



Meeting	Performance & Resources Board	Agenda no.	9
Meeting Date	30 May 2024		
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

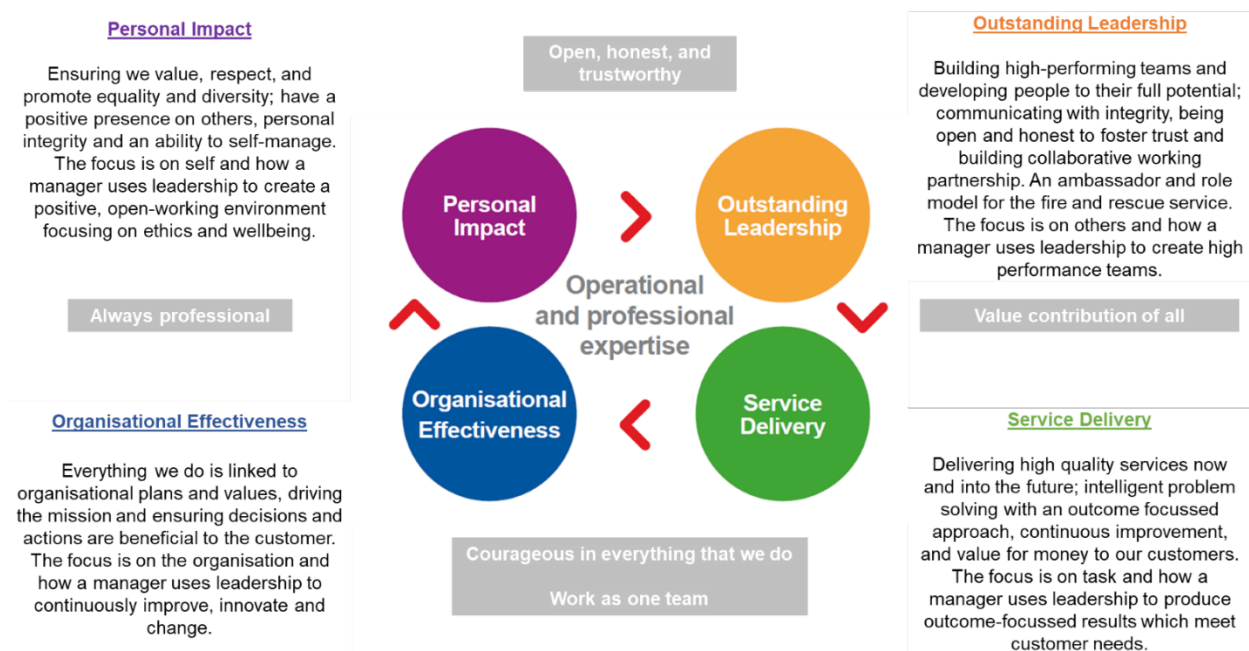
RECOMMENDATIONS

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 as the following infographic represents:



The LRS programme is being further enhanced with a new product which is being promoted; Practice to Progress (P2P). P2P is a national assessment supported 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. Eight people have shown interest to date.

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.

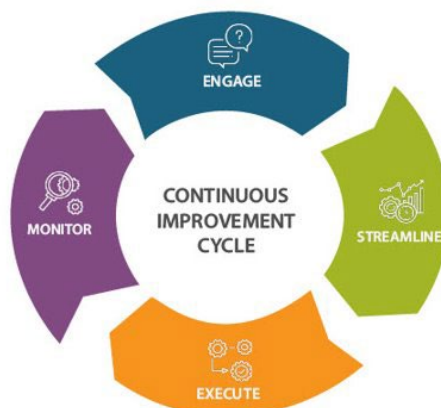
LRS sits under the umbrella of Learning and Development (L&D) and runs alongside the recruitment process. LRS is designed to support people and help them to be the best they can be. People access resources and 1-2-1 support, and encouragement to own their development and ultimate success in gaining the 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 at April 30th 2024.

	TOTAL	Wholetime	On Call	Control	Support
Number accessing LRS to date	301	240	26	17	18
Number currently active in LRS	143	115	14	2	12
Awaiting Portfolio	85	68	5	2	10
Awaiting Review	0	0	0	0	0
Awaiting Assessment	0	0	0	0	0
Number in Development Pool	6	5	0	0	1
Number in Resource Pool	9	9	0	0	0
Completed	46	42	2	2	0
Completed - fast track	18	15	1	2	0
Recruited	48	33	5	9	1
Withdrawn	48	37	4	2	5

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.

Key developments in the last 6 months included:

- Continue to increase awareness of the programme by:
 - Guidance sessions for all colleagues interested in joining the LRS process. To date 137 have attended a session and 35 have attended a Line Manager's guidance session.
 - Regular station visits and meetings 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.
- Data – audit, collaboration, and transparency.
 - Data is included in monthly performance reports.
 - Collaboration with recruitment enables the best candidate experience.
- Development Pathways – Remains work in progress, but some clear headway made. People management requirements will form part of the career pathway. Will be completed for launch in Q2 2024/25.

The plan for the next six months is to continue to build on the successes, and prioritising the following:

- Understand, report and promote the data,
 - Why are people withdrawing from the programme?
 - Comparative figures between Recruitment process vs LRS, particularly scoring in stage 2 assessments, what are the figures telling us.
 - Continuous improvement
 - Participant and hiring manager feedback
- Create a 'what does good look like' induction piece for LRS, working with colleagues across the Service to mentor people through the process.
- Working with OCAT, H&S, Media and recruitment to arrange for people to complete their stage two assessments during the time in the development pool.

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.

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 opportunity to join LRS is open to all of course. There are development offers those in our workforce who are underrepresented. An example of this is P2P. Roadshows and guidance sessions enable accessibility.

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.