

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



Meeting	Performance and Resources Board	Agenda Item	9
Meeting Date	27th January 2022		
Report Author:	Kay Shelley, Learning and Development Manager		
Presented By:	Colette Black, Director of People Services		
Subject:	Appendix - Quarterly Update - Learning and Development 2020-2024 Strategy		
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
<p>Pillar 1 Leadership Development</p>	<p>We have 12 cohorts full, 1 cohort concentrating on bringing Senior Managers together. The first cohort was due to complete in September, but due to COVID restrictions and the requirement for some face-to-face sessions the earlier cohorts had the programme extended to early January. Action learning sets have been created to allow cohorts to continue to work together on agreed projects. Each project will be sponsored by an ELT member.</p> <p>Task Orientation® for Team Effectiveness Programme started in November for 6 delegates.</p>
<p>Pillar 1 Leadership Community</p>	<p>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 160 sessions completed. The expectation is this will continue to increase.</p> <p>The increase in sessions have been mainly due to:</p> <ol style="list-style-type: none"> (1) An addition to five new coaches who completed their coaching accreditation. (2) Engagement through the LRS, everyone engaging with the process are offered coaching. (3) Advocacy from people who have experienced coaching (4) Line Managers proactively engaging in coaching conversations. <p>We are currently working with ICT partners to create a coaching app to increase accessibility, self-coach and ‘taster sessions’ are also being planned to roll out in Q4.</p> <p>We continue to work on a reciprocal mentoring programme and training has been booked in January to train more mentors to take part in the programme. Launch Q4.</p>
<p>Pillar 2 Professional Development</p>	<p>The Core Learning Pathway launched on 1 December 2020. Courses from the pathway were mainly concentrated in October & November with a realisation that December is a difficult month for training modules.</p> <p>Our focus in December was to provide interviewer and assessor training to support our recruitment and LRS processes. We also took the opportunity to provide some of the elements from ILM courses for people who requested managerial refreshers.</p> <ul style="list-style-type: none"> • Managing Stakeholders – 12 delegates

	<ul style="list-style-type: none"> • The art of delegation – 14 delegates <ul style="list-style-type: none"> • Being Clear on my priorities – 12 delegates • Assessor training – 39 delegates • Interviewer training- values based interviews – 24 • Alternative resolution, disciplinary & grievance - 8 delegates • Finance for Non-Finance managers – 6 delegates • Effective feedback – 12 delegates • Techniques for interviewees – 12 • Political awareness – 16 • Pre-retirement - 6 <p>We continue to provide the majority of learning virtually but remain hopeful we can move to more blended learning in Q4. The modules booked for Q4 include.</p> <ul style="list-style-type: none"> • ILM Levels 3 & 5 • Mental Health First Aiders • Political Awareness • Inclusive leadership • Coaching & Feedback • Mentoring in the workplace • Train the trainer • Level 3 in education • Solution focussed thinking • Banter, bullying, harassment • Conducting investigations and hearings • Code of Ethics workshops <p>We continue to develop the L&D SharePoint site and LearnPro eLearning platform to provide learning resources for all.</p> <p>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. Work on forecasting training needs for 2022/23 has started.</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>
<p>Pillar 4 Essential Training</p>	<p>The LearnPro project closed on time with training completed for authoring our own materials completed. LearnPro has now been launched BAU giving us an opportunity to review and update all mandatory training modules. Two modules were published in December, and we are seeing 25% completion rates very early on.</p>

	All mandatory modules will be published by mid-February. The platform has dynamic reporting to allow for timely follow ups and monitoring of completion rates.
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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.

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.

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.

Appendix A – October Report

Pillar 1 - Leadership Development

Leadership Framework	Input figures/narrative
Courses that have happened in the last month	11 cohorts now working through the Leadership Programme TLQ 360 feedback on-going
Number of attendees	100
Satisfaction rates (using Kirkpatrick model that we detail in our quality assurance framework),	<p>Following mixed reviews the following feedback items were discussed in review meeting. Based on the review some of the pointers were addressed before the next scheduled cohorts</p> <ul style="list-style-type: none"> • Inclusion and diversity - more examples drawing on females, ethnic minority groups etc. • Shorten the overall programme • More face-to-face sessions • Material either lack off, receiving too late, not in paper or booklet form, Insufficient additional support material, access • Breakout sessions, Long silences, delegates not sure what to do, feeling uncomfortable • Exercises , relevance to roles and service, more realistic. Dragged out, role play not guided • Terminology, language (long words, jargon) • Content, lack of research, more evidence based, very light • Session length, mixture of too short or too long. Speed too fast too slow, more breaks required • Expectations, Programme not what they thought it was
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	65 coaching partnerships in October

