



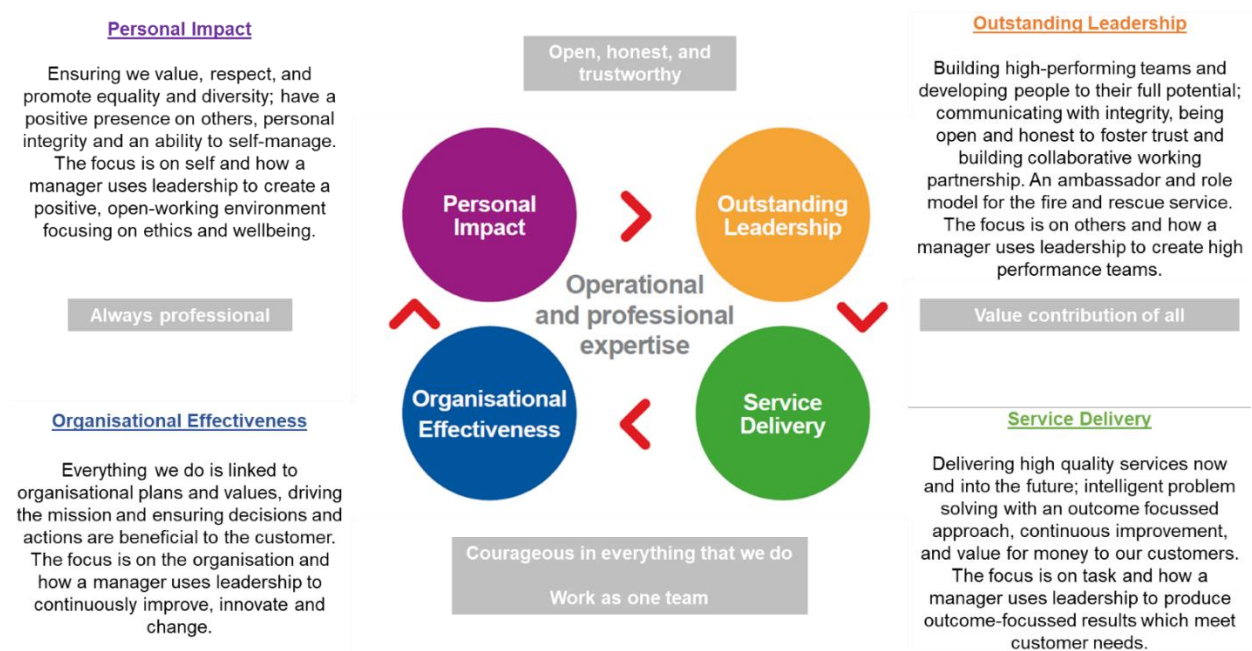
Meeting	Performance & Resources Board	Agenda no.	11
Meeting Date	1 June 2023		
Report Authors	Kay Shelley, Learning and Development Manager		
Presented By	Colette Black, Director of People Services		
Subject	Leadership, Resource & Succession (LRS) Update		
Type of Report	Information		
Action Point No.	n/a	For Publication	Yes

RECOMMENDATIONS

This paper is for information only.

EXECUTIVE SUMMARY

The Leadership, Resource and Succession (LRS) process continues to support the Strategic Workforce Plan (SWP) to ensure we identify, train and develop our future Managers and Leaders so that we can deliver the Integrated Risk Management Plan. 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 Core 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 is designed to support people and help them to be the best they can be. Colleagues are encouraged to own their development and development plans. LRS supports colleagues to be successful in gaining the next promotion (other routes to promotion are also available). Colleagues in LRS work 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.

Bespoke support is available to all, including those who are currently under-represented in the Service. As a form of positive action, we are commissioning further bespoke support through 'Practice to Progress' for those who are under-represented.

OPTIONS AND ANALYSIS

Since 1st January 2022, 83 people have progressed through LRS and secured a role including:

- 14 secured a role from Resource Pool
- 34 secured a role via fast-tracking
- 36 secured a role via the recruitment process after engaging with LRS

Additionally, 100 people are preparing portfolios including:

29 Firefighters	78 Wholetime
35 Crew Managers	13 On-Call
25 Watch Managers	5 Control
7 Station Managers	4 Support staff
4 Support Staff	

14 are in Development Pool including:

8 Firefighters	10 Wholetime
2 Crew Managers	1 On-Call
2 Watch Managers	2 Control
1 Station Manager	1 Support staff
1 Support Staff	

15 are in Resource Pool including:

4 Firefighters	12 Wholetime
2 Crew Managers	1 Control
7 Watch Managers	2 Support Staff.
2 Support staff	

We are continuing to listen to feedback and evolve LRS. In the next 3 months we are:

- Increasing positive action within LRS via Practice to Progress,
- Reviewing how portfolios are created and submitted.

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

The actions being taken will not have a disproportionate impact on individuals with protected characteristics (as defined within the Equality Act 2010), when compared to all other individuals and will not disadvantage people with protected characteristics.

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

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.