

NATIONAL FIRE STANDARDS – APRIL 2025 UPDATE			
	CRITERIA	Notes on Red status - <i>Description of work needed</i>	STATUS
CODE OF ETHICS			
1	A fire and rescue service must: i. Adopt and embed the Core Code to demonstrate that the service is fully committed and compliant at both an individual and corporate level		
	ii. Ensure the attitudes, professional behaviours and conduct described within the core code are reflected in its decision-making, policies, procedures, processes, and associated guidance that govern how the service manages and supports its workforce		
	iii. Provide training and support to all those who work for, or on behalf of, a service to achieve their understanding of the Core Code and an appreciation of their responsibilities in adhering to it		
	iv. Not detract from the Core Code		
2	Those who lead services and those who work for, or on behalf of, the service must: i. Understand, respect, and follow the principles of the Core Code and demonstrate this by their commitment to it and their responsibility for upholding it		
	ii. Conduct themselves in accordance with the Core Code		
3	Those responsible for the governance of fire and rescue services, whilst complying with their own ethical codes must: i. hold the Chief Fire Officer to account for the implementation of the Core Code at a local level		
	ii. Play a proactive role in challenging behaviour inconsistent with the Core Code		
	iii. Ensure strategies, policies and performance measures are in place to promote and embed a positive and inclusive culture		
4	A fire and rescue service should: i. Designate a senior leader who is responsible for promoting the Core Code throughout the service and ensuring that all those who work for, or on behalf of, the service understand its contents and what is expected of them		
COMMUNICATION AND ENGAGEMENT			
1	Have a strategic approach to communications and engagement, including consultation, which includes clear principles about how the organisation will communicate with its audiences, aligned to organisational goals of the service, its values and the principles contained within the Core Code of Ethics.		
2	have leaders that support the strategic approach to communications and engagement and are exemplars in good communication behaviours and principles, aligned to those included in the NFCC Leadership Framework.		
3	ensure that everyone in the service understands their responsibilities in relation to communications and engagement.		
4a	have an appropriately resourced and competent communications and engagement capacity that: a. plans for and manages reactive communication issues such as crises and emergencies, working with local resilience partners;		

4b	b. plans proactive communications internally and externally;		
4c	c. carries out meaningful engagement exercises and consultations, aligned to the Gunning Principles to inform strategic direction and support decision making processes		
5	have a resilient out of hours arrangement to handle enquiries and manage communications during crises and emergencies, in line with the requirements of the emergency preparedness and resilience fire standard.		
6	support, train and develop those working within its communications and engagement capacity (where they are employed within a service) encouraging them to maintain their competency and keep developing their skills, knowledge and new methods of communication through continued professional development.		
7	deliver inclusive and accessible communications, recognising that every workforce, community and group has different and diverse needs.		
8	evaluate communications and engagement activity to see whether objectives have been met and if there are any lessons that can be learned and shared.		
SHOULD			
9	involve the most senior communications professional in their service in discussions with the leadership team about matters affecting the organisation to ensure communications and engagement aspects are always considered.		
10	ensure all departments liaise with and take advice from the communications and engagement functions as early as possible, when requiring any communications or engagement activity.		
11	use an established and consistent communications planning framework for communications and campaign work.		
12	place an emphasis on stakeholder relationships and management, mapping and analysing key stakeholders, prioritising audiences and managing influencers.		
13	use established behavioural science methods to develop interventions and influence positive behaviour change.	Consider behavioural science as part of the development of a strategy.	
14	use audience insight to inform and tailor communications and engagement activities, clearly defining and targeting audiences.		
15	have a collaborative approach to communications and engagement both within the service and with partners and stakeholders.		
16	seek to build effective relationships with relevant media outlets, proactively and collectively planning stories, building mutual understanding and exchanging feedback about proactive and reactive stories.		
17	stay well informed of new communications and engagement methods and techniques, applying them where appropriate.		
MAY			
18	enhance its engagement approach by partnering with key stakeholders to co-design service delivery to best meet community needs.		

19	Professionalise the communications and engagement functions by investing in their continued professional development through membership of a recognised professional body	Liaise with POD to consider how this can be achieved.	
COMMUNITY RISK MANAGEMENT PLAN			
1	Utilise and share accurate data and business intelligence (from both internal and external sources) to support key activities such as evidenced-based decision making, horizon scanning, cross border risk identification and organisational learning.		
2	Ensure transparency in the community risk management planning process through either implementing and/or supporting ongoing engagement and formal consultation processes, ensuring these are accessible and publicly available.		
3	Ensure that organisational decisions and the measures implemented support equality, diversity, inclusivity, are non-discriminatory and are people impact assessed.		
4	Meet its legislative, framework and governance requirements linked to Community Risk Management.		
5	Be able to evidence its external and internal operating environment and the strategic objectives the community risk management plan is seeking to achieve.		
6	Identify and describe the existing and emerging local, regional and national hazards it faces, the hazardous events that could arise and the risk groups (People, Place, Environment and Economy)that could be harmed.		
7	Analyse risk, consider its risk appetite, determine the risk levels and prioritise risk accordingly.		
8	Make decisions about the deployment of resources based on the prioritised risk levels and planning assumptions involved. This should be carried out with consideration to internal and external resource availability (people, financial and physical) including collaborative, cross-border and national resilience assistance. Consideration should also be given to other strategic influences such as consultation feedback, stakeholder engagement and political objectives.		
9	Continually evaluate the effectiveness, efficiency and delivery of the community risk management plan and the organisational impact of risk management decisions.		
10	Be able to clearly define who has overall accountability for the community risk management plan and responsibility for the various components contained within it.		
11	Provide training and/or support (where required) to all who are involved in the development, management and implementation of the community risk management plan.		
DATA MANAGEMENT			
1abc	Have a data governance framework or equivalent in place, and policies and procedures that includes, but is not limited to the following content: a) collection		

	b) management c) storage and retrieval		
1def	d) disposal e) security f) protection		
1ghij	g) publishing h) ethics i) sharing j) quality and assurance audit		
2	Understand its data-related organisational risks and put in place controls to manage them		
3	Designate a senior leader who is responsible and accountable for developing and enacting the strategic approach to data management, within the service;		
4	Have a nominated data owner(s), accountable for the quality, integrity, and protection of data and who are responsible for maintaining an accurate and complete information asset register;		
5	Collaborate and partner with others, as and when appropriate;		
6	Create a level of data literacy across the organisation, enabling employees to access and use data proportionate to their role;		
7abc	Have tools and systems in place that enable it to collect, interpret and analyse data, converting that data into meaningful business intelligence, to allow it to: a) make data available and in an accessible format to those who need it, both internally and externally; b) inform the development and maintenance of its community risk management plan; c) remain compliant with legislation and recognised data standards for the public sector		
7def	d) provide national reporting and data submissions in line with government requirements and national data definitions, as and when they become available; e) operate and use its resources effectively; f) identify improvements to existing practices or to inform new ways of working;		
7ghi	g) have effective business continuity and disaster recovery arrangements and processes; h) extract learning and identify trends or significant findings that might impact service delivery or the public directly and feed them into local, regional and national organisational learning arrangements and systems; and i) escalate issues locally, regionally or nationally, as and when required.		
8abc	Recruit, train, develop and maintain a competent and technical data capability to enable it to interpret, analyse and exploit data, in line with its governance framework by: a) ensuring those that provide the data capability have relevant skills, knowledge and experience in line with NFCC and other data related competency frameworks; b) embedding the appropriate ethical codes of practice and conduct into local policies, procedures, tailored guidance, and training materials; and c) record and monitor the competence of those who work with data and who are directly employed by the service, and support their continued professional development.		

9	Present data and intelligence in a way that is meaningful for the intended audience;		
10	Establish data sharing arrangements or agreements where beneficial to the community, to the service and others		
11	Unlock improved and accessible ways of working and embrace innovation by: a) maximising opportunities gained from supporting the National Fire Chiefs Council (NFCC) network by sharing learning and experiences; b) identifying and accessing data outside of the service, which may enhance and contribute to continual improvement of service delivery; and c) staying informed of innovations in data technologies and trends.		
12	Explore opportunities to enhance its technical data capability by utilising advanced analytical techniques.		
DIGITAL AND CYBER			
1	Maintain a continually evolving strategy for implementing and managing ICT to achieve its organisational objectives.		
2	Know what its information and digital assets are and publish policies and procedures that protect those assets, including, but not limited to: a) Protection from and response to cyber security threats b) Lifecycle management for ICT services and assets, aligned to the Procurement and Commercial Fire Standard where appropriate c) Acceptable use expectations and obligations d) Major incident management and disaster recovery e) Procurement and supplier management, aligned to the Procurement and Commercial Management Fire Standard where appropriate		
3	Understand its digital and cyber security related risks and put in place controls to manage them, demonstrating good practice in cyber security that meets or exceeds nationally accepted baselines.		
4	Ensure that effective organisational security management is led at board level.		
5	Align to a cyber security framework as directed by Government, following guidance and tools including relevant cyber security tools provided by the National Cyber Security Centre (NCSC).		
6	Deploy and actively maintain security toolsets to safeguard sensitive data, prevent security incidents and ensure the integrity of production status technology, that include at a minimum: a) Technology strategy and ICT service design b) Information and infrastructure security c) Availability and service continuity management d) Fixed and mobile networks management e) ICT asset and device management		

	f) Management of changes, problems, incidents and service requests		
7	Identify and implement information and communications technologies which support and enhance emergency response capabilities		
8	Deploy mobilisation and incident management solutions that provide efficient co-ordination, communication and resource allocation during emergencies.		
9	Provide solutions to connect employees to the information they require to effectively and efficiently undertake their roles, e.g. 4G/5G, wide area networks, local area networks.		
10	Provide solutions to connect employees to each other, and to other agencies when required, for effective and efficient voice and data communications as part of their roles.		
11	Continually assess security threats and controls to identify vulnerabilities, assess risks and control measures, and implement corrective measures when necessary to maintain or reinstate uncompromised ICT services.		
12	Ensure the whole organisation is prepared to continue its essential operations in the event of ICT solution or service failures.		
13	Effectively recover its use of ICT solutions or services in the aftermath of a failure, to agreed timescales appropriate to criticality, and periodically exercise such failures, thereafter, applying lessons learnt.		
14	Ensure all appropriate information assets are backed up and that backups are secure and encrypted.		
15	Demonstrate continual development of digital skill to the standard determined necessary for people in their workforce to conduct their duties well.		
16	Demonstrate continual development of digital skill to the standard determined necessary for people in their workforce to conduct their duties well.		
17	Deliver inclusive and accessible ICT solutions and toolsets, recognising that each workforce and community has different and diverse needs		
18	Engage across the organisation to ensure the ICT needs for the whole service are met.		

19	Understand the reliance the service places on ICT in the delivery of its statutory duties and provide strategic investment that enables sustainable technology service provision.		
20	Establish clear data governance policies about the responsible and compliant handling of sensitive information held in the service's information and communication technologies, aligning these policies with the requirements of the Data Management Fire Standard and NFCC Data Management Framework.		
21	Adopt Government provided or advocated ICT and cyber security solutions when: a) Clear benefits for doing so can be articulated, and b) Existing solutions reach the end of their contracted period.		
22	When appropriate, and likely to deliver better outcomes for communities and people, collaborate with stakeholders and similar organisations to deliver solutions.		
23	Evaluate the ICT services it relies on to ensure the technological solutions and infrastructure remain fit for purpose, and that ICT practices are operated in line with service expectations.		
24	Stay informed about emerging technologies and use cases, so that ICT strategy, solutions and processes evolve appropriately, and investment is forward planned.		
25	Invest in research or innovation to deliver improved ICT solutions or to improve effectiveness and efficiency within existing ICT solutions.		
26	In the interest of cost avoidance and to increase productivity, prevent the use of multiple solutions with duplicated functionality or outcomes, except where an alternative solution is provided to deliver specific requirements, such as enabling accessibility		
27	Align its ICT services to ITIL®4 practices or similar recognised best practice frameworks, proportionately implemented in line with the needs of the service.		
28	Maintain professional ICT delivery by investing in continued professional development through membership of relevant recognised professional bodies.		
29	Work with accreditation bodies or agencies to raise the standards of its ICT delivery and that of its supply chain.		
EMERGENCY PREPAREDNESS RESILIENCE			
1	Align to all relevant Cabinet Office National Resilience Standards for Local Resilience Forums (LRFs)		
2ab	Have plans that enable it to prepare for emergencies and take preventative or pre-emptive actions as required, and that: a) are based on a robust risk assessment of foreseeable risks to		

	the local area, informed by the National Security Risk Assessment (NSRA) and its Community Risk Registers; b) contain supporting materials which reflect and embed Joint Emergency Service Interoperability Principles (JESIP);		
2cd	c) align to other multi-agency plans, and where relevant meet legislative requirements. These plans may include those for Control of Major Accident Hazards (COMAH), Pipeline Safety Regulations (PSR) and Radiation (Emergency Preparedness and Public Information) Regulations (REPPiR); d) have a clear activation and notification process for communicating with other Category 1 and 2 responders, organisations and the public, to enhance cross-border awareness and interoperability for preparedness, response and recovery arrangements;		
2ef	e) have robust, embedded and flexible recovery management arrangements in place as detailed in the Local Recovery Management National Resilience Standard #13; f) contain protocols aligned with the LRF protocols and guidance for leaders and practitioners about the establishment of recovery and coordination groups (RCGs) and managing activity between phases from response, recovery and to stand down;		
2gh	g) have clear, inclusive and agreed governance arrangements for both single-service and national resilience capabilities in line with the National Coordination and Advisory Framework (NCAF), including defined roles and responsibilities; h) evidence assurance of its resilience capabilities, validated by regular testing using a risk-based exercise programme, either as a single service or with other relevant responder organisations at operational, tactical and strategic levels;		
2lj	i) are reviewed and updated periodically with relevant partners; and j) are classified in line with the Government Security Classifications dependent upon the nature of the plan and exist in a format that makes them accessible to relevant stakeholders when required.		
3	Collaborate with partners to develop site-specific emergency plans which are based on a shared and common understanding of local risks, associated planning assumptions and the NSRA;		
4	Recruit, train, develop and maintain a competent and professional workforce to enable the service to carry out its role in preparedness, response and recovery to emergencies;		
5	Have access to a suitable and secure system to enable it to share and make information available and accessible to partners and stakeholders, when required;		
6ab	Have business continuity plans (BCP) in place relating to all critical functions, that: a) demonstrate a clear procedure for invoking the BCP and set out the core of a response to emergencies; and b) are reviewed and exercised periodically		
7	As part of the response to an emergency contribute to the effective operation of a Strategic Co-ordination Centre (SCC) and Strategic Co-ordinating Group (SCG) and in line with National Resilience Standards #11 and #12.		
8	To achieve this Fire Standard, a fire and rescue service should: Evidence a clear rationale for the balance between generic and site-specific emergency planning for defined risks;		
9	Adopt the principles of integrated emergency management to effectively anticipate and assess risks and prevent, prepare, respond and recover from emergencies;		
10ab	Develop plans which: a) follow a common template, including use of action cards,		

	diagrammatic instructions, detachable annexes and directories; and b) include an escalation process to request additional involvement and support, such as mutual aid and national resilience capabilities.		
11	Optimise the opportunity to gather learning, such as debrief outcomes following emergency response, training or exercising and share them on the available systems, such as Joint Organisational Learning (JOL) and National Operational Learning (NOL);		
12	Have a process in place to act on any learning received from systems such as JOL and NOL to drive innovation and continuous improvement and enhance future performance;		
13	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 preparedness, response and recovery activities;		
14	Contribute and support appropriate national campaigns and initiatives, where resources are available.		
15	To achieve this Fire Standard, a fire and rescue service may: Share plans with other services or partners for independent peer review for continual improvement purposes.		
EMERGENCY RESPONSE DRIVING			
1	Comply with legislation and guidance that applies to emergency response driving		
2	Adopt and align their emergency response driver training to the NFCC Emergency Response Driver and Instructor Framework		
3	Adopt and align their emergency response driver instructor training to the NFCC Emergency Response Driver and Instructor Framework		
4	Ensure that records of driver competency and refresher training are kept and maintained		
5	Ensure that their driver training provision is periodically independently quality assured		
6	Ensure that both managers who are responsible for emergency response driving and those working as driving instructors, contribute to the continual improvement of driver training standards by communicating, sharing learning and experiences with the NFCC network of fire and rescue service driving instructors and centres through a. Engaging on the NFCC Workplace online forum b. Supporting the national Driver Training Advisory Group (DTAG) through regional structures c. Considering appropriate representation at relevant national events and conferences		
FIRE CONTROL			
1	Include fire control managers in its community risk management and strategic planning;		
2a	As part of their community risk management, strategic and workforce planning, consider the resources they need to provide		

	a resilient fire control, including: a. the number of fire control employees required for the safe and effective command and operation of fire control;		
2b	As part of their community risk management, strategic and workforce planning, consider the resources they need to provide a resilient fire control, including: b. the role and level of the fire control commander;		
2c	As part of their community risk management, strategic and workforce planning, consider the resources they need to provide a resilient fire control, including: c. an effective fire control management structure that takes into account the leadership and ongoing development of its fire control function		
3	Base fire control policies, procedures and tailored guidance on National Operational Guidance, unless by exception its content is not relevant to the service		
	Include fire control managers in its community risk management and strategic planning;		
4	Embed JESIP principles into policies, procedures, training and exercising to support interoperability and multi-agency working;		
5	Embed national resilience arrangements into policies, procedures, training and exercising to support intraoperability		
6a	Provide fire control employees with effective systems and arrangements to: a. Receive and manage emergency calls;		
6b	Provide fire control employees with effective systems and arrangements to: b. Identify and record the location of emergency callers and incidents;		
6c	Provide fire control employees with effective systems and arrangements to: c. Provide advice and life-saving survival guidance to help people at risk;		
6d	Provide fire control employees with effective systems and arrangements to: d. Determine an appropriate response;		
6e	Provide fire control employees with effective systems and arrangements to: e. Identify the location, skills and availability of resources;		
6f	Provide fire control employees with effective systems and arrangements to: f. Mobilise appropriate resources;		
6g	Provide fire control employees with effective systems and arrangements to: g. Share incident related information with operational employees, other fire controls and other multi-agency organisations;		
6h	Provide fire control employees with effective systems and arrangements to: h. Increase emergency call management capacity;		
6i	Provide fire control employees with effective systems and arrangements to: i. Escalate fire control command levels according to operational need;		

6j	Provide fire control employees with effective systems and arrangements to: j. Record all incident-related actions and decisions;		
6k	Provide fire control employees with effective systems and arrangements to: k. Support the ongoing needs of an incident		
7	Recruit, train, exercise, develop and maintain a competent and professional fire control workforce;		
8	Have in place necessary succession planning and processes to maintain a sustainable competent fire control workforce;		
9	Develop a cycle of continuous learning and professional development for fire control employees that considers relevant occupational standards;		
10	Have assurance processes in place to ensure that fire control commanders and employees working within its fire control are suitably competent;		
11a	Establish and regularly test and evaluate robust business continuity plans (BCP) and arrangements relating to critical fire control functions, that: a. plan for the degradation and loss of fire control capabilities, including systems, infrastructure and people		
11b	Establish and regularly test and evaluate robust business continuity plans (BCP) and arrangements relating to critical fire control functions, that: b. provide clear steps for invoking the BCP with assigned responsibilities.		
12	Provide easily accessible and widely promoted mental and physical health and wellbeing support to its fire control employees;		
13a	Integrate fire control employees in organisational and multi-agency learning processes, providing opportunities and tools to: a. Share relevant learning;		
13b	Integrate fire control employees in organisational and multi-agency learning processes, providing opportunities and tools to: b. Receive relevant learning;		
13c	Integrate fire control employees in organisational and multi-agency learning processes, providing opportunities and tools to: c. Implement improvements by acting on relevant learning.		
	Should		
14	Use the training specification component of National Operational Guidance to inform their training needs analysis;		
15	Stay informed of trends, developments and innovations in mobilising and communications technologies		
FIRE INVESTIGATION			
1	Investigate the cause and origin of fires, complying with the appropriate codes of practice and conduct, where relevant to the level of fire investigation it carries out. These may be: a) non-complex fire scenes (Tier 1 fire investigation); and/or b) complex fire scenes and non-terrorist explosions (Tier 2 fire investigation).		
2	Report on and learn from the cause and behaviour of fires, working with others when appropriate, to: a) ensure its local risk profile remains current by building a		

	comprehensive understanding of existing, emerging and future risks within its community; b) contribute to the continual improvement of prevention, protection and operational response activities, at both local and national level; and c) contribute to and support national fire safety campaigns		
3	Collate and analyse information gathered during fire investigation work and be able to present it to a variety of interested parties, in a timely manner		
4	Ensure all information gathered is quality assured		
5	Undertake workforce planning, including succession planning, to clarify the resources required to maintain a fire investigation capability equipped to conduct effective fire investigations and associated work		
6	Collaborate with other fire and rescue services and interested parties to deliver fire investigation activities in the most efficient, effective and valid way possible		
7	Recruit, train, develop and maintain a competent and professional fire investigation workforce by: a) aligning to the NFCC Fire Investigation Competency Framework; b) embedding the appropriate codes of practice and conduct into local policies, procedures, tailored guidance, and training materials; and c) recording and monitoring competence		
8	Provide ongoing training and sufficient support during working hours that encourages and enables its fire investigators to: a) maintain competence appropriate to their role; b) maintain compliance with appropriate legislation, codes of practice and conduct relating to fire investigation and forensic guidance; c) undertake role related administrative duties and reporting obligations associated with the role; and d) maintain continuous professional development		
9	Where it carries out Tier 2 fire investigations and its fire investigators prepare and present evidence for the justice systems, it: a) provides specialist training to fire investigation employees to enable them to effectively present their evidence in a range of court environments; and b) ensures fire investigation employees remain compliant with the relevant legislation and codes of practice		
10	Supply the appropriate equipment for fire investigators to effectively carry out their role		
11	Provide post-incident mental and physical health and wellbeing support to its fire investigators		
12	Demonstrate inclusivity by recognising the diversity of its community and providing equality of access to fire investigation services		
13	Demonstrate how it monitors and evaluates the effectiveness and efficiency of its fire investigation activities		
14	Generate a culture which embraces national and organisational learning, allowing it to identify and capture feedback from a range of sources; evaluate, share and act upon this feedback to drive innovation, continuous improvement and enhance future performance		

INTERNAL GOVERNANCE AND ASSURANCE			
1a	develop and monitor relevant functional delivery plans in line with the vision and strategic objectives of the service, agreed by its governing body and senior leadership;		
1b	identify those who are responsible and accountable for strategic priorities and the business planning process across the service;		
1c	co-ordinate all work designed to drive change, and which contributes to organisational development including managing and mitigating associated risks;		
1d	remain agile and able to adapt plans in response to changing demands;		
1e	continuously evaluate its performance through internal audit or self-assessment;		
1f	consider all forms of feedback to measure progress and inform forward plans and new projects or initiatives, to ensure they remain efficient, effective and compliant with legislation;		
1g	appropriately consider business cases for new work, projects or initiatives ensuring that any associated costs and resources have been forecast accurately and remain monitored, if agreed;		
1h	identify and coordinate the management of risks associated with delivering its activities		
2a	a framework is in place that identifies who can make decisions and has the authority to act on behalf of the service with accountability for how its people behave and perform;		
2b	all internal decision-making boards, groups, or regular meetings have clear terms of reference which are regularly reviewed and include agreed levels of delegated authority to enable effective decision making;		
2c	progress against deliverables is monitored, scrutinised and challenged to ensure objectives are being achieved within agreed timescales and budgets, and, if necessary, pausing work;		
2d	the service can provide its annual statement of assurance evidencing its compliance with the FRS National Framework, providing information about its performance against its strategic plan, CRMP, finance, governance, and operational matters;		
2e	internal assurance activities are provided with an appropriate level of independence to provide objective insight into the activities of the service.		
3	Ensure that organisational decisions and the measures implemented support equality, diversity, and inclusivity, are non-discriminatory and that appropriate impact assessments are undertaken		
4	Utilise good communication and engagement to build trusting relationships with both internal and external stakeholders.		
5	Have arrangements in place to enable it to receive and act on feedback about its processes through proactive staff and stakeholder engagement		
6a	Utilise recognised processes, controls and change management methodologies to ensure impact of actions are understood, intended outcomes are delivered, and benefits are realised. This incorporates managing: a. risks, issues, and dependencies;		
6b	Utilise recognised processes, controls and change management methodologies to ensure impact of actions are understood,		

	intended outcomes are delivered, and benefits are realised. This incorporates managing: b. finance and budgets;		
6c	consider available change control methodologies 2) review and select an appropriate methodology 3) implement. May 2025 - further consideration of this is required by SLT. Also, Logic Model approach will assist with this.		
7a	identifying, capturing, evaluating, and sharing learning which could benefit the service and others, engaging with national learning arrangements where they exist;		
7b	collaborating with, and learning from, other services to benchmark performance		
8	Recognise when it may need support and draw on the appropriate networks, national guidance, and tools to support its own organisational development.		
9	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.		
LEADING AND DEVELOPING PEOPLE			
1a	Carry out robust workforce planning to: deliver its strategic planning objectives to manage risks and respond to incidents within its community and regional and national emergencies;		
1b	develop, nurture and manage talent at all levels in line with its strategic objectives and current and future needs;		
1c	understand and build its capabilities, considering internal and external options in order to utilise its resources effectively and flexibly;		
1d	have in place necessary succession plans and processes to maintain a sustainable, competent workforce		
2a-h	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		
5a-e	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		
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		
13a-c	Have performance management processes in place to effectively manage and learn from: a. appraisals, b.grievances, complaints and disciplinary procedures; c. competence achievement and maintenance.		
14	Embed the principles of inclusivity, belonging and equality of access within all formal and informal people processes		
15	Ensure all those who work for and on behalf of the service embody and actively promote the behaviours set out in the Core Code of Ethics, ensuring the principles are embedded into its decision-making processes, local policies, and procedures		
16a	Have leaders that: role model behaviours set out in the NFCC Leadership Framework and other professional behavioural frameworks;		
16b	challenge and act upon inappropriate behaviour;		
16c	consistently use a communication style that is inclusive and meets the needs of their differing audiences;		
16d	are able to adapt their leadership style; are authentic and recognise and value the differences in people and circumstances in order to build trust;		
16e	invest in their own development, and that of others, to keep up with changing horizons and priorities;		
16f	recognise the impact of change and support employees through the change process, managing those people to achieve the required outcome;		
16g	demonstrate high levels of emotional intelligence, particularly self-awareness;		
16h	value contributions made by their people; and		
16i	empower employees to operate flexibly within their role, to make decisions and deliver objectives in their own leadership styles		
17	Have in place or access to mechanisms which enable feedback from employees to be captured and responded to		
18	Review continuous improvement processes to ensure objectives are being achieved		
19a	Have in place: health and wellbeing policies and support which are inclusive, actively and widely promoted and embedded;		

19b	health and safety policies and processes to ensure a safe working environment, in line with relevant legislation;		
19c	provide clear support and advice for employees in relation to employment, leaving the service and welfare matters;		
19d	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		
19e	a recognition scheme that motivates, engages and encourages positive behaviours amongst employees		
20	A fire and rescue service should: 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		
LEADING THE SERVICE			
1	Make clear the vision and strategic objectives for the service, which are available to and understood by all		
2a-d	Evaluate and continually improve what they do and how they do it for the benefit of the public and the service by: a. looking forward, enabling it to identify emerging opportunities, challenges, risks and developments; b. exploring opportunities to evolve and improve ways of working through innovative thinking and action; c. coordinating their organisational development through integrating their functional improvement and change action plans to inform strategic planning; and d. maximising opportunities to learn and innovate either from within or through collaboration with others.		
3a	Carry out strategic planning activities so that it: a. understands its local risk profile and considers and puts in place appropriate mitigations to be able to respond to: i. the risks faced by, and incidents in, its local community; and ii. local, regional and national scale emergencies, working as a single service or collaboratively with partners or as part of a multi-agency response		
3b	carry out strategic planning activities so that it: a. undertakes robust workforce planning to: i. understand its capabilities so that it can deploy its resources effectively; ii. identify and manage potential and talent; and iii. attract and maintain		
3c	c. remains financially viable, sustainable and delivers value for money for its community;		
3d	d. identifies, understands and manages its corporate risks;		

3e	e. can understand its environmental impacts and put actions in place to reduce or mitigate them, or both;		
3f	f. has appropriate business continuity plans in place so that it is resilient and able to function during times of disruption;		
3g	g. maintains adequate technology to support the service;		
3h	h. identifies and collects the right data to support effective and informed decision making, in a timely manner;		
3i	i. supports good governance, assigning clear responsibilities, roles and accountabilities and provides assurance about its organisational performance		
4	Have a strategic approach to communication, engagement and consultation which includes clear principles about how the organisation will communicate with its audiences, linked to the values of the service and the Code of Ethics Fire Standard		
5a-l	put controls and processes in place so that it can effectively monitor and manage: a. finances; b. corporate risks; c. resources and capability; d. organisational performance; e. compliance with legislation and statutory responsibilities; f. communication, engagement and consultation; g. talent management, organisational development, and change; and h. commercial activities and procurement		
6	Have provision for accessing legal and other specialist advice to inform the day-to-day operation of the service		
7a	Have leaders at all levels that: a. are accountable for the success of their service in: i. delivering its vision and strategic objectives; ii. complying with legislation, statutory requirements and industry standards; iii. aligning their service to the Fire Standards and any other relevant professional standards; and iv. upholding and enhancing the high reputation of the service in all they do.		
7b	b. are politically aware, open to scrutiny and understand both the national and local challenges facing their service and others;		
7c	c. are open-minded, open to learning and actively monitor the environment they operate in to enable them to work with agility and foresight		
7d	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.		
7e	e. relate to others effectively and constructively because of their emotional intelligence;		
7f	f. demonstrate and encourage in others excellent communication skills, welcoming feedback from all		

7g	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.		
7h	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		
10a	Consider its approach to organisational learning by: a. continuously evaluating its performance to ensure it remains efficient, effective and compliant with legislation and standards;		
10b	b. identifying, capturing, evaluating and sharing learning which could benefit itself and others, engaging with national learning arrangements, where they exist;		
10c	c. have in place or access to mechanisms which enable feedback from the community to be captured and responded to;		
10d	d. have in place or access to mechanisms which enable feedback from employees to be captured and responded to; and		
10e	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.		
OPERATIONAL COMPETENCE			
1	Comply with health and safety legislation when delivering an operational response		
2	Base their operational policies, procedures and tailored guidance on National Operational Guidance, unless by exception its content is not relevant to the service		
3	Have policies, procedures and tailored guidance in place, that provide operational and fire control personnel with current information and instructions about foreseeable hazards and the control measures that can be applied		
4	Base their training for operational and fire control personnel on National Operational Guidance		

5	Train operational and fire control personnel to a level of competence that enables them to carry out operational activities safely and effectively; this includes the ability to recognise hazards and put effective control measures in place to mitigate those hazards		
6	Be following the tactical actions provided in the suite of National Operational Guidance, unless by exception a tactical action is not relevant to the service		
7	Be able to evidence how their policies, procedures and tailored guidance are linked to the training of operational and fire control personnel		
8	Be able to evidence any exceptions to National Operational Guidance, with an appropriate impact assessment		
9	Develop working arrangements with other fire and rescue services and responder agencies, to improve their operational response to multi-agency incidents		
10	Be able to evidence the training they have received to maintain their competence		
11	Be able to demonstrate their ability to safely and effectively apply risk assessment, decision-making and risk management skills		
12	Use the training specification component of National Operational Guidance to inform their training needs analysis		
13	Work within regional, national or thematic groups to develop and improve their policies, procedures, tailored guidance and training for operational response		
OPERATIONAL LEARNING			
1	Comply with legislative duties to monitor, maintain and improve the health, safety, and wellbeing of its employees		
2	Recognise learning as a strategic level responsibility to embed learning into its management structures and processes and by appointing a responsible person for operational learning who: <ul style="list-style-type: none"> a. is responsible for ensuring that actions to support learning are implemented b. manages information received from the wider sector and determines what further action should be taken c. determines what information their service shares with the fire and rescue service or the wider sector, if appropriate d. makes clear how their service will engage with national level learning arrangements through an identified single point of contact 		
3	Have a process in place to act on National Operational Learning Action Notes and Information Notes		
4	Have processes in place for capturing learning: <ul style="list-style-type: none"> a. at incidents b. post-incident c. as a result of training exercises undertaken both internally and multi-agency / cross border d. as a result of near miss or accident investigations that may be 		

	relevant to operational response e. from any other sources		
5	Evaluate learning to identify, assess and implement improvements		
6	Evidence that learning is evaluated and that improvements have been adopted and embedded		
7	Be able to demonstrate established mechanisms for sharing learning via any combination of the following: a. internally b. with neighbouring services and other responder agencies c. using the National Operational Learning system d. using the JESIP Joint Organisational Learning system		
8	Apply three fundamental approaches to managing operational learning: a. use National Operational Guidance as the common framework to identify the areas of operational activity where change may be required b. use a consistent approach to analyse and objectively compare what has happened against the control measures contained in National Operational Guidance which provide good practice c. maintain an open reporting culture, even when details of learning are sensitive; concentrating as National Operational Learning does, on the 'how' and 'why' of the learning and not the "who"		
9	Reference the NFCC National Operational Learning: Good practice guide for fire and rescue services in policies, procedures, tailored guidance and training		
OPERATIONAL PREPAREDNESS			
1	Undertake all appropriate risk assessments, as required under legislation, to prepare for an operational response		
2	Review existing cover models, resources, equipment and training against all appropriate risk assessments		
3	Carry out capabilities-based planning to support emergency preparedness and response from a national to a local level		
4	Determine their responsibilities for operational response and be fully prepared to deliver them		
5	Have a health and safety policy for the operational environment that clearly outlines the responsible parties and their obligations		
6	Undertake a review of how the organisation is structured and functions, to confirm its ability to support operational preparedness; if there are any gaps identified there should be a clear plan for making appropriate changes		
7	Develop and embed operational policies, procedures and tailored guidance based on the National Operational Guidance, unless by evidenced exception its content is not relevant to the service		

8	Deliver the strategic actions provided in the suite of National Operational Guidance, unless by evidenced exception a strategic action is not relevant to the service; the strategic gap analysis tool may be used to support this process		
9	Train its operational and fire control personnel to use the hazard and control measure approach provided in the National Operational Guidance, applying risk assessment, decision-making and risk management skills		
10	Align relevant policies, procedures and tailored guidance in preparation for working with other fire and rescue services or responder agencies		
PREVENTION			
1	Identify those who are most at risk in its community and target prevention activities in an inclusive way, through its community risk management planning		
2	Adopt a person-centred approach that places the individual and the community it serves at the core of its prevention activity		
3	Develop a prevention strategy and plan with the flexibility to proactively respond and adapt to the changing needs of its community, and for this to be supported by a named lead for prevention from within the service		
4	Recruit, train, and develop employees and volunteers, working with others where relevant, to establish and maintain a competent and professional prevention workforce of which are trained in safeguarding		
5	Optimise resources to proactively engage and educate the community it serves, working collaboratively with others as and when appropriate		
6	Demonstrate inclusivity by recognising the diversity of its community and providing equality of access		
7	Utilise and share accurate data and intelligence, from a variety of sources to support evidence-based decision making and the deployment of appropriate resources for prevention activities		
8	Demonstrate how it monitors and evaluates the effectiveness and efficiency of its prevention activity		
9	Generate a culture which embraces national and organisational learning allowing it to identify and capture feedback from a range of sources; evaluate, share and act upon it to drive innovation and continuous improvement and enhance future performance		
10	Investigate, report on and learn from the cause of fires, including the unusual spread of fire, where fire investigation activity is managed within its fire protection function, working with others, when appropriate		
11	Contribute to the continual improvement of prevention activities coordinated through the National Fire Chiefs Council (NFCC) network		
12	Contribute and support national campaigns, where appropriate and where resources are available		

PROCUREMENT AND COMMERCIAL			
1	Have a Procurement/Commercial Strategy (or equivalent) linked to wider FRS goals and objectives		
2	Conduct all commercial and procurement activity in compliance with relevant procurement legislation and any other statute, law, government policy notes.		
3	Have an internal procurement policy in place which defines procurement procedures and complies with all relevant procurement legislation and is subject to regular review.		
4	Manage the risk of fraud, bribery, and corruption (including cyber risk, data breach, modern slavery) within their supply chains.		
5	Produce, publish, and maintain a commercial pipeline and contracts register.		
6	Clearly define those accountable and responsible for its procurement and commercial activity and ensure sufficient capability and capacity to deliver, including ongoing training and continued professional development.		
7	Make use of appropriate systems and data to enable process efficiency, robust controls and effective and compliant decision making.		
8	Ensure that both internal and external stakeholders are engaged at the earliest opportunity to help inform the procurement strategy and process		
9	Prepare well drafted procurement and commercial documentation (tender documents including terms and conditions) to protect the interests of the service and Fire Authority.		
10	Conduct proportionate due diligence, including financial analysis on the selected supplier prior to recommending a contract award.		
11	Publish details of the relevant data and information (where required) in accordance with internal policies, procedures and procurement regulations.		
12	Identify key suppliers and develop and/or maintain business continuity arrangements for contracts where failure presents a clear risk to organisational objectives.		
13	Ensure payments to suppliers and subcontractors are prompt and in line with contractual requirements.		
14	Ensure that organisational decisions and the measures implemented support equality, diversity, and inclusivity, are non-discriminatory and that appropriate impact assessments are undertaken.		
15	Segregate expenditure into distinct categories such as markets, geography, and demographics, aligning to national and local strategies and categories.		
16	Consider aggregating demand and using collaborative and sector led procurement processes.		
17	Consider the use of established model contract templates (e.g. Government Standards).		
18	Evaluate options for accessing the supply market in order to conduct efficient procurement processes that maximise competition between suppliers, provide value for money and deliver the intended business outcomes.		
19	Conduct tender evaluation processes with cross-functional teams and evaluators and ensure there are no conflicts of interest that could prejudice the process		

20	Establish contract management plans that defines the roles and the responsibilities of each party		
21	Consider grant funding to support efficiency and wider social value agendas.		
22	Benchmark contract prices against the market and other public sector organisations to ensure prices represent value for money.		
23	Provide guidance, training and support to staff who are undertaking commercial activities and promote effective contract management and commercial delivery.		
24	Regularly review supply chains and maintain procurement/commercial risk registers.		
25	Capture lessons learned through the commercial lifecycle to facilitate continuous improvement.		
26	Maximise opportunities gained from supporting the National Fire Chiefs Council (NFCC) network by sharing learning and experiences, collaborating, and contributing to the continual improvement of the service.		
PROTECTION			
1	Through its community risk management planning: a) Identify and understand its risk profile related to the built environment, including premises they need to regulate; and b) Ensure equality of fire safety provision by considering the needs of the whole		
2	Gather and maintain an accurate risk profile and supporting information about relevant premises in a manner that is compliant with legislation		
3	Make available information about premises to all employees who need it when required, allowing them to be informed, stay safe and effectively carry out their duties		
4	Ensure there is a mechanism for employees to feedback any new or emerging information or risks about buildings as a result of them carrying out their duties, to enable it to maintain an accurate risk profile		
5	Plan and deliver effective and robust protection activities to mitigate and reduce the risks identified through its community risk management planning in compliance with the Regulator's Code and the principles of Better Regulation		
6	Maintain an ability to deliver necessary statutory protection activities at all times		
7	Plan and deliver engagement with those who are responsible for keeping relevant premises safe to provide advice and education in a constructive and helpful way on matters relating to fire safety, petroleum, and explosives legislation, including: a) working to reduce the number of Unwanted Fire Signals (UwFS) that are generated from premises protected by automatic fire detection and fire alarm systems and b) actively promoting and supporting Primary Authority Partnership schemes in compliance with relevant Primary Authority legislation, where appropriate c) ensure equality of access to fire safety provisions by removing communication barriers when issuing information, advice or taking enforcement action		
8	Respond to statutory and non-statutory consultations, where the service is a regulator, in a timely and appropriate way		

9	Collaborate with fire and rescue services and other partners to deliver protection and enforcement activities in the most efficient and effective way possible		
10	Recruit, train, develop and maintain a competent and professional protection workforce by: a. adopting the Competency Framework for Fire Safety Regulators (the framework), where relevant to the role and embedding it into local policies, procedures, tailored guidance, and training materials and b. recording and monitoring competence.		
11	Have in place necessary succession planning and processes to maintain a sustainable competent protection workforce		
12	Provide support to operational response employees and any other employees undertaking protection activities to build knowledge and understanding		
13	Demonstrate how it monitors and evaluates the effectiveness, efficiency and impact of its protection activities		
14	Generate a culture which embraces national and organisational learning allowing it to identify and capture feedback from a range of sources; evaluate, share and act upon it to drive innovation and continuous improvement and enhance future performance		
15	Where Fire Investigation is managed within its protection function, a fire and rescue service must investigate, report on and learn from the cause and behaviour of fires, working with others when appropriate		
16	Where Petroleum or Explosives regulation is managed within its protection function, a fire and rescue service must investigate, report on and learn from causes of petroleum and explosives related incidents.		
17	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 fire protection activities		
18	Contribute and support national campaigns and initiatives, where appropriate and where resources are available		
SAFEGUARDING			
1	Have a responsible person within the service at the highest strategic level (where reasonable), that demonstrates the services commitment to the importance of safeguarding and is responsible for ensuring: a) the service is and remains compliant with legislation and follows relevant guidance		
	b) the service's Designated Safeguarding Leads or Head of Safeguarding, where applicable, are appropriately qualified and suitably trained in accordance with legislation and the requirement of Local Safeguarding Adults and Children's Boards		
2	Only use accredited persons to provide safeguarding training		
3	Educate, train and support employees and volunteers, relevant to their role, in the need to safeguard and promote the welfare of children, young people and adults at risk of harm		

4	Align local training to its Community Risk Management Plan and the NFCC's Safeguarding Guidance for Children, Young People and Adults		
5	Implement appropriate and proportionate processes that minimise the risk of recruiting people who may be unsuitable to work with those who are at risk of harm		
6	Work effectively with others (including cross-border working) to safeguard and promote the welfare of children, young people and adults at risk of harm		
7	Have agreed systems, standards and protocols to maintain effective and efficient information sharing, ensuring data is made available to all those who need it, in accordance with national and local guidelines		
8	Demonstrate inclusivity by recognising the diversity of its community and providing equality of access		
9	Use the NFCC Safeguarding Guidance for Children, Young People and Adults (including the Self-Assessment Toolkit)		
10	Contribute to the continual improvement of safeguarding adults and children at risk of harm by communicating, sharing learning and experiences with the NFCC network of fire and rescue service safeguarding leads through, but not limited to:		
	a) engaging with NFCC forums		
	b) supporting the NFCC Safeguarding Workstream through national and regional structures;		
	c) considering appropriate representation at relevant national events and conferences		