

**ESSEX POLICE, FIRE AND CRIME COMMISSIONER FIRE & RESCUE AUTHORITY**

Essex County Fire & Rescue Service

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| Meeting | **Performance and Resources Board** | Agenda Item |  |
| Meeting Date | **30 October 2018** | Report Number |  |
| Report Author: | Colette Black with input from Mark Huggins, Claire Budgen, Vicki Howells, Al Green and Paul Fenwick |
| Presented By | Colette Black |
| Subject | **Learning and Development – Next Steps** |
| Type of Report: | Information |

# Recommendations

This paper was present to SLT on 19 September 2018; it is now being presented to the Performance and Resources Board for noting.

1. The commitments and principles of our L&D Service to the Service (set out in appendix 1).
2. The summary of our L&D Service (set out in Options section below).
3. The identified Learning and Development (L&D) Priorities (set out in appendix 2)
4. Reporting (appendix 3)
5. Apprenticeship
6. Financial Implications of proposals

# BACKGROUND

The service provided by the learning and development team is ready to move into its next phase in order to meet the needs of the Service and to ensure that our people have the knowledge, skills and attitudes needed now and to meet anticipated future needs.

# Options and Analysis

**L&D Commitments and Principles**

These are in draft form (appendix 1) and have been identified in consultation with the senior L&D team. The SLT have agreed that these commitments and principles meet our needs; we are now consulting on them more widely before finalising. We then anticipate using them at a basis for much of our future communication.

**L&D Strategy and summary of the service we offer**

I have reviewed our current People Strategy and have incorporated L&D into this so that we have one strategy that describes the next phase of valuing and developing our people so that we have the right people in the right place at the right time both now and in the future.

The People Strategy needs to describe the next phase our cultural development. This is currently being discussed by SLT. With this in mind, I will bring the proposed updated People Strategy to a future SLT meeting after our ‘culture next steps’ have been agreed so that they can be included in the strategy.

The extract of the revised People Strategy that sums up the proposed approach to delivery of L&D is:

*‘In order to enable delivery of this strategy the Learning and Development (L&D) department will provide services that support all parts of the organisation. These are outlined in detail within the L&D business plan but are summarised as ensuring the right knowledge, skills and attitudes are in the right place at the right time now and to meet anticipated future needs. This is achieved through three areas of work:*

* *Provision of core business and in particular safety critical training (Breathing Apparatus, Command and Control, Driving) and specialist skill areas*
	+ *These needs are identified and agreed with senior operational colleagues and technical specialists. Systems for feedback from colleagues accessing this training will be enhanced. Our operational colleagues must have consistent access to the safety critical training they need to carry out their roles.*
	+ *This delivery of this training is coordinated through the Learning Management System where mandatory training and revalidation is monitored and delegates are automatically called forward. We are urgently reviewing systems for recording competence and training to identify fitness for purpose.*
* *Provision of wider business skills and leadership and management development*
	+ *At corporate level, a holistic leadership and management offering will be in place in 2019. The Service Leadership Team alongside line managers identifies these needs. Enhancement and development of a ‘people first’ leadership style will be at the heart of this.*
	+ *At an individual level, the need to enhance or develop of skills in business, leadership and management are identified by employee and line manager. This is managed through the Personal Development Plan (PDP) section of the Appraisal (Performance Management) process*
* *‘Provision of a Talent Pool process to identify and develop high potential individuals to meet the needs of the Service now and in the future’*
	+ *This is a combination of the PDP and, for those in the Talent Pool developed from the outputs of the Assessment and Development centre and the inputs from Line Management*

*A key tenet of learning delivery is quality of service and quality of delivery and this is managed through an integrated quality assurance framework.’*

**L&D Priorities**

These are in draft form (appendix 2), have been identified in consultation with the L&D team, feedback from senior operational colleagues, and have been shared with some of representative body colleagues. The SLT are in agreement that these priorities meet our needs and we are now sharing them more widely.

***Reporting***

We have a range of assurance mechanisms already in place to provide assurance around the quality of the training we deliver. For example, we have monthly quality assurance and standardisation meetings, external verification and audit and course evaluation. However, we do not currently have a regular method of sharing the outcomes of that feedback and assurance and allowing other to both see and feedback.

With effect from October, we will provide monthly reporting for an initial period of 6 months, decreasing to quarterly reporting once confidence gained. The first October report is attached as appendix 3.

***Apprenticeship***

We will continue to maximise opportunities to utilise our levy. The first significant opportunity for this is to fund the training of new firefighters in 2019. After considerable consideration, we have agreed that the most appropriate way forward is as a partner provider rather than an employer provider. This enables us to draw down some funding without the infrastructure required to be an employer provider.

We are on track to be a partner provider for all firefighter cohorts in 2019.

A summary of both the employer provider and partner provider models is provided below:

|  |  |
| --- | --- |
| **Employer Provider** | **Partner Provider** |
| We draw £12,000 per FF, minus 20% for End Point Assessment from levy – cohort of 12 = £115,200 | Provider holds and manages digital account – sub-contracts delivery of training to us for which we will be paid £5000 a week for our 14 week initial FF training course total income of £70,000 |
| Ofsted Inspection – risk of not achieving ‘employer provider’, higher risk of losing ‘employer provider’ status, and risk of being able to draw down on our levy The window to apply to join the ‘employer provider’ register is not open; therefore there will not be time to be processed for our cohort starting Jan 2019. | Provider carries risk of loss of funding by facilitating Ofsted inspectionPartnership arrangement can be in place for cohort starting Jan 2019 |
| Need to employ administrator to manage digital account | Provider manages the administration |
| Need to employee an apprenticeship ‘reviewer’ or develop an existing member of staff in to this specific role | Provider carries out reviews and assesses learner progressProvider delivers some aspects of the apprenticeship  |
| We would have to arrange for an independent End Point Assessment organisation | Provider arranges End Point Assessment |

**Staffing**

We are pleased to confirm that we have now allocated a Station Manager to each Group Manager as a Learning and Development Business Partner. This is a similar model to the HR Business Partners.

|  |  |  |
| --- | --- | --- |
| Group | GM | L&D Partner |
| NW  | Terry Povey | Kevin Haywood |
| NE | Greg Keys | Trevor Hearn |
| SW | Tony Clark | Al Green |
| SE | Dave Barnard | Sarah Rapley |
| Corporate  |  | Steve Hart |

# Benefits and Risk Implications

Much of the training we have is safety critical: Breathing Apparatus, Incident Command Verification and Emergency Response Driving. We have quality assurance processes and reporting in place to help mitigate that risk. In addition, there are areas that are not considered safety critical but that we consider being of paramount importance e.g. Trauma Training. We have updated our risk register to record the risks associated to our current training recording system and the control measures we have in place.

# Financial Implications

Our full year budget is £570,000, our year to date budget is £237,000 and our year to date spend is £275,000.

This means that we have overspent at this point in the year with a 16% variance. The key area of ongoing variance is resources to support training.

Other variances exist but these are front loaded in the budget year and we expect to balance these across the year.

With the exception of resources to support training, if we continued to provide all currently planned training and utilised the apprenticeship levy we can bring training in on budget. However, there are several needs being articulated which could potentially vary the picture. These are outlined below.

