



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

LEARNING AND DEVELOPMENT STRATEGY

Report of the Chief Fire Officer

Agenda Item No:

Date: 23 July 2010

Purpose of Report:

To seek approval from Members to the strategy, that it is adopted, communicated to all personnel, placed on the Service's intranet and entered into the corporate audit and review cycle.

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1. BACKGROUND

- 1.1 One of the recommendations made following the Learning and Development (L and D) review in 2008 was to produce an updated L and D strategy which would include the consideration of the current and future drivers for change.
- 1.2 A strategy was required which would reflect the needs of the organisation ensuring that all Nottinghamshire Fire and Rescue Service (NFRS) staff were able to gain the skills and competencies they need to be effective and safe in carrying out their work, and that the Fire Authority would have confidence that their statutory obligations are being met.
- 1.3 The last strategy L and D strategy document was produced in October 2005.
- 1.4 The absence of a current L and D strategy was presented as part of the Service's evidence as part of the peer review process in 2009. The areas for improvement feedback included reference to the lack of a visible Learning and Development Strategy.
- 1.5 The national Fire and Rescue Service Learning and Development Strategy for England suggests four key development elements: planning and managing FRS learning effectively, improving access to learning, ensuring that standards are maintained and getting value for money.
- 1.6 The Nottinghamshire Fire and Rescue Service Plan 2010-2013 identifies six key objectives as priority areas of work:
 - Prevention
 - Protection
 - Response
 - Resilience
 - Diversity and Workforce
 - Governance and improvement
- 1.7 The strategy is aligned with the challenges and demands being faced by the Service and the Services key objectives.
- 1.8 National operational assessment guidance and briefing notes relating to producing a "Training and Development" strategy include:
 - A comprehensive Training and Development strategy has been developed and implemented within the organisation
 - The development of the strategy has been subject to a suitable engagement and consultation process with the relevant stakeholders
 - The strategy has been designed to meet the FRA's legal duties and responsibilities under the Fire and Rescue Services Act 2004 and the Health and Safety at Work Act 1974

- The strategy considers relevant national guidance and documentation, such as the Fire and Rescue Services National Framework Document and in particular , will have been subject to an Equality Impact Assessment
- The strategy will encompass prevention, protection, intervention, civil resilience and managerial delivery stream and will pay due regard to operational issues at a local, regional and national level
- The strategy will encompass all personnel from Firefighter to Brigade Manager regardless of duty system
- The strategy has been communicated effectively to all personnel within the organisation and in particular is understood by personnel who have responsibilities for the development and delivery of training
- The strategy is subject to audit and review and has been evaluated to ensure that it is suitable and sufficient for the needs of the organisation
- Minimum training standards and frequency of training activity, where appropriate, are articulated clearly and communicated to staff

2. REPORT

- 2.1 The strategy meets all of the aforementioned guidance bullet points with the exception of:

“Minimum training standards and frequency of training activity, where appropriate, are articulated clearly and communicated to staff”

- 2.2 This detail is provided separately in the L and D prospectus and the current Training and Assessment Plans (TAPS) within Districts. As new courses are developed and commissioned by the Training Steering Group, the detail is communicated and the prospectus amended accordingly.
- 2.3 Additionally the strategy has not been subjected to an EIA as the Equalities Steering Group have recommended that the functions within the Service will be subjected to an EIA and not separate strategies.

3. FINANCIAL IMPLICATIONS

- 3.1 Section 21 of the Fire Services Act 2004 requires the Secretary of State to keep a current National Framework Document (2008-2011) to help ensure efficiency, effectiveness and economy of Services. This will require learning and development to be delivered in ways that represent better value for money.
- 3.2 One of the six key functions of Regional Management Boards (RMBs) is to develop a regional approach to training, including reviewing the use of existing facilities and resources to ensure that they are used to deliver training as efficiently and effectively as possible, and making training and development more accessible.

- 3.3 There is an expectation that the Service will seek to achieve Best Value and take opportunities for collaboration with other Authorities, stakeholders and the wider community. In addition, the CFOA business plan outlines the aims of the Fire and Rescue Services to continually improve performance to secure efficiency, economy, effectiveness and equality in Service delivery.
- 3.4 The learning and development strategy aims to support the Service in delivering these objectives.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

The managers within L and D have been included in the consultation, the strategy links to the L and D business plan 2010-2013, the strategy enhances the performance management arrangements

5. EQUALITY IMPACT ASSESSMENT

The strategy has not been subjected to an equality impact assessment (EIA) as the Equalities Steering Group have recommended that the functions within the Service will be subjected to an EIA and not separate strategies.

6. CRIME AND DISORDER IMPLICATIONS

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

7. LEGAL IMPLICATIONS

The failure to provide an appropriately trained and qualified workforce to meet the demands of the known risk profile could see the Service facing both legal and HSE challenge. See also Part 2 Section 7 Paragraph 2(b) – Fire Authorities must ‘secure the provision for training personnel.’

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 The Fire Services Act 2004 and the subsequent publication of the Fire and Rescue Framework documents highlight fire safety and risk management as critical components of service delivery. The Chief Fire Officers Association business plan also places community safety at the core of the Integrated Risk Management Plans. The emphasis is on the shift from a predominantly reactive role of intervention towards a more proactive role of prevention, bringing with it a need for cultural change and the development of new skills.
- 8.2 The role of the Service is changing and the new demands being faced by the Service extend beyond fire-related activities. For this reason, the Fire Services Act 2004 covers a variety of functions related to other types of

emergencies, including those around the Civil Contingencies Act (2004) and those that have emerged from the increased threat of global terrorism and the impact of severe weather events.

- 8.3 CFOA have also identified that, in addition to supporting the delivery of a successful prevention agenda, it is vital to maintain and where appropriate enhance core operational skills to secure a safe and effective workforce at operational incidents.
- 8.4 The Service recognises that the most valuable resource in the delivery of the “modernising agenda” is the workforce. The Service is committed to creating a working environment that is safe, inclusive, free from discrimination and encourages lifelong learning and to providing opportunities that allow the workforce to maximise their potential. The Fire and Rescue Framework seeks to support the ongoing development of a professional workforce by ensuring that people have the opportunity to maintain and improve their skills within a coherent personal development system.
- 8.5 The learning and development strategy takes cognisance of the expanding role of the Service in providing an effective emergency response.
- 8.6 The learning and development strategy recognises that the effectiveness of the Service is dependent on equipping people with the essential skills for their role and to create within them a confidence and desire to extend their contribution to the organisation.
- 8.7 The learning and development strategy places an emphasis on effective organisational development policies, systems and procedures and the provision of quality training and development opportunities.
- 8.8 The structure of the learning and development function has been, and will continue to be, reviewed to ensure that the appropriate resources and expertise are available to support the Service to achieve its aim of providing a quality public service.

9. RECOMMENDATIONS

That Members approve the strategy, that it is adopted, communicated to all personnel, placed on the Service’s intranet and entered into the corporate audit and review cycle.

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

None.

Frank Swann
CHIEF FIRE OFFICER



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Learning and Development Strategy 2010-2013

Strategy No: Strat.1006

SUMMARY

Version Control:	Version	Date
Status		
Approval Date:		

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Andy Pearson – L&D	0.5	Feb 2010
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1. The Context for a Revised Learning and Development Strategy

1.1 The Drivers for change

- 1.1.1 The Fire and Rescue Service (FRS) Learning and Development Strategy for England was produced in 2005. The aim of the Strategy was to provide the framework for Fire and Rescue Services (FRS) learning and development over the next ten years. The strategy builds on what has already been achieved, but sets a challenging agenda for the future. In particular to help ensure that all FRS staff and those elected members responsible for the Service, are able to gain the skills and competencies they need to be effective and safe in carrying out their work.
- 1.1.2 Section 21 of the Fire Services Act 2004 www.communities.gov.uk/fire/firesafety/fire/ requires the Secretary of State to keep a current National Framework Document (2008-2011) www.communities.gov.uk/publications/fire/nationalframework200811 to help ensure efficiency, effectiveness and economy of Services. This will require learning and development to be delivered in ways that represent better value for money. Additionally one of the six key functions of Regional Management Boards (RMB's) is to develop a regional approach to training, including reviewing the use of existing facilities and resources to ensure that they are used to deliver training as efficiently and effectively as possible, and making training and development more accessible.
- 1.1.3 The shift in the focus on development has been given additional momentum by a significant cultural change process that is taking place throughout the UK FRS. A catalyst for change was created by the wide-ranging modernisation agenda that coincided with the period of industrial action, culminating in the review of pay structures.
- 1.1.4 In England the Bain Report (2002) www.communities.gov.uk/fire/firesafety/future/ proposed that pay should be linked to demonstrated competence. It is important that personnel take responsibility for their own personal performance, learning and development.
- 1.1.5 Section 7(2) of the Fire and Rescue Services Act 2004 www.communities.gov.uk/fire/firesafety/fire/ provides that a Fire and Rescue must, amongst other things, secure the provision of training for personnel." section 13 and 16 requires the Service to ensure collaboration with other FRS to ensure efficient interoperability.
- 1.1.6 With a greater emphasis now being placed on a preventative role as against that of the previously accepted one of intervention, it is important that the learning and development section create learning and development opportunities that allows all staff to fulfil their role in all disciplines.
- 1.1.7 Against this background of modernisation and transformation, the Service as with other public sector bodies, are required to review how their services are delivered with an emphasis on driving up quality, encouraging innovation, improving efficiency and productivity and collaborative working with other organisations. It is important that the Services learning and development strategy is clearly aligned with the challenges and demands being faced by the Service.

