

Item Number	Item 6 – Paper 3
Title of Paper	<b>Fire Standards Progress Update and Chairs’ Report</b>
Decision or Information	For information and decision
Date of Meeting	3 <sup>rd</sup> April 2025
Presented by	Fire Standards Team
Attachments	<b>Appendix A:</b> Proposed amendments to the Leading the Service Fire Standard <b>Appendix B:</b> Proposed amendments to the Leading and Developing People Fire Standard <b>Appendix C:</b> Letter exchange between Fire Standards Board and the Independent Challenge and Support Panel <b>Appendix D:</b> NFCC Competency Progress Update

This paper provides an update on the progress made in reviewing and maintaining the suite of Fire Standards. It also gives an update on the engagements undertaken by the Fire Standards Board Chairs and the NFCC Implementation Team.

The Board is asked to:

- note the contents of this paper;
- agree to delay further work on the Leading the Service and Leading and Developing People Fire Standards until any changes to those standards relating to misconduct have been decided.

## Exceptional Reviews

Exceptional Reviews into Asset Management and Finance

Following the Board’s decision to not develop Fire Standards on the respective subjects of Asset Management and Finance, the Fire Standards team (FST) has conducted an initial assessment of the published fire standards, identifying where these subjects are sufficiently addressed and where they may need to be strengthened. The initial assessment identified that a small number of fire standards may be impacted by this work and therefore required further review with subject matter experts. The fire standards identified were:

1. Leading the Service

2. Leading and Developing People
3. Community Risk Management Planning
4. Data Management
5. Emergency Preparedness and Resilience

The NFCC People, Culture and Leadership (PCL) Hub, in conjunction with Chief Fire Officers Wayne Bowcock and Rob MacDougall, is actively supporting the exceptional reviews of the Leading the Service and the Leading and Developing People Fire Standards. The work that has been done to take these reviews forward is described below.

- **Leading the Service Fire Standard**

A workshop with Steering Group members to discuss and agree any amendments to the standard based on Finance and Asset Management took place in January 2025. Proposed amendments can be found at Appendix A.

- **Leading and Developing People Fire Standard**

The FST presented at the NFCC HR Forum in October 2024 and invited subject matter experts (SME) to review this Fire Standard. A workshop was held on 25 November 2024 with SME's from six services being Derbyshire, Buckinghamshire, Cornwall, and Surrey. The working group agreed to a small number of amendments which CFOs Rob MacDougall and Wayne Bowcock have agreed. Proposed amendments can be found in Appendix B.

- **Community Risk Management Planning (CRMP) Fire Standard**

The CRMP Fire Standard is undergoing both an exceptional and periodic review concurrently. The FST has engaged with the NFCC CRMP Lead, Nikki Richards, and held a workshop with CRMP experts at their national Community of Practice meeting on 21 November 2024. The group is still negotiating amendments, which will be shared along with recommendations to the Board in April.

The ongoing work presented in paper 2 regarding misconduct has direct implications on the Leading the Service and Leading and Developing People Fire Standards. This work may lead to further amendments to both standards. As a result, it is recommended that the work to date on considering changes to both standards be paused until any further amendments, if any, are proposed and agreed.

## Periodic Reviews

- **Operational Competence and Operational Preparedness Fire Standards**

The FST engaged with the NFCC Operational Response and Control Team to assess the Operational Competency and Operational Preparedness Fire Standards to ensure these standards remained accurate and relevant. In January 2025, the Board agreed that a consultation should take place. As part of the consultation, discussions with the NFCC Operational Preparedness Response and Resilience (OPRR) and Operational Guidance Forum (OGF) are in progress and a wider and more formal consultation is expected to

commence in April 2025. The consultation will seek to determine whether the proposed changes are appropriate. The results of the consultation will be shared with the Board in due course.

- **Operational Learning**

The NFCC has recognised wider sectoral needs and evolved and expanded its processes around operational learning to encompass learning at an organisational level. In December 2024 the Board agreed to delay the periodic review of the Operational Learning Fire Standard to explore whether it should be expanded to include Organisational Learning. Discussions with the NFCC Organisational Learning team have progressed and members of the NFCC National Operational Learning User Group (NOLUG) have been tasked with exploring this with colleagues in their regions. Information is expected to be shared with the FST in June 2025.

- **Code of Ethics Fire Standard**

Initial discussions with the NFCC People, Culture and Leadership Hub have taken place and a request has gone to subject matter experts to attend a workshop in March 2025.

- **Prevention Fire Standard**

The FST team engaged with the NFCC Prevention Hub and delivered a Fire Standards presentation update at the NFCC Prevention Conference in November 2024. Volunteers from across the sector have been invited to attend a workshop in March 2025.

- **Emergency Response Driver Fire Standard**

FST conducted a workshop in March 2025 with a number of volunteers from the Driving Training Advisory Group (DTAG). The outcome of the review will be shared with the Board at the June Board Meeting.

## Communications and Engagement

### Review of Chairs' Engagements

The Chairs attended the following engagements:

- Meeting with Phil Garrigan – 7 February 2025
- Meeting with Ben Adams and LGA representatives – 24 February 2025
- Meeting with Roy Wilsher (HMICFRS) – 3<sup>rd</sup> March 2025
- Speaker at LGA Fire Conference (Alison only) – 11<sup>th</sup> and 12<sup>th</sup> March 2025
- Meeting with Susannah Hancock (response to Independent Challenge and Support Panel report) – 14<sup>th</sup> March 2025
- Ministerial Advisory Group (Home Office) (Suzanne) – 17<sup>th</sup> March 2025

## Ministerial Advisory Group

In November 2024, the Fire Standards Board Chair was invited by Dame Diana Johnson to represent the Board at the newly formed Ministerial Advisory Group (MAG) on Fire and Rescue Service Reform. The group of fire sector stakeholders was brought together to support the shaping of policy. The Chair has attended two meetings, the first in December 2024 and the second in March 2025. Meetings are expected to take place on a quarterly basis.

The expectation is that much of the preparatory discussions will take place in between MAG meetings with officials. The Chairs very much welcome these discussions but recognise that they will place additional pressure on the Fire Standard Board’s limited resources.

## Independent Challenge and Support Panel Response

The Independent Challenge and Support Panel was established at the request of the NFCC to provide external scrutiny, challenge, support and advice to NFCC on its culture and inclusion improvement work. It produced a [report in February 2025](#) whereby it proposed seven recommendations to the sector, one of which to the Fire Standards Board.

The Fire Standards Board Chair and Vice-Chair responded to the report and the recommendation and the Chair of the Independent Challenge and Support Panel subsequently responded. Both letters can be found in Appendix C. Following the exchange of letters, the Chairs spoke with Susannah Hancock and clarified the recommendation and how the panel worked.

## Implementation Support Team Engagement

The NFCC Implementation Team continues to support services with embedding the Fire Standards through an ongoing programme of workshops. The following table shows the team’s engagement with services since the December 2024 Board Meeting:

<b>Engagements December – March 2025</b>	<b>Participant Numbers</b>	<b>Service Numbers</b>
<b>Fire Standard enquiries and engagements</b>	49	n/a
<b>Thematic Leadership Fire Standards – Regional workshop x 4</b> <ul style="list-style-type: none"><li>• Introduction and Organisational Learning</li><li>• Comms and Engagement</li><li>• Leadership and Code of Ethics</li><li>• Talent Management</li></ul>	43	8
<b>Fire Standards Implementation workshops x 6:</b> <ul style="list-style-type: none"><li>• Code of Ethics</li><li>• Protection</li><li>• Fire Control</li></ul>	119	36

- CRMP
- Operational Preparedness
- Operational Learning

## Evaluation of Fire Standards

In support of the evaluation work, the team has also been gathering evidence from the Fire Standard Implementation workshops, some of this is illustrated below.

### Headline Numbers

The Implementation team has delivered 11 workshops and continues to schedule a workshop for most weeks. The data below is from individual functional workshops only.

## Fire Standards Workshops

October 2024 to present



NFCC

National Fire  
Chiefs Council

**Headline Numbers:**

- Data from 11 workshops October 2024 – March 2025 ongoing
- 240+ participants
- 240+ responses
- 45 services have attended at least once

2

### Participant Needs

Most participants attend the workshop to increase their understanding of Fire Standards but there are other areas of interest including reassurance, advice and learning.

## Participant needs

Why do participants attend the workshops?



NFCC  
National Fire  
Chiefs Council

86 responses



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## Barriers to Embedding Fire Standards

Resources, capacity and time are recurring barriers when the team delivers any kind of workshop or engages with participants at national events. This is always an area that is challenged and pushed back to the audience to consider how Fire Standards should be seen as a tool to support the reduction of resource and capacity burden in service. Those services, which struggle tend to be those writing dedicated Fire Standard action plans or rely on individual members of their service to complete a compliance focused gap analysis.

## Barriers

What are the barriers to embedding this Fire Standard in your service?



NFCC  
National Fire  
Chiefs Council

Barrier	Number
Resources	37
Capacity	31
Time	18
Skills / knowledge / understanding	12
Buy in (including senior buy in)	6
Finance / costs	4
Governance	4
Change management	3

This list is not exclusive but catches main responses

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## Benefits of Fire Standards

It is encouraging that services do recognise the benefits of the Fire Standards, including assurance and the support they provide to respond and engage with HMICFRS.



### Positive Impact / Benefits seen / Benefits will see / Do the Standards benefit etc...

#### What are some of the benefits?

- Assurance for the service
- Focus
- Better understanding of community risks
- Helps to formulate annual plans
- Base to link / respond to HMICFRS
- Support service improvement
- Greater professionalisation

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This data provides a snapshot of responses from the Implementation Fire Standards workshops since October 2024. The team continues to gather this data during each workshop, which is being shared with the NFCC Analysis and Insight Team for the wider evaluation of Fire Standards and products work.

# Appendix A

This appendix is shared on the next page



## Revised Fire Standard

The following columns outline the pre and post workshop edits to the Fire Standards.

<b>LEADING THE SERVICE FIRE STANDARD</b>	
<b>Current Desired Outcome</b>	<b>Proposed 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> </ul>	<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, proportionate <b>and financially sustainable</b> 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> </ul>

<p>f) communicate openly and engage effectively to build trust and to form and maintain positive relationships; and</p> <p>g) uphold the reputation of the service.</p> <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> <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</p>	<p>f) communicate openly and engage effectively to build trust and to form and maintain positive relationships; and</p> <p>g) uphold the reputation of the service.</p> <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, <b>capable, competent</b> and diverse workforce with the capacity to respond effectively to the risks faced by its community. Leaders and their people have the resources, information and technology they need to fulfil their roles. <b>They invest in and manage their assets, facilities and infrastructure in an ethical, collaborative, commercially aware, sustainable and socially responsible way.</b> They use accurate and appropriate data to inform thinking and decision making.</p> <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</p>
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<p>and opportunities for all. Leaders and their people take opportunities to listen and learn from their community and each other.</p> <p>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.</p>	<p>and opportunities for all. Leaders and their people take opportunities to listen and learn from their community and each other.</p> <p>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.</p>
<b>To achieve this Fire Standard</b>	
<p>A well-led fire and rescue service must:</p> <ol style="list-style-type: none"> <li>1. make clear the vision and strategic objectives for the service, which are available to and understood by all</li> <li>2. evaluate and continually improve what they do and how they do it for the benefit of the public and the service by: <ol style="list-style-type: none"> <li>a. looking forward, enabling it to identify emerging opportunities, challenges, risks and developments;</li> <li>b. exploring opportunities to evolve and improve ways of working through innovative thinking and action;</li> <li>c. coordinating their organisational development through integrating their functional improvement and change action plans to inform strategic planning; and</li> <li>d. maximising opportunities to learn and innovate either from within or through collaboration with others.</li> </ol> </li> <li>3. carry out strategic planning activities so that it: <ol style="list-style-type: none"> <li>a. understands its local risk profile and considers and puts in place appropriate mitigations to be able to respond to:</li> </ol> </li> </ol>	<p>A well-led fire and rescue service must:</p> <ol style="list-style-type: none"> <li>1. make clear the vision and strategic objectives for the service, which are available to and understood by all</li> <li>2. evaluate and continually improve what they do and how they do it for the benefit of the public and the service by: <ol style="list-style-type: none"> <li>a. looking forward, enabling it to identify emerging opportunities, challenges, risks and developments;</li> <li>b. exploring opportunities to evolve and improve ways of working through innovative thinking and action;</li> <li>c. coordinating their organisational development through integrating their functional improvement and change action plans to inform strategic planning; and</li> <li>d. maximising opportunities to learn and innovate either from within or through collaboration with others.</li> </ol> </li> <li>3. carry out strategic planning activities so that it: <ol style="list-style-type: none"> <li>a. understands its local risk profile and considers and puts in place appropriate mitigations to be able to respond to:</li> </ol> </li> </ol>

<ul style="list-style-type: none"> <li>i. the risks faced by, and incidents in, its local community; and</li> <li>ii. local, regional and national scale emergencies, working as a single service or collaboratively with partners or as part of a multi-agency response.</li> </ul> <p>b. undertakes robust workforce planning to:</p> <ul style="list-style-type: none"> <li>i. understand its capabilities so that it can deploy its resources effectively;</li> <li>ii. identify and manage potential and talent; and</li> <li>iii. attract and maintain a competent and diverse workforce.</li> </ul> <p>c. remains financially viable, sustainable and delivers value for money for its community;</p> <p>d. identifies, understands and manages its corporate risks;</p> <p>e. can understand its environmental impacts and put actions in place to reduce or mitigate them, or both;</p> <p>f. has appropriate business continuity plans in place so that it is resilient and able to function during times of disruption;</p> <p>g. maintains adequate technology to support the service;</p> <p>h. identifies and collects the right data to support effective and informed decision making, in a timely manner; and</p> <p>i. supports good governance, assigning clear responsibilities, roles and accountabilities and provides assurance about its organisational performance.</p> <p>4. have a strategic approach to communication, engagement and consultation which includes clear principles about how the</p>	<ul style="list-style-type: none"> <li>i. the risks faced by, and incidents in, its local community; and</li> <li>ii. local, regional and national scale emergencies, working as a single service or collaboratively with partners or as part of a multi-agency response.</li> </ul> <p>b. undertakes robust workforce planning to:</p> <ul style="list-style-type: none"> <li>i. understand its capabilities so that it can deploy its resources effectively;</li> <li>ii. identify and manage potential and talent; and</li> <li>iii. attract and maintain a competent and diverse workforce.</li> </ul> <p>c. aligns its finances to its strategic plans, risk profile and vision, whilst ensuring it remains financially viable, sustainable and delivers value for money for its community;</p> <p>d. understands and plans for the ongoing maintenance of its assets,;</p> <p>e. identifies, understands and manages its corporate risks;</p> <p>f. can understand its environmental impacts and put actions in place to reduce or mitigate them, or both;</p> <p>g. has appropriate business continuity plans in place so that it is resilient and able to function during times of disruption;</p> <p>h. maintains adequate technology to support the service;</p> <p>i. identifies and collects the right data to support effective and informed decision making, in a timely manner; and</p>
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<p>organisation will communicate with its audiences, linked to the values of the service and the Code of Ethics Fire Standard</p> <ol style="list-style-type: none"> <li>5. put controls and processes in place so that it can effectively monitor and manage:       <ol style="list-style-type: none"> <li>a. finances;</li> <li>b. corporate risks;</li> <li>c. resources and capability;</li> <li>d. organisational performance;</li> <li>e. compliance with legislation and statutory responsibilities;</li> <li>f. communication, engagement and consultation;</li> <li>g. talent management, organisational development, and change; and</li> <li>h. commercial activities and procurement.</li> </ol> </li> <li>6. have provision for accessing legal and other specialist advice to inform the day-to-day operation of the service</li> <li>7. have leaders at all levels that:       <ol style="list-style-type: none"> <li>a. are accountable for the success of their service in:           <ol style="list-style-type: none"> <li>i. delivering its vision and strategic objectives;</li> <li>ii. complying with legislation, statutory requirements and industry standards;</li> <li>iii. aligning their service to the Fire Standards and any other relevant professional standards; and</li> <li>iv. upholding and enhancing the high reputation of the service in all they do.</li> </ol> </li> <li>b. are politically aware, open to scrutiny and understand both the national and local challenges facing their service and others;</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li> <ol style="list-style-type: none"> <li> <ol style="list-style-type: none"> <li>j. supports good governance, assigning clear responsibilities, roles and accountabilities and provides assurance about its organisational performance.</li> </ol> </li> </ol> </li> <li>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</li> <li>5. put controls and processes in place so that it can effectively monitor and manage:       <ol style="list-style-type: none"> <li>a. finances;</li> <li>b. corporate risks;</li> <li>c. assets, with due consideration of whole life cycle and disposal;</li> <li>d. organisational performance;</li> <li>e. compliance with legislation and statutory responsibilities;</li> <li>f. communication, engagement and consultation;</li> <li>g. talent management, organisational development, and change; and</li> <li>h. commercial activities and procurement.</li> </ol> </li> <li>6. have provision for accessing legal and other specialist advice to inform the day-to-day operation of the service</li> <li>7. have leaders at all levels that:       <ol style="list-style-type: none"> <li>a. are accountable for the success of their service in:           <ol style="list-style-type: none"> <li>i. delivering its vision and strategic objectives;</li> <li>ii. complying with legislation, statutory requirements and industry standards;</li> <li>iii. aligning their service to the Fire Standards and any other relevant professional standards; and</li> </ol> </li> </ol> </li> </ol>
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- 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:
    - i. an environment that creates and maintains trust throughout the service;
    - ii. the leadership behaviours set out in the [NFCC Leadership Framework](#); and
    - iii. 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:
    - i. staff representative bodies to develop and foster a positive industrial relations climate that builds trust and facilitates change; and
    - ii. 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.

