



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Human Resources Committee

UPDATE ON THE PEOPLE STRATEGY

Report of the Chief Fire Officer

Date: 20 October 2017

Purpose of Report:

To provide an update to Members on activities undertaken since the launch of the People Strategy in April 2017.

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1. BACKGROUND

- 1.1 At its meeting on 21 April 2017, the People Strategy was presented and endorsed by the Human Resources Committee.
- 1.2 As part of monitoring arrangements, it was agreed that an update would be submitted to the Committee on a six-monthly basis to keep Members advised on progress.

2. REPORT

- 2.1 The People Strategy aligns closely with the Service's Organisational Development and Inclusion (ODI) Strategy and supports the Service transformation and improvement programme. The key areas identified in the ODI Strategy are service improvement, employee engagement, harnessing technology, strong and visible leadership and inclusion and equality. Progress against these objectives is reported through the Policy and Strategy Committee.
- 2.2 The focus for the People Strategy is set below:



- 2.3 The People Strategy is at Appendix A to this report.

DELIVERING OUR SERVICES

- 2.4 Ensuring that Nottinghamshire Fire and Rescue Service (NFRS) optimises the use of resources to deliver effective and quality services to residents. This includes collaborating with blue light, health and other local bodies and reviewing operational cover models to maximise efficiency. Many of the aims within this part of the strategy relate to work currently underway within the Shaping Our Future team. The impact of agreed outcomes to the way that

services are delivered from a human resources perspective will be from the point of implementation. This is the stage at which changes to roles and training requirements will be addressed.

- 2.5 The Prevention Team has recently launched the Safe and Well programme, which works with health and social care agencies to extend home safety checks and enhance support given to vulnerable people, acting as a point of reference for other agencies. This has been reported through the Community Safety Committee.
- 2.6 In terms of collaboration, there are examples of the Service working with partners and other blue light services. For example, recent Emergency First Responder (EFR) trial. This provided attendance at medical emergencies in support of East Midlands Ambulance Service (EMAS). The introduction of EFR resulted in positive changes to the way that medical training is delivered to front-line staff to ensure that NFRS practices comply with EMAS standards around clinical governance.

SHAPING OUR WORKFORCE

- 2.7 The Sustainability Strategy, agreed by the Fire Authority in 2016, is the focus for proposed changes and includes re-negotiation of the rostering collective agreement, alternate delivery models such as voluntary secondary working arrangements to enhance retained firefighting cover, flexible retained firefighter contracts, alternative crewing arrangements for Retained Duty System (RDS) sections, and mixed crewing at designated stations.
- 2.8 These proposals were agreed by the Fire Authority in September and are currently subject to either public consultation or internal staff consultation and implementation. The Human Resources Department have been involved in advising on the proposals and, if agreed, will have a central role to play in their implementation during 2018-19.
- 2.9 Opportunities for aligning functional activity are constantly being reviewed to promote integrated working and shared resources; most recently this has seen the re-structuring of health and safety, service assurance and risk management into a single team under one manager. The ICT Department has also undergone significant change to meet the demands of the Emergency Service Network project and enhancements in ICT systems, which has seen a number of new substantive and fixed-term roles employed to enhance in-house expertise.
- 2.10 It is anticipated that further restructuring will arise as a result of changing demands on the Service and efficiencies presented by advancing technologies. This links to the aspiration to develop a leaner, more fluid structure which is readily adaptive to changing service demands.
- 2.11 Changes to job roles and wider re-structuring proposals are subject to consultation with representative bodies and the full engagement of Human

Resources to ensure compliance with statutory regulations and internal governance processes.

OUTSTANDING LEADERSHIP

- 2.12 A Leadership Strategy has been published to set out the development pathway for existing and future leaders of the service. This is attached at Appendix B.
- 2.13 The strategy provides a framework of competencies, professional / vocational qualifications and behaviours that are required and developed at different stages of a career, from those aspiring to their first supervisory role to a strategic manager, and the leadership programmes will provide the core learning needed to ensure technical and managerial competence. These will be provided through accredited schemes at management levels 3, 5 and 7.
- 2.14 Nominations for the Aspiring Leaders Programme have recently been advertised and the first programme is scheduled to commence in the autumn. This will provide support for those who are considering their first leadership role, and will offer profiling, workshops, e-learning modules, distance learning and coaching / mentoring to support development. Operational personnel will also have access to the Institute for Fire Engineers examinations and initial incident command training.
- 2.15 Learning and Development is currently in the process of tendering for an external level 5 leadership training provider and the first programme is due to commence in 2018. This will be established as an apprenticeship programme, which will allow the Service to draw down funds from the apprenticeship levy and will result in an accredited qualification linked to the Institute of Leadership and Management. This will be supplemented by internal workshops and vocational study.
- 2.16 The Service has recently sponsored a trial of management development via the Open University distance learning programme. Fifteen employees signed up for the course and its success is currently being evaluated. Subject to the evaluation outcomes, it is expected that this too will be offered as an option for those who prefer this style of learning.
- 2.17 Whilst the programmes will provide core learning, a key feature of the programmes is that individuals will also need to commit to self-development, through engaging with e-learning, self-directed learning and opportunities to broaden their experience and understanding.

WORKFORCE DEVELOPMENT

- 2.18 The Service has recently applied and been accredited by Skills for Justice, who provide approved training frameworks and quality assurance for all vocations within the fire and rescue sector, for the quality of training provided in incident command and against the national occupational standards. This

will facilitate a greater emphasis on workplace assessment, which is a stated aim of the Learning and Development strategy.

- 2.19 The Service has aligned its operational training programme to the national Operational Competence Framework across the nine core competence areas of: driving, casualty care, breathing apparatus, command, hazardous materials, working at height, pumping, water rescue and extrication. Elements of these training programmes are regularly reviewed and updated to ensure currency and compliance with best practice. The development of National Operational Standards will lead to a review of operational training during 2018-19. The Service is currently working with Derbyshire Fire and Rescue Service to deliver driver training and is actively seeking further opportunities to collaborate on training delivery.
- 2.20 The Service has recently completed a programme of training on the new Drager Breathing Apparatus sets across the operational workforce and is currently rolling out a year-long programme of Compartmental Fire Behaviour Training (CFBT). This forms part of the acquisition and re-validation of core operational skills which are factored into the annual Training Plan.
- 2.21 The CFBT training is being undertaken in partnership with Lincolnshire Fire and Rescue Service in 2017, and will be undertaken at the new Ripley training centre in collaboration with Derbyshire Fire and Rescue Service from 2018. This reflects NFRS commitment to sharing training resources whenever it is feasible to do so. The Service already collaborates with Derbyshire FRS to provide driver training and a learning and development manager chairs a regional training group to identify further areas of joint training provision.

WORKFORCE ENGAGEMENT

- 2.22 Staff conferences were held in May and June which were attended by 200 employees from across the Service. Topics covered included a reflection on the past year and future challenges by the Chief Fire Officer, an update on the Service's financial situation, an introduction to the new e-learning platform and a face to face opportunity to engage. The Chief Fire Officer also held briefings for Middle Managers and Supervisory Managers during August to share information on the progress of the Sustainability Strategy ahead of the Fire Authority meeting in September. This will be followed by visits to all watches and teams.
- 2.23 Whilst the Service has undertaken an employee survey every two years since 2008, a tender process has been undertaken this year to identify an external provider. It is hoped that this will encourage more people to participate and the information gathered can be more closely scrutinised. The survey will be undertaken by the end of 2017.
- 2.24 Employees have been asked to express their interest in contributing to an open forum to support the Shaping Our Future (SOF) programme, the group will get involved with communication and engagement activity across the

Service, establish task and finish groups to take forward the SOF agenda, and promote the 'One Team' ethos, which is one of the Service's key values.

POSITIVE WORKPLACE AND CULTURE

- 2.25 The tender process for the Leadership Programme incorporated the Service's core values and behaviours into learning outcomes, and these will be embedded into the content of the final programme. This will ensure that the values are integrated into the development of current and future leaders. This is intended to achieve a culture which will support the principles of team working, openness to change, a professional approach, and value and respect for others.
- 2.26 A pilot 360 degree feedback scheme has been undertaken during August which provides performance feedback from colleagues and identifies both strengths and areas for development. If successful, the scheme will be applied to all those in managerial and supervisory positions, and reflects NFRS commitment to openness and personal development.

A SAFE AND HEALTHY WORKPLACE

- 2.27 As part of the Service's commitment to maintain the fitness of the operational workforce, a pilot to establish strength standards has been undertaken as part of the fitness testing regime. The purpose of the pilot was to identify exercises which reflect the demands of operational roles in order to build strength and safeguard employees from injury, and is based on recommendations from Bath University. This forms part of the approach to maintaining fitness through the duration of a fire-fighting career.
- 2.28 Work has commenced on assessing the impact of the menopause on women in the Service and will seek to identify how the Service can support women through provision of adjustments and information for managers and employees to help to manage menopausal symptoms in the workplace.

INCLUSION

- 2.29 The decision to undertake whole-time fire-fighter recruitment during the early part of 2018 has presented an opportunity to promote the Service to applicants who are under-represented in the workforce, principally women and those from Black, Asian and Minority Ethnic (BAME) backgrounds. The Service is holding Firefighter for a Day events across the county and is targeting attendance through engagement with the City Council Recruitment team and organisations involved in promoting women's sport. The Service is also taking the opportunity, through attendance at community events such as Pride, Hyson Green Cultural Festival, Caribbean Carnival, Eid Festival, Mela, Nottingham City Homes Fun Day and other events arranged by the Service, to encourage people to sign up for more information.
- 2.30 The Service has recently engaged with the City Council Future Leaders Programme and Tap the Gap scheme to offer work experience to young

people and those from under-represented groups. This benefits both those involved and the Service itself.

3. FINANCIAL IMPLICATIONS

There are no financial implications arising from the report.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

Human resources and learning and development implications are contained within the report.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken as the People Strategy does not directly affect policy or service delivery, however proposals arising from individual work-streams will be subject to an equality impact assessment at the development and implementation stages.

6. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications arising from this report.

7. LEGAL IMPLICATIONS

There are no legal implications arising from this report.

8. RISK MANAGEMENT IMPLICATIONS

8.1 The development and implementation of a People Strategy forms part of a suite of strategies which underpin the effective leadership and governance arrangements of the Service, establishing a clear direction and priorities for the workforce.

8.2 It is highly likely that effective workforce planning and commitment to equality and inclusion will form part of any future inspection plan.

9. COLLABORATION IMPLICATIONS

9.1 As set out in the report, the Service is currently collaborating with Derbyshire Fire and Rescue on the provision of driver training and has engaged with Lincolnshire Fire and Rescue Service to deliver CFBT training during 2017-18. Opportunities to further collaborate on training, including the sharing and co-

development of e-learning packages, are being actively pursued with regional partners.

- 9.2 In preparation for the whole-time firefighter recruitment campaign planned for early 2018, discussions are currently ongoing with Derbyshire Fire and Rescue Service to deliver a joint process and the sharing of resources.

10. RECOMMENDATIONS

That Members note the contents of this report.

11. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

John Buckley
CHIEF FIRE OFFICER



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

People Strategy: Shaping Our Future

Foreword

The world around us is changing and we as a Service have to adapt to this changing environment. Budget reductions, new technologies and new demands mean that we cannot simply continue to do what we have always done. We already know that we are attending fewer fire related incidents and that this is likely to continue to decline further as a result of the positive work we are doing to make our communities safer. However, we still have to ensure that, when we are needed, we can respond in the professional way that our communities expect.

The Three Principles

The Service has established three key principles which will underpin and provide focus during a transitional period of change, which will 'Shape Our Future' leading up to 2020. These are the drivers that will lie behind everything that we do and be the measure of our success – these three things are:

- ◆ Deliver Quality Services;
- ◆ An Engaged and Motivated Workforce;
- ◆ Strong Governance and Financial Sustainability.

This People Strategy is a key component to the Shaping our Future programme, and sets out our approach and our ambition in areas such as workforce planning, leadership, training and development, employee engagement, a safe and healthy workplace and workplace culture. The challenges we face are not a vision of the future, they are happening right now. This is why we need to plan for change in a measured and inclusive way, ensuring that all our employees are engaged in our aims and playing a full part in their delivery.

The way that we implement the changes, which will transform our service, will take place over time in a measured way, avoiding change for change's sake. The transition towards the Service of 2020 will make us a more a more resilient, flexible and progressive organisation, with the ability to adapt to the challenges we face, deliver high quality services and be a great place to work.

Our people are the Service and this is why this strategy is so important. I hope that you will share in our ambition for the future and play your part in our achievements. Every employee, whether they provide front-line services or support functions, has their part to play in shaping our future.

John Buckley
Chief Fire Officer



At a national level, the government is actively encouraging fire and rescue services to consider how they might work more collaboratively with the Police and other emergency and public services. We already have links with the Police and East Midlands Ambulance Service (EMAS) through co-responding, and youth and adult social care agencies. These links will be more actively pursued over the next few years. We also know that the funding of public services is also set to significantly reduce over the next four years, and that the fire and rescue service won't be immune from this.

With this in mind, a number of important national reviews have been undertaken, looking into ways in which fire and rescue services might adapt their role and traditional approach, and these will undoubtedly shape future thinking¹ - with the future likely seeing us working ever more closely with others to deliver services.

These are potentially far-reaching and fundamental changes to the way that we have traditionally delivered our services and they will transform the way we work.

More recently, the role of the Police and Crime Commissioner has become the subject of debate about the delivery of all local services. Whilst these are intrinsically issues of governance, the final model may have significant implications for the Service.

Whilst the Fire Authority can contribute to the debate, these are issues which will be decided at a national level.

Whatever the outcome at the political level, the Service will not be distracted from its own agenda of service improvement. By demonstrating that we are forward looking, progressive and able to adapt to changing demands, we place ourselves in the best position to meet the challenges that might come our way.



¹Facing The Future, Sir Ken Knight, May 2013; Beyond fighting fires, Local Government Association, April 2015; Fire Works, Dr Claire Mansfield, July 2015; Conditions of service for fire and rescue service staff, Adrian Thomas, November 2016.

