

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



Meeting	Service Leadership Team	Agenda Item	4e
	Performance and Resources Board		13
Meeting Date	13 April 2021		
	26 April 2021		
Report Author:	Colette Black, ACEO People Values and Culture		
Presented By:	Colette Black, ACEO People Values and Culture		
Subject:	Learning and Development 2020-2024 Strategy - Update		
Type of Report:	Information		

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>Pillar 1 Leadership Development</p>	<p>The Leadership Development programme has begun. The first 6 cohorts are full (one cohort starting each month). The first 4 cohorts are underway. Modules covered so far are self-awareness and culture. Evaluation feedback is good. Quarterly review process with provider is in place.</p>
<p>Pillar 1 Leadership Community</p>	<p>Coaching continues to be promoted – a coaching and feedback training session is being run in March. Reverse mentoring trial has commenced with 4 reverse mentor partnerships.</p>
<p>Pillar 2 Professional Development</p>	<p>The Core Learning Pathway launched on 1 December 2020. Courses from the pathway were run in January, February, and March. Namely:</p> <ul style="list-style-type: none"> ILM Level 5 - 10 delegates ILM Level 3 - 8 delegates Project Management - 6 delegates Alternative resolution, disciplinary & grievance - 6 delegates Presenting with Impact - 7 delegates Political awareness - 8 delegates Mentoring - 6 delegates Time Management - 5 delegates Report writing - 5 delegates Industrial relations - 21 delegates <p>Core learning pathway courses are due to run bi-monthly as appropriate.</p> <p>Feedback has been consistently positive and has offered insight as to where each course can be adjusted to meet needs month on month.</p>
<p>Pillar 3 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>

Pillar 4 Essential Training	Compliance levels for statutory and mandatory training remain stable. Action plan being created to detail actions for the period between now and the new e-learning system going live. <ul style="list-style-type: none"> • GDPR New mandatory module goes live in April. • Neurodiversity 4 Webinars - What is Neuro Diversity? Dyslexia & dyspraxia, Autism & AHD - 33 delegates on each 1 workshop for more in depth Neuro Diversity awareness - 12 delegates
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BENEFITS AND RISK IMPLICATIONS

This Learning and Development plan 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

Training spend is within the existing training budget and monitored regularly.

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.

Is this decision anticipated to have an impact on any of the following protected groups as defined within the Equality Act 2010:

Race	No	Religion or belief	No
Sex	No	Gender reassignment	No
Age	No	Pregnancy & maternity	No
Disability	No	Marriage and Civil Partnership	No
Sexual orientation	No		

(If an impact on one group or more is anticipated, a full People Impact Assessment must be completed).

WORKFORCE ENGAGEMENT

We continue to engage with our managers, the Learning and Development Advisory Group, the Learning and Development Steering 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.