



**NFCC**

Fire Central  
Programme Office

## Appendix B

# Setting the Standard for Supervisory Leadership Development

Apprenticeship standard aligned with NFCC Leadership Framework, Core Code of Ethics, NFCC Core Learning Pathways and potential learning journey

# Apprenticeship standard alignment

The [Level 3 Team Leader / Supervisor apprenticeship standard](#) has been mapped against the NFCC Leadership Framework, NFCC Core Learning Pathways and the Core Code of Ethics.

The following slides show how the implementation of the apprenticeship standard for our supervisory leaders would align with our FRS best practices, supporting the embedding of these key initiatives.



# Team Leader / Supervisor apprenticeship standard – Level 3

## **Overview**

Managing teams and projects to meet a private, public or voluntary organisation's goals.

## **Details of standard**

### Occupation

A Team leader or supervisor is a first line management role, with operational and project responsibilities or responsibility for managing a team to deliver a clearly defined outcome. They provide direction, instructions and guidance to ensure the achievement of set goals. Working in the private, public or third sector and in all sizes of organisation, specific responsibilities will vary, but the knowledge, skills and behaviours needed will be the same whatever the role.

Key responsibilities are likely to include supporting, managing and developing team members, managing projects, planning and monitoring workloads and resources, delivering operational plans, resolving problems, and building relationships internally and externally.

### Entry requirements

The entry requirement for this apprenticeship will be decided by each employer, but may typically be five GCSEs at Grade C or higher.

### [Taken from Institute for Apprenticeships](#)

**The knowledge, skill and behaviour requirements for this apprenticeship have been mapped across the NFCC Leadership Framework and cross referenced with the Core Code of Ethics and the NFCC Core Learning Pathways in the remainder of this presentation.**



# Core Code of Ethics



NFCC  
National Fire  
Chiefs Council



## Putting our communities first

We put the interests of the public, the community, and service users first.



## Integrity

We act with integrity including being open, honest, and consistent in everything that we do.



## Dignity and respect

We treat people with dignity and respect, making decisions objectively based on evidence, without discrimination or bias.



## Leadership

We are all positive role models, always demonstrating flexible and resilient leadership.

We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.



## Equality, diversity, and inclusion (EDI)

We continually recognise and promote the value of EDI, both within the FRS and the wider communities in which we serve.

We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.



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# Core Code of Ethics and the Apprenticeship Standard

The Core Code requires everyone across the fire and rescue service in England to promote the five principles.

\*It is incumbent on supervisory managers to understand the impact of the Core Code on their specific responsibilities. The Core Code will assist managers to understand the importance of how to communicate responsibly, with sensitivity and respect for others.

It will support managers to take a proactive approach in dealing with difficult or sensitive situations, influencing others to reach an acceptable solution. Managers need to have a detailed understanding of the FRS informal and formal conduct mechanisms that sit alongside the Core Code to be clear of their managerial responsibilities in the case of any contraventions in order to provide appropriate support to their team members. Mindful of the Core Code and its ethical principles, managers will:

- Consider the Core Code in ensuring ethical considerations have been applied to all issues and decisions
- Utilise the principles of the Core Code as part of all their discussions with team members.
- Take responsibility for implementing inclusion strategies, encouraging different points of view, and utilising the Core Code as part of their management approach
- Be sensitive to the feelings and well-being of others and take actions to support them

**The knowledge, skills and behaviours required to do this will be provided through the different elements of the apprenticeship standard as detailed on the following pages**

\*Taken from the Core Code of Ethics Guidance



# NFCC Core Learning Pathways

	Service Structure	Education Level	Core Qualifications/ Standards	Supplementary L&D (additional to core standards)	Complementary Qualifications /Standards (additional to core standards)	Equivalence (of core standards)
UNDERPINNED BY THE NFCC LEADERSHIP FRAMEWORK BEHAVIOURS	Strategic Management SERVICE	L7	<b>L7 Leadership and Management Apprenticeship</b> (Senior Leaders Apprenticeship Masters)  Additional for operational roles: <ul style="list-style-type: none"> <li>• Strategic Incident Command (L7) – Non-tactical</li> <li>• Advanced Incident Command (L6) – Tactical</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic HR</li> <li>• Political awareness</li> <li>• Industrial and employee relations management</li> <li>• Coaching and Mentoring</li> <li>• 360 Appraisal</li> <li>• Programme Management</li> <li>• Procurement/Finance</li> <li>• GDPR</li> <li>• Safeguarding</li> </ul>	<ul style="list-style-type: none"> <li>• JESIP MAGIC</li> <li>• L5 Coaching</li> <li>• IOSH Safety for Executives and Directors</li> <li>• Lead IQA/EQA Qualification</li> <li>• Programme Management</li> <li>• Inclusion and Diversity</li> </ul>	<ul style="list-style-type: none"> <li>• ILM/CMI L7 in Leadership and Management</li> <li>• Executive Leadership Programme (ELP) (Post-Graduate Certificate in Senior Leadership)</li> <li>• MBA/L7 equivalent</li> </ul>
	Middle Management FUNCTION	L5	<b>L5 Leadership and Management Apprenticeship</b> (Operations Manager)  Additional for operational roles: <ul style="list-style-type: none"> <li>• Intermediate Incident Command (L4)</li> </ul>	<ul style="list-style-type: none"> <li>• HR</li> <li>• Political awareness</li> <li>• Industrial and employee relations management</li> <li>• Coaching and Mentoring</li> <li>• 360 Appraisal</li> <li>• Project Management</li> <li>• Procurement/Finance</li> <li>• GDPR</li> <li>• Safeguarding</li> </ul>	<ul style="list-style-type: none"> <li>• L6 qualifications (Chartered Managers Degree Apprenticeships) available to provide CPD opportunity</li> <li>• L5 Coaching</li> <li>• IQA Qualification</li> <li>• NEBOSH General Certificate</li> <li>• Project Management</li> <li>• Inclusion and Diversity</li> </ul>	<ul style="list-style-type: none"> <li>• ILM/CMI L5 NVQ in Leadership and Management</li> <li>• IFE qualifications</li> </ul>
UNDERPINNED BY THE NFCC LEADERSHIP FRAMEWORK BEHAVIOURS	Supervisory Management YOURSELF/OTHERS	L3	<b>L3 Leadership and Management Apprenticeship</b> (Team Leader/Supervisor)  Additional for operational roles: <ul style="list-style-type: none"> <li>• Initial Incident Command (L3)</li> </ul>	<ul style="list-style-type: none"> <li>• HR</li> <li>• Political awareness</li> <li>• Industrial and employee relations management</li> <li>• Finance</li> <li>• Coaching and Mentoring</li> <li>• 360 Appraisal</li> <li>• Project Management</li> <li>• GDPR</li> <li>• Safeguarding</li> </ul>	<ul style="list-style-type: none"> <li>• L3 Coaching</li> <li>• Assessor Qualification</li> <li>• L3 Safety, Health and Environmental Apprenticeship</li> <li>• Inclusion and Diversity</li> </ul>	<ul style="list-style-type: none"> <li>• ILM/CMI L3 NVQ in Leadership and Management</li> <li>• IFE qualifications</li> <li>• IOSH Managing Safely</li> </ul>



# NFCC Leadership Framework

## 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

is about 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.



## Organisational Effectiveness

is 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.

## Service Delivery

is about 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.



# Apprenticeship standard mapped to NFCC Leadership Framework

## 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.

Building relationships	<ul style="list-style-type: none"> <li>Understand approaches to customer and stakeholder relationship management, including emotional intelligence and managing conflict. Know how to facilitate cross team working to support delivery of organisational objectives.</li> <li>Building trust with and across the team, using effective negotiation and influencing skills, and managing any conflicts. Able to input to discussions and provide feedback (to team and more widely), and identify and share good practice across teams. Building relationships with customers and managing these effectively</li> </ul>
Communication	<ul style="list-style-type: none"> <li>Understand different forms of communication and their application. Know how to chair meetings, hold challenging conversations, provide constructive feedback and understand how to raise concerns.</li> <li>Able to communicate effectively (verbal, written, digital), chair meetings and present to team and management. Use of active listening and provision of constructive feedback.</li> </ul>
Awareness of self	<ul style="list-style-type: none"> <li>Know how to be self-aware and understand unconscious bias and inclusivity. Understand learning styles, feedback mechanisms and how to use emotional intelligence.</li> <li>Able to reflect on own performance, seek feedback, understand why things happen, and make timely changes by applying learning from feedback received.</li> </ul>
Inclusive	<ul style="list-style-type: none"> <li>Open, approachable, authentic, and able to build trust with others. Seeks views of others</li> </ul>



# Apprenticeship standard mapped to NFCC Leadership Framework

## Outstanding Leadership

Is about 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.

Leading people	<ul style="list-style-type: none"><li>• Understand different leadership styles and the benefits of coaching to support people and improve performance. Understand organisational cultures, equality, diversity and inclusion</li><li>• Able to communicate organisation strategy and team purpose, and adapt style to suit the audience. Support the development of the team and people through coaching, role modelling values and behaviours, and managing change effectively.</li></ul>
Managing people	<ul style="list-style-type: none"><li>• Able to build a high-performing team by supporting and developing individuals, and motivating them to achieve. Able to set operational and personal goals and objectives and monitor progress, providing clear guidance and feedback.</li><li>• Understand people and team management models, including team dynamics and motivation techniques. Understand HR systems and legal requirements, and performance management techniques including setting goals and objectives, conducting appraisals, reviewing performance, absence management, providing constructive feedback, and recognising achievement and good behaviour</li></ul>
Professionalism	<ul style="list-style-type: none"><li>• Sets an example, and is fair, consistent and impartial. Open and honest. Operates within organisational values.</li></ul>



# Apprenticeship standard mapped to NFCC Leadership Framework

## Service Delivery

Is about 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.

Project Management	<ul style="list-style-type: none"><li>• Understand the project lifecycle and roles. Know how to deliver a project including: managing resources, identifying risks and issues, using relevant project management tools.</li><li>• Able to organise, manage resources and risk, and monitor progress to deliver against the project plan. Ability to use relevant project management tools, and take corrective action to ensure successful project delivery.</li></ul>
Management of self	<ul style="list-style-type: none"><li>• Understand time management techniques and tools, and how to prioritise activities and approaches to planning.</li><li>• Able to create an effective personal development plan, and use time management techniques to manage workload and pressure.</li></ul>
Takes responsibility	<ul style="list-style-type: none"><li>• Drive to achieve in all aspects of work. Demonstrates resilience and accountability. Determination when managing difficult situations</li></ul>



# Apprenticeship standard mapped to NFCC Leadership Framework

## Organisational effectiveness

is 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.

Operational management	<ul style="list-style-type: none"><li>• Understand how organisational strategy is developed. Know how to implement operational and team plans and manage resources and approaches to managing change within the team. Understand data management, and the use of different technologies in business.</li><li>• Able to communicate organisational strategy and deliver against operational plans, translating goals into deliverable actions for the team, and monitoring outcomes. Able to adapt to change, identifying challenges and solutions. Ability to organise, prioritise and allocate work, and effectively use resources. Able to collate and analyse data, and create reports.</li></ul>
Finance	<ul style="list-style-type: none"><li>• Understand organisational governance and compliance, and how to deliver Value for Money. Know how to monitor budgets to ensure efficiencies and that costs do not overrun.</li><li>• Applying organisational governance and compliance requirements to ensure effective budget controls.</li></ul>
Decision making	<ul style="list-style-type: none"><li>• Understand problem solving and decision making techniques, and how to analyse data to support decision making.</li><li>• Use of effective problem solving techniques to make decisions relating to delivery using information from the team and others, and able to escalate issues when required.</li></ul>
Agile	<ul style="list-style-type: none"><li>• Flexible to the needs of the organisation. Is creative, innovative and enterprising when seeking solutions to business needs. Positive and adaptable, responds well to feedback and need for change.</li></ul>

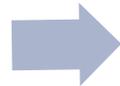


# Learning journey options - DRAFT

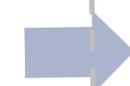
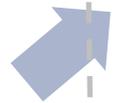
## Gateway

Access to development for existing supervisory leaders and those with potential and aspiring to be supervisory leaders of the future

Self-assessment / skills analysis completed against agreed **national standard** (aligned with the NFCC Leadership Framework)



Results of self assessment and recognition of APL, coupled with personal preference and available time will direct learner to one of the following options



## Development

Full Apprenticeship development programme with the option of an additional qualification (ILM / CMI etc) allowing use of Levy

Complete development programme, aligned with the agreed national standard **without** an apprenticeship with the option of a qualification (ILM / CMI etc)

Modular development (taken from the apprenticeship development programme) aligned with the agreed national standard



## Embedding

Practical application of learning