Our Focus

During the life of this plan, our focus will be on:

- Leading change and cultural transformation – reviewing our values and shaping the organisation that we want to belong to;
- Delivering differently - where this creates better services, joined up working and creates efficiencies;
- Devolving leadership across the organisation – sharing responsibility and developing effective leaders at all levels;
- Developing potential – how we develop talent within our workforce and prepare them for future challenges;
- Promoting engagement and inclusion in the workforce – providing opportunity for the setting of priorities and ways to influence what we do and how we do it;
- Encouraging innovation, improvement and collaboration – the way in which we raise and try new ideas, which is a “why not” approach to improving what we do;
- Aiming for excellence – not settling for less than our best in whatever we do;
- Becoming a learning organisation – learning from what we do well, learning from our mistakes and having the courage to change;
- Developing and maintaining a healthy workforce;
- Achieving savings by enhancing efficiency – how we can work within our budgets while still maintaining the delivery of high quality services.

The People Strategy aligns itself with the delivery of the Authority's current [IRMP](#), whilst work to develop a new one takes place, which sets out the objectives and priorities for the Service to until 2020 based on the key areas of Prevention, Protection and Response. However, it also reflects an over-arching vision of how we will approach those issues which directly impact upon our workforce and the values which will underpin everything that we do.

Our Approach

The Service has recently adopted an [Organisational Development Strategy](#) to provide focus for service transformation and improvement. This sets out a programme for:

- Service improvement;
- Employee engagement;
- Harnessing technology;
- Strong and visible leadership;
- Inclusiveness and equality.

As part of a recent re-structure, the Service has brought together the Human Resources, Learning and Development, Organisational Development and Inclusion and Delivery teams to form one department called “People, Organisational Development and Service Delivery”, headed up by the Deputy Chief Fire Officer. This recognises the need to integrate an effective People Strategy with the delivery of high quality services.

Over the next five years the People Strategy will focus on the following areas:



Delivering Our Services

Over the next five years, we will be reviewing our delivery models to establish a more flexible and efficient approach to emergency response and to our other statutory and non statutory activities. Key features will include:

- ◆ A response which is more attuned to local needs and an analysis of risk informed by our Fire Cover Review;
- ◆ Reviewing opportunities to implement innovative crewing and staffing models;
- ◆ Reviewing operational roles to maximise their effectiveness;
- ◆ Enhancing the capacity offered by the Retained Duty System;
- ◆ Seeking ways to work with our partners to enhance the service that we offer – forging closer links with other blue light services and public authorities. For instance, through co-responding or co-locating;
- ◆ Utilising capacity to support early intervention work in the area of Health and Social Care in a targeted way;
- ◆ Further regional collaboration with other Fire and Rescue Authorities and partners to deliver operational effectiveness and quality services;
- ◆ Extending the use of support roles to deliver our Fire Protection and Community Safety activities;
- ◆ Sharing or collaborating on delivery of support services.



Shaping Our Workforce



We will be looking at all aspects of our front-line delivery to more closely match our resources to demand and explore different crewing models. This has the potential to release capacity, and enhance our role within the community, whilst maintaining response.

The conversion of day duty roles will also be pursued where this is justified and will lead to savings. Officer cover will also be reviewed as part of this process.

We will be actively increasing our retained capability to provide additional resilience and enhancing the role played by our on-call facility.

The way we provide support services will be kept under review, with rationalisation and sharing of services becoming more common-place.

The impact of these changes will be a leaner, more fluid structure and more readily adaptive to changing service demands.

These changes will be managed through our Workforce Plan, using retirement profiles to effect reductions and moving resources to where they are needed.

Outstanding Leadership

To meet the challenges that we face, we need to rely upon outstanding leaders at all levels of the organisation. Leaders are people, whatever their role, who, through their attitude and actions, act as role models to others and who reflect our core values.

Effective leaders will need the aptitude to adapt, evolve and innovate to meet the challenges that they will face. Leaders do not always have a management role but are people who engender respect, support others, always seek to improve things and are not afraid to make decisions and challenge the status quo in a constructive way.

We will seek to identify and develop these traits through effective leadership development programmes but will also place a high value on people who seek to make the most of opportunities that come their way and who actively seek to get involved.

The Service is seeking to embed a coaching approach to leadership - helping others to find their own solutions through effective problem solving, and building confidence in others.



Developing Our Leaders

We will implement new ways of identifying and nurturing potential leaders (talent management) at an early stage in their career. We will introduce an Aspiring Leaders programme, with opportunities for individuals to assess their own capabilities and use self directed learning to develop their skills and knowledge before taking on their first management role.

A new leadership programme will replace the current management development approach. Linked to the Institute of Fire Engineers and Incident Command Level models, this will provide a more rounded approach to gaining the technical, command and management skills needed to become an effective leader. Support staff will have equal access to these programmes to enhance their own professional development. This will include routes to management qualification such as ILM or other relevant professional routes.

Continuous professional development will be available through our links to the higher education sector, and via the Bursary Scheme. We will also hold events, and invite speakers, into the Service to provide opportunities to those who wish to broaden their knowledge and, where possible, support secondments to other organisations. We will also be working more closely with our partners to hold shared events to encourage collaboration.



Workforce Development



Development of our workforce has always been, and will continue to be, a key priority for the Service. It is imperative that our employees have the skills, knowledge and ability to apply these in the workplace to enable them to undertake their roles effectively, and safely. However, the way that we develop and train our workforce requires a new approach. The resources that we once had are diminishing, and in a technology-enabled world, the way we learn is changing and we need to adapt to this.

The [Operational Competence Framework](#), which forms part of the Fire Professional Framework, will provide the focus for operational training going forward, linked to the concept of an 'operational license' and the acquisition and re-validation of core skills to ensure they remain valid, effective and deliver a safe working environment. The Service Development Centre will remain at the core of this delivery, with subject matter experts providing input at training hubs or on station wherever possible.

Regional collaboration will play a bigger part in future training provision, with opportunities for sharing resources and expertise explored and pursued where this leads to efficiencies and the development of centres of excellence.

Maintenance of competence will be based upon continuation learning material, with assessment undertaken within the workplace, and with less reliance on a training centre approach. Incident command training and re-validation at all levels will be prioritised, with the implementation of the new Incident Command Suite at Service Headquarters.

The role of e-learning and access to open learning resources, such as Future Learn and other online networks, will form a core component of management and core skills development in the future. A move towards more self-determined learning will allow NFRS employees to manage their development at a place and time to suit their circumstances. This will however place the onus on individuals, supported by their line manager, to develop their own training plan, with a less prescriptive approach from the centre.

During the course of this strategy we will:

- ◆ Implement the Operational Competence Framework;
- ◆ Review all aspects of our training programme to ensure it is fit for purpose and meets changing requirements;
- ◆ Establish different ways of delivering training, with the emphasis on workplace learning and assessment;
- ◆ Implement systems to assess, record and manage the competence levels of individuals and teams;
- ◆ Expand e-learning materials to create a comprehensive resource library;
- ◆ Develop a coaching culture at NFRS;
- ◆ Be a learning organisation.



Workforce Engagement

It is critical that our workforce feel informed and engaged about what we are seeking to achieve, about the changes that are happening, and it is also important that they hear about the positive work that is being done throughout the Service. We understand that people respond to different communication methods and we will seek to ensure that key messages and information are shared in a variety of ways. This may be through intranet news items, blogs, workplace briefings, team meetings, our corporate newsletter or social media etc.

Through our Communications Strategy our aim is to create an information flow which includes everybody within the organisation, and cuts across boundaries created by roles or work location. By making information more accessible and relevant, we aim to encourage involvement and promote discussion so that we truly become one team, working together.

