



MEETING: HUMAN RESOURCES COMMITTEE

SUBJECT: ORGANISATIONAL DEVELOPMENT UPDATE

JOINT REPORT OF THE CHIEF FIRE OFFICER/CHIEF EXECUTIVE (CLERK TO THE AUTHORITY) AND PERSONNEL ADVISOR TO THE AUTHORITY

1 INTRODUCTION

- 1.1 This paper will provide the HR Committee with a summary of the proposed '*Development Pathways*' staff within the Service will follow, to provide those within leadership roles with underpinning Leadership and Management development as they progress throughout their career.
- 1.2 A great deal of work has been undertaken in identifying effective and efficient methods of input, to ensure our workforce is supported in their development and aspiring leaders are afforded opportunities to grow their skills, knowledge and understanding of what an effective leader looks like.

2 BACKGROUND

- 2.1 This briefing note provides information on the development our staff will undertake in Leadership and Management skills, as well as other qualifications/training applicable to their role. These skills are the core pillar of all development as part of our development pathways work.
- 2.2 The aim is that the relevant level of training would be fully completed, or as a minimum started by TWFRS personnel, before they take up a new role within the organisation i.e. an individual would carry out the supervisory manager training before being promoted into the supervisory level of management.
- 2.3 This pathway supports the People and Organisational Strategy and outlines the framework for the core leadership and management development pathways for people who are seeking opportunities for career development.
- 2.4 The development of leadership and management knowledge, skills and behaviours are considered the core foundation to lead our people and ensure the organisation is effective and efficient in delivering our strategic goals, whilst also reducing risk.

3 LEADERSHIP DEVELOPMENT

- 3.1 Development routes for all staff are built on 3 levels and align to '*supervisory*', '*middle*' and '*strategic*' levels within the organisation as described in the National Fire Chiefs Council (NFCC) Learning Pathways document (Appendix 1).
- 3.2 Within each of these 3 categories individuals will carry out *Leadership Development*, *Management* and *Role Related Development*.
- 3.3 NFCC have created leadership development programmes aimed at the 3 levels of management within the Service
- 3.4 All programmes provide a consistent, national approach to develop aspiring, new and existing managers, regardless of role (Green and Grey book staff), contract type or location. Focus will be on providing a pipeline of professionalism, skills and behaviours required for our leaders in the fire sector.
- 3.5 All Leadership Development Programmes (LDP) will align with:
 - **NFCC Leadership Framework**
 - Knowledge, skills and behaviours of the relevant level of apprenticeship (level 3, 5 or 7)
 - **NFCC Core Learning Pathways**
 - The ethical behaviours and integrity of a leader, linked to the **Core Code of Ethics**
 - Equality, diversity and inclusion principles, integrated through usual business practice
 - Provide a pathway to further qualifications at that relevant level (CMI qualification through apprenticeships)
- 3.6 The NFCC leadership programmes are designed to develop essential leadership knowledge, skills, and behaviours for new, aspiring and existing leaders across all areas of the UK fire and rescue service.
- 3.7 Within the development being provided, there are four modules covering each area of the NFCC Leadership Framework including:
 - Personal Impact
 - Outstanding Leadership
 - Service Delivery
 - Organisational Effectiveness
- 3.8 All development, must be completed by those aspiring to undertake a role at that level.
- 3.9 In addition, further individual development can be facilitated and supported through internal courses, coaching and mentoring.

- 3.10 Further internally led courses will focus on TWFRS policy and procedure and will ensure individuals are able to carry out their role effectively. Some examples of these courses will include –

HR Lifecycle	Discipline and Grievance
Project management	Complaints Handling
Supervisory Management Course	IOSH

3.11 Role Related Development -

Depending on the requirements of the particular department, specific training and learning opportunities will be given to the individuals working within those departments. This ensures that the department will be able to function to its full capability. Examples being those needed to attain specific training and qualifications to undertake a fire safety role.

4 LOOK FORWARD

- 4.1 Introducing this development pathway will lead to an improvement in Leadership and management skills across the Service through all levels. Leadership will be the core of all training and this will help embed improved values and culture in the Service.
- 4.2 The NFCC programmes are built around the Code of Ethics, Core Learning Pathways and the Leadership framework, this meaning that the development pathways will assist in embedding the national work that is taking place and also the fire standards.
- 4.3 Whilst standardising the Service's approach to development, it will ensure there is a structured route for all to see, this improving transparency for both green and grey book staff.
- 4.4 A learning hub is in development on the Service intranet, and within this hub a learning calendar is produced which highlights the learning events which are taking place within the Service. This will allow individuals to book onto the training and give themselves further understanding or knowledge on a particular subject throughout the year.

5 CONCLUSION

- 5.1 The introduction of a development pathway for all individuals in the Service is crucial to give all staff a clear and transparent pathway to guide the skills and attributes an individual requires to progress in their career. It is the ambition of the service to ensure all leaders are afforded the opportunity to develop, along with increasing the overall professionalism within the workforce

- 5.2 A process whereby an individual has a central leadership and management pillar of learning based around the relevant NFCC Leadership Development Programme would improve skills across the Service. By utilising the NFCC LDPs this would enable the Service to have a minimum bench mark for all staff who are be promoted to their next role within role, whilst also following a national standard.
- 5.3 This bench mark would also mean that a set standard is introduced across the Service to ensure all managers lead, supervise and manage in a similar way, using modern approaches.
- 5.4 In addition to the NFCC LDP an individual will undertake departmental specific training and qualifications, as well as annual refresher training carried out by departmental experts in the relevant field. This would ensure that our staff are always up to date in all aspects of procedures and information.
- 5.5 L&D recognises that each individual has their own learning style, so a number of options will need to be offered, which is based on an individual's learning preferences. This would ensure that the best form of learning is identified to suit the style of the individual and therefore would embed the best results.
- 5.6 This development 'framework' will remain under constant review to identify where further improvements can be made and to allow for feedback from staff.

6 FINANCIAL IMPLICATIONS

- 6.1 The Service acknowledges that any investment in learning and development will have a positive impact both on individuals and the service as a whole. Budgets for staff development have been allocated accordingly.

7 EQUALITY AND FAIRNESS IMPLICATIONS

- 7.1 There are no equality and fairness implications in respect of this report.

8 HEALTH AND SAFETY IMPLICATIONS

- 8.1 There are no health and safety implications in respect of this report.

9 RECOMMENDATIONS

- 9.1 Members are recommended to:
 - a) Note the content of the report

Appendices:

Appendix 1: National Fire Chiefs Council (NFCC) Learning Pathways document.