



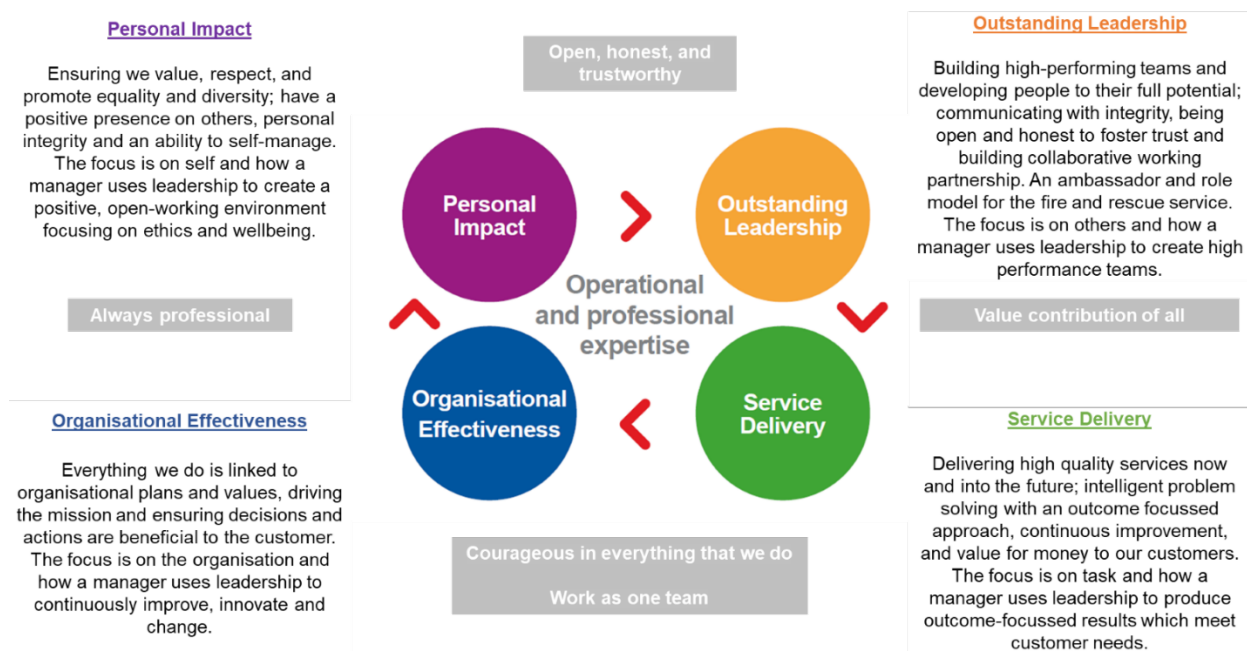
Meeting	Performance & Resources Board	Agenda no.	11
Meeting Date	26 May 2022		
Report Authors	Kay Shelley, Learning and Development Manager		
Presented By	Jac Thorold, Asst. Director – Human Resources		
Subject	Leadership, Resource & Succession (LRS) Update		
Type of Report	Information		
Action Point No.		For Publication	Yes

RECOMMENDATIONS

This paper is for information only.

EXECUTIVE SUMMARY

The Leadership, Resource and Succession (LRS) process is designed to support the succession and workforce plans set out by Service Leads to ensure we identify, train and develop our future Managers and Leaders. People across the service can access development and support their promotion aspirations should they wish to build their career path. LRS follows the principles from NFCC leadership framework and promotes service values and code of ethics.



BACKGROUND

LRS was launched early 2021 and is open to everyone in the Service up to those aspiring to be a Group Manager or equivalent.

LRS sits under the umbrella of L&D and runs alongside the recruitment process, which is an alternative route people can take to gain promotion. LRS is designed to support people and help them to be the best they can be. People access resources and 1-2-1 support, and encouragement to own their development and ultimate success in gaining the next promotion. LRS is not a mandatory process but through sponsorship, demonstration, and the level of support available along with receiving priority in gaining temporary positions, the LRS is fast becoming the process of choice.

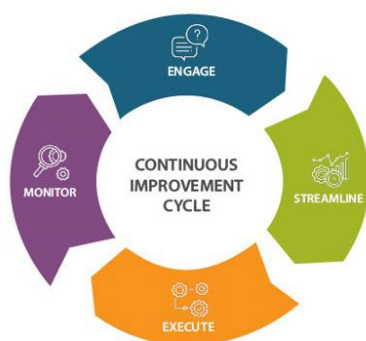
Working closely with a network of support, (line managers, coaches, mentors, the LRS team, peer groups and forums) and resources (intranet, L&D, Operational training and self- directed learning) people can build their portfolio and create a bespoke personal development plan to clearly define their objectives to meet their career goals.

