



Essex Police, Fire and Crime Commissioner Fire and Rescue Authority

Decision Report

Report reference number: 013-20
Government security classification: No protective marking
Title of report: Learning and Development 2020-24
Area of county / stakeholders affected: Whole service
Report by: Colette Black, ACEO People Values and Culture
Date of report: 15/6/2020
Enquiries to: Colette Black, ACEO People Values and Culture

1. Purpose of the report

This report seeks a decision from the Commissioner to enact recommendations agreed by the Strategic Board on 11 June 2020 in relation to a four-year investment in learning and development.

The appendices provide a full description of how the service proposes to fulfil its commitments to deliver leadership development and training as detailed in its People Strategy 2020-24.

2. Recommendations

As described to the Strategic Board, the recommendations are:

a) Leadership Development

We will commission the leadership development described in appendix 1;
We will enact plans for 'Our Leadership Community' as described in appendix 2, and
We will commission the leadership development 'light' sessions described in appendix 6.

b) Professional Development

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.

We will commission the Core Learning Pathways 'light' described in appendix 6.

c) Personal Development

We will continue to support personal development through our Department Training Plans and appraisals.

d) Essential Training

We will continue proactively to encourage completion of core training as described in appendix 5.

e) We will 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 revenue spend but an upfront cost to develop all leaders and aspiring leaders over a four-year period.

3. Benefits of the proposal

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.

4. Background and proposal

Our People Strategy sets out our commitments to 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 by ensuring strong, effective leadership is in place, developing a new training programme and extending training opportunities so that all of our staff have the skills and training they need and remain safe in their work.

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

1. **Leadership Development** – Developing leaders and managers to 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 of our people in skills such as mentoring, political awareness, finance and employee relations. These opportunities will be offered alongside the development needed for operational skills, linked to talent pools or other professional qualifications required for career development .
3. **Personal Development** – Development that is not required for an individual's current role but that is relevant to our service and personal career aspirations.

4. **Essential Training** - Statutory and mandatory training that is directly relevant to an individual's current role or that is a qualification or skill listed as essential in their current person specification.

These four elements ensure that all of our people, at all levels, have the skills and training they need to flourish and remain safe in their roles.

5. **Alternative options considered and rejected**

This proposal is a result of extensive consultation with stakeholders and is considered to be the best way of responding to the needs detailed in our People Strategy and our Fire and Rescue Plan. It is informed by feedback from the Everyone Matters listening exercise and HMICFRS.

6. **Strategic priorities**

The proposed four-year Learning and Development Plan is a key enabler for the activities detailed within our strategic objective to 'Promote a positive culture in the workplace'.

7. **Operational implications**

The proposal provides for delivering training that is accessible for all duty systems.

8. **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 revenue spend but an upfront cost to develop all leaders and aspiring leaders over 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 4 year period)	Price per head	Total
Leadership Development	Leadership Development Programme	500	£1,000	£500,000
	Our Leadership Community	n/a	n/a	£100,000
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
Personal Development	Aspiring leaders accessing elements above	n/a	n/a	Funded in proposals for pillars 1 & 2
Essential Training	GDPR, Managing Safely, e-Prevent and Safeguarding and 'Working Well Together'.	6,000	£50	£300,000
			TOTAL	£1,400,000 (£350,000 per annum)

In writing this proposal, I have tried to balance the needs of our medium term financial plan with the need to fund our priorities so that we can deliver our Fire and Rescue Plan and respond to feedback offered by HMICFRS.

9. Legal implications

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

10. Staffing implications

We will continue to include training time in our workforce plans.

11. Equality and Diversity implications

There are no direct equality implications within this paper. Any new policies, procedures, or courses will attract a requirement for an equality impact assessment in the normal manner.

12. Risks

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

13. Governance Boards

This proposal was provisionally approved at Strategic Board on 11 June 2020.

14. Background papers

The appendices attached are the same as those provided to the Strategic Board on 11 June 2020.



13b. Appendix 1
Leadership Developm



13c. Appendix 2 Our
Leadership Communit



13d. Appendix 3
Core Learning Pathwa



13e. Appendix 4
ECFRS Learning All.pd



13f. Appendix 5
ECFRS Core Training \



13g. Appendix 6
Leadership Developm

Decision Process

Step 1A - Chief Fire Officer Comments

(The Chief Fire Officer is asked in their capacity as the Head of Paid Service to comment on the proposal.)

I support the proposals.

Signed:



Date: 16 June 2020

Step 1B – Consultation with representative bodies

(The Chief Fire Officer is to set out the consultation that has been undertaken with the representative bodies)

This proposal has been the subject of engagement with our managers, the Learning and Development Advisory Group and all of 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, and it might be that some alterations are needed to work for ECFRS.

We are committed to continuing to discuss the detail outlined in appendices 1-6 to reach a way forward which works for our learners. We will finish these discussions before commissioning the four-year packages of work. We appreciate that an interim L&D offer will be in place in the meantime.

Step 2 - Statutory Officer Review

The report will be reviewed by the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority's ("the Commissioner's") Monitoring Officer and Chief Finance Officer prior to review and sign off by the Commissioner or their Deputy.

Monitoring Officer

Sign

Print: P.Brent-Isherwood

Date: 22 September 2020

Chief Finance Officer

Sign:

Print: Neil Cross

Date: 17 June 2020

Step 3 – Publication

Is the report for publication? YES/NO

If 'NO', please give reasons for non-publication (*Where relevant, cite the security classification of the document(s). State 'none' if applicable*)

.....
.....

If the report is not for publication, the Monitoring Officer will decide if and how the public can be informed of the decision.

Step 4 – Redaction

If the report is for publication, is redaction required:

- 1 Of Decision Sheet YES/NO
- 2 Of Appendix YES/NO

If 'YES', please provide details of required redaction:

.....
.....

Date redaction carried out:

If redaction is required, the Chief Finance Officer or the Monitoring Officer are to sign off that redaction has been completed.

Sign:

Print:

Date signed:

Step 5 - Decision by the Police, Fire and Crime Commissioner or Deputy Police, Fire and Crime Commissioner

I agree the recommendations to this report:

.....



Sign: (PFCC)

Print: Roger Hirst

Date signed: 28 September 2020

I do not agree the recommendations to this report because:

.....
.....

Sign: (PFCC / DPFCC)

Print:

Date signed: