

TYNE AND WEAR FIRE AND RESCUE AUTHORITY

Item No: 8

HUMAN RESOURCES COMMITTEE: 13 July 2015

SUBJECT: LEADERSHIP DEVELOPMENT AND SUCCESSION PLANNING

JOINT REPORT OF THE CHIEF FIRE OFFICER AND THE PERSONNEL ADVISOR

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to inform Members of the work being undertaken to evolve the Authority's approach to leadership development and succession planning.

2. BACKGROUND

- 2.1 As the Authority progresses through the organisational and management reviews, it will be necessary to define the future approach to leadership development and succession planning. New approaches are needed to help shape future delivery of services in a more challenging environment. Highly adaptable leadership will be an essential skill as the Authority adjusts to these challenges.

3. LEADERSHIP DEVELOPMENT RESEARCH

- 3.1 People are central to delivering successful change and improving performance in the challenging environment the Authority currently operates in. Organisational and individual leadership; together with planning the future size, shape and skill set of our workforce, is essential to this.
- 3.2 As the Authority progresses through the organisational and management reviews, the Chief Fire Officer has commissioned work to define the future of our leadership and management development programme and reconsider succession planning needs going forward.
- 3.3 This research will use various information gathering techniques appropriate to the perceived needs of the Authority, including drawing on the Authority's existing employee information, partners and professional networks. The work will include speaking to staff and managers across the Service, visiting stations and departments to better understand leadership and management needs for the future.
- 3.4 This work, as part of the Authority's workforce development and human resources strategies, is very much about ensuring there are the right people, with the right skills, in the right place, to lead and manage the Service going forward. It is important also to consider what the outcome of the work means to individuals, teams and the Authority as a whole.
- 3.5 Leadership development and succession planning is very much about preparing people and the organisation for the future. For individuals this might be development in role, or a role at the same level within the organisation to enable individuals to be the best they can be;

proactively leading in their area of expertise at that level. For others development may also identify potential to undertake a management role within the organisation. In all cases, the focus should be upon positively and proactively contributing to ensure the Authority continues to be highly performing in the challenging times ahead.

- 3.6 The outcomes from the research will form an essential part of delivering a modern effective service and ensuring value for money.
- 3.7 The project will develop and present a proposal for the Senior Management Team to consider by December 2015. The subsequent approach will be presented to members for consideration and consultation in 2016.

4. FINANCIAL INFORMATION

- 4.1 The financial implications in respect to this report will be met from existing budgets.

5. EQUALITY IMPLICATIONS

- 5.1 An Equality Impact Assessment has been carried out, and will continue to be revisited 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.

6. HEALTH AND SAFETY IMPLICATIONS

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

7. RECOMMENDATIONS

- 7.1 The Authority is recommended to:
 - a) Note the content of this report;
 - b) Receive further reports as appropriate.

BACKGROUND PAPERS

The under mentioned background papers refer to the subject matter of the above report: