



<b>Meeting</b>	<b>Performance and Resources Board</b>	<b>Agenda Item</b>	<b>10</b>
<b>Meeting Date</b>	<b>30 November 2020</b>		
<b>Report Author:</b>	Colette Black, ACEO People Values and Culture		
<b>Presented By:</b>	Colette Black, ACEO People Values and Culture		
<b>Subject:</b>	<b>Learning and Development 2020-2024 Strategy - Update</b>		
<b>Type of Report:</b>	<b>Information</b>		

## RECOMMENDATIONS

The purpose of this paper is to update on progress against the Learning and Development (L&D) 2020-2024 Strategy. This strategy was approved by Strategic Board in May 2020.

## BACKGROUND

Our L&D 2020-24 Strategy has four pillars:

1. **Leadership Development** – Developing leaders and managers role model positive behaviours and have effective management and communication skills.
2. **Professional Development** – Developing our people in their roles. This includes development opportunities for all our people in skill such as mentoring, political awareness, finance, and employee relations. These opportunities will be offered alongside development needed for operational skill, linked to talent pool or other professional qualifications required for career development.
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.
4. **Essential 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.

These four elements ensure that all our people, at all levels, have the skills and training they need to flourish and remain safe in their roles. As part of approving the strategy, an additional spend of £1,400,000 over a period of 4 years was approved. Details in financial section below.

## OPTIONS AND ANALYSIS

Since approving the strategy and associated funding, both the interim and long-term plan have been progressing.

Element of strategy	Update
<p><b>Pillar 1</b> Leadership Development</p>	<p>We have developed a programme that introduces managers to a people centred philosophy and prioritises positive behaviours. The programmes reference the NFCC Leadership Framework.</p> <p>Delivery of the programme has been out to tender and a provider has been selected. We are in the 'stand still' period until 3 December.</p> <p>This programme has 125 places per year and the first course commences on 25<sup>th</sup> January.</p> <p><b>In the interim</b> – the Leadership Framework 'Light' webinars, the 21<sup>st</sup> Century Leadership Framework, ILM 3 and ILM5 courses have been running. More detail in appendix 1 and 2.</p>
<p><b>Pillar 1</b> Leadership Community</p>	<p>We launched our 'Leadership Community' approach in June 2020 with our Extended Leadership Team (ELT).</p> <p>Internal and external coaching continues to be utilised. We currently have 18 coaching partnerships in action.</p>
<p><b>Pillar 2</b> Professional Development</p>	<p>As agreed in the strategy, we are referencing the NFCC Leadership Framework and Core Learning Pathways. Each part of the pathway is linked to the 4 levels: Leading Self, Leading Others, Leading Function and Leading Service.</p> <p>Every element of the Core Learning Pathway has been developed and commissioned. The Pathway will be launched on 1 December 2020.</p> <p><b>In the interim</b> – We have been running Core Learning Pathway 'light' webinars. More detail in appendix 1.</p> <p>Pillar 2 also includes the department training plans and any development requested as part of appraisal. These plans are funded and are being delivered. Delivery has been slower than usual due to the pandemic. More detail in appendix 1 and 2.</p>
<p><b>Pillar 3</b> Personal Development</p>	<p>As detailed in our Talent Management 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)</p>

	one of our Leadership Development programmes – Leading Others, Leading Function or Leading Service.
<b>Pillar 4</b> Essential Training	<p>Compliance levels for statutory and mandatory training continue to rise.</p> <p>This pillar also describes an extension to our mandatory training to include a 3-year rolling programme of 'dignity in our workplace' facilitated sessions, inclusion and diversity awareness (included neurodiversity and mental health) and our values and ethics. The dignity in our workplace facilitated sessions are in their final stages and the next stage is being planned.</p>

## BENEFITS AND RISK IMPLICATIONS

This strategy is a key control measure to the risk that we fail to provide our people with the skills that they need to be safe and effective.

