SUBJECT: LEADERSHIP DEVELOPMENT PROGRAMME (UPDATE)

**JOINT REPORT OF THE CHIEF FIRE OFFICER AND 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 and seek approval for implementation of the proposed 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; with a focus on effective leadership development and succession planning being key strands within this plan.

2.2   At the July 2015 meeting, members were informed of the work that was proposed in relation to defining and developing a leadership development framework (minute 6/15 refers). 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 in a more challenging environment the Authority now operates.

2.3   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 report 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 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.

3.2   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

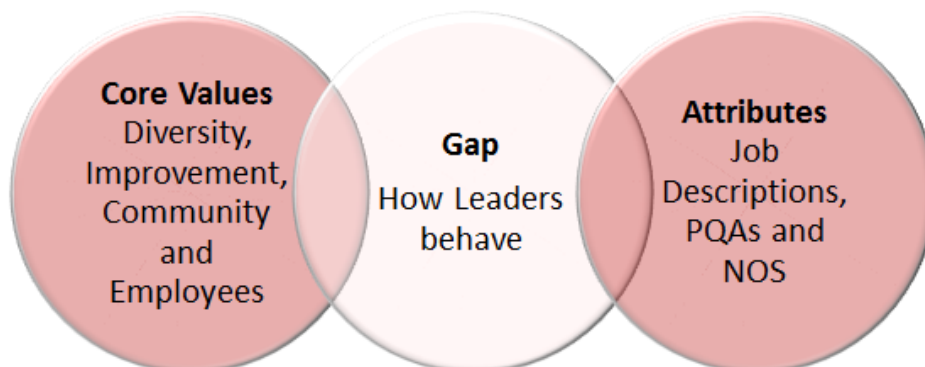raised a need to better understand the expectations of leaders regardless of their job or role.

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

3.3   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 and middle 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 these workshop activities were set against the context of the future organisational challenges.

3.4   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.

3.5   As this information has been drawn from the workforce, rather than being provided to them, it will directly increase the ownership of any leadership development activity that will flow from it.

3.6   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.

3.7   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 9 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)

3.8 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.
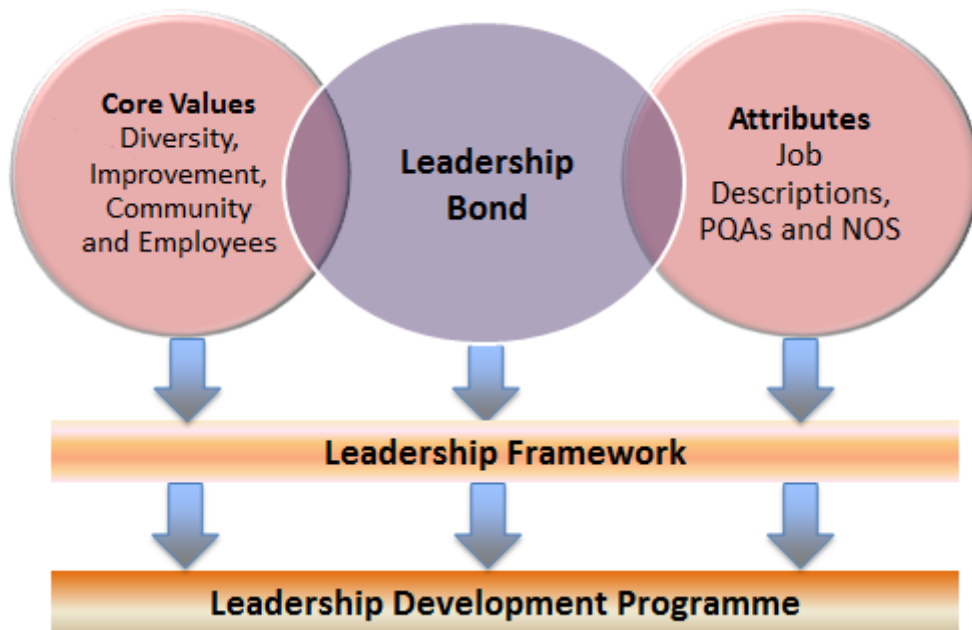

Diagram 3 – An Illustration of where the proposed Leadership Development Programme sits in the context of The Leadership Bond and Framework

3.9 The Leadership Framework will comprise the 9 Leadership Behaviours (see diagram 3 below) 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.

4. NEXT STEPS

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

- developing 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 the spring of 2016.

5. FINANCIAL INFORMATION

5.1 The financial implications in respect to this report 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;

b) Approve the progression of the project leading to implementation of the Leadership Development Programme;

c) Receive further reports as appropriate.