



Meeting	Strategic Board	Agenda Item	5
Meeting Date	11 June 2020		
Report Author:	Colette Black, ACEO People Values and Culture		
Presented By:	Colette Black, ACEO People Values and Culture		
Subject:	Learning and Development Strategy 2020-2024		
Type of Report:	Decision		

1. RECOMMENDATIONS

The purpose of this paper is to describe how we will fulfil our commitments to deliver Leadership Management and Training detailed in our People Strategy 2020-24. This proposal is coherent with, and sits alongside, our Talent Management approach. The Strategic Board is asked to approve the following next steps:

- a) Leadership Development
 - i. We will commission the Leadership Development described in **appendix 1**,
 - ii. We will enact plans for 'Our Leadership Community' as described in **appendix 2**,
 - iii. We will commission the Leadership Development 'light' sessions described in **appendix 6**
- b) Professional Development
 - i. We will commission the training described as our Core Learning Pathways in **appendix 3**. We recognise that self-directed learning is also available as described in **appendix 4**.
 - ii. We will commission the Core Learning Pathways 'light' described in **appendix 6**.
- c) Personal Development
 - i. We will continue to support personal development through our Department Training Plans and appraisal.
- d) Core Training
 - i. We will continue to proactively encourage completion of Core Training as described in **appendix 5**.

If approved, our next steps in May and June are:

- Consult more widely on the proposals via:
 - Managers' Briefing
 - Representative Bodies
 - Your Voice Engagement and Action Group – Manger Self-Development
 - Learning and Development Advisory Group
 - Livestream that can be accessed by all employees
- Hear and incorporate feedback to reach a final brief for:
 - Leadership Development Programme
 - Our Leadership Community
 - Leadership Forum including the 'thought provoking leaders' series
- Begin tendering processes
- Begin delivery of the Core Learning Pathway 'light' series using SLT leaders
- Working with the Talent team to articulate our leadership community

A more detailed project plan will lead to all elements of the framework being launched by September 2020. Our interim plans and current offer are detailed in **appendix 6**.

2. BACKGROUND

Our People Strategy (pages 15-17) sets out our commitments to both Leadership and Management and Training. Together these areas form our learning and development offer for 2020-2024. The learning and development offer enables our Fire and Rescue plan. In particular, ensuring strong, effective leadership is in place, developing a new training programme and extending training opportunities so that all our staff have the skills and training they need and remain safe in their work. This paper details how we will fulfil those commitments.

There are four pillars to our learning and development offer 2020-24:

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.

3. OPTIONS AND ANALYSIS

It is proposed that we fulfil each of the four elements as described below.

Leadership Development

We make a commitment in our People Strategy to develop our existing and future leaders so that they model positive behaviours and have effective management and communication skills. We commit to developing a programme that introduces managers to a people centred philosophy and prioritises positive behaviours – key leadership skills.

We will do this in two ways; our Leadership Community and our Leadership Development Programmes.

- **Appendix 1** – Leadership Development Programmes – Leading Others, Leading Function, Leading Service.
- **Appendix 2** – Our Leadership Community.

Professional Development

We make a commitment in our People Strategy to adopt the NFCC Leadership Framework and Core Learning Pathways. The NFCC Leadership Framework has four levels: Leading Self, Leading Others, Leading Function and Leading Service.

- **Appendix 3** – ECFRS Core Learning Pathways describes the development activities and courses we provide which are available at each of the four levels. These tie in with our talent pools.
- **Appendix 4** – ECRS Core Learning Pathways (all) is broader and describes not just the development activities and courses which we provide but also the self-directed learning which colleagues may choose to access when developing their skills either within the existing level or aspiring to the next.

Outside of the Core Learning Pathways we have the professional development described as essential for operational skills, and in our departmental training plans (signed off by relevant SLT member) and any requests made through line managers as part of appraisal. We will work to structure further how this is achieved, providing tighter focus and direction on this through a close partnering approach, so that professional development is offered in a more strategically planned and cost-effective way.

Personal Development

We make a commitment in our People Strategy to develop the skills for the future. 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) one of our Leadership Development programmes – Leading Others, Leading Function or Leading Service.

Essential 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. This training should be requested through department training plans or appraisal.

Appendix 5 – Outline of mandatory training and a three-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 Learning and Development team sits alongside our Resourcing & Talent team who manage secondments, facilitate opportunities, assist in the identification of ‘on the job’ opportunities, maintain development and talent pools and evaluate talent management activities.

4. BENEFITS AND RISK IMPLICATIONS

This proposal 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.

5. FINANCIAL IMPLICATIONS

The existing training budget for 2019-20 is £730,008. This 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
Total		£730,008

The proposal is to increase the training spend by a total of £1,400,000 over a period of four years. This is an annual increase of £350,000 per annum for four years. It is anticipated that the funding will come from our reserves. In the first instance this is not a revenue spend but an upfront cost to develop all leaders and aspiring leaders in a four-year period.

After the four-year period we anticipate a requirement to increase our annual budget to accommodate ongoing maintenance of skills and development of new aspiring leaders.

Proposed additional funding:

Pillar	Element	Learners (over four-year period)	Price per head	Total
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
			TOTAL	£1,400,000 (£350,000 per annum)

This proposed approach balances the needs of our medium-term financial plan with the need to fund our priorities to deliver our Fire and Rescue Plan and address HMICFRS feedback.

6. EQUALITY AND DIVERSITY IMPLICATIONS

There are no direct equality implications with this paper. Equality Impact Assessment will be completed for any new policies, procedures, or courses.

7. WORKFORCE ENGAGEMENT

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

The Service and the FBU are in ongoing conversation about the detail of the proposal. Both parties are committed to investing in Learning and Development for a four-year period. We are committed to commissioning providers to deliver this. We have broad agreement about the suggested approach. However, there are some areas which need further discussion for example the full adoption of the NFCC Leadership Development Framework and Core Learning Pathways - some alterations may be required to work for ECFRS.

We are committed to continuing to discuss the detail outlined in appendix 1-6 to reach a way forward that meets the needs of our learners. Discussions will be completed prior to commissioning the four-year packages of work. We appreciate that an interim L&D offer will be in place in the meantime.

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.