- 1.1.8 The learning and development interventions associated with the implementation of the recommendations of the Leitch Report www.hm-treasury.gov.uk/leitch_review_index.htm and the Integrated Personal Development System (IPDS) www.communities.gov.uk/fire/working/integratedpersonal/ continue to provide a solid basis from which a revised learning and development strategy can be delivered. However, the IPDS should not be viewed as a strategic goal in its' own right, but as part of a wider Human Resource Management and Development Strategy designed to allow the Service to make their full contribution to the wider public sector agenda.
- 1.1.9 Change is affecting everyone in the Service, both full and part-time personnel, dual contract personnel, technical support, administrative and control room staff. The strategy should cover retaining and developing these people regardless of the duty system or hours worked.
- 1.1.10 The last learning and development strategy was adopted by the Fire Authority in October 2005. The strategy was developed at a time of great change for the Fire Service, and centred on the recommendations of the Government White Paper "Our Fire and Rescue Service" www.communities.gov.uk/fire/firesafety/ourfire/, the outcomes of the Bain Review www.communities.gov.uk/fire/firesafety/future/ and the implementation of the first Integrated Risk Management Plan (IRMP) www.communities.gov.uk/fire/developingfuture/integratedriskmanagement/.
- 1.1.11 The national Fire and Rescue Service Learning and Development Strategy for England suggests four key development elements: planning and managing FRS learning effectively, improving access to learning, ensuring that standards are maintained and getting value for money.
- 1.1.12 Since the adoption of the original Learning and Development Strategy, a number of national strategies have been adopted and considered which set out priorities for the way that FRS manage learning and development issues. These include:
- A National CFOA Human Resources Strategy; www.cfoa.org.uk/10338
 - A National Learning and Development Framework;
 - A National Equalities Strategy;
www.communities.gov.uk/publications/fire/equalitydiversitystrategy
 - A Framework for Fire and Rescue Services (Chapter 3);
www.communities.gov.uk/publications/fire/nationalframework200811

The Local Government White Paper: Strong and Prosperous Communities;
www.communities.gov.uk/publications/localgovernment/strongprosperous

Core values for the Fire Service;

The Comprehensive Spending Review 2007
www.cabinetoffice.gov.uk/third_sector/third_sector_review/csr.aspx

The Pitt report;
http://archive.cabinetoffice.gov.uk/pittreview/thepittreview/final_report.htm
↓

Rising to the Challenge; www.audit-commission.gov.uk/nationalstudies/fire/resp/resp_risingtothechallenge.aspx

Fire and Rescue Operational Assessment Toolkit;
www.communities.gov.uk/publications/fire/opatoolkit

- 1.1.13 Additionally there has been significant progress in regional collaboration, with the introduction of the RMB and functional working groups. In terms of learning and development, the adoption of regional human resources (HR) and learning and development strategies has established a direction for future developments and closer collaborative working between FRA's. Regional Firefighter Recruitment, Assessment and Development Centres for Supervisory and Middle Managers are now firmly embedded as regional practice, and a number of policy frameworks have been established through the regional HR Project Group.
- 1.1.14 The Service itself has undergone a significant re-structure of its services and working hours, and the way services are delivered. Effective learning and development provision and management underpins all aspects of the delivery of the Service. Embedding learning and development is vital for continuing improved performance. It is important that FRS managers at all levels support individual and group learning before, during and after any development activity.
- 1.1.15 The FRS Core Values reflects the need for organisations and individuals to take responsibility for improving performance and using development to achieve full potential. The learning and development strategy supports the achievement of the goals stated in the National Learning and Development Strategy document.
- 1.1.16 The Nottinghamshire Fire and Rescue Service plan 2010-2013 identifies six key objectives as priority areas of work;

Prevention

Protection

Response

Resilience

Diversity and Workforce

Governance and improvement

1.2 Future Drivers

1.2.1 Looking ahead to issues that may become future drivers for change within the life of this Strategy, significant issues will include:

Legislative changes which will see the consolidation of equalities legislation into a single body of law, extensions to current work-life balance provisions for working parents, and European Directives on Health and Safety regulations;

The outcomes of the local cultural audit and change programme and integration of our core values as part of our culture and way of doing things (i.e. led by our commitment to Continuous Improvement, People, Diversity, Service);

Greater emphasis on shared common services; (Varney Report)
www.hm-treasury.gov.uk/d/pbr06_varney_review.pdf

The Regional HR Strategy;

A change of Government;

