

Initial Evaluation of Phase 1 of Leadership & Management Development Programme

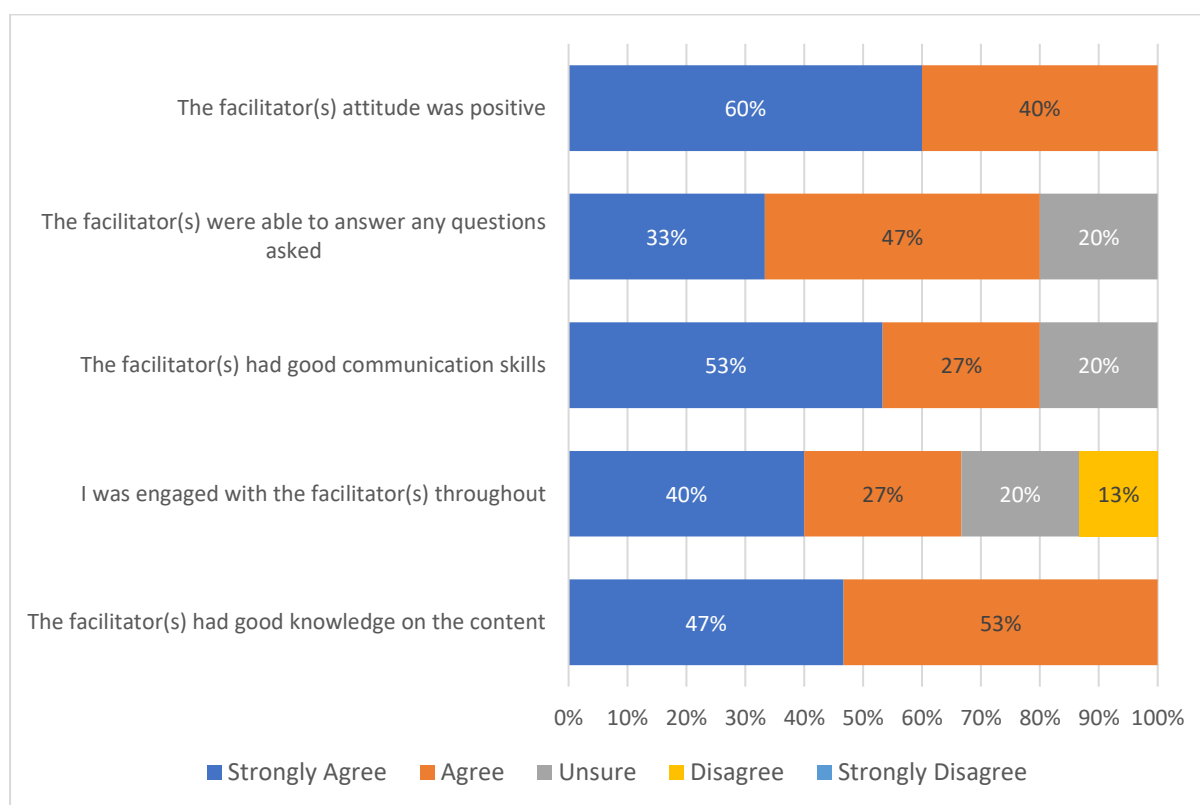
To ensure the programme content is fit for purpose and that facilitators and delegates are engaged and finding value in attending, initial feedback – in the form of a survey - was sought from the attendees of cohorts 1 and 2.

A summary of the feedback is below and will be used to develop the content for the remaining cohorts of phase 1, phase 2 and adapt the facilitators approach where necessary.

The 24 delegates of cohorts 1 and 2 were invited to provide feedback on the first programme, of these delegates, 15 responded.