As well as being better informed, we also wish to create a culture where our employees contribute to the debate. We aim to do this by creating opportunities for participation in decision making forums and contributing to ideas about how we can improve the way we do things. The [staff suggestion scheme](#) employee survey and workplace briefings are just some of the ways that our employees can make their ideas and views known.

We will ensure that our managers understand the importance of effective communication, which includes the value of listening and sharing views, and this will form part of our leadership programmes. The importance of maintaining a positive relationship with our representative bodies is an important aspect of this feedback mechanism, and we encourage our employees to engage through their workplace representatives to ensure that their voices are heard. We will continue to seek innovative ways to improve the way that we inform and engage with our employees. We know that the best ideas are those which come from the people who are doing the job and that people do their job better when they feel part of the solution.



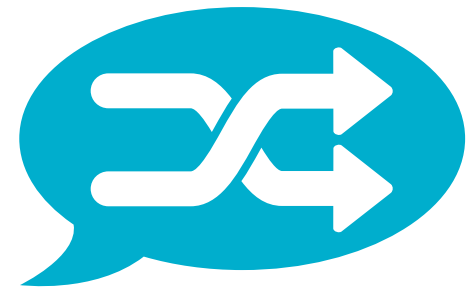
Positive Workplace and Culture

We recently asked people to think about what values are important to them and how we could translate this into core values for the Service, creating a culture where people are proud of what they do and the organisation that they work for.

It was important that our values are built from a consensus and not simply imposed from the top. The values are set out below:

- We **Value and Respect** others;
- We are **Professional** in all that we do;
- We are **One Team** working together;
- We are **Open to Change**.

If we live by these values then we can create a great place to work where we deliver the best service that we can and work together to create safer communities.



Over the term of this strategy, we will work to embed these values in everything we do and the way that we conduct ourselves and deliver our services. We will set high expectations for all our employees, and will actively challenge those who act outside of the values we have set ourselves.

Further information about the behaviours which underpin these values are set out at Appendix 2.

A Safe and Healthy Workplace

We are committed to providing the highest standards of workplace safety and support for our employees and place the health, safety and well-being of our workforce at the very top of our agenda.

We will support our operational employees to maintain high levels of fitness to ensure that they attain and maintain the fitness levels needed to operate effectively and safely. This is especially important as the age of normal retirement is extended.

Maintaining the health and well-being of all our employees is central to this strategy. Through our dedicated occupational health provision, we will promote good health and healthy living initiatives, and support those who become ill or injured. This includes those who may experience mental health issues or difficulties in their personal lives. We will also put in place trained peer support networks to assist our employees to deal with issues that are troubling them, as well as post-incident and trauma support and access to mediation to help resolve workplace issues.

Inclusion

The Service is proud of the steps it has taken to create a workplace where inclusion and equality and diversity is at the forefront of what we do.

- ◆ We will continue to provide equalities training as part of our core training curriculum and ensure that our employees have an understanding of their legal and moral responsibilities as employees and as providers of a public service.
- ◆ We will focus on the elimination of discrimination, harassment and inequality, both in the workplace and when we engage with the community.
- ◆ We will also ensure equal access to our services while making sure that protecting the most vulnerable in our society remains a key priority.
- ◆ We will seek to recruit a workforce which reflects our diverse community, and engage with those who would not normally consider a career with the fire service and encourage them to apply. This will include positive action measures where we have under-representation in the workforce.

Inclusion is about ensuring that everyone in the organisation has a stake in the development of the organisation and in the way it delivers high quality services to communities.

Inclusion lies at the heart of how we do things. Creating a workplace and delivering services based on respect for individuals, acceptance of differences and where no-one feels marginalised or excluded. This places a responsibility on every single person to think about what they say and how their conduct may impact on others.



“

A team is only the sum of its parts.

”

By 2020 we will most likely be a smaller organisation; the way we are governed may well be different and new technologies will change some of the ways that we do things. The next few years will therefore be a period of transition and we will need to adapt to a changing world.

To achieve our aim of delivering safer communities across Nottinghamshire, at a time when our resources are reducing, it is more important than ever that we work together and pool our collective efforts to make the county a safe place to live and work. Whatever our individual role, what we do and how we behave makes a difference. This will mean accepting that some things have got to change. We will need to be more flexible in the way that we deliver our services, work more collaboratively with our emergency service and public sector colleagues and take on board new ways of working.

The role of leaders in every part of the service will be paramount to our success. Leaders will be those people who act as role models to others, who get involved and have the drive to challenge and improve things. Coaching will play a key role in developing our leaders and managers of the future and we will provide the opportunities for people with the aspiration and personal commitment to take on new challenges and make a positive contribution.

Our commitment to build a culture based on our values will help to create a workplace where people are proud of what they do, the organisation that they work for and where all our employees feel supported by each other and by the Service.

We want our employees to feel involved, engaged and participants in the Service that we aspire to be by 2020. The work we are doing now, as set out in this People Strategy, will ensure that we can be confident in ourselves and in our ability to meet future challenges.

These words alone will not get us to where we need to be. It will require the positive engagement of our whole workforce and the will to work together; it will mean challenging and letting go of some of the ways that we have always done things, being open to new ideas whilst retaining the things that make us the best at what we do.

It means taking personal responsibility to do the best that we can whatever our role, making NFRS a great place to work, supporting our colleagues, and taking pride in what we achieve as a Service.

Creating Safer Communities

The Three Principles

Quality Services

An Engaged and Motivated
Workforce

Strong Governance and
Financial Stability

Shaping Our Future

People

Learning

OD Strategies

Shaping Our Workforce

One Team Working Together

Professional Workforce

Workforce Planning

Values and Culture

Fire Professional Framework

Devolved Leadership

Organisational Excellence

Professional and Vocational Qualifications

Developing Potential

Innovation and Improvement

Outstanding Leadership

Engaging the Workforce

Systems Development

Talent Management / Succession

Supporting Employees

Inclusive Services

Workplace Assessment

Equality and Inclusion

Collaboration



By 2020 we aim to become:

A **progressive, responsive, learning** organisation that **works together** to provide **excellent services** and meet future challenges.

Appendix 1 - People, L&D and Organisational Strategies Explained

Workforce Planning: Ensure that we have the right number of people, with the skills and experience to maintain an excellent standard of service delivery to our community within a challenging financial climate.

Devolved Leadership: Trusting managers at all levels to make decisions that support our objectives and values. Coaching to become embedded as the management style of effective leaders.

Developing Potential: Providing opportunity for individuals to fully develop their potential and excel in their role.

Engaging the Workforce: Ensuring that our employees understand our objectives, how they can contribute and be part of their achievement.

Supporting Employees: Caring about the welfare and wellbeing of every employee, creating a workplace that supports individuals to reach their potential to be the best employer that we can be.

Equality and Inclusion: Working to eliminate discrimination and ensure that every individual feels a valued member of the Nottinghamshire Fire & Rescue team. Working together to live our values and establish a culture of mutual support and respect.

Values and Culture: Embed shared values and promote a culture that reflects these values in the way we do things and treat others.

Organisational Excellence: Always seeking to be the best that we can be.

Innovation and Improvement: Bringing fresh ideas into the organisation and challenging the way we do things. Not simply change for change's sake, but making small improvements that make a difference.

Systems Development: Become more effective and efficient by best use of new and existing technologies.

Inclusive Services: Ensuring that we understand the different needs of our community, and work to provide the best service that we can.