Pillar 2 - Professional Development

Core Learning Pathway	Narrative/Update
Courses that have happened in the last month	Managing Stakeholders The art of delegation Being Clear on my priorities Assessor training Interviewer training- values based interviews Alternative resolution, disciplinary & grievance Finance for Non-Finance managers Effective feedback Techniques for interviewees
Number of attendees	Total attendees 81
Satisfaction rates (using Kirkpatrick model that we detail in our quality assurance framework),	Satisfaction rating scale between 96% scored satisfied or very satisfied
Courses that are planned for the next month	Pre-retirement Being Clear on my priorities Assessor training Interviewer training- values based interviews Political awareness

Departmental Training Plan	
Attendance	Project Manager practitioner and foundation courses TAQA MSC Fire investigation Forklift refresher training Payroll CPD Managing food safety
Satisfaction Rates	Average 4.8/5

Pillar 3 - Personal Development

There were no requests for personal development

Pillar 4 - Essential Learning

Currently at 80% (fluctuation due to joiners and leavers) – Will remain at this level until interim measure put in place, access to Elite platform unavailable.

Appendix B – November Report

Pillar 1 - Leadership Development

Leadership Framework	Input figures/narrative
Courses that have happened in the last month	11 cohorts now working through the Leadership Programme TLQ 360 feedback on-going
Number of attendees	100 delegates
Satisfaction rates (using Kirkpatrick model that we detail in our quality assurance framework),	Satisfaction ratings have improved following some modifications to the programme. Continue to work with Provider to ensure full engagement and positive feedback.
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	58 coaching partnerships in November

Pillar 2 - Professional Development

Core Learning Pathway	Narrative/Update
Courses that have happened in the last month	Pre-retirement Being Clear on my priorities Assessor training Interviewer training- values based interviews Political awareness
Number of attendees	Total attendees = 51
Satisfaction rates (using Kirkpatrick model that we detail in our quality assurance framework),	Satisfaction rating scale 96% scored satisfied or very satisfied
Courses that are planned for the next month	Managing Stakeholders The art of delegation Being Clear on my priorities Techniques for interviewees Interviewer training- values based interviews

Departmental Training Plan	
Attendance	Project Manager practitioner and foundation courses Firebreak team refresher Awarding public contracts Bronto Mechanics training Case file preparation
Satisfaction Rates	Average 4.8/5

Pillar 3 - Personal Development

No requests received for personal development.

Pillar 4 - Essential Learning

Currently at 80% (fluctuation due to joiners and leavers) – Will remain at this level until interim measure put in place, access to Elite platform unavailable.

Appendix C– December Report

Pillar 1 - Leadership Development

Leadership Framework	Input figures/narrative
Courses that have happened in the last month	11 cohorts now working through the Leadership Programme TLQ 360 feedback on-going
Number of attendees	100 delegates
Satisfaction rates (using Kirkpatrick model that we detail in our quality assurance framework),	Continue to make enhancements, but to ensure fit for purpose and learner engagement a team has been formed to complete deep dive review of the programme.
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	ELT continue to meet
Coaching - number of coaching partnerships in place	37 coaching partnerships in December

Pillar 2 - Professional Development

Core Learning Pathway	Narrative/Update
Courses that have happened in the last month	Managing Stakeholders The art of delegation Being Clear on my priorities Techniques for interviewees Interviewer training- values based interviews
Number of attendees	Total attendees 33
Satisfaction rates (using Kirkpatrick model that we detail in our quality assurance framework),	Satisfaction rating scale 97% scored satisfied or very satisfied
Courses that are planned for the next month	Ilm level 3 Political Awareness Inclusive leadership Coaching and Feedback Mentoring in the workplace

Departmental Training Plan	
Attendance	CIPFA training Document verification and right to work Expert witness training Introduction Cadcorp Jactone Fire suppressant
Satisfaction Rates	Average 4.8/5

Pillar 3 - Personal Development

No requests received for personal development.

Pillar 4 - Essential Learning

LearnPro launched December, everyone will be asked to complete new mandatory courses, new statistics start from January 2022.