- iv. 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;
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- 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:
  - i. staff representative bodies to develop and foster a positive industrial relations climate that builds trust and facilitates change; and
  - ii. partners and stakeholders to deliver excellence to the community.

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.

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

i. able to budget responsibly to contribute to an efficiently run service.

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:

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	<p>11. recognise when it may need support and draw on the appropriate networks, national guidance and tools to support its own organisational development</p> <p>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</p> <p>13. engage regionally and nationally with peers, partners and stakeholders, collaborating where appropriate.</p>
<b>Benefits</b>	
<p>1) Improved safety and wellbeing of the public, employees and volunteers</p> <p>2) Continuously improves the quality of service provided to the public</p> <p>3) Improved governance and leadership of the service and reduction of organisational risk</p> <p>4) Leaders that are open to innovation and different ways of working</p> <p>5) A positive working culture that is inclusive, has the trust and confidence of its people and community</p> <p>6) More successful recruitment campaigns because it is an employer of choice</p> <p>7) A sustainable and diverse workforce that is engaged, motivated, well trained and competent</p> <p>8) Improved efficiencies, effectiveness, productivity and organisational adaptability</p> <p>9) Successful collaborations with partners, stakeholders and representative bodies</p>	<p>1) Improved safety and wellbeing of the public, employees and volunteers</p> <p>2) Continuously improves the quality of service provided to the public</p> <p>3) Improved governance and leadership of the service and reduction of organisational risk</p> <p>4) Leaders that are open to innovation and different ways of working</p> <p>5) A positive working culture that is inclusive, has the trust and confidence of its people and community</p> <p>6) More successful recruitment campaigns because it is an employer of choice</p> <p>7) A sustainable and diverse workforce that is engaged, motivated, well trained and competent</p> <p>8) Improved efficiencies, effectiveness, productivity and organisational adaptability</p> <p>9) Successful collaborations with partners, stakeholders and representative bodies</p>
<b>Guidance and supporting information</b>	



