



# Core Learning Pathways for Leadership and Management – Explanatory Brief

**The NFCC People Programme is pleased to publish the NFCC Core Learning Pathway for Leadership and Management, to complement the NFCC Leadership Framework in bringing consistency to levels of progression within FRS organisations.**

It can be used to manage expectations of individuals when considering their career progression and provides guidance from an organisational perspective in terms of the formal qualifications or experience that might be required at each level.

The publication follows consultation (2019) which confirmed the main elements of the pathway were accepted by those that responded as a flexible toolkit to use as a guide for FRS leadership development. The feedback supported the use of the newly developed leadership apprenticeship standards (from the Leadership and Management sector) in providing, not only the most up to date approach to FRS leadership development, but also direct access to the apprenticeship levy funding.

The core pathway identifies recommended minimum attainment for each level within leadership and management. The inclusion of supplementary (additional/further) and complementary (supportive) development opportunities was seen as a useful element in providing FRSs with greater flexibility within the ever diversifying workforce/workplace. The equivalence element was seen as supporting the use of already established standards/pathways as well as providing an opportunity for transition towards the most up to date apprenticeship/qualification standards. These elements have generic relevance to leadership and management but specific opportunities or areas of specialism are not included to maintain flexibility.

It is hoped that the pathway will provide organisational guidance in reinforcing the importance of the required knowledge, skills and behaviours for leadership across management roles within a modern FRS, as outlined in the NFCC Leadership Framework and the wider NFCC People Strategy 2017– 2022. Thus providing a consistent yet flexible approach within services.

UNDERPINNED BY THE NFCC LEADERSHIP FRAMEWORK BEHAVIOURS

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