

Our Leadership Community

Why

We want to harness the power of our managers. We are #oneteam.

Our leadership community are our agents of change. They are the people who 'lead others' and 'lead functions'. Our leadership community works alongside our Service Leadership Team. Our managers are the most powerful asset that we have in achieving our aspirations, values, desired behaviours, and our objectives.

Leadership Framework	Who do we mean?
Leading Service	Area Managers, Assistant Directors and Service Leadership Team
Leading Function	Station Managers, Group Managers and Department Heads
Leading Others	Crew Managers, Watch Managers and Team Leaders/Supervisors

We know that we are strongest as a team. We know that when we:

- Harness the power of our managers
- Have managers that influence, own, believe and live what we do
- Invest in developing our managers

We have hearts as well as minds pulling in the same direction and we can achieve all that we want to achieve. We improve our 'performance power' and 'change-ability'.

What is a leadership community?

A leadership community is a vehicle for the wide scale participation of our managers in our Services change and improvement efforts which are directed through our Fire and Rescue Plan, Annual Plan and associated strategies. It is community that provides peer support (manager to manager). It is a community that is our 'first team'. Because it reinforces the sense of community and the community being the first team, it breaks down barriers.

A leadership community is a way of bringing our managers together in a way that:

- Builds the commitment of those who ultimately turn aspirations into reality
- Deepens understanding of change and improves decisions being made
- Better problem solving and more thorough decision making
- Harnesses energy and empowers colleagues
- Makes us feel proud and fosters a spirit of belonging
- Builds a joint leadership style that includes coaching, self and peer discipline
- Improves communication
- Offers a way to learn together

How will we know that we are successful?

We will be successful when our whole leadership community have a:

- Shared vision – Our leadership community are clear about our Service aspirations, Fire and Rescue plan, annual plan, Everyone Matters and HMICFRS feedback, we all know the

narrative and how this translates to what we do. We have had an opportunity to influence the vision, we believe it and live it.

- Clear Plan – Our leadership community knows what the plan is to achieve our aspirations and objectives, we know what we need to do with our teams to support this. We know how we will be supported. We feel supported as a group of peers.
- Feedback – Our leadership community have heard the feedback from our people through Everyone Matters. We freely give and welcome receipt of feedback. We know how the feedback and analysis could/should inform what we do and how we do it. We constructively challenge to support delivery of our objectives.
- Way forward – Our leadership community works together to identify suggested ways forward for our priority areas and tricky issues. Our community has an opportunity to influence it before a plan is finalised.
- Our roles - Each person in our leadership community is clear about their role and the role of each person in their team in achieving our aspirations and objectives, including values and behaviours.
- Skills – Our leadership community is a place where each person knows what skills they need to fulfil their role and they proactively work to identify any gaps.

How will we achieve this?

We know that a community like this does not happen coincidentally. We need to have in place an infrastructure that is cogent and deliberately enables it. Role models, rituals, symbols, nudges – just like our continued cultural development.

Who is our community?	Action Needed
Identification of our current community (Leading Others, Function and Service).	- Plan meetings.
Identification of aspiring community using the NFCC Succession Planning criteria – improve, nurture, develop – not reaching potential, developing in new role, emerging talent, advancing talent, high potential. Use this model to identify our real agents of change and our leaders.	- Plan and run development sessions - Utilise SLT and, potentially, Succession and Secondment Board.
How do we develop our community?	
Support Community in developing their individual development plans using line managers and coaches.	- Plan and run development session.
Leadership and Development programme	- Ensure interim course commencing in September 2020 is at fully capacity. - Commission four-year programme from 2020-2024.
Coaching – internal and external	- Continue to promote internal and external coaches.

	- Directly approach those in the community to access transformational coaching support.
<p>Quarterly Leadership forum –</p> <ul style="list-style-type: none"> Thought provoking leaders/sharing of situational learning/expertise Issues of the moment – sharing thoughts, sharing experience Topics such as behavioural change, person centred philosophy, agents for change, personal accountability Possibly add into an existing forum such as Ops Dev. Days 	<p>Begin thought provoking leaders’ series with introduction from our team on the key Core Learning Pathway topics that are a taster for our longer-term programme. See appendix 6 for more detail – ‘Core Learning Pathway Light’ modules.</p> <p>Plan future leadership forum.</p>
Solution focussed thinking action learning sets - wicked issues (these are part of the L&D programme)	Trial with managers briefing and the 21 st Century Leadership Programme in the first instance. If successful, look to expand further.
Peer supporter groups – these could tie into our Staff Networks work	Identify the nudges that can enable these groups.
360 Feedback	Plan for this to be launched across the whole leadership community.
Secondment/job swaps as described in our People Strategy	Plan some early examples of this as a pilot that can be evaluated.
How do we enable a shared vision?	
Twice yearly conferences – sequenced for most senior leaders first and then next group	Plan for the rest of 2020/21 Begin with shared vision and annual plan/translating the annual plan
Quarterly – communications from Jo which reiterates and reinforces the shared vision. Ability for that to be shared so that all can see. Utilise the ‘roadless roadshow’ concept more widely	Continue to use the technology that we know is working at the moment – Workplace livestream and MS Teams
Monthly – Managers briefing Continue our commitment to engaging with managers and letting them know decisions we are making – discuss decisions that have been made and why.	Already booked in.
Monthly - Open/rotating chair at a variety of our ‘Leading Service’ level meetings	Plan in for the rest of 2020/21
Fortnightly – Managers Cascade	Already booked in - continue to use the technology that we know is working at the

	moment – Workplace livestream and MS Teams
How do we keep on track with a clear plan?	
Involvement in annual plan planning	Book in through our conferences.
Facilitated sessions that help managers translate annual plan into ‘what does this mean for me and my team’	Book coaching sessions for those managers that would like that support in translating the high-level annual plan into their own actions.
How do we ensure that feedback keeps developing our community?	
360 feedback	As above.
Area meetings that Jo currently has	Continue with the existing area meetings.
Pulse surveys	Plan pulse surveys that are aligned with our strategic objectives and issues of the moment.
Everyone Matters ‘check in’	Plan for October 2020.
Reverse mentoring with level above/below	Each member of SLT to be part of a reverse mentoring partnership (using mix of apprentices and more experienced colleagues). Evaluate and potentially roll out to whole community.
How do we ensure that our leadership community influences the way forward?	
Influencer meetings with our real leaders	Scope out.
Solution focussed thinking action learning sets and task/finish groups – wicked issues	As above.
Involvement in annual plan planning	As above.

A scout leader was trying to lift a fallen tree from the path. His pack gathered around to watch him struggle. “Are you using all your strength?” one of the scouts asked.

“Yes!” was the exhausted and exasperated response. “No. You are not using all your strength,” the scout replied. “You haven’t asked us to help you.”