

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



Meeting	Service Leadership Team	Agenda Item	5d
	Performance and Resources Board		14
Meeting Date	13 July 2021		
	28 July 2021		
Report Author:	Kay Shelley, Learning and Development Manager		
Presented By:	Colette Black, Director of People Services		
Subject:	Learning and Development 2020-2024 Strategy - Update		
Type of Report:	Information		

RECOMMENDATIONS

None. 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
Pillar 1 Leadership Development	We have 12 cohorts full, 1 cohort concentrating on bringing Senior Managers together. Because it is a rolling programme, we are in the process of confirming dates for what happens next as Cohort 1 concludes in August.
Pillar 1 Leadership Community	We continue to offer external and internal coaching sessions and we have seen an increase in demand over the past 4 weeks. There has been a total of 32 sessions completed. We are currently running a project to review our coaching offering, how we can continue to engage with our colleagues and offer an on line self coaching tool. Reverse mentoring trial concluding. Debrief taking place on 2 nd July
Pillar 2 Professional Development	The Core Learning Pathway launched on 1 December 2020. Courses from the pathway were run in April, May and June. Namely: ILM Level 5 - 12 delegates ILM Level 3 - 10 delegates Project Management - 7 delegates Alternative resolution, disciplinary & grievance - 7 delegates Presenting with Impact - 6 delegates Political awareness - 16 delegates Time Management - 5 delegates Report writing - 6 delegates. Core learning pathway courses are due to run bi-monthly as appropriate. (1) How to give feedback effectively (2) Mental Health Awareness (3) In support of our LRS we are offering interview technique training (4) To respond to immediate need we are also commissioning new ways of working, looking at productivity, managing remote teams. The course will start with a 3-hour virtual webinar supported by

	<p>some action learning sessions, knowledge sharing and short educational videos.</p> <p>(5) Following feedback IR and Political awareness training to be rolled out to all levels of the Service.</p> <p>(6) Department training plans have identified many technical courses that sit alongside Operational and Professional development training. We continue to work with department heads to ensure timely delivery as and when required.</p>
Pillar 3 Personal Development	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.
Pillar 4 Essential Training	We are currently at 73% compliance. New modules have been published for Data protection and phishing awareness. We are due to launch a new working safely module in July, closely followed by a new safeguarding element. This is an interim measure to ensure compliance across the service whilst we review a new e-learning platform to host all e-learning materials.

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. Spend is monitored monthly and current spend for 2021/2022 is £46,900

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 includes 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		

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.

Appendix A – Quarterly review with Momentum

Selection of programme feedback

Station Manager “My awareness of team dynamics and my contribution to a more effective culture has been increasing as a result of the Leadership Development programme.

Watch Manager Also, rather than getting frustrated at situations, I’ve had better headspace to think things through and take more rational actions”

Watch Manager “My understanding and awareness of how to interact with others has significantly increased my effectiveness with people and teams.

My contributions are having a greater impact and I feel more listened to as a result of applying the learning from the programme.

I have been surprised by the results I’ve been experiencing which reassures me I am on a positive track.”

Support Manager “One of the key things I have been putting into practice from the programme is to encourage more collaboration from others – rather than just automatically giving instructions / answers. I believe the difference this is having is greater contributions from others and improved team cohesion.

I have also noticed an increase in my own capability to sort out situations and confidence in being able to delegate tasks.”

Crew Manager “One of the things I have most been taking from the programme is an increased ability to stay calm and take actions in conflict situations. I find I can now take a step back in these situations and understand more what’s actually been going on for the other person. I have also been feeling much better in myself which has resulted in me being more constructive in my day to day responsibilities.”

Retention rates	Cohort	Retention Rate
	1	92%
	2	75%
	3	100%
	4	92%
	5	100%
	6	100%

Practice session feedback

SDL Practice Submission

Thinking Habits
As the week has gone on I have found more uses for the thinking habits. By prioritising using the Forward and Upgrading on tasks it has helped me focus and get more important work completed i.e. This week we had an issue with one of our high rise buildings with external cladding on the ground so I used the forward/ upgrading thinking on this task. Moving forward to renew the SSRI for the building and upgrade it to include the new risk information. **Before this course I would have been in the Neutralising/Whatting phase and leaving it for the station commander to delegate the work.**

Passive Aggressive
I currently have temporary promotion and I ride in charge of one of the pumps, yesterday another officer was riding on the back of my pump, we were called to an incident where a woman had barricaded herself in her flat, damaged the boiler (carbon monoxide leak) and threatening suicide. When we arrived we were met by the warden who called and straight away the other officer started running with the incident, alot of things started happening, the police arrived and started banging on her door and being forceful and all along im thinking its too much and that i should speak to her but i didnt say anything for quite a while as i felt i would be undermining the other officers authority as he has substansive rank. I did eventually say im going to talk to her and asked the police to wait outside, **I spoke to her calmly through the front door and within a minute she cleared the doorway and opened up the door! Had i spoken up sooner we could have resolved the situation quickly and calmly!**

Thinking Habits
At the beginning of the week, I found that I was being more neutralising and backwards in my decision making/activities. From this I realised that I needed to make more of a conscious effort to improve. As the week progressed, I made more of an effort to make forward and upgrading choices. By the end of the week, my habits were much more aligned with the forward and upgrading mantra. As a result, **not only was I feeling more positive, but the people around me were also reacting more positively. Which meant that myself and the people I impacted where in much better moods.**