An increased focus on flexible working arrangements and transformation of the workplace;

The working time directive;

Impacts of the Gershon Review
www.hmtreasury.gov.uk/spending_sr04_efficiency.htm which will increasingly impact on the funding available to deliver services;

Increased inter-service collaboration, specifically in the development of national resilience and contingency planning;

Outcomes of Comprehensive Area Assessment www.audit-commission.gov.uk/SiteCollectionDocuments/MethodologyAndTools/Guidance/caaframeworksummary10feb09.pdf

Outcomes of the Operational Assessment;

Embedding operational intelligence development;

Turnover of staff and loss of tacit knowledge and experience;

Cross border and multi agency training;

Regional Control Centres;

Attracting suitable staff into the learning and development role;

The requirement for additional specialist teams;

Re introduction of written examinations to confirm underpinning knowledge and understanding;

Increasing diversity of the communities;

- 1.2.2 The role of the learning and development function in all of these areas is critical to effective delivery and this strategy, supported by detailed annual business plans, will require regular planned reviews to ensure that the priorities remain aligned with national, regional and local service objectives.
- 1.2.3 The structure of the learning and development function has been, and will continue to be, reviewed to ensure that the appropriate resources and expertise are available to support the Service to achieve its aim of providing a quality public service.

2. The Learning and Development Strategy

2.1 Supporting the Service to deliver its prevention and protection agenda

- 2.1.1 The Fire Services Act 2004 and the subsequent publication of the Fire and Rescue Framework documents highlight fire safety and risk management as critical components of service delivery. The Chief Fire Officers Association (CFOA) business plan also places community safety at the core of the Integrated Risk Management Plans. The emphasis is on the shift from a predominantly reactive role of intervention towards a more proactive role of prevention, bringing with it a need for cultural change and the development of new skills.
- 2.1.2 The Service is committed to securing improvements to the social, economic and environmental well being of communities via their contribution to effective partnerships. The Local Government provided the statutory basis for Local Authorities to initiate and facilitate partnerships.
- 2.1.3 A comprehensive community safety strategy has been planned and implemented, and ensures equality of service to all sections of the community. The strategy supports the Local Area Agreement (LAA) and 'story of the place.' There is an extensive range of effective established partnerships that deliver a joined up approach to community safety.
- 2.1.4 The Service recognises the fundamental links that community partnerships can provide to shape, implement and monitor the Services risk management and prevention plans.

- 2.1.5 The enforcement of fire safety is a critical element of the Services Community Safety Plan and the Authority's strategy for the enforcement of fire safety forms a key part of its overall strategy for the protection of its community. Fire Protection assesses the County's risks, analyses them and assign its resources in the most effective way to reduce or eliminate those risks.
- 2.1.6 Fire safety enforcement activities are designed to ensure the Fire Authority's statutory requirements; predominantly seeking to reduce the risk to life and property.
- 2.1.4 The Fire Protection focus is on risk identification, risk reduction and risk management, with appropriate performance management and information systems that equip CFP managers with the intelligence necessary to maintain the optimum risk management strategies.
- 2.1.5 A key objective of this learning and development strategy is to support the Service in making their full contribution to the prevention and protection agenda.

2.2 Supporting the service to maintain and develop the response and resilience capacity required to deliver effective emergency provision

- 2.2.1 The role of the Service is changing and the new demands being faced by the Service extend beyond fire-related activities. For this reason, the Fire Services Act 2004 covers a variety of functions related to other types of emergencies, including those around the Civil Contingencies Act www.cabinetoffice.gov.uk/media/132428/15mayshortguide.pdf (2004) and those that have emerged from the increased threat of global terrorism and the impact of severe weather events.
- 2.2.2 CFOA have also identified that, in addition to supporting the delivery of a successful prevention agenda, it is vital to maintain and where appropriate enhance core operational skills to secure a safe and effective workforce at operational incidents.
- 2.2.3 This learning and development strategy should take cognisance of the expanding role of the Service in providing an effective emergency response.

2.3 Supporting the organisational development of the service

- 2.3.1 The Service recognises that the most valuable resource in the delivery of the "modernising agenda" is the workforce. The Fire and Rescue Framework seeks to support the ongoing development of a professional workforce by ensuring that people have the opportunity to maintain and improve their skills within a coherent personal development system.
- 2.3.2 The Service is committed to creating a working environment that is safe, inclusive, free from discrimination and encourages lifelong learning and to providing opportunities that allow the workforce to maximise their potential.

