



Meeting	Service Leadership Team	Agenda Item No.	4e
	Performance and Resources Board		8
Meeting Date	11 May 2021		
	24 May 2021		
Report Authors:	Colette Black, ACEO- People, Values and Culture		
Presented By	Colette Black, ACEO- People, Values and Culture		
Subject	Leadership, Resourcing and Succession (LRS)		
Type of Report:	Information		

RECOMMENDATIONS

This report is for information. Linked to action point 006/21 (Item 13 – P&R 25 January 2021).

OVERVIEW

This paper provides an update on progress since the launch, in February 2021, of the Leadership Resourcing and Succession programme.

BACKGROUND

The new Leadership Resourcing and Succession programme is intended to ensure that colleagues have all the support they need on their career journey and allows the Service to ensure that it has the right people and skills to deliver the best service to communities, as set out in the People Strategy 2020-24 and Workforce Plan.

The approach has moved away from Personal Qualities Assessments (PQAs) and focuses on:

- Evidence
- Development
- Experience
- At their pace

A range of videos ([Leadership Resourcing and Succession \(msapproxy.net\)](https://msapproxy.net)) are available to give more detail. The process is outlined in the infographic. Development sessions ran for managers in colleagues in February and March to introduce the new approach. A range of self-assessment and guidance documents are also available in the link above.

Leadership Resourcing and Succession



How it works at a glance

1 Self-Assessment and discussion

Complete a Self-Assessment Tool and then talk to your manager about your career aspirations. This can be discussed in an appraisal or one-to-one

2

Agree skills to work on

Complete a Potential Development Performance Plan. Record how you have achieved your objectives in a portfolio

3

Submit your portfolio

Upload your portfolio to Sharepoint ready for it to be signed off

4

Assessment centre

Take part in activities, including an interview, at an Assessment and Development Centre

5

Learning pathway

You have now entered the Development Pool. You will gain experience through activities which may include shadowing, secondments and project work

6

Final assessment

A final sign off will make sure you are prepared for future opportunities

7

Resource pool

Now you're ready to be considered for your next career step

OPTIONS AND ANALYSIS

As at 5 May 2021, a total of 45 portfolios have been requested. These breakdown in the following way:

Male	Female
40	5
89%	11%

Green	Grey
2	43
4%	96%

Current	FF	CM	WM	SM	Green Book
	7	22	10	4	2
	16%	49%	22%	9%	4%

Level being applied for:	Leading others	Leading the function	Leading the service
	33	11	1
	73%	24%	2%

Out of 45 portfolios, 14 people have started work on their portfolio and one has been completed.

We have been running development sessions. There have been a total of 52 people attending these.

Male	Female
43	9
83%	17%

Green	Grey
3	49
6%	94%

We are planning the final couple of sessions for June 2021, with eight colleagues on the waiting list. In addition to this, there are a further five candidates that have expressed an interest in LRS via the appraisal process and these will be followed up with an offer of support and development sessions.

BENEFITS AND RISK IMPLICATIONS

None associated with this report.

FINANCIAL IMPLICATIONS

None associated with this report.

EQUALITY AND DIVERSITY IMPLICATIONS

The content of this report is not anticipated to have an impact on any of the following protected groups as defined within the Equality Act 2010:

<i>Race</i>	<i>No</i>	<i>Religion or belief</i>	<i>No</i>
<i>Sex</i>	<i>No</i>	<i>Gender reassignment</i>	<i>No</i>
<i>Age</i>	<i>No</i>	<i>Pregnancy & maternity</i>	<i>No</i>
<i>Disability</i>	<i>No</i>	<i>Marriage and Civil Partnership</i>	<i>No</i>
<i>Sexual orientation</i>	<i>No</i>		<i>No</i>

WORKFORCE ENGAGEMENT

Workforce engagement is ongoing. The processes are being communicated to the Service. Feedback is ongoing.

LEGAL IMPLICATIONS

None associated with this report.

HEALTH AND SAFETY IMPLICATIONS

None associated with this report.