LRS performance statistics

- LRS illustrated in numbers
 - 129 currently in the programme
- Portfolio = 102
 - Average time spent completing successful portfolio = 8 months
 - Slightly distorted by 51 people being at initial stage for more than 10 months)
 - Excluding this group realistic average is 5 months
- Development Pool = 17
 - Average time in development pool = 4 months
- Resource Pool = 10
 - Average time in resource pool before securing position = 8 months
 - People in resource pool currently accessing temp positions
- Who is accessing LRS
 - 43 Firefighter
 - 40 Crew Managers
 - 33 Watch Managers
 - 6 Station Managers
 - 5 Support Staff
- Number of people placed in substantive roles
 - 51% of all substantive roles placed from LRS
 - 10 Firefighter – Crew Manager
 - 20 Crew Manager – Watch Manager
 - 4 Watch Manager – Station Manager

During the first year, it has been key to listen to feedback, review processes and reflect on successes to continually improve the process, offer relevant training, development, and a supportive, inclusive, accessible route to aid promotion.

OPTIONS AND ANALYSIS



Engage - Listen, Involve stakeholders
key Messages

Streamline - Refined processes, updated guidance
Simplify access, improve digital accessibility

Execute - Inductions, workshops, 1-2-1 sessions

Monitor - Evaluate data, Engagement, identify blockers

The plan for the next three to six months is to continue to build on the successes, refine processes and to increase the number of people looking in the LRS. This will ultimately lead to the Service having access to candidates ready for role, offer assurance that the programme is fit for purpose and allow our people to gain success in a safe, structured environment. Key areas highlighted below.

- Increase awareness of the programme - update the intranet with relevant, dynamic information with the addition of some interactive tools. Additional station visits, workshops, and meetings with On-Call colleagues.
- Work with stakeholder groups - gain confidence and keep them informed. Hold key people to account, it is important for messaging to be consistent, and we do what we say we are going to do.
- Understand blockers - currently 49% choose to go for promotion through the recruitment process, why? Whilst working to make the programme fully inclusive and available to all, work is being carried out to understand blockers, skills gap, digital availability, and awareness.
- Data – audit, collaboration, and transparency. Multiple data sources which do not lend itself well to a consistent approach.
- Development Pathways – continue to build pathways and publish through PDR and LearnPro.

RISKS AND MITIGATIONS

This programme is a mitigation for risk SRR150019.

LINKS TO FIRE AND RESCUE PLAN

The process is linked to the Fire and Rescue plan and the people strategy plan.

FINANCIAL IMPLICATIONS

All LRS actions are within existing budget.

LEGAL IMPLICATIONS

None.

STAFFING IMPLICATIONS

The LRS has two dedicated people and managed by the L&D Manager.

EQUALITY AND DIVERSITY IMPLICATIONS

We have considered whether individuals with protected characteristics will be disadvantaged as a consequence of the actions being taken. Due regard has also been given to whether there is impact on each of the following protected groups as defined within the Equality Act 2010:

Race	Y	Religion or belief	Y
Sex	Y	Gender reassignment	Y
Age	Y	Pregnancy & maternity	Y
Disability	Y	Marriage and Civil Partnership	Y
Sexual orientation	Y		

If an impact on one group or more is anticipated, a full People Impact Assessment must be completed and attached to the report. Please also look to add other comments to ensure that a review has been properly considered as part of this report process.

The Core Code of Ethics Fire Standard has been fully considered and incorporated into the proposals outlined in this paper.

HEALTH AND SAFETY IMPLICATIONS

None.

CONSULTATION AND ENGAGEMENT

Ongoing engagement with staff through communication.

FUTURE PLANS

As detailed above.

LIST OF BACKGROUND PAPERS AND APPENDICES

- LRS process flow chart
- LRS Guidance notes
- Managers guidance notes
- LRS workbook
- Recruitment process flow chart

Appendices

LRS Flow chart

[pdf_1643300545.pdf \(msapproxy.net\)](#)

LRS Guidance

[Microsoft Word - New Guidance Doc 2022 \(msapproxy.net\)](#)

Managers Guidance

[pdf_1651656140.pdf \(msapproxy.net\)](#)

Workbook

[Personal Developmentworkbook_Oct21.docx \(sharepoint.com\)](#)

Recruitment process

[pdf_1649687054.pdf \(msapproxy.net\)](#)