- 2.3.3 The introduction of the IPDS, outlined in the National Learning and Development Strategy, was a major UK initiative to provide a framework that would allow FRS to implement “best practice” human resource development processes. As a result, there have been significant changes to the structure of the Service with the replacement of a traditional rank-based structure with one based on competence, defined by the National Occupational Standards. The ongoing implementation of the IPDS, combined with changes to the nationally agreed terms and conditions of employment and the removal of statutory discipline and appointments and promotion regulations, require changes to the way in which people working within the Service are managed and developed. Under these arrangements, it has been identified that there is a need to move away from centralised Human Resource Management models and devolve more responsibility for performance management, development and progression of staff to Line Managers.
- 2.3.4 Historic traditions of strong, command-based models of service leadership are also evolving to meet the new challenges posed, both by the modernising change agenda and by the increasing expectations of a wide variety of stakeholders. Increasingly flexible and varied working patterns, more communities that are diverse, an increased range of risks and statutory responsibilities and a growing emphasis on accountability and governance create a demand for leaders with a blend of skills and experience to achieve results.
- 2.3.5 This learning and development strategy recognises that the effectiveness of the Service is dependent on equipping people with the essential skills for their role and to create within them a confidence and desire to extend their contribution to the organisation.
- 2.3.6 This learning and development strategy therefore places an emphasis on effective organisational development policies, systems and procedures and the provision of quality training and development opportunities.

2.4 Supporting a Best Value Service provision

- 2.4.1 The Service operates within the effective systems of Local Government. The Fire and Rescue Framework outlines the application of Best Value. There is an expectation that the Service will seek to achieve Best Value and take opportunities for collaboration with other Authorities, stakeholders and the wider community. In addition, the CFOA business plan outlines the aims of the Fire and Rescue Services to continually improve performance to secure efficiency, economy, effectiveness and equality in Service delivery. The Service is also committed to securing effective public scrutiny and accountability arrangements in line with best practice models of governance.
- 2.4.2 This learning and development strategy aims to support the Service in delivering these objectives.

2.5 Securing effective collaborative arrangements, resources and facilities for the delivery of best value learning and development interventions

- 2.5.1 The review of the Services Development Centre has facilitated the development of a central and peripatetic resource to provide advice, knowledge and support in areas such as:

- Quality assurance of training
 - Setting standards for training delivery
 - Training development and review
 - Learning and development systems
 - Virtual learning environments
 - E learning
- 2.5.2 The availability of staff to attend development events due to flexible working, primary employer conflicts and self-rostering has required access to more flexible and easily accessible learning environments.
- 2.5.3 There has been a move towards a modular approach to learning and development, creating opportunities to build flexible development programmes that have provided the Service with access to programmes from the wider world of education and training. In addition, the Service is continuing to develop collaborative arrangements for the delivery of learning and development. Important benefits can be derived from greater collaboration in the best use of local learning and development facilities, in terms of best value and cost of investment in improved and up-to-date facilities.
- 2.5.4 This strategy will seek to expand the use of the established and other flexible delivery methods, such as distance learning, in the delivery of development programmes under the IPDS framework.
- 2.5.5 This strategy proposes a review of the current collaborative arrangements, the use of existing facilities and resources and the exploration of further opportunities for partnership with external providers and agencies.

2.6 Maintaining and developing strategic partnerships for learning and development

- 2.6.1 Learning and development is recognised as a key strategic issue and an ongoing commitment to the National and Regional Learning and Development Strategy is crucial to the realisation of the objectives laid down in the Fire and Rescue Framework.
- 2.6.2 The Service and CFOA have made significant progress in building strategic partnerships for learning and development and have encouraged collaboration between NFRS, the Fire Service College and other providers to create learning and development opportunities that meet the needs of the Service. It is vital that learning and development continues to have the visible commitment of all strategic partners.
- 2.6.3 A key objective of this learning and development strategy is the pursuit of partnerships with a wide range of stakeholders working to a shared vision.

3. Vision and Purpose of the Strategy

3.1 This strategy recognises the need for organisations and individuals to take responsibility for improving individual and team performance and seeks to promote learning and development as a strategic tool to achieve organisational results and realise individual potential.

3.2 This Learning and Development Strategy seeks to:

- Equip the Service to meet current and future challenges;
- Equip the Service to continue with the shift from primarily being an emergency response service, to being both an emergency response and a community safety service;
- Contribute to a fully skilled, safe, effective and competent workforce;
- Continually improve performance;
- Support cultural change;
- Facilitate lifelong learning;
- Facilitate collaborative and partnership working;
- Support Best Value service delivery;
- Support equality and diversity across the Service;
- Enable people to maximise their personal potential in the achievement of organisational objectives;
- Recognise individual achievement of competence that will lead to the development of transferable skills, knowledge and understanding;

4. Strategic Objectives

4.1 Supporting the Service to deliver its and prevention and protection agenda

- 4.1.1 To create an auditable learning and development framework that will support the Service to develop the strategic, tactical and operational capacity for Community Safety (Community Fire Safety, Legislative Fire Safety, Community Planning, Risk Management).
- 4.1.2 To develop a flexible programme of learning and development opportunities to support the community safety agenda by addressing the development needs of all groups of staff as new demands emerge from the NFRS IRMP.
- 4.1.3 To support the Service to make their full contribution to local community partnerships.