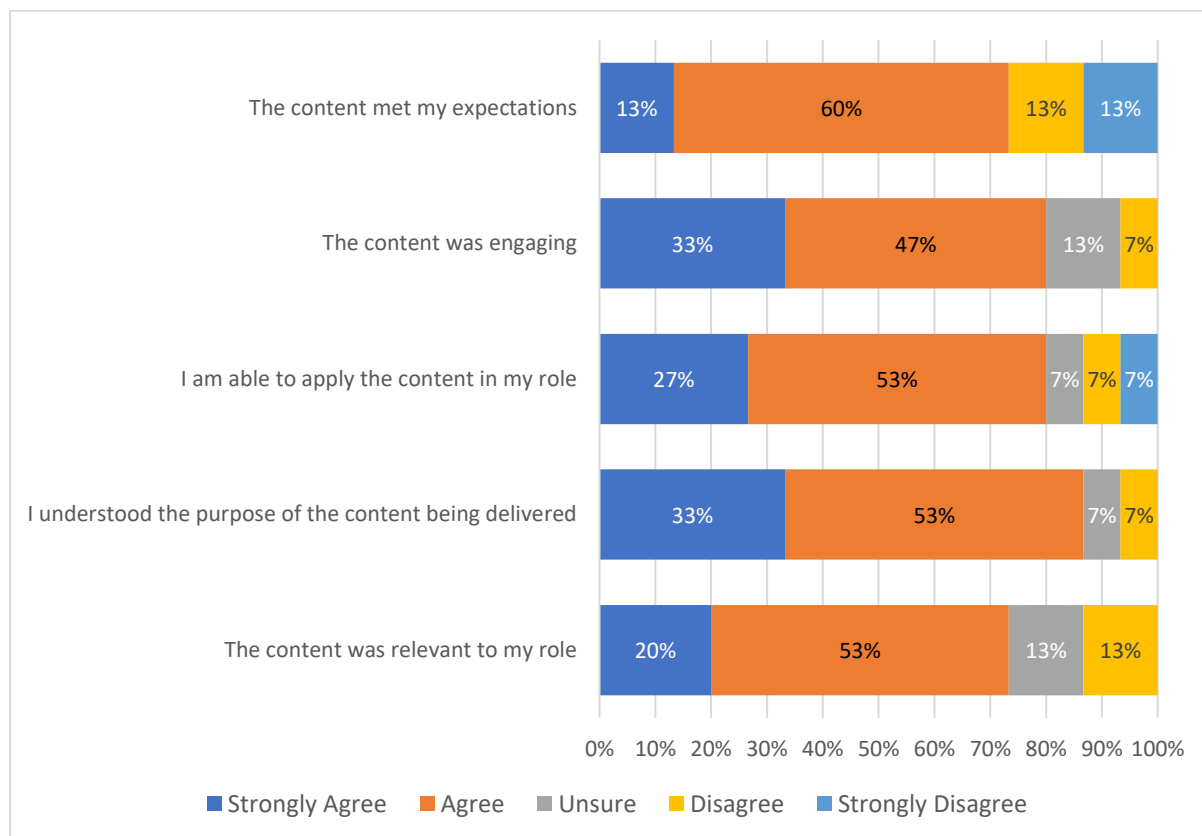
The survey was broken down into sub-headings: Facilitator, Content, Overall Programme and Future LMDPs.

Facilitator:



The majority of responses were positive in relation to the facilitator and their style of delivery, however there was some constructive feedback provided in some of the free text answers, that we will be able to use, to work with them on improving.

Content:

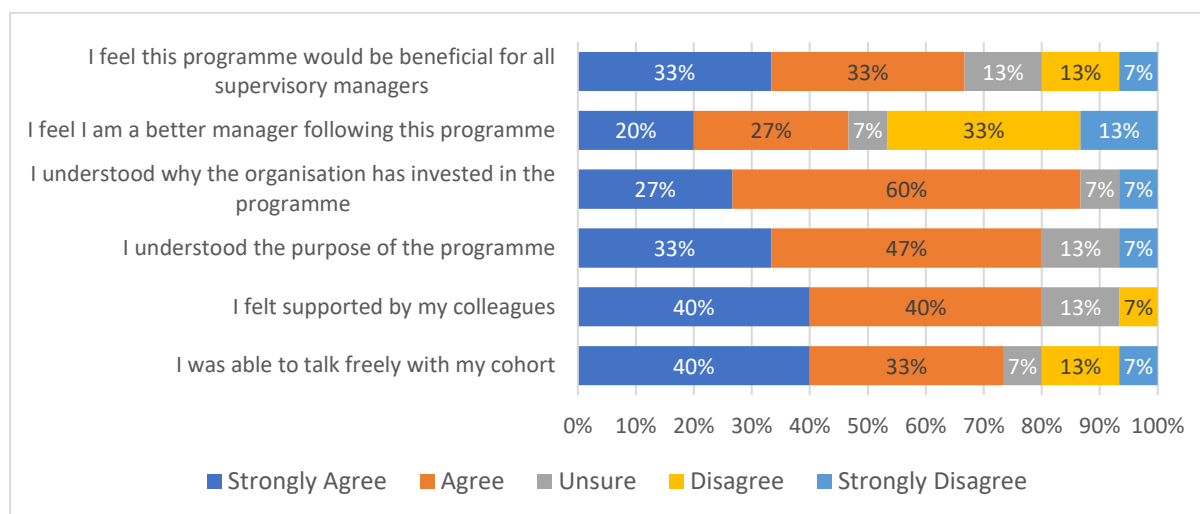


Again, the majority of responses were positive in relation to the content of the programme, however it has been noted that for a number of managers who have been working at this level for a period of time, that the content served more as a refresher than anything new. Therefore this programme may be more beneficial for managers new to the role, including supervisory managers as acquisition.

In addition, mixed feedback was received on the action learning part of the programme and the benefits to this were not felt by all. It is being considered whether the action learning remains in place for phase 2 of the programme or whether this could be replaced with launching the organisation coaching scheme and individuals could volunteer for coaching should they wish to.

A number of respondents to the survey commented that they felt they would benefit from case studies being presented, either of our own organisation or others and this would enhance the learning. This is something that will be recommended to the Senior Management Team for future Leadership events/forums.

Overall Programme:



This section of the survey, again highlighted that some felt that the content served more as a refresher than anything new and therefore this programme may be more beneficial for managers new to the role, including supervisory managers as acquisition.

It was also commented that there were additional benefits to attending the programme, over and above the structured content. These were meeting with and sharing learns and experiences with colleagues and learning challenges other departments face.

Future LMDPs:

Below is a direct uplift of the free text responses provided during this section of the survey. This level of detail has been provided, as this constructive feedback will be used to develop the programme, inform the 2022/23 Training Needs Analysis and demonstrate what staff members would like to see/need to move the organisation forward.

- Commitment to attend throughout from all levels of management including SMT should happen
- The Leadership group should meet collectively to take the next steps following the programme
- The programme should be rolled out to all managers in the organisation
- Time should be allocated to reflect and apply the learnings
- Use BFRS specific material regarding decision making & governance e.g., management structure and Fire Authority
- High level practical case studies giving examples of where theory, practice, policy and experience intersect and cause conflict

- Difficult conversations
- Dealing with poor performance
- How to develop staff
- How to conduct an effective appraisal
- Performance management
- Wellbeing, supporting employees within BFRS – not just generalisations
- Case studies from other FRS rated excellent by HMICFRS

Next Steps:

The facilitator will be met with to discuss the feedback and any required changes to the programme made.

The survey will be circulated to the remaining cohorts of phase 1 once they complete their programme, to enable us to analyse the feedback from all attendees of phase 1.

This feedback will then be used to meet with the provider and develop the content ready for the commencement of phase 2 in September 2022.

A more in-depth evaluation will be undertaken as part of the project, which will include re-visiting the initial audit previously carried out as part of this project, reviewing of appraisal performance ratings and any change in culture survey outcomes.