

<b>Title of Standard</b>	Organisational Learning
<b>Business Area/Capability</b>	Service Delivery
<b>Sponsoring NFCC Committee</b>	NFCC Organisational Learning Board
<b>Organisational Learning Desired Outcome</b>	
<p>A fire and rescue service that embeds organisational learning as a core component of risk reduction and organisational effectiveness. This ensures the safety of communities and employees and supports the delivery of exceptional value and service to the public.</p> <p>The service recognises organisational learning as an important driver for continuous improvement and positive change. It draws on a relevant body of evidence to identify effective and ineffective practice and uses clear, accessible systems to capture, review, and where appropriate, translate learning into measurable and sustainable improvements.</p> <p>The service proactively communicates identified lessons, improvements and changes in an open, consistent, and accessible way to employees and relevant stakeholders. It exchanges learning with the sector and partners to innovate and strengthen positive outcomes locally, regionally, and nationally.</p> <p>It continually uses learning outcomes and data and insights from incidents, activities, and events, as well as communities and employees to inform and refine its strategies, policies and practices. It consistently tracks and evaluates learning outcomes across all functions to ensure intended impacts are met.</p> <p>The service recognises the value of a holistic approach to organisational learning. Learning is also embedded into behaviour across the organisation, contributing to an inclusive, honest, and transparent organisational learning culture that enables employees to share and receive learning without prejudice.</p>	
<b>What is required to meet the Fire Standard</b>	
<p>A fire and rescue service <b>must</b>:</p> <p><b>Foundations (strategy, governance, culture, capability)</b></p> <ol style="list-style-type: none"> <li>1. have a strategic and consistent approach to organisational learning that draws from all areas of the organisation. This learning informs, and is informed by, its Community Risk Management Plan (CRMP);</li> <li>2. have a defined governance structure which ensures:             <ol style="list-style-type: none"> <li>a) a named and accountable strategic lead responsible for driving and overseeing organisational learning across the service is identified;</li> </ol> </li> </ol>	

- b) organisational learning is visible, resourced and aligned with current strategic priorities and future strategic planning;
  - c) organisational learning is embedded across the organisation's culture, policies and practices; and
  - d) the risks presented from organisational learning are acknowledged, managed, and contribute to the continuous improvement of the service.
3. adopt the principles within the NFCC Organisational Learning Good Practice Guide, including the 5-step approach to organisational learning;
  4. build a positive organisational learning culture by:
    - a) ensuring that all employees understand their personal accountability and responsibility for organisational learning;
    - b) ensuring leaders at all levels:
      - i. are responsible for modelling, promoting, and protecting a culture that enables organisational learning to thrive; and
      - ii. cultivate a safe environment for people to share and receive learning and act on that learning with transparency and fairness.
    - c) communicating learning consistently, transparently and accessibly to employees and relevant stakeholders.
  5. maintain clear mechanisms for sharing lessons, decisions, and improvements, and provide regular feedback to demonstrate the outcomes of learning;
  6. train and develop employees so they are competent and confident in identifying learning and feeding it into the appropriate systems and processes;

#### **Identification of learning**

7. have in place processes that are able to capture learning and identify lessons from a wide range of internal and external sources;
8. define and apply risk-based triggers to determine when and how learning should be commissioned, understood and captured;
9. maintain sufficient flexibility to capture and act on learning that does not meet defined triggers, ensuring valuable insights are not missed;
10. store accessible and high-quality data to facilitate effective learning;

#### **Analysis and recommendations**

11. analyse trends and events by leveraging data and insights to understand risk and identify root causes;

12. implement proportionate evidence-based solutions that identify root causes and support informed recommendations for continuous improvement;

#### **Risk assessment and prioritisation**

13. use a risk management process to triage, prioritise, track and evaluate learning outcomes in line with corporate and strategic risks;
14. record a rationale and monitor the risk where recommendations are not progressed, reviewing prioritisation as new evidence emerges;

#### **Share learning**

15. have in place formal processes that are able to:
  - a) respond to learning;
  - b) receive learning from internal and external sources;
  - c) share learning with internal and external sources as early as possible in proportion to the level of risk; and
  - d) embed learning from identified lessons.
16. maintain clear mechanisms to escalate and exchange learning to inform internal and external stakeholders, locally, regionally and nationally, of identified learning, associated decisions, and evaluation outcomes;
17. communicate locally, regionally, and nationally without judgement to identify sector trends and insights;

#### **Change & evaluation**

18. ensure change as a result of learning is, when appropriate:
  - a) built in the organisation's business planning process;
  - b) embedded into policies, processes and guidance;
  - c) incorporated into education and training programmes; and
  - d) recorded and communicated.
19. evaluate learning proportionately to risk to determine whether intended outcomes have been achieved, and lessons learned are embedded; and
20. feed evaluation findings back into the organisational learning process to support continuous improvement.

A fire and rescue service **should**:

21. utilise new and emerging technology to support continuous improvement and organisational learning.

#### Expected benefits

1. Improved safety, health and wellbeing of communities and employees leading to a reduction in incidents, injuries, and preventable deaths.
2. Improved competency and consistency of practice across the workforce.
3. Improved organisational effectiveness, efficiency, productivity, and adaptability because of evidence-based learning.
4. Improved preparedness and organisational resilience.
5. Improved collaboration and national working through a standardised and nationally approved approach to organisational learning, supporting sector-wide improvement.
6. Improved sharing of information and good practice, and evaluation of activities through the standardised use of data and business intelligence.
7. Positive, inclusive working culture that earns employee's trust and confidence and reinforces a culture of learning and continuous improvement.

#### Legal requirements or mandatory duties

It is recognised that fire and rescue services must comply with a broad list of legislation to undertake their duties. This Fire Standard reflects only the most appropriate legislation to this topic and should not be regarded as exhaustive. Most legislation relating to this Fire Standard can be found on [the webpage outlining legislation applicable to all Fire Standards](#).

- [Management of Health and Safety at Work Regulations](#)
- [Reporting of Injuries, Diseases and Dangerous Occurrences Regulations \(RIDDOR\)](#)

#### Linked qualifications, accreditations or Fire Standards

##### Fire Standards

- [Code of Ethics](#)
- [Communications and Engagement](#)
- [CRMP](#)
- [Data Management](#)
- [Leading and Developing People](#)
- [Leading the Service](#)

- [Operational Preparedness](#)
- [Operational Competence](#)

### Guidance and supporting information

- [AFI Implementation Exercise - NFCC](#)
- [Checkpoint Discussion Overview - NFCC](#)
- [Competency framework examples - NFCC](#)
- [Health and Safety Executive](#)
- [Improvement Support - NFCC](#)
- [JESIP Joint Doctrine](#)
- [Joint Organisational Learning](#)
- [Lessons Management Best Practice Guidance](#)
- [Maturity Models Facilitated Workshops - NFCC](#)
- [Meet the Improvement Team - NFCC](#)
- [NFCC Organisational Learning: Good Practice Guide](#)
- [Operational Guidance](#), in particular:
  - The section [Corporate guidance for operational activity](#), including the corporate actions
- [Operational Guidance Surgeries - NFCC](#)
- [Organisational Learning: Good Practice Guide - NFCC](#)
- [Organisational Learning - Learning materials - NFCC](#)
- [Organisational Learning Library - NFCC](#)
- [Organisational Learning Tool - NFCC](#)
- [Prevention Of Future Deaths - NFCC](#)
- [Research Portal - NFCC](#)
- [Share knowledge and learning - NFCC](#)
- [The New Improvement Offer - NFCC](#)
- [The Operational Response Implementation Guide](#)
- [Training - NFCC](#)