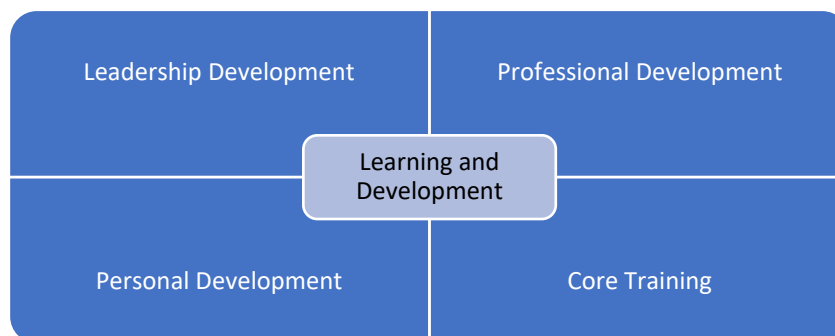**Leadership Development Interim Timetable**

Introduction and Background

We have made a four-year commitment to learning and development which is based around 4 pillars.

We are working to commission the learning and development that we need over the next four years to fulfil the commitments in our People Strategy. There is a 6-month lead-in time to commissioning products for the full four-year period. We will be commissioning three different groups of work: leadership development, department training plans and core training. These are outlined further below.

The purpose of this paper is to outline the development opportunities that exist within each of the four pillars for the interim – the rest of 2020. The opportunities being offered in 2020 seamlessly morph into the longer-term four-year plan. This fits in with our model of commissioning training delivered by experts whilst utilising the skills of internal subject matters experts to deliver thought provoking leadership pieces.

A brief reminder of the descriptors for each pillar:

Pillar 1	Leadership Development	Developing leaders and managers to role model positive behaviours and have effective management and communication skills. This includes our Leadership Development Pathway.
Pillar 2	Professional Development	Developing our people in their roles and so that they have skills to manage well. This includes our Core Learning Pathway alongside needs identified in Department Training Plans, talent pool or professional qualifications required for career development within existing professional groups.
Pillar 3	Personal Development	Development that is not required for current role but that is relevant to our Service and personal career aspirations within our Service.
Pillar 4	Core Training	Statutory and mandatory training that is directly relevant to current role or that is a qualification or skill listed as essential in current person specification.

How we are currently fulfilling (or planning to fulfil) our learning and development commitments for each of the 4 pillars in 2020

Pillar 1 – Leadership Development	
Interim leadership development programme	Our interim programme offers 24 places on a leadership development programme aimed at Leading Others/Leading Function level. It focusses on feedback/self-awareness, coaching and solution focussed thinking. This programme has been postponed from the start date in April 2020 to September 2020 as a control measure for the risk posed by the current pandemic. See the intranet to book your place.
Leadership Development 'Light'	The four-year leadership development programme that we are commissioning has 7 elements: 1. Leadership Style 2. Positive Behaviours 3. Performance 4. Culture 5. Feedback 6. Self-awareness 7. Solution focussed Each of these elements will be delivered as a webinar light session in 2020. See *Leadership Development 'Light' timetable* below. This ensures that we are beginning to meet the needs identified for the Leadership Development programme. For some people the 'light' session will serve as pre-learning for undertaking the full programme, for others it will be something which prompts further learning in other ways and for others it will be an affirmation that they do not need further development in that area.
Coaching	We have launched our new cohort of coaches and are proactively encouraging take up. We invest in coaching because we know is has the potential to transform leadership and management skills. See the 'meet our coaches' page on the intranet to book directly with a coach.

Leadership Forum – Thought Provoking Leader Series	This series will begin in June with some of our own leaders delivering sessions which are linked to the Core Learning Pathways (see 'Core Learning Pathway – Light' below and timetable). The Thought-Provoking Leader Series timetable will be updated dynamically as we secure speakers. The type of speakers we anticipate are outlined in the table below titled *'Thought Provoking Leader Series'*.
Pillar 2 - Professional Development	
Core Learning Pathway 'Light'	The core learning pathway has 7 modules which are linked to the NFCC Leadership Framework and NFCC Core Learning pathway. The modules are practical management skills which, from September, will be delivered as full training sessions. The 7 modules are: 1. Political Awareness 2. Alternative Resolution 3. Finance for non-finance managers 4. Mentoring Skills 5. The role of Project Sponsor 6. Industrial and Employee Relations 7. Inclusion and Diversity In the meantime, each of these modules will be delivered as a webinar 'light' session. Each webinar will be led by a member of SLT. Webinars will be a mixture of SLT sharing their strategic insight and knowledge to prompt shared learning and practical skills and examples. Every core learning pathway element also has self-directed learning which can be accessed now. See *Core Learning Pathway 'Light' timetable* below and *Core Learning Pathway self-directed learning.* For some people the 'light' session will serve as pre-learning for undertaking the full core learning module from September 2020 onwards, for others it will be something which prompts further learning in other ways and for others it will be an affirmation

	that they do not need further development in that area.
Departmental training plans	All department training plans have been approved and content is being booked in. Contact Mailbox – Learning and Development to check in on your department training plan.
Appraisal	Professional development request from appraisal are currently being received and will be booked in. Speak to your line manager to check in on any development requested as part of your appraisal.
Pillar 3- Personal Development	
Core Learning Pathways	We make a commitment in our People Strategy to develop the skills we need not just now but in the future as well. As detailed in our Talent Management/Aspiring Leaders strategy, colleagues aspiring to the next level of leadership should access the relevant parts of the Core Learning Pathways and/or (depending on identified skills gaps) one of our Leadership Development programmes – Leading Others, Leading Function or Leading Service. Colleagues aspiring to leadership can also access coaching and the 'light' series described above.
Pillar 4 – Core Training	
	We make a commitment in our People Strategy that we will deliver statutory and mandatory training that is directly relevant to a current role or that is a qualification or skill listed as essential in the current person specification. Mandatory training that is applicable to all is highlighted in appendix 5. Training required to ensure specific qualifications or skills listed as essential in a person specification should be requested through department training plans or appraisal. All this training is available now, see place X on the intranet - INSERT

Leadership Development 'Light' timetable

Scope and format - All those that Lead Service, Lead Function and Lead Others (or aspire to) will be encouraged to access this development in 2020. Sessions will be run as a series of two-hour interactive webinars. Delivery will be via an external provider and hosted by a member of SLT. All the elements can be accessed as a standalone module or can be considered as pre-learning for the full leadership development programme currently being commissioned.

Leadership Development Light Module	Content	2020 Dates and SLT Host (To be worked through with a provider)
Leadership Style	Exploring a style of leadership which prioritises positive behaviours, employee motivation, engagement, and personal accountability. Reducing stress for self, others, and function. Coaching skills to be developed.	June
Positive Behaviours	Developing skills which allow for interactions to be healthy and positive, supporting our wellbeing strategy – we are committed to better working lives.	July
Performance	Developing a flexible approach to delivering objectives from the Fire and Rescue Plan and the Integrated Risk Management Plan. Owning delivery of results that are sound and sustainable. Making logical, rationalised grounded choices in relation to delivering and prioritising work for self and others.	August
Culture	The role of each of person in creating a positive, kinder culture that is future focussed, people/relationship centric with a team delivery mind set.	September
Feedback	Being able to hear and offer feedback in a non-judgemental and constructive way which moves self and Service forward. Use of 360 feedback tool.	October
Self-awareness	Understanding how mind set, self-esteem and confidence affect Service delivery and how these can be built for self and can be encouraged to flourish in others. Making their best contribution from a place.	November
Solution focussed thinking	Applying a range of thinking styles to Service challenges	December

Core Learning Pathway 'Light' timetable

Scope and format - All those that Lead Service, Lead Function and Lead Others (or aspire to) will be encouraged to access this development in 2020. Sessions will be run as a series of two-hour interactive webinars. Delivery will be via a member of SLT. All the elements can be accessed as a standalone module or can be considered as pre-learning for the full core learning pathway module currently being commissioned. Every core learning pathway element also has self-directed learning which can be accessed now (see Core Learning Pathway – self-directed learning below).

