



NFCC Executive Leadership Programme

Overview

The National Fire Chiefs Council (NFCC) is seeking to appoint a supplier to deliver a programme of leadership training. The training will be aimed at aspiring and existing senior leaders within the Fire and Rescue Service and from other sectors.

We are seeking to engage with the market to further inform the development of an Invitation to Tender (ITT) that will be released early in 2025.

The current programme—known as the Executive Leadership Programme (ELP)—is delivered through five four-day residential face-to-face modules, in partnership with an accredited UK academic institution. Currently following successful completion of the ELP candidates are awarded a Post-Graduate Certificate-level qualification.

The ELP is intended to enhance individuals' leadership capabilities, allowing them to explore and address key strategic issues confronting the Fire and Rescue Service. The existing programme is designed so that learning from the classroom provides sustained and applied benefits to confront current and future challenges. These challenges can be personal and organisational in nature.

Supplier engagement

Online Supplier workshops will be held between the 19th November until the 22nd of November via MS Teams.

This will be an opportunity for potential suppliers to:

- Make introductions with the NFCC ELP Review Project team
- Ask questions about the project's objectives and outputs
- Share insights into suggested methodology for achieving the projects objectives
- Participate in discussions and answer questions from the project team.

If you would like to attend the supplier day, please complete this short survey by close of play on the 18 of November, <https://www.smartsurvey.co.uk/s/NFCC-ELP-Prior-Information-Notice-Oct24/>.

Joining instructions will be sent out one week prior.

Please direct any questions to: procurement@nfcc.org.uk

Qualification Level

We expect the minimum level of qualification to be that of a Post Graduate Certificate (current level). However, we would also like to consider the option for further elective (if supported by the individuals' Fire and Rescue Service) study to achieve Postgraduate Diploma and Master's-level qualifications.

By building in this flexibility, we feel that this would increase the value of the course to Fire and Rescue Services and candidates alike. This would also reduce the need of Fire and Rescue Services to invest in multiple development routes to achieve a Master's-level attainment.

Accredited Prior Learning

We are keen to understand how suppliers may account for, and include candidates' prior learning. For example, the NFCC Direct Entry Programme attracts many experienced leaders from outside the fire service who will come with accredited prior learning. We would like to explore options of the programme offering to be broken down into modular learning to accommodate those who need to complete the full programme or select parts of the programme.

Content

Standards and Frameworks

The programme and content delivered will need to align to and be measurable against pre-existing standards and frameworks including:

- three National Fire Standards,
 - [Leading the Service](#)
 - [Leading and Developing People](#)
 - [Code of Ethics](#)
- [The NFCC Leadership Framework](#)
- [The NFCC Organisational Culture Statement](#)

The standards and frameworks listed are subject to periodic review and revision by the NFCC and the Fire Standards Board.

Context for Fire and Rescue ServicesThe development of senior leaders in the Fire and Rescue sector needs to recognise the current backdrop of national and local focus on organisational culture. Recent reports include:

- HMICFRS: Standards of Behaviour - handling of misconduct
- HMICFRS: Values and culture in Fire and Rescue Services
- Grenfell Tower Inquiry reports (phase 1 and phase 2)
- External cultural audits into various Fire and Rescue Services

Therefore, a leadership development programme at this level should not only develop learners' knowledge, skills and confidence to think strategically, set strategic direction and drive operational success of Fire and Rescue Services; it should also have a significant focus on helping learners to establish and deliver high standards, model ethical behaviour, and ensure accountability across all levels of the organisation.

More generally, learners on this programme must be afforded the opportunity to deepen their understanding of themselves, evolving from individual leadership to becoming organisational-level strategic leaders who can navigate complex corporate environments and systems. This includes gaining the knowledge necessary to lead effectively within a corporate structure, developing political acuity, and operating competently at regional, national and international levels. By broadening their leadership expertise, leaders are better equipped to guide their organisations with clarity, respond to external pressures, and drive forward positive change across the Fire and Rescue Services.

