

PFCC Decision Report

Report reference number: 055-24

Classification: Not protectively marked

Title of report:

Transformational Leadership Questionnaire (TLQ) 360 Degree Senior Leaders Programme

Area of county / stakeholders affected: PFCC's Senior Management Team (SMT)

Report by: Pippa Brent-Isherwood (Chief Executive and Monitoring Officer)

Chief Officer: Pippa Brent-Isherwood (Chief Executive and Monitoring Officer)

Date of report: 25 March 2024

Enquiries to: Pippa Brent-Isherwood (Chief Executive and Monitoring Officer)

1. Executive Summary

Following the successful roll out of the Transformational Leadership Questionnaire (TLQ) 360 Degree Senior Leaders Programme to the top two tiers of leadership within the Essex County Fire and Rescue Service, this decision report proposes to expand the approach to the PFCC's Senior Management Team (SMT).

2. Recommendations

That the PFCC accepts the proposal and quotation attached as Appendix 1 to this decision report, to provide a 360-degree senior leaders programme to all six members of their Senior Management Team, both individually and collectively.

3. Background to the Proposal

As set out in section 1 above, this proposal is being put forward following successful roll out of the approach to the top two tiers of management within the Essex County Fire and Rescue Service.

4. Proposal and Associated Benefits

As part of the process, each participant will be reviewed by at least two to five direct reports, their line manager and two to five peers. In addition, they may also be reviewed by two to three other internal colleagues and two to three external colleagues. Debriefs will then be provided by the assigned coach to each participant individually and as a group. The process will commence with a briefing on 28 March 2024 and will then take eight to nine weeks to complete. The full proposal is set out at Appendix 1.

Anticipated benefits from participation in the programme include:

- Improved readiness for change and innovation
- Enhanced and more sustainable performance
- Increased motivation, job satisfaction and commitment

The debriefing process will assist participants, both individually and collectively, in:

- Understanding the data in their reports
- Considering possible conclusions that may be drawn from this and how they might be validated
- Setting personal and group development goals and planning their next steps

The outputs from the process will include a report for each individual participant as well as a group report. The latter will explore the Senior Management Team's collective impact as a leadership team and how the SMT can leverage this more to respond to its critical challenges.

5. Options Analysis

The PFCC could chose not to approve the proposal, but that would forgo the achievement of the anticipated benefits described in section 4 above.

Alternatively, the PFCC could carry out a separate tender process for a 360-degree development process for their SMT. However, it is considered that this would be an inefficient use of resources given that the PFCC is able to utilise existing arrangements that have been positively received within the fire and rescue service, and which are considered to offer good value for money.

6. Consultation and Engagement

Members of the PFCC's SMT have been engaged in the proposal through meetings of the Corporate Management Team and the Management Team, as described in section 14 below.

The process will also be mapped to and aligned with the PFCC's corporate values, which will send a positive message to the wider team that the SMT is actively responding to feedback from previous staff engagement surveys that, organisationally, we do not consistently "live" our corporate values on a day to day basis.

7. Strategic Links

The proposal is aligned with the priority in the Police and Crime Plan of supporting our officers and staff, with the objective of ensuring that staff receive the support they need to keep delivering an outstanding service to the public.

The Police and Crime Plan and Fire and Rescue Plan also recognise that, to improve the safety of our communities, we must work closely in partnership with other services in Essex. This process is designed to enhance our ability as a leadership team to do this successfully.

8. Operational implications

There are no operational implications arising from this proposal for either Essex Police or the Essex County Fire and Rescue Service.

9. Financial implications

The full cost for all six members of the PFCC's SMT to complete the process, including individual and group debriefs and action planning, is £4,680. A breakdown of the cost is provided on the final page of the quotation attached at Appendix 1. There may be additional subsistence costs if the facilitator needs to make any overnight stays to facilitate the process, however this is not currently anticipated.

The Real World Group is not registered for VAT.

10. Legal implications

The programme will be delivered under licence from the Real World Group.

11. Staffing implications

Some dedication of time will be required both from members of the Senior Management Team and from those selected to review them in order to complete the process. It should be noted that all those signing this decision report have a beneficial interest in the proposal as members of the PFCC's SMT.

12. Equality, Diversity and Inclusion implications

No equality, diversity or inclusion implications of the proposal have been identified.

13. Risks and Mitigations

No risks have been identified that would need mitigating. As set out at section 15 below, the process is designed to be a strengths-building exercise that will generate actionable insights enabling the SMT to operate more effectively as we head into a new electoral term.

14. Governance Boards

The proposal was discussed at the PFCC's Corporate Management Team meeting on 8 January 2024 and at their Management Team meeting on 26 January 2024.

15. Links to Future Plans

The process is designed to be a strengths-building exercise that will generate actionable insights enabling the SMT to operate more effectively as we head into a new electoral term.

16. Background Papers and Appendices

Appendix 1 - Transformational Leadership Questionnaire (TLQ) 360 Degree Senior Leaders Programme Quotation

Report Approval

The report will be signed off by the PFCC's Chief Executive and Chief Finance Officer prior to review and sign off by the PFCC / DPFCC.

Chief Executive / M.O.

Sign:

Print: P. Brent-Isherwood

Date: 25 March 2024

Chief Finance Officer

Sign:

Print: Janet Perry

Date: 14 April 2024

Publication

Is the report for publication?

YES

NO

If 'NO', please give reasons for non-publication (Where relevant, cite the security classification of the document(s). State 'None' if applicable)

None

If the report is not for publication, the Chief Executive will decide if and how the public can be informed of the decision.

Redaction

If the report is for publication, is redaction required:

1. Of Decision Sheet?

YES

2. Of Appendix?

YES

NO

NO

If 'YES', please provide details of required redaction:

N/A

Date redaction carried out:

Chief Finance Officer / Chief Executive Sign Off – for Redactions only

If redaction is required, the Chief Finance Officer or Chief Executive is to sign off that redaction has been completed.

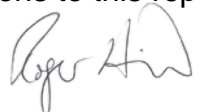
Sign:

Print:

Chief Executive / Chief Finance Officer

Decision and Final Sign Off

I agree the recommendations to this report:

Sign: 

Print: Roger Hirst

PFCC

Date signed: 16/04/2024

I do not agree the recommendations to this report because:

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.....
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Sign:

Print:

PFCC/Deputy PFCC

Date signed: