Title of Fire Standard	Leading and Developing People
Business Area/Capability	People, Culture and Leadership

Desired Outcome (Oct 2023)	Desired Outcome 2025
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. Leaders drive effective workforce planning and fair, transparent, and trusted people management practices. Leaders actively promote the safeguarding of those in its community and its employees, volunteers and stakeholders. 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. 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.	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. Leaders drive effective workforce planning and fair, transparent and trusted people management practices. Leaders actively promote the safeguarding of those in their community and its employees, volunteers and stakeholders. 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 and value for money, for the community it serves. The service is seen as an employer of choice. 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

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. 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. 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.	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, 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. 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. 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.
To achieve this Fire Standard	
A fire and rescue service **must**: 1. carry out robust workforce planning to:	A fire and rescue service **must**: 1. carry out robust workforce planning to:

Left column:

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

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

Right column:

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, onboarding and probation;

c. ongoing development, training and progression;

d. the monitoring and management of employee and volunteer performance, training and competence;

e. open and regular communications between leaders, employees, partners and stakeholders;

f. fair, transparent and inclusive people and performance management;

g. employees or volunteers exiting the organisation;

h. the evaluation of workforce delivery;

i. positive employment relations; and

j. whistleblowing to enable staff to report concerns

3. attract and maintain a competent and diverse workforce that can meet community and organisational needs

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.
    e. arrangements to complete relevant background and employability checks on each employee, applicant, or candidate.
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.
13. have robust and transparent performance management processes in place to effectively manage and learn from:
    a. appraisals,
    b. grievances, complaints, and disciplinary procedures
    c. competence achievement and maintenance.

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;
    d. induction programmes for all those entering the service; and
    e. arrangements to complete relevant background and employability checks on each employee, applicant, or candidate.
6. train and develop employees, including all 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. ensure leaders at all levels have the appropriate training and support to enable them to carry out their budget management responsibilities effectively
9. monitor and manage employee performance and competency
10. identify, encourage and nurture talent, providing career pathways for all
11. nurture, develop and prepare leaders as they progress within the organisation
12. identify support in an inclusive way to meet the diverse needs of individuals, including coaching and mentoring, employee assistance programmes and occupational health
13. have a defined approach to organisational learning so that the service continually evaluates its own performance and has

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.

processes in place to learn from others to improve its internal ways of working and the service it provides to the public

14. have robust, consistent and transparent performance management processes in place to effectively manage and learn from:
    a. appraisals,
    b. misconduct, grievances and disciplinary procedures; and
    c. competence achievement and maintenance;

15. ensure those who carry out investigations are suitably trained and supported to fulfill their responsibilities;

16. have HR arrangements (case management systems) in place, which effectively monitor and manage investigations in a timely manner whilst ensuring accurate records;

17. have in place independent reporting lines that enable staff to report concerns through independent channels;

18. embed the principles of inclusivity, belonging and equality of access within all formal and informal people processes

19. 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

20. have leaders at all levels 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;

18. review continuous improvement processes to ensure objectives are being achieved.

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.

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.

21. have in place or access to mechanisms which enable feedback from employees to be captured, actioned and responded to
22. review continuous improvement processes to ensure objectives are being achieved
23. 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. clear and well-communicated support and advice for employees, in relation to:
       i) employment;
       ii) leaving the service;
       iii) welfare matters, including support for all those involved in the handling of employee misconduct; and
       iv) misconduct, including both those managing and those subject to any disciplinary action;

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;

e. a recognition scheme that motivates, engages and encourages positive behaviours amongst employees;

f. appropriate mechanisms in place to safeguard those who call out or raise concerns in relation to harassment, bullying or inappropriate behaviour, which is not in line with the Code of Ethics, including via whistleblowing;

g. welfare arrangements for those involved in conduct and/or grievance matters. Support and contact are recorded through case management systems;

h. suitable welfare support that reflects the pressure faced by senior leaders, up to and including chief fire officers who can often be targeted because of their role in implementing change or challenging behaviours; and

i. suitable safeguards to protect all staff, particularly senior leaders, from malicious or vexatious allegations

A fire and rescue service **should**:

24. have access to a dedicated function responsible for overseeing, investigating and responding to concerns around professional standards and conduct that are raised within the service or from an external source;

	25. have periodic reviews of discipline and grievance cases undertaken in Service to ensure that the processes are fair, transparent and free from bias; 26. deliver training and provide peer support through working collaboratively with others, where appropriate; 27. utilise centrally developed tools to support local workforce management and development; 28. 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	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
Legal Requirements or Mandatory Duties	

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](#) • [The Rehabilitation of Offenders Act 1974 (Exceptions) (Amendment) (England and Wales) Order 2023 (legislation.gov.uk)](#) • [Rehabilitation of Offenders Act 1974 (legislation.gov.uk)](#)	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](#) • [The Rehabilitation of Offenders Act (Exceptions) (Amendment) (England and Wales) Order 2023 (legislation.gov.uk)](#) • [Rehabilitation of Offenders Act (legislation.gov.uk)](#)
Linked Qualifications, accreditations or Fire Standards	

Fire Standards:	Fire Standards:
• Code of Ethics	• Code of Ethics
• Community Risk Management Planning	• Community Risk Management Planning
• Data Management	• Data Management
• Emergency Preparedness and Resilience	• Emergency Preparedness and Resilience
• Emergency Response Driving	• Emergency Response Driving
• Fire Investigation	• Fire Investigation
• Leading the Service	• Leading the Service
• Operational Learning	• Operational Learning
• Operational Competence	• Operational Competence
• Operational Preparedness	• Operational Preparedness
• Prevention	• Prevention
• Protection	• Protection
• Safeguarding	• Safeguarding
Leadership programmes:	Leadership programmes:
• NFCC Supervisory Leadership Development Programme	• NFCC Supervisory Leadership Development Programme
• NFCC Executive Leadership Programme	• NFCC Executive Leadership Programme
Guidance and supporting information	
• NFCC Leadership Framework	• ACAS guidance
• Core Code of Ethics	• Core Code of Ethics
• NFCC Talent Management Toolkit	• NFCC 360 Degree Feedback Guidance
• NFCC Coaching and Mentoring Toolkit	• NFCC Coaching and Mentoring Toolkit
• NFCC Core Learning Pathways	• NFCC Core Learning Pathways
• ACAS guidance	

- NFCC Maturity Models
- NFCC Recruitment Hub
- Managing Allegations Guidance
- Positive Disclosure Risk Assessment Guidance
- Joint DBS Eligibility Checks for Fire and Rescue Authority Roles
- 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.

- NFCC Leadership Framework
- NFCC Maturity Models
- NFCC Recruitment Hub
- Managing Allegations Guidance
- Positive Disclosure Risk Assessment Guidance
- Joint DBS Eligibility Checks for Fire and Rescue Authority Roles
- NFCC Strategic CPD Masterclasses
- NFCC Talent Management Toolkit
- NFCC Equality, Diversity and Inclusion Hub:
  - NFCC Equality, Diversity and Inclusion Strategic Improvement 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

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