



HUMBERSIDE FIRE AND RESCUE SERVICE

Service Improvement

Organisational Learning Policy

Owner	Executive Director of Corporate Services
Responsible Person	Head of Health, Safety and Environment
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What we must
do well



How we support our
communities



We value and support
the people we employ



We efficiently manage
the Service

CONTENTS

1. Introduction
 - Core Code of Ethics
 - National Guidance
2. Equality, Diversity and Inclusion
3. Aim and Objectives
4. Associated Documents
5. Organisational Learning Plan
6. Organisational Learning Team
7. Reporting

1. INTRODUCTION

Humberside Fire Authority (HFA) is committed to providing an efficient Fire and Rescue Service in line with the Fire and Rescue Framework for England 2018. Our dedication extends beyond service provision to the enhancement of our organisational capabilities. This includes a steadfast commitment to fostering a learning culture and supportive leadership across all facets of our organisation, from operational response, prevention, and protection to people development.

Central to our strategy is implementing an Organisational Learning (OL) function, operating through a hub and spoke model. Coordinated by the OL team, this model incorporates applications, systems, and structures, enabling learning integration throughout the organisation. Managers are responsible for supporting an open learning culture to support continual improvement and alignment with organisational goals.

An OL Board oversees and guides strategic learning, which is recognised as good practice by the National Fire Chiefs Council (NFCC). The OL Board members consist of functional leads to ensure decisions can be made to influence meaningful change. An OL Sub-board is responsible for ensuring actions are taken to implement change based on the decisions made by the OL Board and manage and oversee functional learning. This comprehensive approach ensures continuous learning and development, driving the Service towards excellence and improved service delivery to our communities.

Core Code of Ethics

Humberside Fire & Rescue Service (HFRS) has adopted the Core Code of Ethics for Fire and Rescue Services. The Service is committed to the ethical principles of the Code and strives to apply them in all we do; therefore, those principles are reflected in this policy.

2. EQUALITY, DIVERSITY AND INCLUSION

HFRS has a legal responsibility under the Equality Act 2010 and a commitment to ensure it does not discriminate either directly or indirectly in any of its functions and services or its treatment of staff in relation to race, sex, disability, sexual orientation, age, pregnancy and maternity, religion and belief, gender reassignment or marriage and civil partnership. It also must make reasonable adjustments for disabled applicants, employees, and service users.

3. AIM AND OBJECTIVES

The aim of OL is to assess and continually improve service delivery, organisational effectiveness, and preparedness; this will be achieved by:

- Supporting the achievement of the Service Strategic Objectives.
- Identifying, capturing, progressing, and communicating any learning that would benefit HFRS, other Fire & Rescue Services (FRS) and partner agencies, locally, regionally, and nationally.

- Assuring emergency response and learning from operational incidents.
- Ensuring we continually learn and evolve as a service to reflect community risks and threats.

4. ASSOCIATED DOCUMENTS

- [Equality Impact Assessment](#)
- **Legal References**
 - [Fire and Rescue Services Act 2004](#)
 - [The Fire and Rescue National Framework for England](#)
 - [Health, Safety, and Welfare Act 1974](#)
 - [Management of Health and Safety Regulations 1999](#)
 - [The Regulatory Reform \(Fire Safety\) Order 2005](#)
 - [Civil Contingencies Act 2004](#)
 - [The Civil Contingencies Act 2004 \(Contingency Planning\) Regulations 2005](#)
 - [Human Rights Act 1998](#)
 - [Police and Criminal Evidence Act 1984](#)
- **National Guidance**
 - [National Operational Learning: Good Practice Guide - NFCC](#)
 - [Maturity Models And Workforce Good Practice Framework - NFCC](#)
 - [Fire Standards - NFCC](#)
 - [Core Code Of Ethics - NFCC](#)
 - [NFCC Leadership Framework](#)
 - [College of Policing - National Briefing and Debriefing Guidance](#)
 - [National Occupational Standards](#)
 - [National Operational Guidance](#)
 - [Knowledge Base - NFCC](#)
- **Internal Documents**
 - [Organisational Learning Tactical Plan](#)
 - [Organisational Learning Criteria Policy Delivery Guidance](#)
 - [Organisational Learning Debrief Policy Delivery Guidance](#)
 - [Organisational Learning Framework Policy Delivery Guidance](#)
 - [Assurance Management System Guidance](#)
 - [Organisational Learning Boards Terms of Reference](#)
 - [Organisational-Learning-triggers](#)
 - [Organisational Learning SharePoint page](#)
 - [Operational Learning Fire Standard](#)

- [Operational Learning - Fire Standard Implementation Tool](#)
- [Firefighter Development Programme \(FFDP\) criteria](#)
- [Incident Command Framework](#)
- [Core Code of Ethics](#)
- [Incident Monitoring Guidance](#)

5. ORGANISATIONAL LEARNING TACTICAL PLAN

The OL Tactical Plan provides information on how these policy objectives will be delivered. It also demonstrates how the OL function supports strategic objectives whilst improving the safety of firefighters and our response to local communities.

6. ORGANISATIONAL LEARNING FUNCTION

In alignment with the Fire and Rescue Framework for England 2018, which outlines the strategic direction for English Fire and Rescue Authorities, HFRS is dedicated to fulfilling the expectations set by the framework and all related guidelines. This commitment extends beyond the mere provision of services, focusing also on the continuous enhancement of our organisational capabilities.

HFRS is determined to provide the necessary infrastructure and resources to ensure a consistent, open, and transparent assurance of our services. Integral to this commitment is fostering a culture that prioritises learning and supportive leadership, not just in operational contexts, but across all facets of our organisation. This culture underpins our efforts towards continually improving firefighter safety, prevention, protection, and response services delivered to our communities.

The scope of the OL function embraces a broad organisational context, operating a hub and spoke model. This model facilitates a structured and efficient approach to capturing and integrating OL.

At the heart of this model is the OL team, functioning as the central hub. This team is responsible for coordinating and overseeing the process. They utilise an accessible toolkit designed for managers, who act as the spokes in the model. These managers are tasked with evaluating and enhancing the performance of teams, individuals, processes, and projects. Their focus must go beyond operational settings, including prevention, protection, personnel management, and organisational administration.

The hub and spoke model ensure a systematic process where managers, at various levels, review, validate, and identify learning opportunities. This learning is then funnelled to the OL team for coordination and integration into the broader organisational framework.

This comprehensive approach is overseen by an OL Board, which provides strategic oversight and ensures that the learning captured aligns with the organisation's goals and objectives. The board is critical in ensuring that the learning process is effective, relevant, and aligned with best practice.

Once learning is identified and validated, it is allocated to the OL Sub-Board for action. This team is instrumental in translating the insights and learning into tangible organisational changes and innovations. They are responsible for implementing these changes, ensuring that the organisation continuously adapts and evolves in its practices.

Through this hub and spoke model, the OL function ensures that learning and improvement are captured, effectively disseminated, and implemented across every level of our organisation. This model fosters a culture of continuous learning and development, driving HFRS towards operational excellence and enhanced service delivery to the communities it serves.

The key activities of the OL team will:

- Act as a single point of contact for organisational learning
- Capture and share external learning
- Coordinate all structured debriefs
- Capture learning from incidents
- Instigate thematic reviews across the organisation
- Identify and process all learning from internal sources
- Provide effective Governance through the OL Meetings
- Track and monitor learning actions
- Provide guidance and support to maximise the outcomes of OL
- Ensure the Service is compliant with legislation and guidance related to OL

7. REPORTING

The OL team will share performance information through various platforms and reports. All reviews and debriefs will be supported by a detailed report of areas of notable practice and improvement. The resulting recommendations will be issued to the appropriate department for action via dedicated software and actioned by the Board team members. These will be supported by a performance report provided to the Fire Authority on a six-monthly basis.

**If you require further guidance on this document,
please contact the Health, Safety & Environment Team**