<ul style="list-style-type: none"> <li>• <a href="#">NFCC Leadership Framework</a></li> <li>• <a href="#">Fire and Rescue National framework for England</a></li> <li>• <a href="#">Core Code of Ethics</a></li> <li>• <a href="#">NFCC Talent Management Toolkit</a></li> <li>• <a href="#">NFCC Coaching and Mentoring Toolkit</a></li> <li>• <a href="#">Chartered Management Institute Professional Standards</a></li> <li>• <a href="#">Learning Pathways</a></li> <li>• <a href="#">Recruitment Hub</a></li> <li>• <a href="#">Health and Wellbeing Hub</a></li> <li>• <a href="#">NFCC EDI</a></li> <li>• <a href="#">JESIP</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">NFCC Leadership Framework</a></li> <li>• <a href="#">Fire and Rescue National framework for England</a></li> <li>• <a href="#">Core Code of Ethics</a></li> <li>• <a href="#">NFCC Talent Management Toolkit</a></li> <li>• <a href="#">NFCC Coaching and Mentoring Toolkit</a></li> <li>• <a href="#">Chartered Management Institute Professional Standards</a></li> <li>• <a href="#">Learning Pathways</a></li> <li>• <a href="#">Recruitment Hub</a></li> <li>• <a href="#">Health and Wellbeing Hub</a></li> <li>• <a href="#">NFCC EDI</a></li> <li>• <a href="#">JESIP</a></li> <li>• <a href="#">NFCC Fleet Management Best Practice Manual (draft)</a></li> <li>• <a href="#">NFCC Environment sustainability and climate change toolkit</a></li> <li>• <a href="#">NFCC Fleet &amp; Equipment management and asset system</a></li> </ul>
<b>Relevant Legislation</b>	
<p>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. <a href="#">View the legislation which applies to all Fire Standards.</a></p> <p>For legislation specific to this Fire Standard, please see below:</p> <ul style="list-style-type: none"> <li>• Employment Rights Act</li> <li>• The Equality Act</li> </ul>	<p>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. <a href="#">View the legislation which applies to all Fire Standards.</a></p> <p>For legislation specific to this Fire Standard, please see below:</p> <ul style="list-style-type: none"> <li>• Employment Rights Act</li> <li>• The Equality Act</li> </ul>

Linked Qualifications, Accreditations or Fire Standards	
<p>Other Fire Standards</p> <ul style="list-style-type: none"> <li>• <a href="#">Code of Ethics</a></li> <li>• <a href="#">Community Risk Management Planning</a></li> <li>• <a href="#">Emergency Preparedness and Resilience</a></li> <li>• <a href="#">Emergency Response Driving</a></li> <li>• <a href="#">Fire Investigation</a></li> <li>• <a href="#">Operational Competence</a></li> <li>• <a href="#">Operational Learning</a></li> <li>• <a href="#">Operational Preparedness</a></li> <li>• <a href="#">Prevention</a></li> <li>• <a href="#">Protection</a></li> <li>• <a href="#">Safeguarding</a></li> <li>• <a href="#">Data Management</a></li> <li>• Leading the Service (once published)</li> </ul> <p>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.</p>	<p>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.</p> <p>All Fire Standards work together as a suite and are underpinned by successfully embedding the Leading the Service Fire Standard.</p>

# Appendix B

This appendix is shared on the next page

**LEADING THE SERVICE FIRE STANDARD**

<b>Current Desired Outcome</b>	<b>Proposed 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. Leaders drive effective workforce planning and fair, transparent and trusted people management practices.</p> <p>Leaders actively promote the safeguarding of those in its community and its employees, volunteers and stakeholders.</p> <p>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</p>	<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. Leaders drive effective workforce planning and fair, transparent and trusted people management practices.</p> <p>Leaders actively promote the safeguarding of those in its community and its employees, volunteers and stakeholders.</p> <p>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 <b>and value for money</b>, 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</p>

<p>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.</p>	<p>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.</p>
<b>To achieve this Fire Standard</b>	
<p>fire and rescue service must:</p> <p><b>Planning and Infrastructure</b></p> <p>14. carry out robust workforce planning to:</p> <ul style="list-style-type: none"> <li>a. deliver its strategic planning objectives to manage risks and respond to incidents within its community and regional and national emergencies;</li> <li>b. develop, nurture and manage talent at all levels in line with its strategic objectives and current and future needs;</li> </ul>	<p>fire and rescue service must:</p> <p><b>Planning and Infrastructure</b></p> <p>1. carry out robust workforce planning to:</p> <ul style="list-style-type: none"> <li>a. deliver its strategic planning objectives to manage risks and respond to incidents within its community and regional and national emergencies;</li> <li>b. develop, nurture and manage talent at all levels in line with its strategic objectives and current and future needs;</li> </ul>

<ul style="list-style-type: none"> <li>c. understand and build its capabilities, considering internal and external options in order to utilise its resources effectively and flexibly; and</li> <li>d. have in place necessary succession plans and processes to maintain a sustainable, competent workforce</li> </ul> <p>15. have in place systems, policies and processes in regard to:</p> <ul style="list-style-type: none"> <li>a. employment legislation;</li> <li>b. effective recruitment, induction, ongoing development and training of their employees and volunteers;</li> <li>c. the monitoring and management of employee and volunteer performance and competence;</li> <li>d. open and regular communications between leaders, employees, partners and stakeholders;</li> <li>e. fair, transparent and inclusive people and performance management practices;</li> <li>f. employees or volunteers exiting the organisation;</li> <li>g. the evaluation of workforce delivery; and</li> <li>h. positive employment relations.</li> </ul> <p><b>Recruitment and Promotion</b></p> <p>16. attract and maintain a competent and diverse workforce that can meet community and organisational needs</p> <p>17. 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</p> <p>18. have in place:</p> <ul style="list-style-type: none"> <li>a. transparent, consistent and agreed selection processes and criteria for recruitment, promotion and transfers;</li> </ul>	<ul style="list-style-type: none"> <li>c. understand and build its capabilities, considering internal and external options in order to utilise its resources effectively and flexibly; and</li> <li>d. have in place necessary succession plans and processes to maintain a sustainable, competent workforce</li> </ul> <p>2. have in place systems, policies and processes in regard to:</p> <ul style="list-style-type: none"> <li>a. employment legislation;</li> <li>b. effective recruitment, induction, ongoing development and training of their employees and volunteers;</li> <li>c. the monitoring and management of employee and volunteer performance and competence;</li> <li>d. open and regular communications between leaders, employees, partners and stakeholders;</li> <li>e. fair, transparent and inclusive people and performance management practices;</li> <li>f. employees or volunteers exiting the organisation;</li> <li>g. the evaluation of workforce delivery; and</li> <li>h. positive employment relations.</li> </ul> <p><b>Recruitment and Promotion</b></p> <p>3. attract and maintain a competent and diverse workforce that can meet community and organisational needs</p> <p>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</p> <p>5. have in place:</p> <ul style="list-style-type: none"> <li>a. transparent, consistent and agreed selection processes and criteria for recruitment, promotion and transfers;</li> </ul>
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- 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**

- 19. train and develop employees, including leaders, so they are competent in their respective roles
- 20. provide continual professional development to employees, including leaders, so competency is maintained and developed
- 21. monitor and manage employee performance and competency
- 22. identify, encourage and nurture talent, providing career pathways for all
- 23. nurture, develop and prepare leaders as they progress within the organisation
- 24. identify support in an inclusive way to meet the diverse needs of individuals, including coaching and mentoring, employee assistance programs and occupational health
- 25. 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**

- 26. have performance management processes in place to effectively manage and learn from:
  - a. appraisals, grievances and disciplinary procedures; and
  - b. competence achievement and maintenance.
- 27. embed the principles of inclusivity, belonging and equality of access within all formal and informal people processes

- 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 **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 programs and occupational health
- 13. have a defined approach to organisational learning so that the service continually evaluates its own performance **and has processes in place to learn from others** to improve its internal ways of working and the service it provides to the public

**Performance Management and Culture**

- 14. have performance management processes in place to effectively manage and learn from:
  - a. appraisals, grievances and disciplinary procedures; and

28. 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

29. 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.

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

b. competence achievement and maintenance.

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

16. 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

17. 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;
- 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.

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



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

**Support and communications**

32. 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*:

- 33. deliver training and provide peer support through working collaboratively with others, where appropriate
- 34. utilise centrally developed tools to support local workforce management and development

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

**Support and communications**

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- 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*:

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

<p>35. contribute to NFCC networks and support national campaigns and initiatives, where appropriate and where resources are available</p>	
<b>Benefits</b>	
<p>10) Improved safety and wellbeing of the public, employees, and volunteers  11) Continuously improves the quality of service provided to the public  12) A positive working culture which is inclusive, has the trust and confidence of its people and community  13) Improved retention and more successful recruitment campaigns because it is an employer of choice  14) A sustainable and diverse workforce that is engaged, motivated, well trained and competent</p>	<p>15) Improved safety and wellbeing of the public, employees, and volunteers  16) Continuously improves the quality of service provided to the public  17) A positive working culture which is inclusive, has the trust and confidence of its people and community  18) Improved retention and more successful recruitment campaigns because it is an employer of choice  A sustainable and diverse workforce that is engaged, motivated, well trained and competent</p>
<b>Guidance and supporting information</b>	
<ul style="list-style-type: none"> <li>• <a href="#">ACAS guidance</a></li> <li>• <a href="#">Core Code of Ethics</a></li> <li>• <a href="#">NFCC Coaching and Mentoring Toolkit</a></li> <li>• <a href="#">NFCC Core Learning Pathways</a></li> <li>• <a href="#">NFCC Leadership Framework</a></li> <li>• <a href="#">NFCC Maturity Models</a></li> <li>• <a href="#">NFCC Recruitment Hub</a></li> <li>• <a href="#">NFCC Talent Management Toolkit</a></li> <li>• <a href="#">NFCC Equality, Diversity and Inclusion Hub:</a></li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">ACAS guidance</a></li> <li>• <a href="#">Core Code of Ethics</a></li> <li>• <a href="#">NFCC 360 Degree Feedback Guidance</a></li> <li>• <a href="#">NFCC Coaching and Mentoring Toolkit</a></li> <li>• <a href="#">NFCC Core Learning Pathways</a></li> <li>• <a href="#">NFCC Leadership Framework</a></li> <li>• <a href="#">NFCC Maturity Models</a></li> <li>• <a href="#">NFCC Recruitment Hub</a></li> <li>• <a href="#">NFCC Strategic CPD Masterclasses</a></li> <li>• <a href="#">NFCC Talent Management Toolkit</a></li> </ul>

<ul style="list-style-type: none"> <li>○ <a href="#">NFCC Equality, Diversity and Inclusion Strategic Improvement Plan</a></li> <li>○ <a href="#">NFCC Equality, Diversity and Inclusion Toolkits</a></li> <li>○ <a href="#">NFCC Equality of Access</a></li> <li>○ <a href="#">NFCC Equality, Diversity and Inclusion Data Toolkit</a></li> <li>○ <a href="#">NFCC Equality Impact Assessment Toolkit</a></li> <li>● <a href="#">NFCC Model Policies</a> <ul style="list-style-type: none"> <li>● <a href="#">Talent Management</a></li> <li>● <a href="#">NFCC People Policy Panel Workforce Planning</a></li> <li>● <a href="#">NFCC Personal Performance Policy</a></li> <li>● <a href="#">NFCC Recruitment Policy</a></li> <li>● <a href="#">NFCC People Policy Wellbeing</a></li> <li>● <a href="#">NFCC People Policy Absence Management</a></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● <a href="#">NFCC Equality, Diversity and Inclusion Hub:</a> <ul style="list-style-type: none"> <li>○ <a href="#">NFCC Equality, Diversity and Inclusion Strategic Improvement Plan</a></li> <li>○ <a href="#">NFCC Equality, Diversity and Inclusion Toolkits</a></li> <li>○ <a href="#">NFCC Equality of Access</a></li> <li>○ <a href="#">NFCC Equality, Diversity and Inclusion Data Toolkit</a></li> <li>○ <a href="#">NFCC Equality Impact Assessment Toolkit</a></li> </ul> </li> <li>● <a href="#">NFCC Model Policies</a></li> </ul>
<b>Relevant Legislation</b>	
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<b>Linked Qualifications, Accreditations or Fire Standards</b>	

**Fire Standards:**

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

**Linked Qualifications and/or accreditations**

- [NFCC Apprenticeship Toolkit](#)
- [NFCC Supervisory Leadership Development Programme](#)
- [NFCC Executive Leadership Programme](#)

National Occupational Standards – currently under review

**Fire Standards:**

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

**Linked Qualifications and/or accreditations**

- [NFCC Apprenticeship Toolkit](#)
- [NFCC Supervisory Leadership Development Programme](#)
- [Middle Leadership Programme](#)
- [NFCC Executive Leadership Programme](#)

National Occupational Standards – currently under review

# Appendix C

## LETTER TO INDEPENDENT CHALLENGE AND SUPPORT PANEL FROM FIRE STANDARDS BOARD

Anthea Sulley  
C/O National Fire Chiefs Council  
71-75 Shelton Street  
Covent Garden  
London  
WC2H 9JQ

Dear Ms Sulley,

As independent Chair and Deputy Chair of the Fire Standards Board (FSB), we very much welcomed your Independent Challenge and Support Panel Closing Report containing many helpful and constructive observations and recommendations.

It is, however, regrettable that the FSB Chairs were not invited either to meet with you or the Panel or to provide a written submission prior to the completion of your report. We would have very much valued the opportunity to do so as this would have given us the opportunity to discuss the work of the FSB and the NFCC's Implementation Team and explain the initial suite of Fire Standards. In particular, we would have liked to have explored with you the benefit of those standards that are especially relevant to the Panel's concerns - Code of Ethics; Leading the Service; Leading and Developing People; Safeguarding; Communications and Engagement and Internal Governance and Assurance. This would also have afforded the opportunity to discuss the Panel's thinking before the Panel decided its formal recommendations including the one which is directed specifically to the FSB to create a strategic standard for the handling of misconduct cases.

We agree that managing misconduct is an important subject, which requires some further focus in the fire sector, and as you may know the FSB has been considering how best to address misconduct in the standards. The FSB is in the process of assessing the published fire standards to identify where effective handling of misconduct should be strengthened or more fully addressed. The Board's next step will be to determine whether a standalone fire standard on handling misconduct should be created or if another option would be more appropriate such as strengthening coverage of misconduct in those Fire Standards already published.

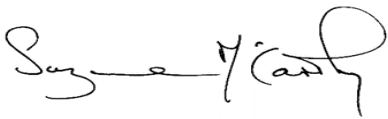
The FSB is, of course, an independent body and, whilst your recommendation is written in mandatory terms, the FSB must make its own decision on whether it considers that a standalone fire standard is the right direction to take or if another avenue would deliver a better outcome for the sector. We will, of course, in making that decision carefully consider your views as expressed in your report and its recommendation.

# Appendix C

Finally, you may know that the Fire Standards Board is supported by the NFCC Implementation team. That team has delivered Leadership Thematic workshops to over 150 people in service. The workshops directly address issues around misconduct, behaviour and culture.

It would be good if we could meet so that we can tell you more about what the Board is doing. To that end, it would be helpful if your office could contact the Fire Standards Team at [fsb@nfcc.org.uk](mailto:fsb@nfcc.org.uk) to explore when that might be possible.

Yours sincerely,



**Suzanne McCarthy**  
Independent Chair, Fire Standards Board



**Alison Sansome**  
Independent Vice-Chair, Fire Standards Board

**RESPONSE FROM INDEPENDENT CHALLENGE AND SUPPORT PANEL TO  
FIRE STANDARDS BOARD**

Response from Anthea Sully:

Dear Suzanne and Alison,

Thank you for your letter and your positive responses on the panel report and calls for action. As a panel, above all we want the report to be a catalyst for further positive change across the fire sector. The FSB has a key role to play in that and I'm grateful for your support.

I did want to apologise that we didn't have the opportunity to meet with you both in your roles as FSB chair and vice chair. As a panel, our time was limited with panel members working for the most part on a voluntary basis and only meeting every 2 months over the period of the panel. We met with a small number of stakeholders but were not able to meet with all – however much we wanted to. Mark and Susannah were able to brief us on the work and role of the FSB and we were reassured to hear about your important work and role in setting standards across the sector, including in relation to leadership, the code of ethics and culture.

