

TYNE AND WEAR FIRE AND RESCUE AUTHORITY

Item No: 7

MEETING: 21st MARCH 2016

SUBJECT: LEADERSHIP DEVELOPMENT and CHANGE MANAGEMENT

**JOINT REPORT OF THE CHIEF FIRE OFFICER, CHIEF EXECUTIVE AND CLERK TO
THE AUTHORITY, THE DEPUTY CLERK TO THE AUTHORITY, THE FINANCE OFFICER AND
THE PERSONNEL ADVISOR TO THE AUTHORITY**

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to update Members on the work being undertaken on the creation of a leadership development programme.

2. BACKGROUND

- 2.1 Members are aware that the current uncertain economic climate has presented a number of challenges for the Service. To assist in the engagement of staff the Chief Fire Officer developed a change management action plan which is designed to manage the organisation through the existing period of change, transforming the organisation to ensure the best possible service to the community is provided.
- 2.2 Continued effective leadership development and succession planning are key strands within this plan.
- 2.3 At the July 2015 meeting, members were informed of the work that was proposed in relation to defining and developing a leadership development framework (min no 6/15 refers). Progress on this work was also presented to the HR Committee on 8th Feb 2016 (min no 24/16 refers).
- 2.4 The framework and resultant leadership programme will help to support the workforce develop highly adaptable leadership skills and ensure the right services continue to be delivered within the more challenging environment the Authority now operates.
- 2.5 Members will recall that the broad scope of the research and subsequent work was to be carried out with progress, key outcomes and next steps reported as the project progresses.

3. PROGRESS UPDATE

- 3.1 In carrying out work of this nature it was important that the project lead established a good understanding of the organisation, its people and its culture before designing the most

- 3.2 suitable framework and associated programme for leadership development. This was established over a three-month period and involved a number of informal and formal conversations and consultations with a wide range of staff groups.
- 3.3 Further consolidation identified that between our Core Values and job descriptions/role maps, a gap existed in how we express our leadership behaviours. In addition, the project raised a need to better understand the expectations of leaders regardless of their job or role.

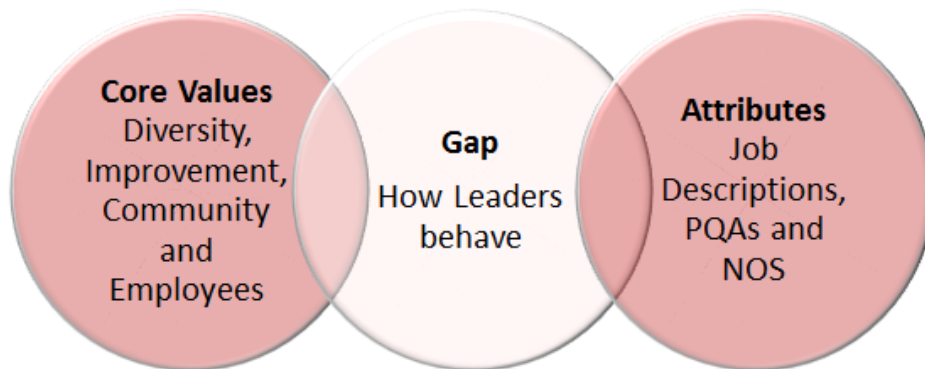


Diagram 1 – Illustration of the Gap between Core Values and Attributes.

- 3.4 In order to address the gap of describing how leaders should behave, the project developed a series of 'Values Based Leadership Workshops' that engaged 170 staff including middle / senior managers. These workshops sought to clarify from a representative cross section of the workforce the type of environment that they work in and want to work in. The types of leadership behaviour that they value and to what extent these behaviours link to the Authority's Core Values. All of the workshop activities were set against the context of the future organisational challenges.
- 3.5 The workshops captured these outcomes using innovative and interactive mind mapping software, a description of 'what we are about here' (our culture) and the Leadership Behaviours which will help to ensure we create and or maintain the 'what we are about here' emerged.
- 3.6 As this information has been drawn from the workforce, rather than being provided to them, it will support the ownership of leadership development activity that will follow.
- 3.7 All of the information from this project so far has been analysed and captured in a 'Leadership Bond'. The term bond implies that there is a reciprocal commitment made between the Authority, its officers and staff.

3.8 The Leadership Bond enables the organisation to develop a framework that will meet its leadership development needs and facilitate succession planning, and is made up of the following key components:

- Our Leadership Vision – which is articulated in a positive, collaborative and future focussed way;
- Organisational Wisdom – a statement that sets out the importance of good organisational culture and people;
- Core Values as a key part of Leadership - sets out the importance of the core values being lived out in every aspect of the Authority’s work;
- The three elements – are a description of ‘what we are all about’ and describe how leaders Care, are Aware and Empower. These elements underpin the Leadership Bond and can be applied to any of the nine Leadership Behaviours;
- The nine Leadership Behaviours – how staff behave in order to create the ‘what we are all about’.



Diagram 2 – The Leadership Bond (showing the nine Leadership Behaviours and three Elements)

3.9 The diagram below illustrates how the Leadership Bond addresses the ‘Gap’ between the values and the attributes and also informs the Leadership Framework and Development Programme.

