

NFCC Leadership Framework (table version)

Please visit nfcc.org.uk for more information on the Leadership Framework.



NFCC
National Fire
Chiefs Council

Personal impact			
Leading yourself	Leading others	Leading the function	Leading the service
Values diversity and demonstrates inclusive behaviour towards others	Takes responsibility for promoting inclusivity and encourages colleagues to express different points of view	Promotes inclusion by coaching and mentoring others to communicate and engage inclusively and to adjust their behaviours accordingly	Champions inclusion by promoting and upholding values and professional standards and communicating the importance of ethical and inclusive approaches
Encourages open communication by actively listening and valuing the contribution of others	Communicates honestly with sensitivity and respect for others and without bias	Uses a wide variety of engagement methods to seek feedback and understand people's views on emerging issues, handling conflicting viewpoints professionally	Communicates with passion and integrity to maintain and elevate the reputation of the service to employees, stakeholders and the public, using non-stigmatising language and promoting dialogue

Leading yourself	Leading others	Leading the function	Leading the service
Proactively seeks, accepts, and acts upon feedback	Promotes learning from mistakes and recognises team successes	Seeks feedback on their performance from a range of internal and external sources to support ongoing learning and development	Actively reflects on and evaluates their own performance, considers the impact on the wider organisational culture, and takes steps to continuously improve
Demonstrates an understanding of how their actions and behaviours impact others and recognises areas of personal improvement	Considers their impact on others and takes a proactive approach to managing challenging or sensitive situations, influencing others to reach an acceptable solution	Recognises and monitors the impact of decisions, adapting to changing and emerging needs	Builds strong, trusting relationships by listening and adapting to the needs of others, ensuring decisions and behaviours align with service-wide priorities
Takes care of their personal emotional, mental and physical health, seeking help when it is needed	Looks after the people around them, recognising that someone might be struggling and ensuring there is support available	Develops and sustains a culture that prioritises individual and team wellbeing, with systems and processes in place to enable teams to thrive	Embeds health, safety, wellbeing and equality, diversity and inclusion into all strategies and promotes a healthy work-life balance, supported by systems which monitor and support employee health
Recognises and takes steps to address behaviour which is inconsistent with the Core Code of Ethics			

Outstanding leadership			
Leading yourself	Leading others	Leading the function	Leading the service
Produces high-quality work and encourages others to do the same as an ambassador for the service	Works with the team to establish a clear sense of purpose and set expectations to achieve team goals	Collaborates with others both inside and outside the organisation to set clear objectives, actively monitoring the performance of the function and giving constructive developmental feedback	Works with others to establish the strategic direction and the goals of the organisation
Takes responsibility and accountability for the quality of their own work	Takes responsibility for team effectiveness while focusing on improving outcomes and decisions	Accepts accountability for the output of teams and ensures work is delegated to the appropriate level	Takes overall accountability for the outcome of decisions impacting service deliverables
Values differences in people and treats everyone with kindness and respect	Helps everyone in the team feel psychologically safe, able to speak up, and be their true selves at work	Promotes a culture that supports psychological safety by demonstrating that the team is valued and by making the best use of their diverse skills and strengths	Champions outstanding leadership at every level, creating an environment of psychological safety where others can bring their whole self to work and be the best they can be
Proactively role models developing new skills and behaviours	Uses debriefing tools and other learning from the organisation to help their team develop	Nurtures future talent and proactively plans for succession in a fair and consistent way	Ensures fair and effective systems and methods are in place for succession and nurturing people's careers
Supports development of peers	Finds opportunities to support others through coaching and mentoring, developing their own skills where necessary	Proactively identifies and creates opportunities to develop people and promote a learning culture	Champions a coaching culture by establishing mechanisms that provide fair and proportionate access to coaching and mentoring

Leading yourself	Leading others	Leading the function	Leading the service
Recognises value in learning from the experiences and perspectives of others	Applies leadership approaches flexibly and appropriately to suit the individual and situation, enabling people to give their best	Proactively identifies and takes opportunities to coach, support and mentor people outside their own immediate team or discipline	Fosters and embeds the principles of a just and learning organisation

Service delivery			
Leading yourself	Leading others	Leading the function	Leading the service
Focusses their approach to work on community needs and acts as a role model for the community, particularly in relation to safeguarding and inclusion	Takes steps to understand and address the specific risks and diverse needs of people and communities	Takes an approach focused on achieving better outcomes for communities	Demonstrates understanding of the organisation's wider impact on improving community outcomes and acts accordingly
Plans and prioritises work, managing their own time effectively to achieve objectives	Looks ahead to anticipate issues with local service delivery and performance, making plans to resolve or minimise issues	Monitors the quality of service delivery and shares information to help people track performance and plan accordingly	Considers the long-term future political, social and economic landscape and communicates this to the organisation
Understands the need to consider resource implications when making decisions	Develops and reviews plans to make the best use of resources, challenging any misuse or wasteful activities	Considers the financial and resource implications of decisions and adjusts approach and recommendations where necessary, managing budgets effectively	Sets strategies and budgets through engagement with stakeholders, delivering a best-value service for communities now and in the future Ensures that all employees demonstrate appropriate levels of business awareness
Spots opportunities to improve processes and puts ideas forward	Develops person-centred systems and processes and encourages the team to suggest ideas for improvement	Seeks views of others on service quality and effectiveness to identify ideas for improvement	Promotes the use of formal and informal engagement and consultation methods to gather feedback from employees and customers about service delivery and improvement

Leading yourself	Leading others	Leading the function	Leading the service
Actively contributes to problem-solving, taking time to understand the issues fully	Uses different problem-solving techniques in collaboration with others to generate solutions that improve the service for communities	Develops and implements solutions or recommendations informed by evidence and feedback from internal and external sources	Implements systems to measure the quality of decision-making, learn lessons, and address emerging issues and risks, with plans in place to limit negative consequences for the service
Makes decisions based on supporting evidence, data, risk, and knowledge of good practice	Makes evidence-based decisions and considers the risks, including financial and resource impacts	Evaluates the impact of any changes to service delivery, drawing out lessons and implementing learning to improve future practice	Uses evidence from their own and other organisations to inform the service's strategy and direction
Fosters trust with others and builds constructive working relationships to achieve goals	Encourages the team to build constructive working relationships with others to achieve the organisation's aims	Works collaboratively across teams and functions to improve service delivery through collective goals	Proactively builds and sustains collaborative relationships with partners and high-level stakeholders to shape and influence wider public service delivery, reducing barriers to effective working
Explores and makes use of new technology to improve performance	Encourages the use of new technology to find more efficient ways of working	Promotes innovation and use of technology to support improved services	Champions innovation, including new technology, to improve service delivery
Demonstrates understanding of the local community and risks to ensure the service meets community needs	Takes an outcome-focussed approach, considering the service as an interconnected system when making decisions	Works with different functions and organisations, taking a systems-thinking approach to delivery	Takes a systems-leadership approach to improving services in partnership with other organisations

Organisational effectiveness			
Leading yourself	Leading others	Leading the function	Leading the service
Demonstrates understanding of the organisation's key goals and how their role contributes to achieving these	Ensures the team understands how their work contributes to delivering organisational priorities	Demonstrates an understanding of the wider organisational and political priorities and how the function contributes more widely	Develops the vision, mission, and strategic business plan, ensuring they reflect diverse and changing community risks Takes a long-term view, considering the future political, social, and economic landscape as well as other public service drivers to set a clear and positive direction for the organisation
Applies organisational policies, procedures and processes, raising concerns promptly where a safety or organisational risk is apparent	Manages quality in team, using a variety of sources of feedback and evidence to understand performance and risk management	Actively seeks to understand the nature of risk in various projects and takes action to mitigate those risks or escalate them as required	Acts as a professional advisor, ensuring that the approach to corporate risk including digital / data, safety and legislative risk is well considered and reasonable in the circumstances

Leading yourself	Leading others	Leading the function	Leading the service
Offers ideas and feedback to improve services and takes on board the ideas of others	Encourages employees to be flexible in their approach and empowers them to contribute, influence decisions, and suggest alternative ways of working	Considers solutions used by other organisations to address similar issues and shares best practice Encourages challenge and feedback, adapting thinking in response to new information or better evidence	Promotes a learning ethos both internally and externally, creating conditions for innovation and change that support the organisation's vision
Continuously seeks to improve their own performance to contribute to organisational goals	Encourages and supports continuous improvement for the team	Promotes continuous improvement by improving business processes that promote more efficient and effective ways of achieving our plans	Fosters and enables continuous improvement by using appropriate tools and methods to support the organisation's progress toward becoming an inclusive employer of choice
Actively engages with new ways of working	Takes time to understand how change will impact on work and how the team can contribute to success, evaluating how initiatives are working and how change is being embedded	Takes ownership of change and help others to understand, adapt to, implement, and embed change	Challenges the status quo and benchmarks organisational performance against other fire and rescue services, other public services, and other relevant business sectors, and ensures changes are being embedded in the organisation
Actively seeks information about the organisation's performance and what is changing, treating information sensitively and professionally	Sets up communication processes to ensure that the team has access to accurate information, providing clarification where necessary	Takes responsibility for delivering organisational messages sensitively and constructively, even in difficult circumstances	Takes responsibility for crafting key organisational messages, monitoring and evaluating how they are being received and shared across the organisation