

MERSEYSIDE FIRE AND RESCUE AUTHORITY

MEETING OF THE:	POLICY AND RESOURCES COMMITTEE		
DATE:	15 DECEMBER 2022	REPORT NO:	CFO/54/22
PRESENTING OFFICER	CHIEF FIRE OFFICE PHIL GARRIGAN		
RESPONSIBLE OFFICER:	NICK MERNOCK	REPORT AUTHOR:	LYNN HUGHES
OFFICERS CONSULTED:	ALL POD MANAGEMENT TEAM		
TITLE OF REPORT:	COACHING AND MENTORING POLICY		

APPENDICES:	APPENDIX A:	COACHING AND MENTORING POLICY
	APPENDIX B:	COACHING AND MENTORING EQUALITY IMPACT ASSESSMENT

Purpose of Report

1. To request that Members approve the Coaching and Mentoring Policy.

Recommendation

2. It is recommended that Members;
 - a) approve the Coaching and Mentoring Policy and;
 - b) note that consultation will take place with representative bodies on both the policy with a further report brought back if necessary to advise on any significant changes following this process.

Introduction and Background

3. The Coaching and Mentoring policy sets out how the Merseyside Fire and Rescue Service supports the development of its staff to enable them to be the best version of themselves. Both provide support and use similar skills although they are different in their intent and content.
4. Coaching focuses on individuals solving their own problems through the skilful questioning by the coach. It has at its heart a belief in people's capacity to find answers and positive ways to move forwards. It can often be used to reduce the barriers people face such as fear of failure, self-doubt, lack of confidence etc. It can also be used as a leadership style, which is empowering individuals to develop their own solutions and take responsibility for their actions.
5. Mentoring is more directive and involves the mentor sharing their knowledge and experience as a trusted adviser. It is often someone who has more experience

and knowledge and shares that with the individual as well as signposting them to other resources and networks.

6. The organisation is also committed to reciprocal mentoring which involves the mentor learning as much from the individual being mentored. Strategic Leadership Team (SLT) have committed to participating in this.
7. All development programmes allocate a mentor to the individual, which is normally their Line Manager.
8. Both Mentoring and Coaching are significant means of supporting and developing others in line with our values and behaviours. It is also acknowledged that a coaching style of leadership is a leadership behaviour promoted by the Service.

Equality and Diversity Implications

9. An Equality Impact Assessment has been included.
10. The policy has incorporated the European Council of Mentoring and Coaching (EMCC) Code of Conduct, which places equality and diversity at its core. It recognises the importance of understanding peoples experience and mind-set within a larger context of culture, religious belief, class and socio economic realities, with learning happening at an individual level.
11. The Service has also ensured that the selection of coaches and mentors reflects the diversity of our workforce. Increasing the diversity of coaches and mentors will help to dismantle barriers some employees face when seeking a Coach or mentor and contribute to a greater quality of provision.
12. Access to coaching and mentoring will be through the Service appraisal process or through Gateway processes and development plans.

Staff Implications

13. Coaching and mentoring actively supports a learning culture placing the individual at the heart of their own learning, creating a greater sense of responsibility and accountability for their own and organisational outcomes. It fosters our organisational capability of being built to help.

Legal Implications

14. Although the Coaching and Mentoring relationship is bound by confidentiality there are some exceptions:
 - Breach of any code of conduct or policy
 - A person being at risk to themselves or others
 - Illegal or unethical actions
 - Safeguarding issues

Financial Implications & Value for Money

15. The Service is committed to developing a pool of coaches and mentors rather than utilise external coaches. This significantly reduces cost as well as having greater diversity and flexibility of provision. Appointments to Strategic positions will be provided with an external coach if required given the nature and sensitivity of their development.
16. A two day course to be a coach is delivered by an external provider and met within existing budgets.

Risk Management, Health & Safety, and Environmental Implications

17. Risk is managed through the provision of a coaching and mentoring agreement, which establishes a Coaching/Mentoring contract at the outset of the relationship. This clarifies expectations, defines objectives and sets clear boundaries.

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

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

18. Coaching and mentoring serves to turn potential into performance thus creating the capacity to make a significant difference in the organisation and the wider community.

BACKGROUND PAPERS

CFO/111/11 If this report follows on from another, list the previous report(s)

GLOSSARY OF TERMS

MFRA	M erseyside F ire and R escue A uthority is the physical and legal entity. When writing reports MFRA is the “object”.
MFRS	M erseyside F ire and R escue S ervice is the service provided by MFRA. When writing reports MFRS is the “action”
E.G.	You are employed by the Authority (MFRA). The job you do forms part of the Service (MFRS) provided by the Authority (MFRA). If in doubt use MFRA.