

**ESSEX POLICE, FIRE AND CRIME COMMISSIONER**  
**FIRE & RESCUE AUTHORITY**  
 Essex County Fire & Rescue Service



<b>Meeting</b>	<b>Service Leadership Team</b>	<b>Agenda Item</b>	<b>4h</b>
	<b>Performance and Resources Board</b>		<b>14</b>
<b>Meeting Date</b>	<b>9 February 2021</b>		
	<b>22 February 2021</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

This paper provides an update on the progress against the Learning and Development (L&D) 2020-2024 Strategy.

## 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>The programme we developed which introduces managers to a people centred philosophy and prioritises positive behaviours has begun. The programme references the NFCC Leadership Framework.</p> <p>Programme delivery commenced on 25<sup>th</sup> January.</p>
<p><b>Pillar 1</b> Leadership Community</p>	<p>Our new Extended Leadership Team (ELT) has continued to meet.</p> <p>Internal and external coaching continues to be utilised. We currently have 8 coaching partnerships in action. The revised coaching pool went live April 2020 and it includes access to external coaching. We are in the process of re-vitalising and promoting it again with a re-vamp of the intranet to include case studies. A programme of communication is to be used over the next two months to promote the benefits.</p>
<p><b>Pillar 2</b> Professional Development</p>	<p>The Core Learning Pathway launched on 1 December 2020. Courses in the pathway are:</p> <ul style="list-style-type: none"> <li>ILM Levels 3 &amp; 5</li> <li>Finance for non-Finance Managers</li> <li>Political awareness</li> <li>Project Management</li> <li>Time Management</li> <li>Report Writing</li> <li>Disciplinary, Grievance &amp; Alternative resolution</li> <li>Presentation Skills</li> <li>Train the Trainer Levels 1 &amp; 2</li> <li>Coaching &amp; Feedback</li> <li>Mentoring Skills</li> <li>Neurodiversity awareness</li> <li>Mental Health awareness</li> </ul>
<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) one of our Leadership Development programmes – Leading Others, Leading Function or Leading Service.</p>

Element of strategy	Update
<b>Pillar 4</b> Essential Training	<p>Compliance levels for statutory and mandatory training continue to rise.</p> <p>The strategy promised 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.</p> <p>Year 2 of this programme has now been commissioned and neuro-diversity session commence on 18<sup>th</sup> February.</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	£202,600	£210,000	<p>Whilst the majority of courses were transformed for virtual delivery there remained some training from the departmental training plans that were cancelled with continued lockdown measures, (i.e. Fleet were unable to complete £19,000 worth of planned training) so likely to come in approx. £40,000 under forecast changed £250,000 to £220,000</p>

Nominal code	Budget 2019-20	Actual as at Oct. 20.	Forecast	Comments
0707	£185,004	£99,999	£130,000	Some POs in place for spend. but due to cancellations for Road Train, Casualty care and day to day training forecast changed from £185,000 to £120,000.
0710	£125,004	£123,022	£125,000	On budget
0715	£170,004	£90,000	£120,000	Due to transportation and college fees and water rescue cancellations at Lee valley forecast change from £170,000 to £120,000 at Paul's request
<b>Total</b>	<b>£730,008</b>	<b>£515,621</b>	<b>£585,000</b>	

*NB: We will be reviewing drawdown of spend against the POs in February 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:

Pillar	Element	Learners (over 4-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

<b>Pillar</b>	<b>Element</b>	<b>Learners (over 4- year period)</b>	<b>Price per head</b>	<b>Total</b>
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 – November Report

### Pillar 1 - Leadership Development

Leadership Framework	Input figures/narrative
Courses that have happened in the last month	Light touch Webinars completed. Interim Leadership programme ongoing. Full Leadership programme due to start January 2021. TLQ 360 feedback on-going/
Number of attendees	13 delegates for interim leadership programme.
Satisfaction rates (using Kirkpatrick model that we detail in our quality assurance framework),	Feedback, course is going well, provider offers 1-2-1 support through the virtual learning programme. Follow up on learner experience and assessment have proved positive.
Courses that are planned for the next month	Continue Interim Leadership programme and 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	12 coaching partnerships in November

### Pillar 2 - Professional Development

Core Learning Pathway	Narrative/Update
Courses that have happened in the last month	<ul style="list-style-type: none"> <li>• ILM 3 has started for 5 delegates</li> <li>• ILM 5 has started with 10 delegates ongoing</li> <li>• Leading Greater Essex</li> <li>• Personal resilience and pandemic fatigue</li> <li>• EQIA session 1</li> <li>• Political Awareness</li> </ul>

Number of attendees	Total attendees 67
Satisfaction rates (using Kirkpatrick model that we detail in our quality assurance framework),	Strong initial feedback from courses, course content met expectations. Feedback from EQIA, specifically enjoyed the interactive learning.
Courses that are planned for the next month	Equality Impact Assessment session 2 Completion of both ILM levels
<b>Departmental Training Plan</b>	
Attendance	<ul style="list-style-type: none"> <li>• Level 3 award in Education</li> <li>• Level 4 in Fire Safety</li> <li>• Prince 2 practitioner course</li> <li>• Rope Technician</li> <li>• Webmap admin</li> </ul>
Satisfaction Rates	Average 4.8/5

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

No requests for personal development in November.

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

Currently at 80% (fluctuation due to joiners and leavers) - problems with access to Elite platform.

## Appendix 2 - December Report

### Pillar 1 - Leadership Development

Leadership Framework	Input figures/narrative
Courses that have happened in the last month	Light touch Webinars completed. Interim Leadership programme ongoing. Full Leadership programme will start 25 <sup>th</sup> January – cohort 1. TLQ 360 feedback on-going.
Number of attendees	10 delegates
Satisfaction rates (using Kirkpatrick model that we detail in our quality assurance framework),	Feedback, course is going well, provider offers 1-2-1 support through the virtual learning programme. Follow up on learner experience and assessment have proved positive.
Courses that are planned for the next month	Complete Interim Leadership programme. 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	8 coaching partnerships in December

### Pillar 2 - Professional Development

Core Learning Pathway	Narrative/Update
Courses that have happened in the last month	<ul style="list-style-type: none"> <li>• ILM 3 – completed</li> <li>• ILM 5 has started with 10 delegates - ongoing</li> <li>• EQIA session 2</li> </ul>
Number of attendees	Total attendees 26
Satisfaction rates (using Kirkpatrick model that we detail in our quality assurance framework),	Excellent feedback from the ILM 3 course, delegates looking for their next steps.
Courses that are planned for the next month	<ul style="list-style-type: none"> <li>• Interview training</li> <li>• Political awareness</li> <li>• Mental Health First Aid</li> </ul>



Departmental Training Plan	
Attendance	<ul style="list-style-type: none"> <li>• Power apps sessions</li> <li>• TAQA</li> <li>• MSC Fire investigation</li> <li>• NEBOSH</li> <li>•</li> </ul>
Satisfaction Rates	Average 4.6/5

**Pillar 3 - Personal Development**

No requests for personal development in December

**Pillar 4 - Essential Learning**

Currently at 82% (fluctuation due to joiners and leavers) - problems with access to Elite platform.