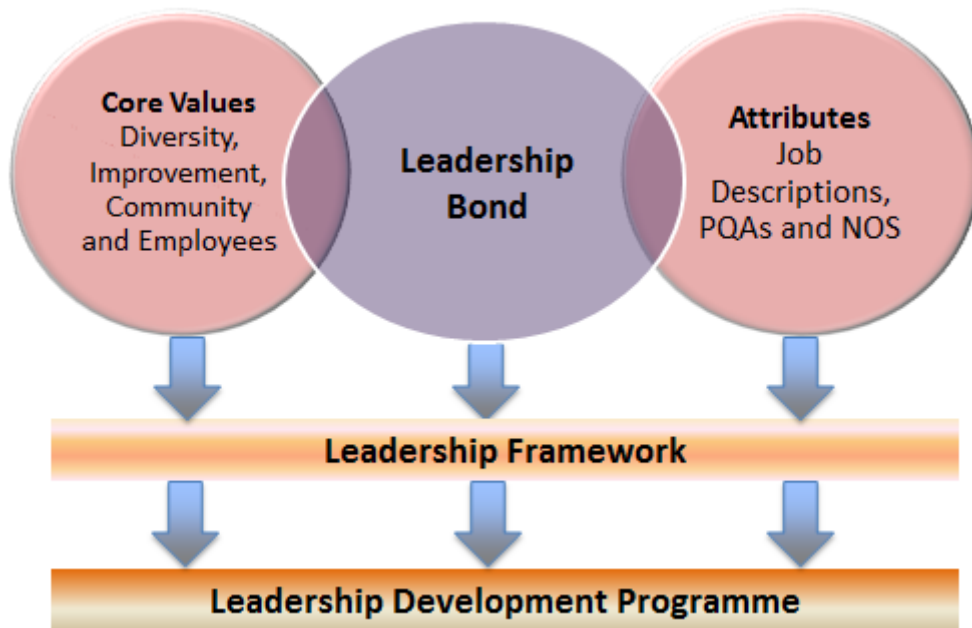


Diagram 3 – An Illustration of where the proposed Leadership Development Programme sits in the context of The Leadership Bond and Framework

- 3.10 The Leadership Framework will comprise the 9 Leadership Behaviours (see diagram 2 above) that the entire workforce should consistently demonstrate. The Leadership Development Programme will contain activities, events, courses and experiences that will help staff to develop their leadership capabilities based on the behaviours set out in the Leadership Bond.
- 3.11 The activities that inform the programme will be used as a development pathway, as illustrated in diagram 4 below. The pathway includes managerial training, aspects of leadership development for all employees, all of which has the collective aim of getting the right people ready for succession.

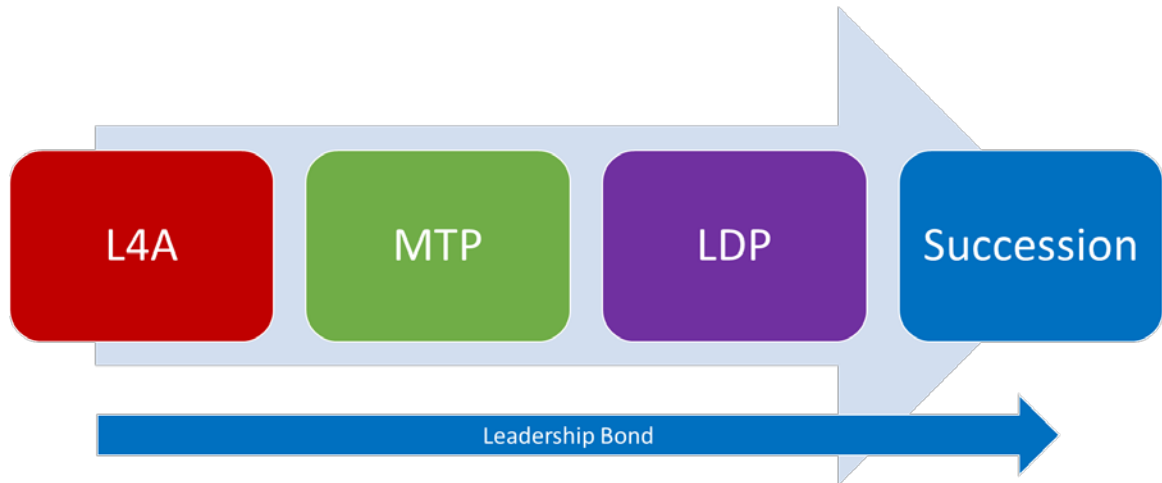


Diagram 4 – An Illustration of the development pathway

4. NEXT STEPS

4.1 The project is now progressing with the next phases of work, which include:

- refining the programme activities;
- establishing internal capacity and capability to deliver key aspects of the programme;
- launching the Leadership Bond and the activities in the programme;
- implementing the programme into 'business as usual' learning and development approach;
- evaluating the effectiveness of the programme.

4.2 The HR, L&D Group is currently working through these next phases of work with the aim to launch the Leadership Development Programme in late spring – early summer 2016.

5. FINANCIAL INFORMATION

5.1 Based upon initial investigations for delivery of this wide reaching and complex programme, a budget of £355,000 is anticipated across a 24-month period, to support the development of 300 staff.

5.2 These financial implications will be met from the change management reserve.



6. EQUALITY IMPLICATIONS

- 6.1 An Equality Impact Assessment has been undertaken, and will be revised as the project progresses towards its conclusion. The project will contribute to the delivery of inclusive services with staff who reflect the communities we serve.

7. HEALTH AND SAFETY IMPLICATIONS

- 7.1 There are no health and safety implications in respect of this report.

8. RECOMMENDATIONS

- 8.1 The Authority is recommended to:
- a) Note the content of this report and subsequent implementation of the Leadership Development Programme;
 - b) Receive further reports as appropriate.