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

Meeting	Service Leadership Team	Agenda Item	5c
	Performance and Resources Board		13
Meeting Date	12 October 2021		
	27 October 2021		
Report Author:	Kay Shelley, Learning and Development Manager		
Presented By:	Colette Black, Director of People Services		
Subject:	**Quarterly Update - Learning and Development 2020-2024 Strategy**		
Type of Report:	**Information**		
Action Point		For publication	yes

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 September.
Pillar 1 Leadership Community	We continue to offer external and internal coaching sessions, particularly to people in the Leadership, resource, and succession pool. There has been a total of 92 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 online self-coaching tool. Reverse mentoring trial completed and will form part of the overall project review for coaching and mentoring. Five people have gained coaching accreditation using Think On methodology and are due to join ECFRS coaching pool.
Pillar 2 Professional Development	The Core Learning Pathway launched on 1 December 2020. Courses from the pathway were run in July, August & September but kept to a minimum to consider holidays and leading to reduced capacity (sessions will increase during the next quarter), Namely: ILM Level 5 - 8 delegates ILM Level 3 – 10 delegates Alternative resolution, disciplinary & grievance - 6 delegates Political awareness - 16 delegates Mental Health Awareness – 80 delegates Effective feedback – 12 delegates Techniques for interviewees – 12 Managing teams remotely - 34 We continue to assess courses in line 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 interviewee technique training (4) In support of our LRS and recruitment process we are offering values-based questions and safer recruitment interview training and assessor training (5) The L&D intranet page has been updated to include training podcasts, inclusion & diversity webinars, and access to online learning pieces. (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.
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 82% compliance. New modules have been published for Data protection and phishing awareness. A new working safely and manual handling module were launched on the intranet. This is an interim measure to ensure compliance across the service. A new eLearning platform has been purchased and training begins in October with a full launch at the end of the year.

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 £88,500

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.

We have considered whether individuals with protected characteristics will be disadvantaged as a consequence of the actions being taken. Due regard has also been given to whether there is impact on each 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

	"My awareness of team dynamics and my contribution to a more effective culture has been increasing as a result of the Leadership Development programme. Also, rather than getting frustrated at situations, I've had better headspace to think things through and take more rational actions"
	"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."
r	"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."
	"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."
	During the culture 2 module mentioned the significance of empowering fire fighters to be able to make decisions. He recognised that empowered staff could work more effectively at the fire ground, because rather than sitting and waiting for a list of instructions they could take action to assess the fire ground and offer solutions to the commanding officer.

	During the culture 2 module mentioned how he has found it profound to stay in the I'm OK/You're OK quadrant and the effect that it has had on his conversations. He is also now building confidence to have conversations using cause effect and implications thinking to try and progress a situation on completing fire equipment checks / paperwork accurately and the significance of staying up to date with the latest fire ground procedures.

A series of questions asked via telephone feedback interviews for the leadership programme to be shared with the provider at the next review meeting.

Q1 What was the one thing you will take away from the session that you think will help you in your daily routine.
There are quite a few but the thing I will say is drama triangles. Recognising that they happen more than you realise, not getting involved and knowing how to tackle them. This has helped me personally and professionally.
Why people behave the way they do and how to deal with that. It has really helped my thought process and gauging people. Rather than telling someone what to do, actually considering the way that person is, for example if they have anxiety, thinking about how to approach them and use rationale to support why you are telling them to do something, saying this is why it will help you or this is the thought behind it. I wouldnt have done that before this course.
Taking a step back from a situation and taking the time to look at the situation from other perspectives.
Learning about open and closed questioning. It has been really helpful in my current role as temporary watch manager.
I am not understanding a lot of the content at the moment. It isnt put into context. It is more office staff focused. There is nothing new for operational staff. The examples need to be relatable; the trainer might say what would you do if you were a firefighter in this situation, but there is no understanding of the service beyond that. It makes it hard to relate to.

Networking with others from other departments and different cohorts. I am not learning anything new in terms of leadership. I actually find it hard to contribute because I don't understand what I am supposed to be learning. It is very overcomplicated and they use far fetched examples that go in one ear and out the other.

It has definitely helped me to stop and think before I act. Taking the time to change the way you would act. It doesn't come naturally by any means, you really have to give it thought. That is what the course does. It is not logical. It is all about thinking differently. It is lots of deep thinking and finding your soul almost.