Collaboration: Working with others to improve the way we do things and work more efficiently – internally by eliminating silo working, and with our partners to share best practice, resources and shared delivery models.



Appendix 1 - Continued

Operational Competence: Ensure that we have in place the resources and support to so that our operational employees become competent and maintain their competence throughout their career, and to maintain safe systems of working.

Workplace Assessment: Provide a network of assessors to support employees through their development and recognise that it is the responsibility of every manager to nurture, develop and be accountable for performance within their team.

Outstanding Leadership: Establish authentic leaders as role models for the organisation, living the values that we believe are important.

Talent Management / Succession: Provide opportunity to those who have the potential and aspire to a different or higher role through effective learning and development programmes, academic courses and workplace e-learning; individual support through coaching and mentoring; and access to short-term development placements.

Become a progressive, learning organisation: By listening, challenging and improving we aim to become the best that we can be.



Appendix 2 - Values and Behaviour

We are Professional in all that we do

We act professionally by being the best that we can be, behaving with integrity and taking personal responsibility for our behaviour and decisions.

Positive Behaviour	We show this when we
Have (and demonstrate) high standards	Always strive to do our personal best
Protect the good reputation of the Service	Uphold our values and reflect these in our conduct at all times
A role model for others	Consider how we behave; be measured and consistent in our responses
Take responsibility	Accept responsibility for our actions
Show integrity	Are open and honest in our motives and conduct. Be authentic
Act appropriately	Treat others with respect and consideration whatever the situation
Communicate effectively	Communicate information effectively so that it is readily understood

We Value and Respect Others

By treating our community and service users with respect and consideration, we become a more customer-focused and inclusive organisation.

Positive Behaviour	We show this when we
Treat people as individuals	Treat people respectfully in a way they would wish to be treated
Customer-focused	Go the extra mile to deliver excellent services
Polite and approachable	Are courteous, helpful and considerate
Attentive	Actively listen to what people are saying and respond in a way that shows we are listening
Trustworthy and reliable	Do what we say we are going to do



We are Open To Change

By understanding the need to improve, we open ourselves up to new ideas and become a more sustainable and stable organisation, ready for the future.

Positive Behaviour	We show this when we
Open to change	Be open-minded about new ideas and suggestions
Contribute to change	Take responsibility for improving the way we do things and challenge things if they can be done better
Encourage ideas	Help other people to develop their ideas in a positive way
Supportive of change	Recognise that change is an investment in our future

We are One Team working together

We act as One Team when we respect and value each other, and work together to create safer communities.

Positive Behaviour	We show this when we
Share a common goal	Work collectively to provide an excellent service to the people of Nottinghamshire
Value everyone whatever their role	Respect colleagues and the contribution they make
Supportive of colleagues	Have a positive attitude to working with others, we listen and offer constructive advice
Work collaboratively	Help others when we can, take a genuine interest in supporting others to achieve their objectives
Think about what we say and how we say it	Communicate in a constructive and polite way. Careful not to use offensive or demeaning terms
Seek to develop others	Take time to share our experience and knowledge



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Fire & Rescue Service

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People Strategy: Leadership

Foreword

In order to achieve the transformational changes set out within the Service's Organisational Development Strategy ([Shaping Our Future' OD Hub - Home](#)), it is critical that our leadership development programmes reflect the changing requirements of management and leadership roles across the Service, and are aligned to our commitment to be a Learning Organisation.

This means changing the way that we have traditionally developed those with managerial and leadership roles and aspirations, as well as ensuring that we use the full range of learning opportunities now available in a digital age.

The role requirements for supervisory, middle and strategic managers have recently been reviewed to provide a clear development pathway for those who aspire to become our future leaders, and for those who are already substantive in role. These pathways set out the core competencies, skills and behaviours of effective Nottinghamshire Fire and Rescue Service (NFRS) leaders. The revised development programme will be built around these requirements and will reflect both acquisition of skills and knowledge, as well as continuous professional development, commensurate with roles and responsibilities.

The principles of the leadership programme are based upon the "Outstanding Leadership" strand of the [Fire Professional Framework](#) which seeks to establish common standards and practice across the UK fire and rescue service.

The NFRS leadership programme will centre on:

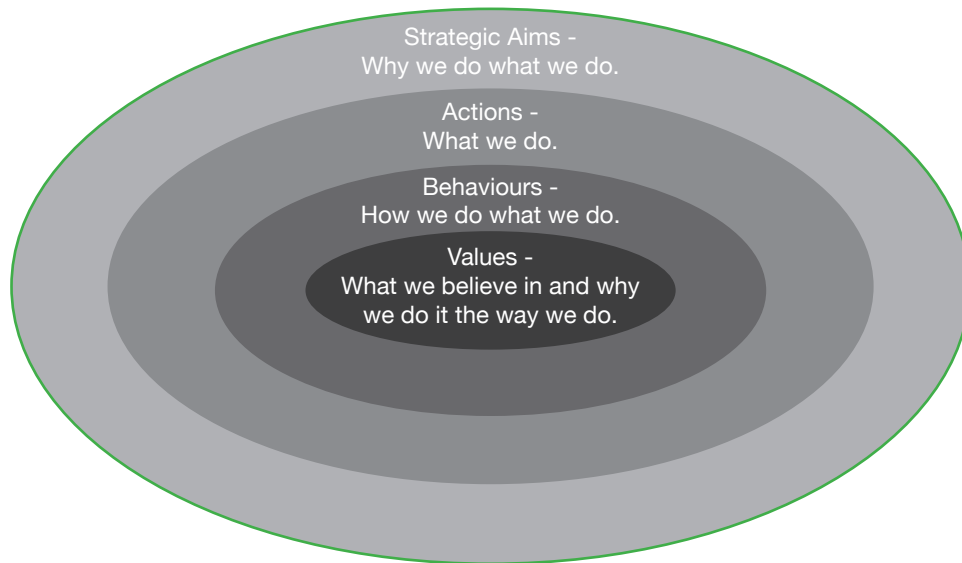
- ◆ Aspirational leaders - to identify and nurture potential;
- ◆ Acquisition and development in role - new or newly promoted leaders;
- ◆ Supporting a positive, performance culture;
- ◆ Continuous professional development - established, competent leaders;
- ◆ Inspirational leaders - leaders as role models.



What is a leader?

Consistently effective leadership is key to implementing organisational strategy, fostering an environment that supports change and transformation and sustaining high performing teams.

This diagram sets out how the leadership framework links to corporate aims and values:



Outstanding Leadership is difficult to define in a 'one size fits all' definition. Nevertheless, there are key qualities that define an outstanding leader.

Firstly, an outstanding leader understands the interdependency of looking to the future as well as understanding the current needs of an organisation, and embodies both 'management' and 'leadership'. People are the route to successful performance and an outstanding leader understands that outcomes such as productivity, quality, innovation and great customer care are all achieved by engaging with others, developing them, building confidence and trust and building leadership capacity.

Finally, outstanding leadership can only occur if leaders act consciously and understand that their contribution centres around their impact on others (Fire Professional Framework).

What does an outstanding leader look like?

- Is a role model for others;
- Promotes our values;
- Fosters trust;
- Promotes effective team work;
- Listens;
- Increases motivation;
- Promotes the sharing of knowledge and ideas;
- Encourages engagement;
- Makes informed decisions.

Aims and Objectives

- ◆ To embed values centred leadership;
- ◆ To develop an Aspirational Leadership Programme that is open to all employees;
- ◆ To provide a clear development pathway for our leaders and managers;
- ◆ To promote life-long learning and commitment to Continuous Professional Development;
- ◆ To encourage self-development through access to e-learning material and open learning forums to support and enhance understanding of management theories and best practice;
- ◆ To provide access to accredited management qualifications;
- ◆ To develop confidence and personal resilience in our leaders and future leaders through relevant training and exposure to different workplace challenges;
- ◆ To support employees through access to coaching opportunities, and to encourage managers and leaders to become coaches themselves;
- ◆ To provide access to development placements in different parts of the Service;
- ◆ To collaborate with other partners, agencies and higher education providers to deliver high quality training and development programmes;
- ◆ To promote Service values and expectations of behaviour through our development programmes, and to encourage managers and leaders to act as role models.



Our Leadership Programme



Through our leadership programme we aim to identify, develop and retain our most talented employees to lead and manage the organisation at all levels.

Aspirational Leaders

A core element of the Service's succession programme is the development of a "talent pool", those people who will become our future leaders and expert practitioners. Opportunities will be accessible to all employees and will allow individuals to create their own development pathway, developing at their own pace and supported by L&D. This will take the form of access to e-learning packages, distance learning, internal learning events, access to development placements and coaching support. For operational employees, this will involve access to the ICL1 course and IFE 3 examinations.

NFRS Leadership Programmes

Once in role, and for those already in role, a development and competence pathway is in place which reflects role requirements (set out at Appendix 1) at each level. This is a combination of management development, accredited at Level 3 for supervisory managers, Level 5 for Station Managers and Level 7 for Group Manager and above. This may be enhanced by academic qualification, internal skills workshops and digital learning packages. As part of their continuous professional development, managers will have access to internal learning events and will be required to maintain a log of their CPD activity (which will be discussed at their PDR).

It is acknowledged that those employees who work on the Retained Duty System (RDS) or who work reduced hours will require a programme of development that will meet their individual requirements and circumstances. Although they will have equal access to all development programmes, their pathway may need to be slightly different.

Nominations for fast-track access to the leadership programmes will be invited annually for those employees who have shown the commitment and ability to undertake programmes at a level above their current role. People may self-nominate or be nominated by their manager, and selection will be through a professional discussion process. This will also form part of the Service's positive action programme.



Our Leadership Programme

Management Qualifications

L&D will continue to internally support the ILM 3 award and certificate for supervisory level roles. Additional support will be made available to RDS and part-time employees to meet their individual circumstances.

Newly appointed middle managers will undertake a management or leadership qualification at ILM level five or level seven or higher education qualification depending on their individual role and previous experience/qualifications.

In certain circumstances, the Service may sponsor participation in an accredited distance learning programme, such as the Open University, where this is a more suitable option for the individual.

All new entrants into supervisory/managerial roles will be required to undertake this development as a condition of their appointment. Existing managers, who do not already have a relevant management level qualification, will also be required to undertake a course of study.

Continuous Professional Development

Managers at all levels of the organisation are expected to maintain their professional competence by attendance at relevant learning events or exposure to workplace situations. The most valuable CPD is through exponential learning (i.e. learning by doing) and individuals should seek to identify opportunities to enhance their own development throughout their career. The Service will support and encourage such development.

Higher Education

Where appropriate for professional development, the Service will sponsor employees to undertake academic courses leading to qualification where this is relevant to their role. This may be via attendance at educational establishments, distance learning courses and through professional bodies.

Each year, the Service will consider bursary applications from employees seeking to undertake qualification courses which may be linked to their future role development or to enhance their personal development. Further details can be found in the Bursary Policy.



Accessibility

Access to development opportunities is equally available to part-time employees, and those working on a Retained Duty System basis. This may mean taking a different approach to suit individual circumstances, and providing additional support where required.

We will ensure that our digital learning material meets Web Content Access Guidelines (WCAG) 2.0 standards to support accessibility and accessible tools and technologies. These standards will ensure that our digital learning material is accessible to all users.

Coaching and Mentoring

An important part of our leadership strategy is a commitment to developing a coaching culture. Developing others is a critical aspect of every leadership and management role and coaching will form part of our development 'tool-kit' and day-to-day management style.

A network of coaches will also be available to offer individual coaching support. It is our aim to place coachees with internal (and sometimes external) coaches as an intrinsic element of their development programmes. Please see the [Coaching Hub](#) for more information about finding a coach or becoming a coach.

Mentoring support will also be available for new entrants to the service, as well as those on a fast-track programme.

Positive Action

The Service will implement positive action initiatives to encourage women and people from BME backgrounds, who are under-represented in senior positions within the fire and rescue service, to develop their skills and provide opportunities to support their personal and career development.

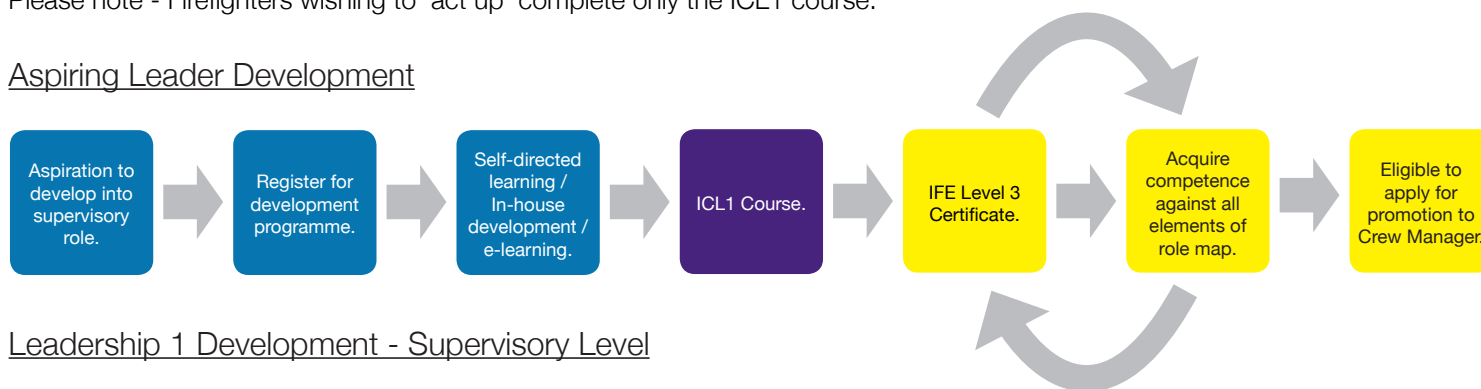


Appendix 1

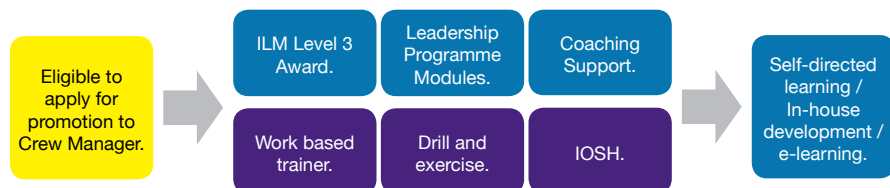
Leadership Development Pathway

Please note - Firefighters wishing to 'act up' complete only the ICL1 course.

