NFCC People and Leadership products supporting the Fire Sector

Launched and available on the UKFRS.COM Website: People | NFCC CPO

Core Code of Ethics for English fire and rescue services

The national Core Code of Ethics for fire and rescue services in England was a recommendation made in the State of Fire Report 2019 and was developed in partnership with the NFCC, LGA, and APCC.

It has been developed to support a consistent approach to ethics, including behaviours, to improve the culture and workforce diversity, ensuring communities are supported in the best way.

Since it was launched in May 2021, the partners have been committed to supporting fire and rescue services in the adoption of the core code by delivering several workshops that have enabled services to share their experiences of embedding the core code in their service.

To further support with the embedding, Core Code and Ethics guidance is provided that demonstrates the actions that an FRS should ensure at an individual, management and strategic level to aid interpretation and support implementation.

Core Code of Ethics Fire Standard

Launched and underpinned by the Core Code of Ethics, the Core Code of Ethics Fire Standard was also published in May 2021 with the intention of seeing professional and ethical behaviour become the norm in services. In combination, the Fire Standard and Core Code are designed to help services:

- Achieve greater consistency in ethical and professional behaviour throughout the Service.
- Generate a more positive working culture, which embraces learning and is transparent and accountable.
- Improve trust in and reputation of the Service.
- Enable all those who work for, or on behalf of a Service, to challenge inappropriate behaviour and hold others to account for their actions.
- Improve the recruitment and retention of a workforce that is representative of the community it serves.
- Improve governance and leadership of the Service.

Leading the Service and Leading and Developing People Fire Standards

Combined with other Fire Standards such Safeguarding, the Code of Ethics and the soon to be published Communications and Engagement Fire Standard (due April 2023), are in effect tools for leadership teams to help them strategically consider and potentially review their existing approaches and how they lead and support their services and people.

All the following products underpin and provide services with ways to achieve the positive outcomes described in each Fire Standard.

NFCC Leadership Framework

Leadership has never been more important at every level of the fire and rescue service. Delivering an excellent service to our communities and being adaptable to the evolving requirements of a modern fire and rescue service is key to our leadership and management focus for the future.

The NFCC Leadership Framework, launched in 2019, is built around four quadrants and clearly defines the leadership behaviours required at each level. Using defined and observable measures to assess the potential and performance of ourselves and our colleagues, allowing each of us to see the difference we are making to the people around us and to the performance of the team and the Service.

Personal Impact	Ensures we value, respect, and promote equality and diversity. It's about being a positive presence on others, having personal integrity and an ability to self-manage. The focus is on self and how a manager uses leadership to create a positive, open-working environment focusing on ethics and wellbeing.
Outstanding Leadership	Building high-performing teams and developing people to their full potential. It's about communicating with integrity, being open and honest to foster trust and building collaborative working partnership. An ambassador and role model for the fire and rescue service. The focus is on others and how a manager uses leadership to create high performance teams.
Service Delivery	Delivering high quality services now and into the future. It's about intelligent problem solving with an outcome focussed approach, continuous improvement, and value for money to our customers. The focus is on task and how a manager uses leadership to produce outcome-focussed results which meet customer needs.
Organisational Effectiveness	Ensuring everything we do is linked to organisational plans and values. It's driving the mission and ensuring decisions and actions are beneficial to the customer. The focus is on the organisation and how a manager uses leadership to continuously improve, innovate and change.

NFCC Equality, Diversity, and Inclusion Hub

The NFCC Equality, Diversity and Inclusion (EDI) Hub has been established to look at ways of working across the sector, where Services have made a difference to the way they deliver positive action, or have introduced different ways of working, and how these actions have made a difference to their organisational culture, creating a workplace where everyone is afforded dignity. The Hub includes:

Equality of Access	EDI Toolkits	Lunch and learn sessions
These documents provide a range of information about different community groups and have been produced to support cultural change across the sector, promoting discussion, capturing learning and good practice, and encouraging research locally. Topics include: • Lesbian, gay, bisexual, and trans people • Neurodiversity	The aim of these toolkits is to help the fire and rescue service staff to have quality and informed conversations. They will help all staff to be supportive and to ensure an inclusive culture which harnesses the unique strengths people can bring. The following toolkits are available: • Gender diversity • Neurodiversity • Staff networks	The NFCC offers engaging recordings from an ongoing series of EDI Lunch and Learn sessions. The topics are diverse and far reaching, hosted by a range of different speakers to talk about their lived experiences.Topics include: • Neurodiversity • Trans visibility in FRS • Racial equality • Techniques to avoid burnout

• Black communities • Vulnerable, rehoused, homeless • Asian communities • Traveller communities • Roma Community • Emerging migrant communities • People living with dementia • People living with suicidal thoughts and feelings • People living in rural communities		• Being part of the LGBT+ community • The Disability Charter • Men's talking club
EDI Strategic Improvement Plan	**Equality Impact Assessment Toolkit**	**EDI Data Toolkit**
This has been written to complement the NFCC People Strategy 2017-2022 and the NFCC Equality, Diversity & Inclusion Position Statement. This Strategic Improvement Plan sets out how the NFCC will support FRSs in delivering improvement through centralised initiatives.	The overall aim of an Equality Impact Assessment (EqIA) is to identify risk of inequality, discrimination, or disadvantage within Service activities (or proposed activities) by assessing the impact of policies, projects, or decisions on different communities the fire and rescue service both serve and employ. The Toolkit contains: • Undertaking an Equality Impact assessment Toolkit • Equality impact assessment screening tool • Equality impact assessment template	Collecting EDI data is only meaningful if the culture of the fire and rescue service supports openness and acceptance of difference. This Toolkit will assist with setting strategies, enable data-based decision making, identify effective practices and make a powerful case for diversity.

NFCC Maturity Models and Workforce Good Practice Framework

The Maturity Models and Workforce Good Practice Frameworkare already helping fire and rescue services to assess their current practice, by using a self-assessment tool to determine maturity levels against a range of different areas, all of which will have a positive impact on culture.

Services can use the self-assessment tool periodically to review their progress and to highlight areas where further progress can be made.

Services are encouraged to complete the EDI Maturity Model in the first instance, to help identify their level of maturity, their aspirations and develop an action plan to achieve this:
Level 1 – Legislative and Policy Compliant
Level 2 – Valuing Diversity
Level 3 – Integrating Inclusion
Level 4 – Leading from the Front

Fire Standards

NFCC Coaching and Mentoring Portal and Toolkit

Coaching and Mentoring can be transformative and can play a critical role in further enhancing and developing our existing and future leaders, supporting the improvement of our workplace culture;

connecting individuals with the right qualified coach or mentor via a central portal provides a consistent approach and equal access for every fire and rescue service.

NFCC Talent Management Toolkit

The Talent Management Toolkit supports Services in having people with the right skills, behaviours, and values in the right role at the right time, to drive culture change throughout the sector.

Effective talent management is reliant on a healthy culture, and the Toolkit provides guidance, tools, good practice, and examples to support Services and employees through all stages of the employee life cycle.
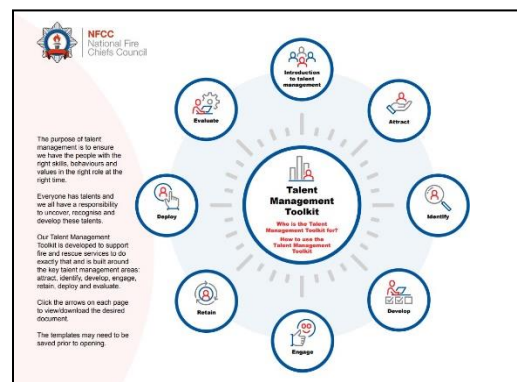
The Toolkit supports Services with their attraction, recruitment, development, engagement, and retention activities; ensuring that the sector recruits and promotes colleagues, through fair and transparent selection processes, who demonstrate behaviour in line with the Core Code of Ethics, its own Service values, or codes of conduct and who represent the diverse communities we serve.