Thinking Habits
I started the week using more backward and downgrading thoughts and this made me feel a bit flat. As the the week progressed and I made a conscious effort to use as many upgrading and forward thoughts as possible. When I found myself starting to think in a downgrading or backward way, I would stop and myself and use upgrading or forward thinking and it would immediately lift my spirits. **By using this way of thinking, It lightened my mood and made me feel very positive in life.**

Thinking Habits	by having more forward upgrading thoughts over the week has made me more positive in both my own thoughts and on my work performance. By having these thoughts allows you to achieve more even when the work was a challenge. This allowed me to achieve good results that i wanted to achieve.
Thinking Habits	I think that it is often easier to fall into the habit of downgrading, whatting behaviours when workloads become busier and people try to find reasons for this. For some reason negativity can be more common than trying to use more forward and upgraded types of thinking. Adapting to this and trying to think differently can take some adjustment and practice. I have started to consider this in my daily work role as well as at home in my own time, trying to consciously approach forward and upgraded levels of thinking and problem solving. I think that this approach has a positive affect on your mind and allows to you feel more hopeful and that tasks can be achieved rather than finding reasons why they cant.
Thinking Habits	I feel that where my mood had been quite down when these occasions first came up, after reflecting and turning them into either Forward or Upgrading thinking I feel I am ending the week a lot happier, as myself and my team are now able to work as normal so we are all a lot happier and that I have a clear idea of how I am going to run this project and make it succeed.
Necessity and possibility	Instead of saying to myself I must get all my work done and putting myself under pressure I have been saying what work can I get done and I will do my best to complete as much as possible. Instead of saying to the team you must do this process like this I have asked them if they have any suggestions on how we might improve the process that is in place.
Necessity and possibility	My first example was when I felt the need to do some cardio training to maintain my firefighter fitness, I usually always say "I need to go in the gym". However on this occasion I might go in the gym. This was after a busy working day where I generally felt tired but I was pressuring myself to do something that my body was naturally objecting. However, I had a sense of freedom and didn't feel so guilty afterwards which I often find a stress.
Necessity and possibility	I have witnessed by using these simple technics that any potentially volatile situations that i find myself in as a trainer can be quickly remedied by the use of empowerment. Especially the collaborative discussion rather than telling the candidates what to do we can problem solve together making for a better learning experience all round.

I have seen a difference in my motivation, when I have had a lot of tasks to carry out (and my calendar is over full) I have taken a step back, prioritised the activity and rescheduled my day so that I could fit in the important must do activities. **When I have come across an activity that I may have previously struggled** due to lack of skill I have either found the knowledge on my own or engaged those around me that are specialist in the areas that I needed to know about.

Thinking
Habits

There was an instance where anxiety started to creep in as I had to complete a task that I was uncomfortable with so I took a breath, analysed what the requirement was and then scheduled a meeting with the right people and skills to be **able to start to move the task forwards**.

Appendix B – April Report

Pillar 1 - Leadership Development

Leadership Framework	Input figures/narrative
Courses that have happened in the last month	Cohorts 4 & 5 started in April for Leadership programme TLQ 360 feedback on-going
Number of attendees	24 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	Leadership programme TLQ 360 feedback sessions
Leadership Community	
Narrative of activity e.g. ELT meeting, speakers booked, secondments taking place, shared learning happening	ELT continuing to meet
Coaching - number of coaching partnerships in place	12 coaching partnerships in April

Pillar 2 - Professional Development

Core Learning Pathway	Narrative/Update
Courses that have happened in the last month	ILM 5 - 10 delegates completed Interview Techniques Coaching & Feedback Project Management
Number of attendees	Total attendees 32
Satisfaction rates (using Kirkpatrick model that we detail in our quality assurance framework),	Satisfaction rating scale between 4,3 – 4.8/ 5
Courses that are planned for the next month	Political awareness Presenting with impact Finance for non-finance Managers

Departmental Training Plan	
Attendance	Power apps sessions Project Manager practitioner and foundation courses TAQA MSC Fire investigation NEBOSH
Satisfaction Rates	Average 4.6/5

Pillar 3 - Personal Development

No requests for personal development in April

Pillar 4 - Essential Learning

Currently at 81% (fluctuation due to joiners and leavers) - problems with access to Elite platform.

Appendix C – May Report

Pillar 1 - Leadership Development

Leadership Framework	Input figures/narrative
Courses that have happened in the last month	Cohort 6 started in April for Leadership programme TLQ 360 feedback on-going
Number of attendees	12 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	Leadership programme TLQ 360 feedback sessions
Leadership Community	
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 April

Pillar 2 - Professional Development

Core Learning Pathway	Narrative/Update
Courses that have happened in the last month	Political Awareness Presenting with Impact Finance for non- finance Managers Value Based Interview techniques
Number of attendees	Total attendees 40
Satisfaction rates (using Kirkpatrick model that we detail in our quality assurance framework),	Satisfaction rating scale 86% scored satisfied or very satisfied
Courses that are planned for the next month	ILM 3 ILM 5 Political Awareness Effective interview techniques Alternative resolution

Departmental Training Plan	
Attendance	Power apps sessions Project Manager practitioner and foundation courses TAQA MSC Fire investigation NEBOSH
Satisfaction Rates	Average 4.6/5

Pillar 3 - Personal Development

Three requests received for personal development.

Pillar 4 - Essential Learning

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