Please rate the delivery, pace, and style of the facilitators (1 being not very engaging - 5 Very Engaging)	Please provide comments to support your rating in question
4	It is engaging but the content is quite fast-paced, and I know me and others don't always understand the content. But the trainers are happy to help and offer tuition after.
4	They are really supportive i feel very relaxed. Sometimes there is never-ending silence online and I will just speak to fill that. But they are great, I've had a couple of catch up sessions or going into further detail about certain parts I didnt understand straight away. The course is a slow burner, you dont always understand it all straight away but after thinking a bit more about it, you do.
3	The trainers are engaging and knowledgeable. Sometimes however, they will do an exercise then there will be a lot of awkward silence and you wont have realise they have started the exercise. So everyone is sitting there thinking am I missing something or am I meant to speak but they are expecting you to be involved in this exercise - like I say it isnt always clear that that is what we are meant to be doing.

	2	It can be too informative and fast paced with big words. I dont feel like I can digest it all. Online interaction is limited. I think i would benefit more if it was in person rather than screens. In person gives you a good chance to speak to people you wouldn't meet otherwise. They are nice guys but I feel like the delivery could be better. I would prefer hard copies of information to work with, like we had in the ILM. It helps you refer back and follow along better. The powerpoints they use are very text heavy and there arent a lot of pictures or colours. This makes it harder to engage with.
	3	The trainers are nice. The sessions are slow. Sessions could be done in a much shorter time. I would prefer face to face as if you don't understand, I feel more comfortable asking if we are there in person.
	4	Tobias is good. He is a good coach but the sessions are too slow. The course could be done in a week. They drag the scenarios out and the role play isnt well guided. I keep quiet because I don't know what they want. We are sent the brief for the session that morning so people havent read it. We don't have breaks in a 2 hour session which means I lose focus. Online is good, it is an encouraging platform. The powerpoints have lots of spelling mistakes and some of the answers on their are wrong. It isn't professional. It definitely isn't tailored to firefighters.
	5	Tobias is great. He has a sense of humour, he is very good at what he does. He is supportive, he will stop and explain. He never says you are wrong, he guides you and explains what reasons are. It is fast paced and it has to be due to the nature of the sessions and a lot of information. But if Tobias thinks we need to spend longer on one thing, he will say I am not going to cover this because I want to spend more time on something else, so he adjusts and gauges people well. He hangs around after. It is not always easy to speak when you are online, in person you can see when someone wants to speak but that is not as obvious on Teams.

How likely is it that you will recommend the leadership programme to your colleagues? (1 - not likely at	Please provide comments to support your rating

all - 5 - very likely)		
	4	I have recommended it to others. There is lots of good stuff. Some of the role play scenarios have made me feel uncomfortable. Sometimes you have to come up with a solution without knowing enough information, and having to try and detach emotions and values which is really difficult. I'm not sure that it aligns with the service values in terms of having to detach from those values.
	5	It has been beneficial to me. Everyone takes different things from it. As a trainer, it has helped me to better understand people and if you engage you will get a lot from it. It makes you think, some of it can be hard to understand but it makes you think more definitely, even if you don't agree with it.
	3	It is a good course. I have done the ILM Level 5 and a lot of it was similar and more recap. As a management exercise I think it is great. I worry that it is not relevant for firefighters or those on the fire ground. For KP staff, it is useful, however because of it being externally run, you dont have a lot of relevant examples for the fire ground. That would make it more effective I think.
	5	I believe it is valuable for this modern managing outlook. it is beneficial but tweaks could be made. I think the gap between sessions is too long. If they were closer together, I feel like I would understand it better. The length of the sessions themselves are good. I feel like hard materials, a workbook, would help that because you can still refer back to it.
	2	I personally haven't learnt anything yet, I find it hard to follow. I am only 3 sessions in and I am waiting for that moment of oh I understand why we are doing this.
	2	I wouldnt recommend it to my colleagues. The only reason I would recommend it is if someone wants to keep learning rather than standing still, they might get a bit from it in terms of networking. But it isn't what I thought it would be. When I read leadership, I thought it would be about conflict resolution, targeting behaviours, how to overcome differences, but it should be called changing cultures, as that is what it heavily focuses on and it shouldn't be sold as leadership.
	4	It is good, my manager has now signed up. However it is not for everybody, because it is not logical and it is really about challenging ways of thinking, some people might not want to do that or find it difficult.