## FINANCIAL IMPLICATIONS

The 2019/20 spend which covers both operational and non-operational training is within the existing training budget of £730,008 which is split in four ways:

□

Nominal code	Description	Budget 2019-20
0702	External Training	£249,996
0707	Operational Training Contracts	£185,004
0710	Leadership Development	£125,004
0715	In House Operational Training	£170,004
<b>Total</b>		<b>£730,008</b>

The current forecast for that spend is:

Nominal code	Budget 2019-20	Actual as at Oct. 20.	Forecast	Comments
0702	£249,996	£68,954	£250,000	No variance expected – POs in place for full budget. Need to remain flexible re use of college for rest of year due to 'lockdown 2'.
0707	£185,004	£46,471	£185,000	No variance expected POs in place for spend.
0710	£125,004	£46,933	£125,000	Fewer ADCs and courses run due to pandemic at this point in year.
0715	£170,004	£69,999	£170,000	Increased supplies for rest of year e.g. cars, wood for burns.
<b>Total</b>	<b>£730,008</b>	<b>£232,357</b>	<b>£730,000</b>	

*NB: We will be reviewing drawdown of spend against the POs in December to ensure pace of drawdown is on track.*

When we look ahead to our 'business as usual' budget for 2021-22, we are offering a saving in our departmental training plan spend. This should be achieved through the efficiencies offered by a clear 4-year strategy and the work we have commissioned.

The additional funding of £1,400,000 over a period of 4 years from our reserves – this is not a revenue spend but an upfront cost to develop all leaders and aspiring leaders in a 4-year period. The bids received for programmes we have commissioned are within the planned spend articulated below:

<b>Pillar</b>	<b>Element</b>	<b>Learners (over 4-year period)</b>	<b>Price per head</b>	<b>Total</b>
1 – Leadership Development	Leadership Development Programme	500	£1,000	£500,000
	Our Leadership Community	n/a	n/a	£100,000
2 – Professional Development	Core Learning Pathway	500	£1,000	£500,000
	Department Training Plans		n/a	Funded in existing budget – code 0702
	Appraisal	Inc. above	Inc. above	Funded in existing budget – code 0702
3 – Personal Development	Aspiring leaders accessing elements above	n/a	n/a	Funded in proposals for pillars 1 & 2
4 – Core Training	GDPR, Managing Safely, e-Prevent and Safeguarding and 'Working Well Together'.	6000	£50	£300,000
			<b>TOTAL</b>	<b>£1,400,000 (£350,000 per annum)</b>

## **EQUALITY AND DIVERSITY IMPLICATIONS**

All new courses attract a requirement for an equality impact assessment. We will ensure that there is no disproportionate impact. All the work that we put out for tender included the requirement for the provider to tell us how they would use an inclusive range of development tools. The development of our people is intended to have a positive impact and support achievement of our public sector equality duty objectives. Mandating a 3-year rolling programme of 'dignity in our workplace' sessions is a key enabler.

## **WORKFORCE ENGAGEMENT**

This proposal has been the subject of engagement with our managers, the Learning and Development Advisory Group and all our representative bodies.

## **LEGAL IMPLICATIONS**

We have an obligation to ensure that our people are trained to carry out their roles as described in their role profiles.

## **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 – September Report

### Pillar 1 - Leadership Development

Leadership Framework	Input figures/narrative
Courses that have happened in the last month	12 webinars this month covering Leadership
Number of attendees	82 attendees
Satisfaction rates (using Kirkpatrick model that we detail in our quality assurance framework),	Satisfaction rating 4.8/5
Courses that are planned for the next month	Full leadership programme starts in October - 25 places offered
Leadership Community	
Narrative of activity e.g. ELT meeting, speakers booked, secondments taking place, shared learning happening	Review of initial ELT approach. Learning from first meetings considered and approach adapted.
Coaching - number of coaching partnerships in place	21 coaching partnerships have happened in August /September

