LANCASHIRE COMBINED FIRE AUTHORITY
Meeting to be held on 18 June 2018

ORGANISATIONAL DEVELOPMENT PLAN
(Appendix 1 refers)

Contact for further information:
Bob Warren – Director of People and Development – Tel No. 01772 866804

Executive Summary
The organisational development plan for 1.4.2017 – 31.3.2019 sets out the Service approach to technical training, formal qualifications, continuous professional development, leadership and management development.
Recommendation
The Authority is asked to note and endorse the Organisational Development Plan 2017-2019.

Information

The Organisational Development Plan is part of the suite of human resources plans in addition to the Workforce Plan and the Equality, Diversity and Inclusion Annual Report which explain the interventions which support the achievement of LFRS mission and values. The Plan explains Lancashire Fire and Rescue Service's (LFRS) approach to technical, professional development, leadership and its approach to ensuring that the Service develops staff with the right skills which support LFRS values and behaviours. Development of the plan takes into consideration the requirements of the National Fire Chief's Council's draft National Fire and Rescue People Strategy and the recommendations of the Inclusive Fire Service Group.

As part of the Corporate Planning process a PESTLE identifies the changes, challenges and opportunities LFRS is facing, through this process there is a good understanding of the skills, capabilities and also the skills gaps that exist in delivering the Service at a leadership and operational level. The changing nature of the Service in terms of being a broader public sector partner, the complexity and type of incidents that staff may respond to, may need a different set of skills and capabilities.

The Service has recognised the importance of leadership as a driver for organisational improvement and managing change to support its aim of making Lancashire safer. Central to the development of leadership capability are LFRS values (Service, Trust, Respect, Integrity, Valued and Empowered) these sit at the heart of all leadership principles. They underpin all communication and implementation activity associated with leadership.

In defining leadership, LFRS has refreshed the Fire Professional Framework definition of leadership as it applies to LFRS: Effective leadership in Lancashire is about developing a vision for the future, as well as understanding the current needs of LFRS. Outstanding leaders are those who engage with others, energize them to overcome barriers, build confidence and trust and use coaching and support to deliver innovation, successful performance and great customer service. Leaders should be willing to challenge poor behavior wherever it occurs.

The Service has embarked on an approach to leadership development utilising the guiding principles of organisational leadership. This is a tool which supports different ways of working to understand, develop and display effective leadership driving LFRS values and desired behaviours.

The Organisational Plan details the activity that has been delivered so far and that which will be delivered over the next twelve months in terms of delivering the Service ambitions in terms of leadership, organisational culture, professionalism and technical ability.

Business Risk

There are no business risks arising from the report

Environmental Impact

There are no environmental impacts arising from the report

Equality & Diversity Implications

An initial Equality and Diversity Impact Assessment has been developed in relation to the Organisational Development Plan and this has not identified any equality, diversity implications arising from the report.

HR Implications

There are no human resources implications arising from the report.

Financial Implications

There are no financial implications arising from the report.

Local Government (Access to Information) Act 1985
List of Background Papers

Paper	Date	Contact
Reason for inclusion in Part 2, if appropriate:		