NFCC Supervisory Leadership Development Programme (SLDP)

Supervisory Leadership Development Programme is a self-directed development programme, designed exclusively and collaboratively between the NFCC and CMI (Chartered Management Institute). It offers supervisory leaders across the fire sector a wealth of support for their day-to-day leadership and management activities along with access to learning materials to address ongoing development needs. Based on the NFCC Leadership Framework and the Core Code of Ethics, the modules are aimed at developing first line leaders (Level 3) who:
- Create a workplace culture where everyone is treated with respect and dignity
- Build and maintain inclusive, healthy, and high performing teams
- Work collaboratively
- Understanding the connection between inclusion and wellbeing
- Role model behaviours and values, identify inappropriate behaviours and are able to have courageous conversations

NFCC Recruitment Hub

The NFCC Recruitment Hub brings together a comprehensive collection of information, guidance, and good practice. Used in conjunction with the NFCC Talent Management Toolkit, a bespoke selection and recruitment approach will support Services in having people with the right skills, behaviours, and values in the right role at the right time, in order to drive culture change throughout the sector.

This Hub will support Services to recruit firefighters and progress colleagues who reflect and can demonstrate their commitment to our diverse communities, our organisational Values, and the Core code of Ethics.

Executive Leadership Programme

The Executive Leadership Programme (ELP) is a programme of personal development delivered through Warwick Business School and the National Fire Chiefs Council. It is designed to enhance leadership capabilities, allowing key strategic issues confronting the fire and rescue service to be addressed. Embedded within the programme are three golden threads:
1. Diversity
2. Political acuity
3. Self-awareness

These drive the content and approach of the modules and are continually referenced across all elements of the programme.

On-Call Recruitment
The oncallfire.uk website attracts prospective employees to the role of an on-call firefighter. Videos, content, and guidance are presented in a fresh, engaging way that enables users to connect with their local FRS. It also includes information for primary employers, along with a Web Campaigns Toolkit, with video 'strings' for creating and running recruitment campaigns on social media.

FRS Learn
The FRS Learn platform enables easy sharing of locally produced learning materials across FRSs. The catalogue is constantly expanding and diversifying in terms of subject matter and the format of the training materials.

Apprenticeships
The NFCC Apprenticeships website provides access to:

NFCC Apprenticeship Toolkit	Services will find the toolkit useful to help develop and deliver appropriate apprenticeships. The toolkit is a guide to aid decision making and planning, with signposts to relevant websites.
Apprenticeship Standards • Operational Firefighter • Fire Safety Inspector • Business Fire Safety Advisor • Emergency Service Contact Handling • Community Safety Advisor • Fire Safety Engineer	The apprenticeship standards are occupation-focused; they are not qualification-led. The learning happens throughout the apprenticeship, and the apprentice is assessed at the end to prove that they can carry out all aspects of their job. During the apprenticeship, they will develop transferable skills and gain credibility. There are five fire specific apprenticeship standards available for use and one under development, along with many other apprenticeships for other occupational sectors that form part of an FRS workforce.

Model Policies
The People Policy Panel, on behalf of the NFCC, have developed a set of consistent, legally compliant model HR policies to promote good practice, inclusivity and efficiency across the UK fire and rescue service, allowing Services to adapt and adopt in line with their own priorities.
There are 10 policies, that will be released in tranches over the coming months, via the UKFRS.com website:
• Agile working
• Absence management
• Maternity
• Personal performance and development conversations
• Recruitment
• Talent management
• Wellbeing
• Workforce planning
• Working time regulations
• Work-life balance

Innovative Working Patterns
The NFCC have worked with Services to identify new and innovative working patterns, which have been compiled into nine case studies, with supporting information about the wholetime and on-call duty systems, including useful information about international working patterns.

Core Learning Pathways

The NFCC Core Learning Pathways complement the NFCC Leadership Framework in bringing consistency to levels of development and progression across Fire and Rescue Services. They identify recommended minimum attainment for each level within leadership and management, with the inclusion of supplementary and complementary development opportunities providing greater flexibility within the ever diversifying workforce.

They can be used to manage expectations of individuals when considering their career progression and provide guidance from an organisational perspective in terms of the formal qualifications or experience that might be required at each level.

NFCC Strategic CPD Masterclasses

NFCC has recently launched the first in a series of Strategic CPD Masterclasses. They are designed to support the ongoing knowledge, skills and development of all aspiring, new and existing strategic leaders in the fire sector.

They will focus on areas of corporate management and leadership skills that leaders may not have had much exposure to earlier in their career but are key to further developing and supporting them in their role and understanding their responsibilities in these areas.

The four masterclasses which have run to date are:

Finance	Three masterclasses providing an overview of the Financial Planning cycle: 1) Strategy 2) Planning and Budgeting, 3) Financial Performance Monitoring
Commercial and Procurement	Three masterclasses covering: 1) An introduction to procurement and commercial – the essential principles 2) Pre procurement considerations – a detailed look at the pre-procurement investment considerations that all key decision makers should consider delivering good commercial outcomes 3) Post procurement, contract management, and supplier relationships masterclasses – how to ensure benefits are delivered against a pre-agreed budget envelope during the life of the contract
Political Acuity	• What is meant by Political Acuity and why is it important? • The impact of Political Acuity across different governance structures • Working within a political environment • Influencing and engaging with key decision-makers • Understanding political structures, both locally and nationally
Corporate Governance	• What does good governance look like, and how can it be achieved? • Developing good governance across your organisation • Understanding different fire governance structures and working within them • Understanding different governance roles – locally and nationally (the primary governance responsibilities of fire and rescue authority members and the Statutory Officers to support them)

Each masterclass will be recorded, professionally edited, and uploaded onto the UKFRS.com website. They can be viewed not only by strategic leaders, but all leaders and fire staff to support them in their ongoing development and awareness in these topics.

Health and Wellbeing Research Report and Strategy

This project seeks to take the first step in improving health and wellbeing support for all fire and rescue staff and will provide an evidence base for future work in this area. Nottingham Trent University (NTU) were commissioned to undertake this research, which looks at the tension points within typical fire sector careers through literature reviews and the responses to a national survey. NTU has produced a report containing their findings, including 31 recommendations, which have been separated into five focus areas:

• Governance
• Data
• Implementing leading practice
• Review
• Necessary enhancement

Alongside the report, the Recommended Key Priorities document has been produced which contains 13 priorities to be considered when creating the next sector strategy. NTU has also produced 7 additional outputs for help assist specific audiences understand how the findings relate to their line of work.

Both NFCC and the Firefighters Charity intend to use the outcomes of this research to support strategic plans. Following the publication of this work, the NFCC will look to begin scoping the next project, the development of a NFCC Health and Wellbeing Framework.

NFCC People and Leadership Products in development

NFCC Middle Leadership Programme – due April 2024
Following the successful launch of the Supervisory Leadership Development Programme (SLDP), the NFCC Middle Leadership Programme will be working on a consistent, national approach to develop our aspiring, new and existing, middle managers (Level 5), regardless of role, contract type or location. Focus will be on providing a pipeline of professionalism, skills and behaviours required for our leaders in the fire sector.

NFCC Direct Entry Scheme – Commencement of the recruitment campaign: 2023
The Direct Entry Scheme is an NFCC framework designed to support experienced and talented leaders entering the sector as operational officers at Station and Area Manager level. It is a nationally agreed programme that is robust, quality-assured, and credible, centrally coordinated and supported at a national level.

This unique pathway into a leadership role in the fire and rescue service will offer an alternative route into operational roles, with the potential to develop into more senior positions in the future. The programme is designed to complement existing development routes, attracting individuals whose innovation and leadership will complement existing talented teams, introducing divergent thinking to drive a change in culture.

The Station Manager development programme is three years and two years for Area Manager. The programmes will provide an attractive and compelling proposition to a broader range of candidates, with existing leadership experience outside the sector, who might not have normally seen the FRS as a prospective career.

Currently 8 early adopting Services are recruiting for Station Manager candidates who will be inducted onto a 36-month programme in October 2023. The intense training programme and overarching curriculum will focus on learning, development and assessment covering response, prevention, protection, leadership, and corporate service.

The Direct Entry programme is a key product in the leadership portfolio that supports:
- People – by creating a culture that welcomes every member of the community.
- Professionalism – providing greater development and leadership opportunities to **all**, no matter how experienced they are.