

AUTHORITY MEETING			
MEETING OF THE:	COMMUNITY SAFETY AND PROTECTION COMMITTEE		
DATE:	12TH APRIL 2022		CFO/013/22
PRESENTING OFFICER:	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	NICK MERNOCK	REPORT AUTHOR:	NICK MERNOCK
OFFICERS CONSULTED:	JOHN PRICE IAN CUMMINS STRATEGIC LEADERSHIP TEAM		
TITLE OF REPORT:	IMPLEMENTATION OF LEADERSHIP MESSAGE – REVISED PROVIDER		

APPENDICES:	A. LEADERSHIP MESSAGE REPORT 2/9/21	B. LEADERSHIP MESSAGE
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Purpose of Report

1. To request Members ratify the decision of the Service to appoint a new external supplier to deliver the approved Leadership training for all employees following the withdrawal of the previous preferred supplier, and to seek approval for the additional financial implications that will be incurred.

Recommendation

2. It is recommended that Members approve:
 - a) the appointment of The Smart Training Company as the preferred supplier to deliver the engagement Training for the introduction of the Authority agreed Leadership message for all employees; and
 - b) that a further £30k be drawdown from the Training Reserve to cover the cost difference between the original agreement reached in September 2021 and the cost of the new supplier.

Introduction and Background

3. Members will recall they approved a report on 2nd September 2021 (Appendix A) agreeing to the implementation of training for all employees in relation to the implementation of the revised Leadership Message incorporating a new set of Organisational Values.

4. The revised Leadership Message was constructed utilising a number of high performing employees from Grey, Green and Red Book conditions of service who staff felt represented the values of the Service and demonstrated the behaviours that they felt reflected our role.
5. This engagement included representatives from each of our staff networks to ensure full consideration was given to all aspects of our work. Unlocking the power of a diverse workforce.
6. The organisational Values have been refreshed to reflect the views of our team, and are now representative of the views, and work experiences of our employees. These values will be built into our recruitment, our internal Gateway system and all employee Appraisals.
7. Unfortunately, after the Authority had approved this work the preferred supplier 'I Leadership' advised the organisation that due to personal circumstances they were now unable to complete the work as they were ceasing trading immediately.
8. The Authority has subsequently reviewed its specification, with particular emphasis on the use of the 'colours' personal profiling model, and further to engaging with suppliers Officers determined The Smart Training Company offered the services that was most suitable for the organisation for its requirements.
9. However, due to inflation and cost increases between the initial tendering period and the revised process, the cost of the work has increased and this is explained within the financial implications
10. Whilst the contractual cost has increased slightly the new company has committed to providing free community support to the Fire Authority by running free sessions to support our Youth Engagement work and the development of the participants.

Equality and Diversity Implications

11. The initial focus groups have been inclusive of all employees and representative of Grey, Green and Red book employees as well as the staff networks

If approved the insights leadership would be delivered across the whole Service irrespective of role or responsibility – in order to support the dissemination of the Leadership Message and the creation of high performing teams.

Staff Implications

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12. The engagement training, and the associated individual development plans would allow all employees to fully engage in moving the organisation forward, increasing engagement across all departments and develop a full subscription to the organisational values and comprehension of each individual's role and value within Merseyside Fire and Rescue Authority

Legal Implications

13. The Head of Procurement has utilised the support of an external contractor to engage the market and proposed services of The Smart Training Company ensuring compliance with contract standing orders.

Financial Implications & Value for Money

14. The authority has already approved the majority of the costs of the training delivery and the individual assessments, and these were detailed in the previous report.
15. Unfortunately, in having to return to the market to find a new supplier that met the high expectations of the Authority to deliver the training as we have originally envisaged, has meant that due to inflation some costs have increased following the revised procurement process.
16. The additional costs across the whole package of training delivery to our staff including both training costs and individual assessments amounts to £30,000. The total value of the contract is £125,000, and can be met from the £150,000 training reserve that was established to meet these costs.
17. The new supplier has offered to carry out additional 'gratis' work to support our Youth Engagement programmes, equal to the increase in the contract costs.
18. This additional cost can be met from an additional virement from the Authority Training Reserve.

Risk Management, Health & Safety, and Environmental Implications

19. The success of the Service is built on the highly engaged and driven employees, all who contribute to the continual development of the Fire and Rescue Service. By delivering and implementing fully these employees owned and designed Values and Leadership message will contribute to organisational engagement, staff retention and future development of the Service.

Contribution to Our Vision: *To be the best Fire and Rescue Service in the UK.*

Our Purpose: *Here to serve. Here to Protect. Here to keep you safe.*

20. The organisation strives to be an employer of choice, that fully represents the diversity of the communities we serve and supports all employee development and organisational engagement.
21. The delivery of this training and development opportunity to all employees will enhance the staff engagement and fully embed our ways of working putting in place a platform for the future.

BACKGROUND PAPERS

CFO/056/21 If this report follows on from another, list the previous report(s)

GLOSSARY OF TERMS