Existing NFCC Tools, Products and Guidance

To support the development and embedding of effective leadership at all levels of the Fire and Rescue Service the NFCC has developed and implemented a variety of tools, products and guidance. We would expect the delivery of a programme of leadership training for the aspiring and senior leadership level to be aligned with elements of these products.

Coaching and Mentoring Portal and Toolkit

The Coaching and Mentoring Portal and Toolkit brings together fire sector mentors and qualified coaches, as well as a comprehensive range of national external tools and guidance to support the adoption and enhancement of Coaching and Mentoring within the UKFRS.

It is an online portal accessible by members of the UKFRS (coaches and mentees) who wish to connect to talented coaches and mentors across the sector and is free to all UKFRS.

Supervisory Leadership Development Programme

The programme has been designed exclusively to develop knowledge, skills, and behaviours for every existing, new, and aspiring supervisory leader across all areas of the UKFRS, regardless of role, contract type or location.

The whole programme has been developed around the [NFCC Leadership Framework](#), which clearly defines the leadership behaviours required at each level of leadership within the UKFRS. The programme consists of four modules, one for each area of the NFCC Leadership Framework.

Each module contains a selection of learning materials, such as videos, checklists, models, and templates.

Middle Leadership Development Programme

The programme has been designed exclusively to develop knowledge, skills, and behaviours for every existing, new, and aspiring middle leader across all areas of the UKFRS, regardless of role,

contract type or location. It builds on the learning from the Supervisory Leadership Development Programme (SLDP), or other similar learning completed in service.

The whole programme has been developed around the [NFCC Leadership Framework](#), which clearly defines the leadership behaviours required at each level of leadership within the UKFRS. The programme consists of four modules, one for each area of the NFCC Leadership Framework.

Each module contains a selection of learning materials, such as videos, checklists, models, and templates.

Delivery

The programme must provide a learning experience that is not only high-quality in content but also in how it is delivered. Training has in the past been purely residential, but flexibility and equity of access are elements that we are keen to explore with the market, in particular learning facilities and blended and distance learning options.

The current programme is delivered solely face-to-face which has proved successful due to the nature of zero work and distractions.

Any residential options may also include accommodation and sustenance costs as elements of the overall package.

Embedding Learning and Action Learning sets and Alumni expectations

As we have done with the SLDP and the MLP, we are keen to embed participants' learning into their day-to-day roles. One way we have done this is by integrating Action Learning Sets in the delivery of our programmes. Alongside Action Learning Sets, we are keen to explore other ways that participant learning can become better embedded.

Action Learning Sets are a method of learning whereby the emphasis is on learning from experience and then acting on that learning—known as 'experiential learning'. The kind of issues which lend themselves to Action Learning Sets are problem based—where there is no clear 'right answer' and where there are many ways which could be followed from the present position. Issues may be complex, multi-faceted and interlinked across different teams or departments. In addition to this, the issue should be:

- Both work-related, and something which is affecting the candidate personally.
- Something for which you have some level of responsibility.
- Something that you can influence.
- Something that is realistic to make progress on within an agreed timescale.

Action Learning Sets are a way of working in small groups from a cohort (usually no more than six people) to tackle a particular issue/problem. Participants will be from other services/partner agencies. External colleagues may give a different perspective/challenge than internal colleagues. This will also support individuals on the cohort to develop their relationships and networks. Depending on the issue/problem to be discussed, it's usual to commit around one hour per week for around six weeks.

We have expectations around alumni engagement, particularly on how suppliers will connect and extend our cohorts' network into other sectors and countries to support their ongoing professional development. Participants value access to the extended alumni networks, and we are keen for this to continue and to explore ways that this can be extended and enhanced.

Specifically, we are interested in how suppliers will facilitate opportunities for our alumni to maintain and enhance their professional knowledge and skills through Continuing Professional Development (CPD) and follow-up events. What mechanisms or platforms will be put in place to ensure their "currency" in the latest industry trends and leadership practices, and how will these initiatives foster long-term connections that benefit both the individual and the wider network?