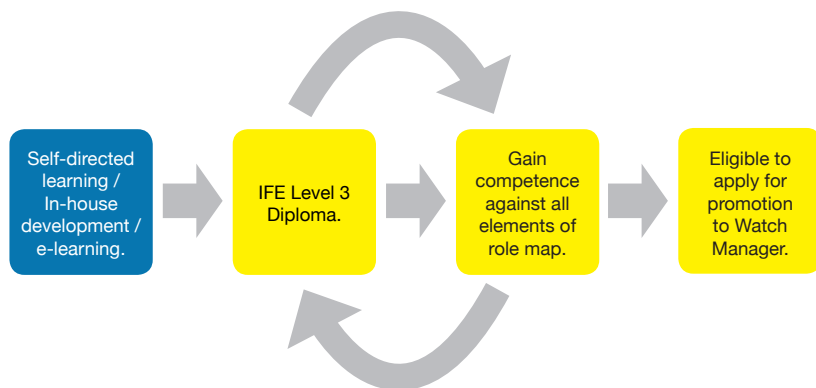
Aspiring Leader Development



Leadership 1 Development - Supervisory Level



- Operational & Control Crew Manager



Key:

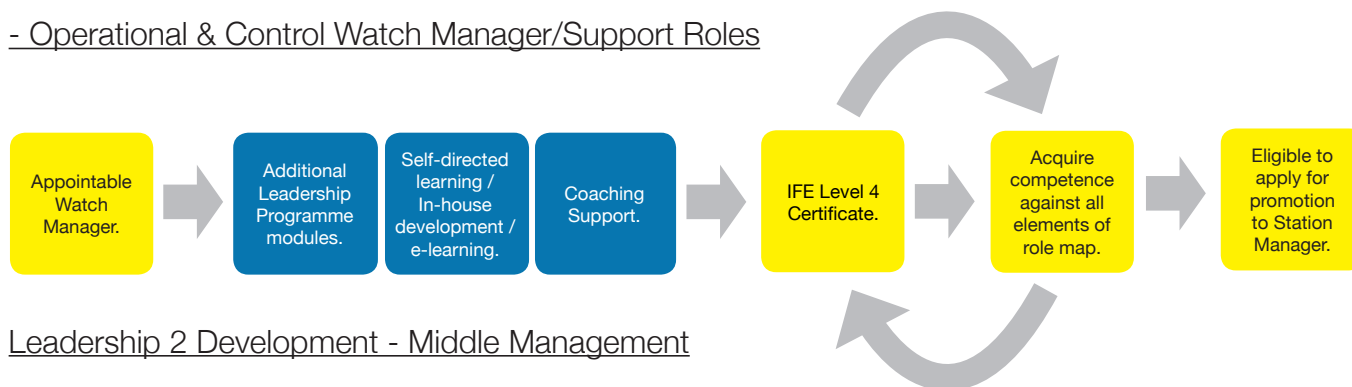
Applicable to all personnel - Operational and Support Roles.

Applicable only to Operational Roles.

Applicable only to Operational and Control Roles.



- Operational & Control Watch Manager/Support Roles



Leadership 2 Development - Middle Management



Leadership 3 Development - Middle Management



Appendix 2

Role requirements - Supervisory Manager (Crew Manager/Watch Manager/equivalent support role).

	Qualifications/Knowledge	All	Crew Manager only	Watch Manager only	Support roles	Delivery model
SM1	Competent at Incident Command	Level 1	IIC WM7	IIC WM7		SDC IIC course Assessment
SM2	Professional / vocational qualification		IFE 3 Certification Fire Investigation Level 1	IFE 3 Diploma	Role specific	Distance learning / study groups Arson Intervention Team External provider
SM3	Management qualification	Level 3	Level 3 ILM Award	Level 3 ILM Certification	Level 3 ILM Award	Leadership and Management Programme (Level 3)
	Core Attributes					
SM4	Competent in role	✓	Crew Manager	Watch Manager	Role specific	By assessment
SM5	Ability to organise, plan and delegate work activities	✓				Leadership and Management Programme (Level 3)
SM6	Effective at managing risk i.e. via risk assessment	✓	IOSHH			Leadership and Management Programme (Level 3)
SM7	Effective communicator	✓	WBT			Leadership and Management Programme (Level 3)
SM8	Effectively manages performance	✓				Leadership and Management Programme (Level 3)
SM9	Effective problem solver	✓				Leadership and Management Programme (Level 3)
SM10	Effective team leader	✓				Leadership and Management Programme (Level 3)
SM11	Ability to build effective relationships in a range of situations	✓				Leadership and Management Programme (Level 3)
SM12	Ability to develop others	✓				Leadership and Management Programme (Level 3)



	Core Attributes					
SM13	Understanding of diversity and inclusion issues	✓				Leadership and Management Programme (Level 3)
SM14	Dealing with and managing change effectively	✓				Leadership and Management Programme (Level 3)
SM15	Self-aware and prepared to undertake personal development	✓				Profiling
	Core Behaviours					
SM16	Upholds and promotes service values	✓				
SM17	Adapts style to different situations	✓				
SM18	Motivates and engages others	✓				
SM19	Respects and values others	✓				
SM20	Proactively seeks to improve performance	✓				
SM21	Seeks to work collaboratively and effectively	✓				
SM22	Builds positive relationships	✓				
SM23	Acts with integrity and honesty	✓				
SM24	Demonstrates a fair and ethical approach	✓				

Appendix 2

Role requirements - Middle Manager (Station Manager/Group Manager/equivalent support role).

	Qualifications / Knowledge	All	Station Manager only	Group Manager only	Support roles	Delivery model
MM1	Competent at Incident Command		IIC Level 2 EFSM2 JESIP	IIC Level 3 EFSM2 JESIP		Internal or external by assessment LRF
MM2	Professional / vocational qualification		IFE 4 Certification Technical specialisms	IFE 4 Certification Technical specialisms	Role specific	Distance learning / study groups Individual plans
MM3	Management qualification (Level 5 or above)	✓	Minimum Level 5 management and leadership qualification PSM PG Certificate / diploma	Individual development plan PSM PG Certificate / diploma	Minimum Level 5 management and leadership qualification	External provider Higher education establishment or distance learning
MM4	Hold a valid EEA driving license		Blue light driver	Blue light driver		Driver training school
	Core Attributes					
MM5	Competent in role		Station Manager role map	Group Manager role map	Role specific	By assessment
MM6	Effective communicator	✓				Leadership and Management Programme (Level 5)
MM7	Ability to organise, plan and delegate	✓				Leadership and Management Programme (Level 5)
MM8	Ability to manage risk effectively (including business continuity management)	✓				Leadership and Management Programme (Level 5)
MM9	Ability to manage resources to meet objectives	✓				Leadership and Management Programme (Level 5)
MM10	Effectively manage performance	✓				Leadership and Management Programme (Level 5)

	Core Attributes	All	Station Manager only	Group Manager only	Support roles	Delivery model
MM11	Effective problem solver	✓				Internal or external by assessment LRF
MM12	Effective team leader	✓				Distance learning / study groups Individual plans
MM13	Ability to build effective relationships in a range of situations	✓				External provider Higher education establishment or distance learning
MM14	Ability to mentor, coach and develop others	✓				Driver training school
MM15	Ability to write reports, policies and procedures	✓				By assessment
MM16	Ability to manage projects	✓				Leadership and Management Programme (Level 5)
MM17	Understanding of diversity and inclusion issues	✓				Leadership and Management Programme (Level 5)
MM18	Dealing effectively with the media / public relations			✓	✓	Leadership and Management Programme (Level 5)
MM19	Dealing with and managing change effectively	✓				Leadership and Management Programme (Level 5)
MM20	Ability to influence individuals and groups	✓				Leadership and Management Programme (Level 5)
MM21	Ability to manage budgets	✓				Leadership and Management Programme (Level 5)
MM22	Confident decision maker	✓				Leadership and Management Programme (Level 5)
MM23	Self-aware and takes responsibility for self development	✓				Leadership and Management Programme (Level 5)

Appendix 2

Role requirements - Middle Manager (Station Manager/Group Manager/equivalent support role).