The panel has now finished its work and has stood down, handing the report over to NFCC to implement the calls for action in partnership with the wider sector. As I have now stood down as chair, Mark Hardingham and Susannah have confirmed they are happy to speak to the panel report at the next meeting of the FSB if that is helpful or arrange to brief you both further prior to the meeting.

With thanks again for your letter and support.

Best wishes  
Anthea Sully

# Appendix D

## NFCC Competence Workstreams Highlight Report

**Project Name:** NFCC Competence Workstreams

**Reporting Period:** Feb/Mar

**Report Prepared By:** Pete Leckie

### 1. Summary of Progress

#### Project Overview:

The NFCC has engaged RedQuadrant to advance competence development across UK Fire and Rescue Services (FRS) through two key workstreams:

- **Reviewing and updating the Functional Analysis Methodology.**
- **Producing guidance for creating competence frameworks using the methodology.**

Both workstreams align with recent sector developments, including:

- The Grenfell Tower Inquiry
- HMICFRS Spotlight and Misconduct Thematic Reports
- Existing NFCC frameworks

It has been agreed that the output of the competence workstream will be framed as an **overarching method of competence for the sector**, described as the "**Model for Competence for the Fire Sector.**" This model will be accompanied by detailed **supporting guidance** to explain how it can be applied to develop individual competence frameworks. It was also agreed that future iterations of the Model of Competence will be expanded to incorporate sector frameworks for **Officer and Leadership pathways**, including **Direct Entry, Green to Grey Transition, Fast Track, and High Potential schemes**. This approach will ensure consistency and adaptability across the sector while providing a structured methodology for developing tailored competence frameworks aligned with evolving sector needs.

### 2. Key Achievements This Period

#### Workshops and Stakeholder Engagement:



- A **two-day workshop** was held to establish the overarching principles and content of the Model of Competence and its associated guidance.
- Agreement was reached on key elements, including:
  - A Model of Competence that outlines the structure and considerations for future competence frameworks.
  - Supporting guidance detailing the application of the model, incorporating examples from Apprentice Standards, NOS, and NOG.
  - Adoption of language aligned with BSI 8670 for NOS and Apprentices.
  - Incorporation of behavioural indicators and contra-indicators from the CCoE and Leadership Framework, with flexibility for activity-specific behaviours.
  - Defined positioning and utility of competence frameworks relative to NOG and other sector structures including Fire Standards.
  - There will be requirement for links to Fire Standards to be made in both individual competence frameworks produced using the model and, in the backing, functional maps.
  - Established approach to framework assurance, including peer review checks for consistency.
  - Clarified that the NOS, Role Maps, and College of Fire remain outside the immediate scope of this work but will be informed by the outcomes.
  - Language and approach established for recognising **Experience and Accredited Prior Learning (APL)**.
  - Quality assurance (QA) of frameworks will align with NFCC Content and Guidance processes, including EQIA considerations.
  - Defined engagement and consultation routes, with risk-based approaches for high-impact frameworks.
  - A short implementation guide being produced for all individual frameworks being produced using the model.

#### **Governance and Ownership:**

- Ownership of the Model of Competence assigned to **PCLCC (NFCC People Culture Leadership Coordinating Committee)**.

- Development and maintenance of individual competence frameworks will be managed by relevant NFCC Committees, supported by NFCC Hubs.
- QA processes for individual frameworks will adhere to established NFCC Content and Guidance Processes.
- A **Competence Style Guide** will be produced to ensure consistency and will form part of the QA process.
- A covering report on the Model and Guidance is being prepared for senior leaders and committees.

#### Communication and Governance Updates:

- Hub Leads and CFOs will be briefed on progress and governance processes by 24 April.
- Options for aligning “Living in Safety” work with the competence framework development are under review, with feedback expected within two weeks.

### 3. Challenges/Risks Identified

- **Availability of SMEs** for ongoing engagement and review.
- **Dependency on NFCC internal quality assurance processes** to validate frameworks.
- **Potential impact of unresolved governance structures** for competence development across the UK.

#### Mitigation Actions:

- SME workshops scheduled well in advance to secure participation.
- Regular engagement with NFCC QA teams to ensure streamlined approvals.
- Ongoing discussions with stakeholders to address governance developments proactively.

### 4. Workstream Status

Workstream

Status

Key Updates

**Review and Update Functional Analysis Methodology**

In Progress

- SME engagement ongoing
- Initial methodology assessment completed
- Document review continuing
- Requirements defined
- Draft structure created
- SME input sessions scheduled

**Develop Competence Framework Guidance**

In Progress

## 5. Next Steps

- Continue stakeholder engagement and SME consultations.
- Draft and test guidance documents with user groups.
- Conduct internal quality assurance reviews.
- Finalise the Model of Competence and guidance for NFCC approval.
- Develop and disseminate the Competence Style Guide.
- Provide updates to Chiefs and Committees by 24 April.

## 6. Overall Project Status

**RAG Status:** ● Green

**Summary:**

The project is progressing according to plan, with strong stakeholder engagement. Key risks are being actively managed, and upcoming deliverables remain on track.

## 7. Key Actions/Decisions Required

- Requirement for Task group members to feedback amendments to draft documents.
- Agreement on final methodology refinements before documentation is finalized.

**Next Report Due:** 31/03/25