

## **LANCASHIRE COMBINED FIRE AUTHORITY**

Meeting to be held on 25 September 2019

### **ORGANISATIONAL DEVELOPMENT PLAN**

**(Appendices 1 and 2 refer)**

Contact for further information:

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#### **Executive Summary**

The organisational development plan for 1.4.2018 – 31.3.2020 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 Leadership Framework and Organisational Development Plan 2018-2020.

#### **Information**

The Organisational Development Plan (attached at Appendix 1) is part of the suite of human resources plans in addition to the Workforce Plan and the Equality, Diversity and Inclusion Annual Report explaining the interventions which support the achievement of Lancashire Fire and Rescue Service (LFRS) mission and values. The Plan explains LFRS' approach to technical, professional development and leadership ensuring that the Service develops staff with the right skills to support LFRS values and behaviours. Development of the plan takes into consideration the requirements of the National Fire Chief Council 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 (Political, Economic, Social, Technological, Legal and Environmental) analysis identified the changes, challenges and opportunities LFRS is facing and 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 developed a Leadership Framework (attached at Appendix 2) which is aligned to that of the National Fire Chiefs Council, but which also focuses on those areas which have been identified as key to delivering improvements within Lancashire. LFRS already has established within its appraisal process a

behaviour matrix which supports Service improvement. In defining leadership, LFRS has refreshed the Fire Professional 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.

Understanding leadership is about setting positive, ambitious and a realistic future for the team, ensuring everything we do is linked to organizational plans and values and is for the benefit of the residents of Lancashire.

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:		