Core Learning Pathway Light Module	Learning Outcomes (Light)	2020 Dates and SLT Lead
Political Awareness	I have an awareness of organisational and political priorities and how our function contributes more widely. I have a clear vision, mission, and strategic business plan, which are inclusive of diverse and changing community risks. I can act as a professional advisor to governance at all levels	June Jo Turton Rick Hylton
Alternative Resolution	I enter into dialogue not conflict. When conflict does occur, I handle it in a professional manner. I use a variety of engagement methods to seek feedback and understand people's views.	June Rick Hylton Colette Black Dave Bill Karl Edwards
Finance for non-finance managers	I have the ability to consider the financial and resource implications of decisions and adjust approach and recommendations and manage budgets accordingly.	July Neil Cross Karl Edwards
Mentoring Skills	I role model and mentor others in how they communicate and engage to encourage inclusion. I am able to mentor people outside of my own immediate team or discipline.	August Moira Bruin Colette Black

The role of project sponsor	I am accountable for the output of my projects and am able to devolve responsibility for work to the right teams and people. I actively seek to understand the nature of risk in various projects and acts to mitigate those risks or report them.	September Dave Bill
Industrial and Employee Relations Management	I communicate responsibly and with sensitively and respect for others. I proactively build and sustain collaborative relationships with stakeholders to shape and influence wider public service delivery, reducing barriers to effective working.	October Rick Hylton Colette Black Dave Bill Karl Edwards
Inclusion and Diversity	I take responsibility for inclusion and create a culture where individual and team wellbeing is a priority and have systems and processes in place to make sure the teams in my area are coping. I promote and uphold our values and professional standards and communicate the importance of ethical and inclusive approaches to our work.	November Jo Turton Colette Black

Thought provoking leader series (simply a list now – list from managers briefing – to be developed further later)

Theme	Speaker

Successful leader of an inclusive organisation with a positive kind culture	
Ant Middleton	
A business leader so that we look outside of the Fire Service.	
Julian Richer	
Thinking perspectives for negotiations and using values in negotiations	
Michelle Obama	

Core Learning Pathway – self-directed learning

SUPPORTS THE NFCC CORE LEARNING PATHWAYS AND LEADERSHIP FRAMEWORK BEHAVIOURS	Operational and Professional Expertise	Courses	Intranet and E-Learning	Self-Directed Learning
	Personal Impact **Outstanding Leadership** **Service Delivery** **Organisational Effectiveness**	• Induction • Developing Management Potential • **NEW** Training Skills Level 1 • **NEW** Training Skills Level 2 • Alternative Resolution • **NEW** Appraisal Training • Presentation Skills • **NEW** Dignity at Work Champions CPD • Dyslexia and Neurodiversity Awareness • Mental Health Awareness for Managers • Mental Health Awareness • Adult Mental Health First Aid • Dignity at Work Supporters Course • Mediation Skills for Dignity at Work Supporters • **NEW** Finance for Supervisory Managers • **NEW** Finance for Non-Financial Managers • **NEW** Mentoring Skills • TRIM • **NEW** Industrial and Employee Relations Management • **NEW** Introduction to Project Management • **NEW** The Role of Project Sponsor • ILM Level 3 • ILM Level 5 • **NEW** Political Awareness • Local Authority Challenge • **NEW** 21st Century Leadership • Pre-Retirement Course **COMING SOON** – Customer Service **COMING SOON** – Agents for Change	*Mandatory Training (E-learning portal):* **NEW** Working Safely Managing Personal Information Safeguarding Prevent **NEW** Dignity at Work **NEW** Managing Safely *E-learning Portal:* Report Writing Having a Kind Culture We need to talk about Suicide *Intranet - Appraisal Toolkit:* Coaching Conversations Giving and Receiving Feedback Goal Setting Appreciation at Work Let's Talk – Your View Motivation at Work Stress at Work *Intranet - L&D:* Report Writing Intro to Competency Based Interviews Intro to Equality, Diversity, and Inclusion An introduction to Skills Gap Analysis What it means to have a Shared Purpose *Time Management* *Horizon Scanning* *Continuous Improvement* *Solutions Focussed Thinking*	• Annual Performance and Development Review • 360^0 feedback • Access Coaching or Mentoring • 1 to 1 meetings with Line Manager • Service Intranet • Daily News • The Shout • Workplace • Manager Briefings • Manager Awareness Days • Managers Cascade • Shadowing • Your Voice Action and Engagement Group • Read the documents that outline our strategic direction and the plans that enable that: F&R Plan, IRMP, HMICFRS, People Strategy and Annual Plan • Access Coaching and/or Mentoring • Apply for open chair place on SLT Meeting • Operational/Team Debriefs • Team Meetings • Guest chair for team meetings • Project Team Member • Identifying talent – meeting with talent team to access tools • A Day in the Life of… • Attend a Women in the Fire Service event • Attend an AFSA event • Counselling Service • YouTube: Ted Talks

Further details of the above are available in Learning and Development on the Service Intranet. Please contact the L&D team.