4.2 Supporting the service to maintain and develop the response and resilience capacity required to deliver effective emergency provision

- 4.2.1 To create an auditable learning and development framework that will support the Service to deliver strategic, tactical and operational responses to meet the full range of roles and incident types.
- 4.2.2 To support the development of multi-agency interoperability.
- 4.2.3 To support the Service to play a more significant part in contingency provision.

4.3 Supporting the organisational development of the service

- 4.3.1 To develop auditable frameworks and systems for learning and development, including the continuing development of the IPDS, to deliver a safe, competent and motivated workforce.
- 4.3.2 To develop Leadership and Management capacity that supports the Service to meet future organisational needs.
- 4.3.3 To support the Service to embed a system of Values to support cultural change.
- 4.3.4 To support the Service in achieving a culture of continuous improvement through the management of organisational, team and individual performance.
- 4.3.5 To support the Service in the maintenance the skills required to deliver effective employee relationships.
- 4.3.6 To support the Service in building a diverse workforce that is representative of the communities it serves and that promotes equality, fairness and dignity in the treatment of all employees.
- 4.3.7 To support the concept of lifelong learning.
- 4.3.8 Revise the existing development programmes and ensure that the learning outcomes are clearly mapped to the achievement of the National Occupational Standards (NOS).

- 4.3.9 Research appropriate management development programmes for middle and strategic management roles (station, group, area, and brigade management).
- 4.3.10 Research appropriate programmes for people in specialist roles (in line with the NOS).
- 4.3.11 Consult Fire Authority Elected Members on programmes to support their role development.
- 4.3.12 Research, make recommendations and implement appropriate development programmes for people in support roles.

4.4 Supporting a Best Value Service provision

- 4.4.1 To create a learning and development framework that supports the Service to embed a culture of efficiency and productivity.
- 4.4.2 To support the Service to develop collaborative methods of working and create effective partnerships.
- 4.4.3 To support the sharing of good practice in Service delivery.
- 4.4.4 To support the Service to strengthen frontline accountability and have efficient and effective governance.

4.5 Securing effective collaborative arrangements, resources and facilities for the delivery of best value learning and development interventions

- 4.5.1 To maximise the use of local, regional and UK resources for the best value delivery of the learning and development framework.
- 4.5.2 To embed systems of quality assurance and standards for learning and development across the Service.
- 4.5.3 To maximise the use of technological innovations in the delivery of learning and development interventions.
- 4.5.4 To develop Nottinghamshire Fire & Rescue Services' Service Development Centre as a regional resource for learning and development.

4.6 Maintaining and developing strategic partnerships for learning and development

- 4.6.1 To champion a strategic partnership framework in support of the collaborative implementation of regional learning and development.
- 4.6.2 To develop, grow and share valued expertise in learning and development across the Service.

- 4.6.3 To create new partnerships in pursuit of a comprehensive learning and development framework for the Service.
- 4.6.4 Research, and build partnerships with, further education establishments and other stakeholders from the world of education and training

5. Delivering the strategy

- 5.1 To create a learner-focused environment for career and contribution management which drives continuous Service improvement by encouraging individuals to take responsibility for their own learning, providing access to an integrated portfolio of quality assured, auditable learning opportunities which has Line Management support.
 - 5.1.1 Development is an integral part of the Services strategic planning process, in that it is aligned with organisational objectives via the Services business and budget planning and performance management systems.

- 5.1.2 Value is placed on workplace learning and continual professional development. All staff will have personal development plans that are updated regularly via dialogue with their Line Manager with regard to their performance in the role. All uniformed staff will have maintenance of competence records.
- 5.1.3 The National Occupational Standards (NOS) form the basis of our competency frameworks.
- 5.1.4 Behavioural competencies, in the form of Personal Qualities and Attributes (PQAs), provide the framework to determine an individual's potential for progression within the Service.
- 5.1.5 Assessment and Development Centres (ADCs) will be used to support career progression; development for newly appointed staff will be based on feedback from the ADC process and a determination of prior learning and experience against the NOS for their new role.
- 5.1.6 The NOS will be used to review existing development programmes and to develop new ones, to ensure that development is delivered to a nationally recognised level and in line with the role requirements. A matrix for a support staff development programme will be developed.
- 5.1.7 Development will be delivered on a flexible, modular and sometimes distance-learning basis.
- 5.1.8 There is a commitment to e-learning, learning and development will make maximum use of Information Technology.
- 5.1.9 Where appropriate, nationally devised programmes will be accredited and aligned with the Qualifications and Credit framework. The aim is to offer access to transferable learning and development opportunities that can lead to relevant qualifications.
- 5.1.10 All programmes will be subject to impact assessment (risk management, health and safety, equality and diversity).
- 5.1.11 All programmes will adopt a Service course style.
- 5.1.12 All programmes will be subject to appropriate systems of evaluation and quality assurance including Kirkpatrick's model, Ops Assurance monitoring and the Training Steering Group.
- 5.1.13 Succession planning will be supported by appropriate targeted development for staff who have been identified as "high potential" performers.
- 5.1.14 The electronic recording system will be enhanced to hold individual records of development, performance management and career progression information.
- 5.1.15 Centralised core planning will be developed including the frequency of mandatory and optional requirements and seasonal themes.

