> <li>a. put public safety at the core of their work;</li> <li>b. understand and commit to delivering the vision;</li> <li>c. contribute to an inclusive and positive culture because they behave ethically and are motivated and engaged;</li> <li>d. operate with agility and foresight so that they can act on learning, new challenges, emerging risks and changing community needs;</li> <li>e. continually improve the service it provides both locally and nationally because of the listening and learning culture;</li> <li>f. communicate openly and engage effectively to build trust and to form and maintain positive relationships; and</li> <li>g. uphold the reputation of the service.</li> </ul> <p>Leaders at all levels of the service are skilled, capable and understand their responsibilities and accountabilities. They are supportive and role model positive and ethical behaviours. They make sure everyone who works for and on behalf of the service, understands their role and what is expected of them. Leaders prioritise safeguarding to reduce the risk of abuse, harm and neglect in their community and service.</p> <p>Effective leadership of the service is integral to local, regional and national resilience. Leaders create an environment where their people collaborate with partners and agencies, enabling the service to prepare and respond in line with its civil contingencies duties, both cross-border and nationally.</p> <p>Leaders ensure the service is resilient and financially viable, is environmentally aware, and delivers excellence and value for money. The service has a sustainable and diverse workforce with the capacity to respond to the risks faced by its community. Leaders and their people have the resources, information and technology they need to fulfil their roles. They use accurate and appropriate data to inform thinking and decision making.</p>	

The service is considered an employer of choice, where leaders encourage and embrace diversity. It actively demonstrates its approach to inclusivity because leaders ensure the service provides equal access and opportunities for all. Leaders and their people take opportunities to listen and learn from their community and each other.

Leaders ensure that their service undertakes assurance so that it is compliant with legislative and statutory requirements and achieves industry, professional and Fire Standards. The service proactively monitors its performance, and 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. evaluate and continually improve what they do and how they do it for the benefit of the public and the service by:
  - a. looking forward, enabling it to identify emerging opportunities, challenges, risks and developments;
  - b. exploring opportunities to evolve and improve ways of working through innovative thinking and action;
  - c. coordinating their organisational development through integrating their functional improvement and change action plans to inform strategic planning; and
  - d. maximising opportunities to learn and innovate either from within or through collaboration with others.
3. carry out strategic planning activities so that it:
  - a. understands its local risk profile and considers and puts in place appropriate mitigations to be able to respond to:
    - i. the risks faced by, and incidents in, its local community; and
    - ii. local, regional, and national scale emergencies, working as a single service or collaboratively with partners or as part of a multi-agency response.
  - b. undertakes robust workforce planning to:
    - iii. understand its capabilities so that it can deploy its resources effectively;
    - iv. identify and manage potential and talent; and
    - v. attract and maintain a competent and diverse workforce.
  - c. remains financially viable, sustainable and delivers value for money for its community;
  - d. identifies, understands, and manages its corporate risks;
  - e. can understand its environmental impacts and put actions in place to reduce or mitigate them, or both;
  - f. has appropriate business continuity plans in place so that it is resilient and able to function during times of disruption;
  - g. maintains adequate technology to support the service;

- h. identifies and collects the right data to support effective and informed decision making, in a timely manner; and
  - i. supports good governance, assigning clear responsibilities, roles and accountabilities and provides assurance about its organisational performance.
- 4. have a strategic approach to communication, engagement and consultation which includes clear principles about how the organisation will communicate with its audiences, linked to the values of the service and the Code of Ethics Fire Standard
- 5. 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. communication, engagement and consultation;
  - g. talent management, organisational development, and change; and
  - h. commercial activities and procurement.
- 6. have provision for accessing legal and other specialist advice to inform the day-to-day operation of the service
- 7. have leaders at all levels that:
  - a. are accountable for the success of their service in:
    - vi. delivering its vision and strategic objectives;
    - vii. complying with legislation, statutory requirements and industry standards;
    - viii. aligning their service to the Fire Standards and any other relevant professional standards; and
    - ix. upholding and enhancing the high reputation of the service in all they do.
  - b. are politically aware, open to scrutiny and understand both the national and local challenges facing their service and others;
  - c. are open-minded, open to learning and actively monitor the environment they operate in to enable them to work with agility and foresight;
  - d. embody, role model and actively promote:
    - x. an environment that creates and maintains trust throughout the service;
    - xi. the leadership behaviours set out in the [NFCC Leadership Framework](#); and
    - xii. the ethical behaviours set out in the [Core Code of Ethics](#).
  - e. relate to others effectively and constructively because of their emotional intelligence;
  - f. demonstrate and encourage in others excellent communication skills, welcoming feedback from all;
  - g. use their effective influencing skills to develop and maintain positive and constructive relationships with:
    - xiii. staff representative bodies to develop and foster a positive industrial relations climate that builds trust and facilitates change; and
    - xiv. partners and stakeholders to deliver excellence to the community.

h. are technologically and data literate, who understand the importance of data and how to interpret it to support their planning and decision making

8. 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

9. provide comprehensive, accurate and data driven reporting.

A fire and rescue service should:

10. 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, 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.

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

12. 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

13. engage regionally and nationally with peers, partners and stakeholders, collaborating where appropriate.

### **Benefits**

1. Improved safety and wellbeing of the public, employees and volunteers
2. Continuously improves the quality of service provided to the public
3. Improved governance and leadership of the service and reduction of organisational risk
4. Leaders that are open to innovation and different ways of working
5. A positive working culture that is inclusive, has the trust and confidence of its people and community
6. More successful recruitment campaigns because it is an employer of choice
7. A sustainable and diverse workforce that is engaged, motivated, well trained and competent
8. Improved efficiencies, effectiveness, productivity and organisational adaptability
9. Successful collaborations with partners, stakeholders and representative bodies

### **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](#)
- [Learning Pathways](#)
- [Recruitment Hub](#)
- [Health and Wellbeing Hub](#)
- [NFCC EDI](#)
- [JESIP](#)

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- [Operational Preparedness](#)
- [Prevention](#)
- [Protection](#)
- [Safeguarding](#)
- Leading and Developing People (once published)

The Fire Standards Board are aware there are multiple pathways and qualifications appropriate for these standards. Those should be referred to in line with Core Learning Pathways.