



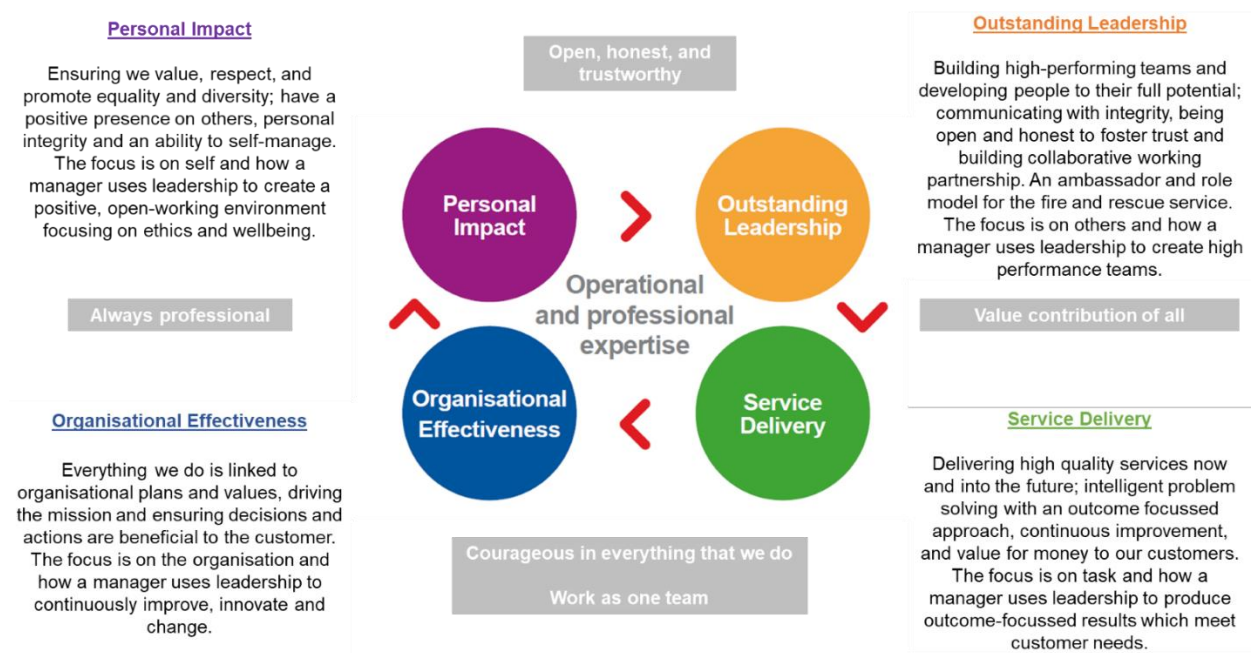
Meeting	Performance & Resources Board	Agenda no.	13
Meeting Date	21 December 2023		
Report Authors	Kay Shelley, Head of Learning and Development		
Presented By	Jac Thorold, Assistant Director – Human Resources		
Subject	Leadership, Resource & Succession (LRS) Update		
Type of Report	Information		
Action Point No.	n/a	For Publication	Yes

RECOMMENDATIONS

This paper is for information only.

EXECUTIVE SUMMARY

The Leadership, Resource and Succession (LRS) process 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 the Core Code of Ethics.



The LRS programme is being further enhanced with a new product; Practice to Progress (P2P). P2P is a national product formed in collaboration with Women in the Fire Service (WFS) and the Asian Fire Services Association (AFSA). The collaboration has built a team of fire sector specialists including former female Chief Fire Officers and serving managers from all levels and diverse backgrounds. P2P provides support to prepare candidates for selection and promotion.

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. 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.

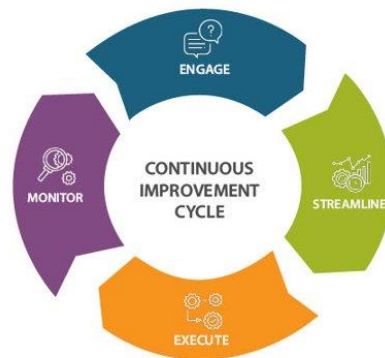
Working closely with a network of support, (line managers, coaches, mentors, the LRS team, peer groups and forums) and resources (intranet, L&D, Operational Training and self- directed learning) people can build their portfolio and create a bespoke personal development plan to clearly define their objectives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

Latest LRS performance statistics

- LRS illustrated in numbers
 - 91 currently in the programme
- Portfolio = 74
 - Average time spent completing successful portfolio = 6 months
- Development Pool = 7
 - Average time in development pool = 5 months
- Resource Pool = 10
 - Average time in resource pool before securing position = 6 months
 - People in resource pool currently accessing temp positions
- Who is accessing LRS
 - 33 Firefighter
 - 24 Crew Managers
 - 24 Watch Managers
 - 2 Station Managers
 - 8 Support Staff (this figure has doubled each year since inception – 2 in 21/22, 4 in 22/23, 8 to date in 23/24)

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



LRS has delivered on some of the key objectives outlined in the previous LRS update paper. These are detailed below for ease of reference with their current position.

The plan for the next six months is to continue to build on the successes, refine processes and to increase the number of people looking in the LRS. In the last 12 months, most promotions have come from the LRS process. Key developments in the last 6 months are:

- Increased awareness of the programme:
 - Guidance sessions for all colleagues interested in joining the LRS process. To date 119 have attended a session and 28 have attended a Line Manager's guidance session.
 - Regular station visits and meeting with individuals on a 1-2-1 basis supporting their personal development plans.
 - New intranet page with direct links to LRS and L&D courses.
- Work with stakeholder groups -
 - LRS data is shared at TAP board and HR Business Partners
- Data – audit, collaboration, and transparency.
 - Data is included in monthly performance reports, it is an aspiration to develop Power BI reporting
- Development Pathways – continue to build pathways and publish through PDR and learnpro.
 - Stakeholder group (incorporating LRS, Recruitment, L&D and Operational training) created to align pathways, this continues to be a work in progress.
 - Assessor Quality Assurance exercise – outcomes show an improvement in the quality of portfolios submitted and better objective setting.

In January 2024 the Service will support 8 people in the P2P programme. The first cohort will be for female firefighters who are looking at career progression. Each delegate will have a workbook, tailored to our Service recruitment and promotional processes, to aid their learning. They will have access to a pool of mentors whilst they work through the supported learning journey.

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 team and is managed by the Head of Learning and Development. All staff have the potential to access LRS. Female colleagues can access Practice to Progress.

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	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 to gather feedback and continue to adapt and improve.

FUTURE PLANS

As detailed above.