	Core Behaviours	All	Station Manager only	Group Manager only	Support roles	Delivery model
MM24	Upholds and promotes Service values	✓				
MM25	Displays emotional intelligence	✓				
MM26	Motivates and engages others	✓				
MM27	Respects and values others	✓				
MM28	Proactively seeks Service improvements	✓				
MM29	Seeks to work collaboratively and effectively with others	✓				
MM30	Builds positive relationships	✓				
MM31	Acts with integrity and honesty	✓				
MM32	Demonstrates a fair and ethical approach	✓				

Role requirements - Strategic Manager (Area Manager/Brigade Manager/equivalent support role).

	Qualifications / Knowledge	All	Area Manager only	Brigade Manager only	Support roles	Delivery model
ST1	Competent at Incident Command		Level 4 EFSM2 Silver Command	Level 4 EFSM1 Gold Command		Fire Service College By assessment
ST2	Professional/vocational qualification	✓				Professional body
ST3	Management qualification (Level 7)	✓				Higher education institute
ST4	Hold a valid EEA driving license		Blue light driver	Blue light driver		
	Core Events					
ST5	Competent in role		Area Manager role map	Brigade Manager role map	Role specific	By assessment
ST6	Ability to plan and meet short and long term organisational objectives	✓				Leadership and Management Programme (Level 7)
ST7	Highly effective communicator	✓				Leadership and Management Programme (Level 7)
ST8	Establish corporate performance standards and indicators			✓		Leadership and Management Programme (Level 7)
ST9	Forward looking, ability to anticipate future organisational requirements and risks to inform decisions	✓				Leadership and Management Programme (Level 7)
ST10	Leads, involves and motivates others through creating and implementing effective strategies	✓				Leadership and Management Programme (Level 7)
ST11	Ability to build effective relationships in a range of situations	✓				Leadership and Management Programme (Level 7)
ST12	Ability to mentor, coach and develop others	✓				Leadership and Management Programme (Level 7)

Appendix 2

Role requirements - Strategic Manager (Area Manager/Brigade Manager/equivalent support role).

	Core Events	All	Area Manager only	Brigade Manager only	Support roles	Delivery model
ST13	Ability to formulate strategies to meet aims and objectives			✓		Leadership and Management Programme (Level 7)
ST14	Ability to lead and deliver projects	✓				Leadership and Management Programme (Level 7)
ST15	Ability to implement organisational strategy		✓			Leadership and Management Programme (Level 7)
ST16	Champions diversity and embeds a fair and ethical approach within the organisation	✓				Leadership and Management Programme (Level 7)
ST17	Proactively manages media / public relations	✓				Leadership and Management Programme (Level 7)
ST18	Drives and manages the change process to improve organisational effectiveness	✓				Leadership and Management Programme (Level 7)
ST19	Ability to influence and inspire individuals and groups	✓				Leadership and Management Programme (Level 7)
ST20	Ability to formulate and monitor budgets	✓				Leadership and Management Programme (Level 7)
ST21	Ability to assimilate information and use judgement to make informed decisions	✓				Leadership and Management Programme (Level 7)
ST22	Seeks opportunities to collaborate with others	✓				Leadership and Management Programme (Level 7)
ST23	Self aware and takes responsibility for self development	✓				Profiling
ST24	Anticipate and manage corporate risk	✓				Leadership and Management Programme (Level 7)

	Core Events	All	Area Manager only	Brigade Manager only	Support roles	Delivery model
ST25	Politically astute			✓		Leadership and Management Programme (Level 7)
	Core Behaviours					
ST26	Upholds and promotes Service values	✓				
ST27	Displays emotional intelligence	✓				
ST28	Motivates and engages others	✓				
ST29	Respects and values others	✓				
ST30	Proactively seeks Service improvements	✓				
ST31	Seeks to work collaboratively and effectively with others	✓				
ST32	Builds positives relationships	✓				
ST33	Acts with integrity and honesty	✓				
ST34	Demonstrates a fair and ethical approach	✓				

Appendix 3

Core management events: Training needs analysis

Level	Leadership Level 1	Leadership Level 2	Leadership Level 3	Leadership Level 4
	Supervisory	Middle Manager (SM)	Middle Manager (GM)	Strategic
Competence	CM/WM role map IIC level 1 Fire Investigation techniques	SM role map ICL level 2 Fire Investigation	GM role map ICL level 3 Silver command	AM/BM role map ICL level 4 Gold command
Support roles	Job description / Person specification	Job description / Person specification	Job description / Person specification	Job description / Person specification
Managing performance	Developing others Developing self Managing disciplines, grievance and conflict Dealing with difficult employee situations Appraising performance Dealing with poor performance / capability Managing absence Risk assessment	Coaching and mentoring Leading investigations Monitor performance	Coaching and mentoring Chairing hearings Establish and monitor performance	Coaching and mentoring Chairing hearings Establish corporate performance standards and indicators
Managing resources	Support efficient use of resources Organise, plan and delegate work activities Monitor a budget	Recruitment and selection Planning to meet objectives Managing budgets	Business planning Setting and monitoring budgets	Ability to plan to meet short and long to organisational objectives Strategic financial management



Level	Leadership Level 1	Leadership Level 2	Leadership Level 3	Leadership Level 4
	Supervisory	Middle Manager (SM)	Middle Manager (GM)	Strategic
Managing risk	IOSH Safeguarding Data protection Crisis management, demobilisation and defusing	Business continuity management	Business continuity management Corporate risk management	Business continuity management Strategic risk management
Community engagement / inclusion	Managing equality Disability awareness Traveller awareness	Equality impact assessment Partnership working		Driving inclusion and equality Seeking collaborative opportunities
Applied leadership	Managing change Leading teams Working effectively with others Motivating others Maintain performance standards Planning and implementing work activities Situational awareness	Implementing change Managing more than one team Partnership working Ability to engage positively with others to achieve results Improve Service delivery Establish performance standards Plan to meet team objectives Problem solving / decision making	Leading change Leading multi-functional teams Manage collaborations Inspires confidence and trust in others Implement Service improvements Monitor performance Business planning Managing inter-dependencies / leading projects Political awareness	Driving change Seek collaborations Align organisations design and structure to drive Service improvement Strategic planning Anticipating and planning for future Service requirements Acting as project sponsor Political acumen
Effective communications	Planning, participating and leading meetings Good verbal and written communication Encourage others Responds appropriately to media / public enquiries	Chairing internal meetings / representing the Service at external meetings Influencing and persuading events Ability to engage others Effectively responds and engages with the media / public enquiries	Chairing corporate meetings Negotiation and consultation events Ability to influence others Pro-actively seeks opportunities to promote the service	Advocating, lobbying for and promoting the Service at external meetings Presentation events Ability to inspire others Speaks on behalf of the Service



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