what would you like to see us change if we could? This could be delivery method, The time it takes to complete the programme, what you would like more of, what you would like less of etc...
More structured coursework. We get pre-reading but a booklet or manual would really help. The ILM booklet is great. Having something to refer back to if people feel embarrassed to ask or if you can't keep up.
I think it is engaging, I like being online. The duration is good because you actually learn and remember it rather than doing a course and not thinking about it again. It constantly refreshes what you know and learn. It has helped me to build rapport with people, but what I will say is sometimes you really have to consciously think. Some of the things that are suggested arent easy to do, you have to really think about it which can take a lot of time and effort. But I am half way through and I do find it really beneficial.
It is very good. For me, being on call and being late or not being able to attend, I think there is backlash from KP staff. Sometimes on calls they will sit on the phone or tapping away, there is no tapping exercises. So they get on with their job, that's not fair on trainers. The homework assignments are difficult for on call because everyone else can take time to do that and have a space where they are paid to do it, but we have to take it out of our own time away from our employment to do the same tasks.
Structure of the sessions could be improved. I would appreciate a timing break down at the start of the session so we will do 90 minutes of this, then have a 10 minute break, then do this, then have a breakout room. Just so we know what the plan is because a lot of us have short attention spans. If we understand the logic behind it and why it is being broken down into smaller sections, we will stay engaged.
I would like it to be face to face in a group. I feel like the trainer reads straight off the screen. I dont know if that is because of being online but he will ask us and then give the answer, I feel like he isn't a natural talker. I would rather just get it done in a shorter period of time. I tend to forget things when it is left a longer period of time. I struggle with the lack of flexibility being an on call officer. There's not an alternative option unless you want to wait for the next session. At the minute, I feel I am wasting my time but like I say, I have only done 3 sessions so I am hoping I start to find value in it.
I would like more evidence behind statements. There are no references or names or basis of why they are saying what they are saying. I would like it to be more structured, so there are places we could go to read more or understand it better. I would like it to be shorter, it doesn't have to be a year long. The sessions do not need to be 2 hours. Objectives would really help to understand what we are doing. It needs to be more supportive and guided to help us understand what we are meant to be doing.
We don't get the slides, it would help if we had access to them because of the month gap in between the sessions it would act as an aid so we can jog our memory or review what we have learnt.

Appendix B – July Report

<u>Pillar 1 - Leadership Development</u>

Leadership Framework	Input figures/narrative
Courses that have happened in the last month	Cohorts 8 & 9 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	27 coaching partnerships in April

<u>Pillar 2 - Professional Development</u>

Core Learning Pathway	Narrative/Update
Courses that have happened in the last month	ILM 5 ILM 3 Interviewee Techniques Feedback Political awareness Managing remote teams
Number of attendees	Total attendees 64
Satisfaction rates (using Kirkpatrick model that we detail in our quality assurance framework),	Satisfaction rating scale between 92% scored satisfied or very satisfied
Courses that are planned for the next month	Mental Health Awareness Managing teams remotely

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
Two requests for personal development

Pillar 4 - Essential Learning
Currently at 84% (fluctuation due to joiners and leavers) - problems with access to Elite platform.

Appendix C – August Report

Pillar 1 - Leadership Development

Leadership Framework	Input figures/narrative
Courses that have happened in the last month	Cohort 10 started in August 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	25 coaching partnerships in August

Pillar 2 - Professional Development

Core Learning Pathway	Narrative/Update
Courses that have happened in the last month	New ways of working Mental Health Awareness
Number of attendees	Total attendees 72
Satisfaction rates (using Kirkpatrick model that we detail in our quality assurance framework),	Satisfaction rating scale 92% scored satisfied or very satisfied
Courses that are planned for the next month	Mental Health Awareness Political Awareness New ways of working

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 received for personal development.

Pillar 4 - Essential Learning
Currently at 83% (fluctuation due to joiners and leavers) - problems with access to Elite platform.

Appendix D – September Report

Pillar 1 - Leadership Development

Leadership Framework	Input figures/narrative
Courses that have happened in the last month	Cohort 11 started in September 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),	As some cohorts near the end of the programme, feedback has been mixed. It has been noted that some of the exercises used are not in context, delegates would like more resources available and the time spent between modules is to long. All feedback has been shared with the provider and will be discussed at next review scheduled for October.
Courses that are planned for the next month	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	40 coaching partnerships in September

Pillar 2 - Professional Development

Core Learning Pathway	Narrative/Update
Courses that have happened in the last month	New ways of working Mental Health Awareness Political awareness Interviewee training Alternative resolution
Number of attendees	Total attendees 78
Satisfaction rates (using Kirkpatrick model that we detail in our quality assurance framework),	Satisfaction rating scale 94% scored satisfied or very satisfied

Courses that are planned for the next month	Interviewee Training Interview and assessor training The art of delegation Managing stakeholders Organising priorities Presentation skills Attendance management workshops HR Hydra scenarios Influencing skills

Departmental Training Plan	
Attendance	Power apps sessions Project Manager practitioner and foundation courses TAQA MSC Fire investigation NEBOSH
Satisfaction Rates	Average 4.7/5

Pillar 3 - Personal Development
One requests received for personal development.

Pillar 4 - Essential Learning
Currently at 79% (fluctuation due to joiners and leavers) - problems with access to Elite platform.