Appendix 1

The Nottinghamshire Fire and Rescue Service Learning and Development Policy Statement

Effective learning and development is critical to the overall effectiveness of the Service. This policy statement has been produced in response to National, regional and local needs to support the Service in the achievement of its targets. Fire and Rescue Services nationally are required to provide a written learning and development policy statement that should be communicated to all employees.

The purpose of this policy is to: -

- Confirm the Service's commitment to learning and development.
- Set out the Service's learning and development priorities.
- Identify priorities leading to a strategy and plan of action.
- Outline the resource requirements to meet the Service's learning and development needs.

Commitment to Learning and Development

The Service:

- Fully accepts its responsibility to make resources available to provide learning and development opportunities that will maximise the potential of its workforce.
- Agrees that the development of employees is crucial to the future success of the Service.
- Requires managers to ensure that learning and development needs are identified to enable the effective investment of the Service's resources in the learning and development of its employees.
- Recognises its responsibility to provide equal access to relevant learning and development in accordance with equal opportunities legislation and existing policies.
- Accepts the need to provide appropriate guidance and development for Elected Members.
- Recognises that continuing investment and commitment to lifelong learning are vital to the organisation if quality services are to be provided, maintained and continually improved and for the recruitment and retention of quality employees.

Learning and Development Priorities

Employees' learning and development requirements are:-

- Those, which are necessary for employees to be able to carry out their jobs effectively and safely.
- Those, which will enable employees to continue to improve their current job performance, gain job satisfaction and prepare them for future job roles.
- The maintenance and improvement of individual and Service standards.
- Those, which keep employees up to date with changes in law, equipment or practices that are job related.
- Learning and development in the current and future use of technology.
- Career development and re-training.
- Positive action opportunities for under represented groups within the Service.
- Those which are required for employees to keep up to date with new legislation, new technology, changing standards, practices and policies.
- Activities that will prepare employees for future roles and responsibilities.

Implementing the Policy - Developing a Strategy

The Service recognises that the learning and development needs set out above must have equal importance if the Service is to be successful in achieving its business objectives. Training needs must be prioritised within corporate strategies and within budgetary constraints.

The Strategy will address:-

- Induction training that ensures new employees are provided with the necessary information.
- How emphasis will be given to learning and development that relates to continual improvement in the quality or performance of the Service and the development of action plans to achieve this.
- Professional and skills training in areas where:-
The service has statutory obligations.
It prevents inefficiency or waste.
It enables employees to meet their responsibilities in completing continuing professional development (CPD) required by their institutes or professional bodies.
- Opportunities for management development.
- Communication skills and training to create an organisation that is able to communicate effectively both internally and with the community and business it serves.
- Learning and development in the current and future use of new technology.
- Career development and re-training.
- Career development and positive action strategies.

Resource Requirements

The Service will provide a budget for learning and development that enables it to achieve its business objectives, and in particular will take into account the following factors:-

- The identified training needs of employees and Elected Members.
- Those training needs that are essential to progress the adopted strategies of the Service.
- The direct costs of learning and development from such areas as employee time, course fees, hire of external providers, hire of facilities, training materials, accreditation travelling and subsistence.
- The indirect costs of learning and development such as employees' salaries and wages and the effect on services by employees' absences whilst undertaking training.

Appendix 2

Managers Guidelines to Roles and Responsibilities

Introduction

The Nottinghamshire Fire and Rescue Service Learning and Development Policy Statement clearly sets out its commitment to the provision of learning and development for employees and elected members. It outlines the actions required to implement the Learning and Development Strategy.

The Service recognises the value and importance of its major resource, the people it employs, and that the initiative and creativity of those employees is crucial to the future development and success of the Service's activities. In order to achieve this success and maintain a quality service, everyone has a role to play in implementing the Learning and Development Strategy.

Roles and Responsibilities

The following framework sets out an agenda for action.

Combined Fire Authority Members have the responsibility to:

- Allocate sufficient budgetary resources to enable the Learning and Development Strategy to be implemented.
- Provide support for the direction of learning and development within Nottinghamshire Fire & Rescue Service.
- Seek reports on the effectiveness of the policy and its contribution to organisational development.

The Chief Fire Officer has the responsibility to:

- Advocate the adoption of the policy
- Advise and encourage all managers to implement the policy
- Review and monitor how the training budget is spent
- Review and monitor the policy and evaluate its impact
- Report and advise elected members on the progress of the policy
- Ensure all employees are aware of the departmental and Service objectives

Heads of Service have the responsibility to:

- Ensure that training and development activity is based on achieving both departmental and Service objectives.
- Produce a strategy to implement the policy.
- Develop an action plan to ensure learning and development priorities are met.

- Promote the policy to all departmental employees.
- Ensure that Personal Development Plans at individual and departmental level are consistent with the policy and with the Organisations' core objectives and values.
- Monitor and review how money on development is spent in their department.
- Ensure that the Training Steering Group commissions planned development and training events.
- Report and advise the head of learning and development on the progress of the policy within their department.

Managers have the responsibility to:

- Tell all employees about the Service's Learning and Development strategy and implement it in accordance with their departmental policies.
- Make sure all employees have access to appropriate learning and development opportunities.
- Offer regular reviews to identify employees' learning and development needs.
- Work with all learning providers so that all needs are met in the most effective manner.
- Be aware of and promote the range of commissioned learning and development opportunities available to all employees.
- Encourage employees to take responsibility for their own learning.
- Help employees apply their learning at work.
- Ensure that learning and development plans are evaluated at individual and departmental levels.
- Ensure employees are aware of the objectives of the department.
- Ensure that the organisation receives value and return on investment for all development initiatives and feedback is provided to learning and development.

Employees have the responsibility to:

- Prepare for and contribute to the identification of their learning and development needs through the Performance Development Review (PDR) process.
- Make the most of all learning and development opportunities and apply this learning to their work.
- Support the development of other employees.
- Participate in any process to gather feedback on learning and development offered.
- Understand that priority for learning and development must support the achievement of departmental and corporate objectives.

The Learning and Development Section have the responsibility to:

- Set the criteria for monitoring and evaluating how the policy is being achieved across the Service.
- Provide support and information to help the organisation to implement the policy.
- Assist departments to develop effective learning plans following the Performance Development Review process.
- Provide a range of resources to support corporate, departmental and individual learning plans.
- Assist managers to evaluate learning provision to ensure that the Service achieves good value and return on investment from its learning resources and development initiatives.
- Share and promote good learning and development practices between other Fire and Rescue Services both regionally and nationally, drawing on experiences gained from within the Services and from other organisations.
- Devise a list of approved providers for the external supply of training activities.

Access to Learning and Development

The NFRS commitment to equality and diversity requires that all learning provision be planned, delivered and monitored based on equality of access for all employees including part-time workers. Resources for learning and development should be shared equitably across all categories of employees and occupational groups. Additionally learning may be provided for those who are under-represented in the workforce as a priority or as a positive action.

Managers are responsible for ensuring that all employees have access to learning and development opportunities through the implementation of the PDR process. These opportunities must be relevant to their job role and to organisational and departmental business/service plans.

Equality of access

Equality of access refers to:

- Information relating to learning and development opportunities
- Selection for participation in learning and development activities
- Access to learning and development events

All learning providers, internal and external, must ensure that programmes are free from barriers, which restrict access or progress of individual employees.

Monitoring

It is the responsibility of the Equalities and Fairness Officer to ensure that selection for, and attendance on, learning and development programmes is recorded and monitored to ensure that equality of access is provided.

Monitoring information will be requested from all individuals undertaking learning. This information will eventually be stored in individual personal development records through a computerised learning management system.

Identification of development needs

Identification of employees' development needs forms the basis of a successful Learning and Development strategy. The process of identifying learning and development needs must be approached in a systematic way, which enables employees to discuss openly the skills, knowledge, and personal development objectives required to perform effectively in their role.

All managers should follow the framework as laid out in the PDR guidance which will enable the accurate identification of employee's learning and development needs. The following of this framework will enable employees to meet regularly with their managers to discuss and review learning needs that are relevant to the employee and their current and future job roles.

Managers must consider appropriate methods of identifying learning and development needs that provide equality of access for all employees.

The Performance Development Review Process

A system of regular review and feedback between employees and managers will enable the production of personal and departmental development plans to support business objectives and service delivery targets.

This will involve:

- Managers offering regular recorded review meetings with employees to discuss learning and development needs.
- The production of a written and agreed Personal Development Plan for every employee following their review.
- Production of departmental development plans to support the Services three year plan.