### Pillar 2 - Professional Development

Core Learning Pathway	Narrative/Update
Courses that have happened in the last month	Core Learning Pathway - 1 x finance for non-finance managers
Number of attendees	6 attendees
Satisfaction rates (using Kirkpatrick model that we detail in our quality assurance framework),	Initial course evaluation 5/5
Courses that are planned for the next month	1 x Coaching and Mentoring due 24th September ( 8 delegates from ELT) ILM level 3 - 12 delegates invited ILM level 5 - 13 delegates invited Time management - open invite for 20 delegates Report writing - open invite for 20 delegates Interview training ( including safer recruitment) booked Sept/Oct
Departmental Training Plan	
Attendance	Courses booked for Project Managers as per department training plans Report writing for the public sector booked for Data & Governance team Coaching booked for HR BPs Effective virtual training for Education officer

	completed AAT Level 4 booked Strategic internal communication - completed 19th Sept (no feedback yet) Google analytics - completed Workshop Manager course - booked CIPD analytics completed
Satisfaction Rates	Rating for Education officers 5/5

### **Pillar 3 - Personal Development**

ICT 365 unlock it sessions have been rolled out across the service. Many have used it as an opportunity to increase their skills over and above for what is required for their daily tasks. Wellbeing webinars throughout August & September.

### **Pillar 4 - Essential Learning**



## Appendix 2 – October Report

### Pillar 1 - Leadership Development

Leadership Framework	Input figures/narrative
Courses that have happened in the last month	21st Century Leadership programme underway including TLQ 3360 feedback
Number of attendees	9 delegates
Satisfaction rates (using Kirkpatrick model that we detail in our quality assurance framework),	Interim feedback, course is going well, provider offers 1-2-1 support through the virtual learning programme.
Courses that are planned for the next month	Light touch webinars - to cover subjects, feedback & self-awareness  TLQ 360 feedback sessions
<b>Leadership Community</b>	
Narrative of activity e.g. ELT meeting, speakers booked, secondments taking place, shared learning happening	Revised approach to ELT utilised and considered successful.
Coaching - number of coaching partnerships in place	18 coaching partnerships in October

### Pillar 2 - Professional Development

Core Learning Pathway	Narrative/Update
Courses that have happened in the last month	1 x Core Learning Pathway 'light' - Coaching & mentoring (5 delegates)  ILM 3 has started for 5 delegates ILM 5 has started with 10 delegates  Interview training (including unconscious bias and safer recruitment) 22 delegates
Number of attendees	Total attendees 46
Satisfaction rates (using Kirkpatrick model that we detail in our quality assurance framework),	Interim feedback (example below) on some courses as they are ongoing - positive, some case studies written to share across the service.
Courses that are planned for the next month	Political awareness Time management - open invite for 20 delegates Report writing - open invite for 20 delegates Leading Greater Essex - 4 delegates Industrial & employee relations - ELT



	Personal resilience and pandemic fatigue - Managers Equality Impact Assessment - 24 delegates Continuation of both ILM levels
<b>Departmental Training Plan</b>	
Attendance	Prince 2 practitioner course Rope Technician APMG change management booked Professional Accountancy qualification Local Authority Capital Hot topics Payroll Termination Payments PSTAX employment taxes
Satisfaction Rates	Average 4.5/5

### **Pillar 3 - Personal Development**

No requests for personal development in October

### **Pillar 4 - Essential Learning**

Currently at 78% (fluctuation due to joiners and leavers) - problems with access to Elite platform. Fix now in place so will be working to increase numbers November and December

### **Example feedback from ILM 3**

Sent: 19 November 2020 10:23  
To: Kay Shelley <Kay.Shelley@essex-fire.gov.uk>  
Subject: Re: ILM level 3

Morning Kay

*I'll be totally honest...this has opened my eyes. It's angle is fantastic, not just how to manage yourself and others but also why we behave as we do.*

*I've already used it to adapt my approach to individuals in my temporary crew manager post. But also I now understand myself better so can adapt how I react to others so we work better together. This has visibly improved working relationships although I think has surprised some people I've worked with for years. I can tailor my response to reflect their expectations not mine.*

*It was described as the foundation for brigade management. I think it's almost a necessity as it makes us far more rounded to other people. I guess it depends how individuals respond and if the people skills involved are taken into the workplace though. I don't think the brigade could offer a better opportunity for managers to develop and become better managers.*

*I really like XXX style, he is relaxed but formal.....*

*Kind Regards*