|  |  |  |
| --- | --- | --- |
| Priority  | Currently budgeted for | Potential variance |
| Trainee firefighters in this financial year – October x 12, November x 6, January x 12 | Yes | If we take the partner provider route, we will be drawing down from the levy to produce an income of £72,000 paid to us in monthly instalments across 2 years.  |
| Casualty Care | Yes | We currently have £60,000 budgeted. To deliver the maximum number of courses possible for the remainder of 2018/19, we will spend a total of £147,725 in this financial year. An £87,000 overspend. |
| Group Training Centres | No | Equipment requested is:Dam for open water training***£2,600 x 6 venues = £15,600***Dummy for RTC training ***£988 x 6 venues = £5,928***Longboard for RTC training***£307 x 6 = £1,842***Winching eyes fitted to RTC compounds (except Clacton who already have them)***Minimal cost***Trauma kits (training only)The following equipment would be desirable but not essential:Decontamination ShowerGas tight training suitsSignage and pictures |
| Leadership in the Operational environment  | No | This will cost £1,350 per course for 8 people. Discussion required about how many we would envisage running. |
| TASK | No | We anticipate cost of getting to a full specification to be up to £10,000 dependent on resource used. Cost of a system that meets our needs is unknown. |
| Talent Pools | No | £12,000 |
| Resources  | Yes but will be over | At our current run rate we will be overspent in this area by £100,000 by year end.  |

# Equality and Diversity Implications

If the approaches are agreed, we need to go on to complete an equality impact assessment for each development offering.

We will continue to ensure that all learning and development opportunities are offered with equality of opportunity. This is ensured through mechanisms such as talent pool and appraisal.

# Workforce Engagement

Once next steps are agreed with Service Leadership Team we need to undertake further engagement with stakeholders to finesse proposal. In particular we need to:

* Undertake some communications to re-clarify the service we offer e.g.
	+ *Provision of core business and in particular safety critical training (Breathing Apparatus, Command and Control, Driving) and specialist skill areas*
	+ *Provision of wider business skills and leadership and management development*
	+ *Delivery of processes to bring in and bring on talent that includes individual professional and aspirational development.*
* Publicise our engagement forum further and encourage wider attendance.
* Communicate about our Steering Group and Panel and invite input.
* Celebrate – take opportunities to celebrate real achievements like accredited training.
* Report – publish monthly reporting to share what the team are doing and how effective that is.

# Legal ImplicationS

The Fire Professional Framework (FPF) details nine core operational areas of competence, which are defined in Fire Service National Operational Standards (NOS).

Our training offering needs to deliver these:

1. Driving
2. Command and Control
3. Breathing Apparatus
4. Hazardous Materials
5. Working at Height
6. Water Rescue
7. Fire Service Pumps
8. Extrication and Rescue
9. Casualty Care

Ensuring competence in these areas mean that we can deliver the:

* Fire and Rescue Service Act 2004
* Civil Contingency Act 2004

**HEALTH AND SAFETY IMPLICATIONS**

It is an employer's duty to protect the health, safety and welfare of their employees and other people who might be affected by their business. We must do whatever is reasonably practicable to achieve this; this includes training.

**Appendix 1 – L&D Commitments and Principles**

* **We are always professional**
	+ We act as role models, representing the function and the Service in a professional and positive way and demonstrating at all times the Service Values.
	+ We will seek to meet the development needs of our colleagues as identified in their Personal Annual Reviews and through skills gap analysis
	+ We will offer professional assurance through our quality assurance process.
	+ We will seek to offer external accreditation to our courses where this is practicable.
	+ We will ensure that we are compliant with all mandatory training needs.
* **We are courageous**
	+ We will create a training environment where it is ok to fail and acknowledge that failing well is sometimes part of developing.
	+ We will seek out stretching development opportunities that meet the needs of the Service.
	+ We will provide both motivational and developmental feedback.
* **We are #OneTeam**
	+ Will create opportunities for colleagues and collaborative partners to learn from each other.
	+ We will use incident and case debriefs to learn and inform our development offerings.
	+ We will work as OneTeam to provide feedback and coaching opportunities.
	+ We will seek to grow multi-skilled trainers and facilitators who work across a range of disciplines e.g. BA, Ladders and Pumps, Leadership skills
	+ We will work collaboratively with our stakeholders to create and identify development solutions and opportunities
* **We value the contribution of all**
	+ We will create a Steering Group and Advisory Group so that we can hear and value the contribution of all
	+ We will strive to communicate in a way that can be heard
	+ We will work to ensure that employees have tailor made development plans
	+ We will use course feedback and evaluations to develop our offering.
	+ We will create opportunities to celebrate the achievements of our colleagues
* **We are open, honest and trustworthy**
	+ We will enable and empower employees to undertake development opportunities.
	+ We will invite external scrutiny through external verification.
	+ We will report to SLT and P&R Board our activity and outcomes on a quarterly basis
	+ We will create an environment where open and honest feedback is encouraged through our steering group, advisory group, Your Voice forum, pulse surveys, evaluation and feedback requests.

**Appendix 2 – L&D Priorities**

|  |  |  |  |
| --- | --- | --- | --- |
| **Priority** | **Action** | **Owner** | **Date** |
| Identify risk critical operational training and required budget | Each Station Manager to put forward the training they believe is risk critical and the budget required to deliver this.What do we need to include around specialisms such as ALP / Water / Swift Water / MTFA.Are there emerging factors such as HazMat, knowledge around NILO role, Essex Police risks (Knife defence was an item mentioned) Terrorism / radicalisation that we need to include? | Mark Huggins with Station Managers | Ongoing - TBC |
| Apprenticeship for Fire fighters | Achieve employer provider status so that we can draw down on the apprenticeship levy to fund our existing fire-fighter training. Delivers cost saving of £144,000 in January 2019 | Mark Huggins (MH) with Trevor Hearn | September 2018 –Employer Provider or Partner Provider by January 2019 Start drawing down January 2019 |
| Fire Safety Visits and technical Fire Safety  | The initial and on-going delivery of wholescale Technical Fire safety, Community Safety activity and Safeguarding training to all station based/operational  personnel regardless of duty systemProposal which identifies what service wide training may be required as a result of Hackett recommendations.  | New Group Manager | TBC |
| Group Training Centres and Wethersfield (previously known as Operational Hubs) | Identify actions required for each hub to begin functioning has a hub.Proposal paper for SLTHubs operational as a soft launch phase 1 ahead of potential premises investment.  | Al Green | 30 July 201813 August 2018October 2018 |
| Core Hours ‘go live’ | We have identified the core hours required for our on call firefighters to maintain their competence. Proposal requiring the contractual change required for this to happen is required. Suggest that we go in several phases; volunteers first. | Mark Huggins with Sally Froment | Proposal about how we achieve to be submitted by October 2018Seek first phase volunteers by 1 January 2019Final ‘go live’ by December 2019 |
| Station based watch managers as assessors – provision of materials/guidance/packages of support/train the trainer sessions to develop watch manager confidence in their role | Identify resource to achieve | New Group Manager | Resource to be identified by 8 September 2018.Project plan with some early deliverables to be completed by 30 September 2018. |
| TASK – what do we need it to do? | Recruit a fixed term business analyst to work with stakeholders create a specification detailing what we need a training record system to do.Create a proposal about development or replacement of TASK. Incorporate in proposal reliable and correct dates and recording mechanism of competencies for station-based staff such as BA / ICV / Driving, work alongside station managers. | Claire Budgen with a business analyst resource | .Specification completed by 1 December. Proposal by 1 January  |
| Stakeholder engagement and ownership of development function | Create Learning and Development Steering Group and Learning and Development Panel. These are ways of hearing our key stakeholders and stakeholders owning and directing the service being offered. | Claire Budgen to co-ordinate. Chairperson for Panel – Claire B.Chairperson for Steering Group – Colette Black | Group to be identified and ‘recruited’ by 31 August 2018 with a view to holding first meeting in September.  |
| Provide Assurance | Provide monthly reporting for 6 months, decreasing to quarterly once confidence gained. Reporting to include compliance against mandatory and risk critical training, quality assurance and standardisation feedback, course evaluation, cost per head/return on investment, attendance compliance, use of talent pool.  | Claire Budgen with input from Mark Huggins and Vicki Howells | Template report to be created by 1 October 2018.First full report October 2018 for presentation at SLT and P&R boards in October. |
| Talent pool development to our next phase | Review of our talent pool process after 18 months.**92%** would recommend the Talent Pool process to colleagues**97%** have taken the opportunity for individual feedback with an assessorWe are clear there are ‘next steps’ including the launch of development pathways and there are areas that need to enter another phase e.g. how we use PQAs and line managers sign off.Explore how we manage talent pool with role specific processes.  | Vicki Howells  | Stakeholder views to be gathered by 1 August 2018.Proposal for the next phase of talent pool to be completed by 1 September for presentation at SLT. |
| Collaboration with partners | Review areas where we can deliver collaboratively. There are areas of success already e.g. JESIP and Gold Command. Focus on building these and some early wins e.g. classroom sharing. Create an update paper with recommendations. | Mark Huggins alongside police colleague once identified.  | Update paper with recommendation by end of September 2018. |
| Associate trainer model | Create a proposal outlining how we could recruit and develop associate trainers to who are able to deliver training at a local level when on duty. | New Group Manager. | TBC |
| Watch Manager/Crew Manager development evenings | Principle of reinstating these evenings has been agreed.Need a plan which includes;Development needs – what need have been identified and how?Stakeholder views – how do stakeholders want these to run?Resourcing – how can we resource these? Are these specific for operational colleagues or is there some ‘read across’ for equivalent level support staff for some sessions– should we explore? | Mark Huggins but further resource to be identified. | TBC |
| Flexi Officer quarterly development days | Principle of running quarterly development days has been agreed.Need a plan which includes;Development needs – what need have been identified and how?Stakeholder views – how do stakeholders want these to run?Resourcing – how can we resource these?  | Resource to be identified. | TBC |
| Leadership in the operational environment | OSO, PORIS, Risk Information, Exercises | Al Green | Proposal September 2019 |
| Leadership and Management development – developing our leadership offering | Combining technical and professional skills | Al Green | Proposal September 2019 |
| Launching and utilising e-learning as a method of developing our teams. | Elite platform has been launched. Need to further develop and publish our strategy for utilising this method of learning. When do we use it? How do we evaluate it? | Claire Budgen | October 2019 |
| HMICFRS readiness | We need to get to a point where we feel we are ‘continuously ready’ for inspection, i.e. all that we do reflects back to the judgement criteria and is able to be evidenced.  | Claire BudgenMark HugginsVicki Howells | Evidence gathering has taken place.  |
| Using appraisal feedback to inform our development offering  | Identify how our process flow can best work to ensure that we are able to hear and respond to development needs highlighted in Appraisals in a timely way. Need to identify how we manage this alongside the current system of development needs being submitted to L&D in January of each year.  | Claire Budgen(liaison with Sallyann Tyler) | End of September to launch any revision with the mid-year appraisal? |

**Appendix 3 – Reporting**

# Learning and developmenT

**Compliance with Risk Critical Training**

Please note, all figures are based upon September’s month-end staffing reports. Day Duty Officers and those on Career Breaks are excluded from all calculations.

**B.A. Qualifications – Station Based employees**

All Firefighters, Crew and Watch Managers should hold a valid B.A. qualification. Figures combine initial B.A. qualifications and renewals.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Valid** | **Expiring within 90 / 30 days** | **Expired** | **Awaiting Initial Training 1** |
|  |  | 30-90 days | < 30 days |  |  |
| **Wholetime** | 486 | 7 | 2 | 10 | 0 |
| **On-call** | 369 | 20 | 10 | 15 | 70 |
| **Overall** | 855 | 27 | 12 | 25 | 70 |

Note 1): On-Call Firefighters are not required to hold a B.A. qualification until they have completed Phase 1 and Phase 2 training. Of the 70 individuals awaiting initial training, 24 are already booked on a course, 43 will be booked to attend a course during 2019. The remaining 3 no longer require a B.A. qualification - 2 colleagues are leaving and one is currently non-operational.

**Incident Command (ICSV Level 1) – Station Based employees**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Valid** | **Expiring within 90 / 30 days** | **Expired** | **Awaiting Initial Training** |
|  |  | 30-90 days | < 30 days |  |  |
| **Wholetime** | 145 | 0 | 2 | 0 | 0 |
| **On-call** | 107 | 2 | 11 | 2 | 1 |
| **Overall** | 252 | 2 | 13 | 2 | 1 |

Station-based Crew and Watch Managers are required to hold an ICSV Level 1 qualification.

**Emergency Response Driver – Qualifications**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Valid** | **Expiring within 90 / 30 days** | **Expired** |
|  |  | 30-90 days | < 30 days |  |
| **Wholetime** | 323 | 1 | 0 | 0 |
| **On-call** | 239 | 1 | 0 | 0 |
| **Overall** | 99.6% | 0.4% | 0% | 0% |

Station Based FF, CM, and Watch Managers are included in these figures.

**Emergency Response Driver – Watch Cover**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Blue** | **Green** | **Red** | **White** | **A** | **B** |
| **Wholetime** | 66% | 64% | 61% | 65% | - | - |
| **Day Crewed** | - | - | - | - | 68% | 65% |
| **On-call** | 49% |

Target Cover is 60% per operational watch. Further detailed analysis will be required to break this information down on a station by station, watch by watch basis.

**Course Evaluation**

Responses for courses delivered during Q2 2018/19.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **COURSE TYPE** | **TOTAL RESPONSES** | **RETURN RATE** | **UNSATISFIED** | **SATISFIED** | **VERY SATISFIED** |
| **BA** | 59 | 32% | 0% | 31% | 69% |
| **Command and Control** | 7 | 30% | 0% | 29% | 71% |
| **Driving** | 14 | 13% | 7% | 86% | 7% |
| **OVERALL** | **80** | **-** | **1%** | **40%** | **59%** |

Note: The total number of delegates on each course were not available at the time of preparation, hence unable to calculate an overall evaluation response/return rate.

Return rates for Evaluation Forms are low and we will take the following steps to increase these:

1. Course Evaluation Forms will be made available for all internal training courses.
2. Course joining instructions will refer to the value of completing and returning evaluation forms to the L&D Team.
3. At the beginning of each course delivery session, trainers will explain to delegates why we are asking for their feedback and will encourage them to complete the evaluation form.



**Course Attendance Cancellations/No Shows**

Reasons given for non attendance during Q1 and Q2 were as follows.

These figures are based upon logged reasons for cancellation/non-attendance, as captured by the L&D Administration Team.

|  |  |  |
| --- | --- | --- |
| **REASON FOR NON-ATTENDANCE** | **Q1** | **Q2** |
| Childcare Issues | 3 | 0 |
| Commitment to Primary Employment | 0 | 1 |
| Forgot | 1 | 0 |
| No Show | 1 | 13 1 |
| Operational Cover | 2 | 0 |
| Support Cover (e.g. low staffing levels) | 0 | 2 |
| Sick | 2 | 0 |
| Other, not listed above | 4 | 4 |

Note 1): Of the 13 no-shows in Q2, 9 were line managers that did not attend a “Safer Recruitment” full day course. Valid Service-related reasons were provided, but the non-attendance still meant that the course was under-utilised and spaces were wasted.

**Course Delivery – 2018/19**

|  |  |
| --- | --- |
| **Period** | **Places** |
| Q1 – Apr-Jun | 1,535 |
| Q2 – Jul-Sep | 1,553 |
| **TOTAL** | **3,088** |

**Quality Assurance Meeting**

The Q1 Quality Assurance meeting took place on 30 July 2018. Items covered included reviewing the standardised evaluation process to increase return rate, embedding Standardisation Meetings, the Driver Training review and the External Verifier Visit of 8 May 2018. Reports were received from Professional Development, STC, BA, Incident Command and Water. Trainer CPD was discussed. Minutes attached.

**Learning and Development Advisory Group**

The first meeting of the Learning and development Advisory Group is due to take place on 5 October 2018. Items to be discussed include Apprenticeships, e-learning, Civica and the user specification for a competency recording system.