



Organisational Development Plan 2021-2022

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1. The purpose of the organisational development plan

This is a time of change in Lancashire Fire and Rescue Service, the nature of emergencies is changing and there is a need to respond effectively to those emergencies whether they be flooding, moorland fires, changes to the built environment, a pandemic, or a terrorist attack.

The implementation of pension changes with the potential to increase turnover, a changing legislative framework in relation to Protection and the need to respond proactively to implement the positive outcomes from the pandemic in terms of innovation and hybrid working, require our workforce to be professional, highly skilled, flexible, diverse, and resilient.

We also understand that our leaders need to be able to operate as a broader public sector partner, capable of engaging and supporting their members of staff to reach their full potential.

This operating environment requires an organisational culture, mind-set and behaviours that reflect our aims and a workforce capable of responding to the challenges ahead.

Our approach to organisational development defines our planned and systematic approach to enabling change and sustaining organisational performance through the involvement of our people.

2. Lancashire Fire and Rescue Service

The Service employs in the region of 1200 employees in a variety of roles including operational fire fighters, administrators, fire safety, community safety, business support and managerial staff.

3. The strategic context

Our Aim - The intended result of all our efforts is to: make Lancashire safer. This is what we are here to achieve. We seek to do this by delivering prevention, protection, and emergency response services; using our trusted position in the community to influence the wider safety of people and working in partnership with other organisations where we have shared objectives.

Our Priorities - Our priorities in delivering our aim are:

- Preventing fires and other emergencies from happening.
- Protecting people and property when fires happen.
- Responding to emergencies quickly and competently.
- Valuing our people so they can focus on making Lancashire safer.
- Delivering value for money in how we use our resources.

Our strategic People priorities: -

- Embed the Service values, behaviours, and the Code of Ethics making LFRS a place where everyone feels valued and included.
- Recruit a workforce which is diverse, and which meets the needs of the people of Lancashire.
- Develop the capability and resilience of leaders who energise their teams, who encourage flexibility, innovation and who promote continuous improvement.
- Embed talent management and succession planning shaping the workforce to meet Service needs and which support individuals to achieve their full potential.
- Promote a resilient and healthy workforce.

4. Our Values

The way we work to achieve our priorities is as important as what we do, and our Service values '**STRIVE**' reflects the behaviours we expect from our staff.

Service: Making Lancashire safer is the most important thing we do.

Trust: We trust the people we work with.

Respect: We respect each other.

Integrity: We do what we say we will do.

Valued: We actively listen to others.

Empowered: We contribute to decisions and improvements.

Our Service values are supported by the national Core Code of Ethics for Fire and Rescue Services in England. The Core Code sets out five ethical principles, which provide a basis for promoting good behaviour and challenging inappropriate behaviour.

Putting our communities first – we put the interest of the public, the community and service users first.

Integrity – we act with integrity including being open, honest, and consistent in everything we do.

Dignity and respect - making decisions objectively based on evidence, without discrimination or bias.

Leadership – we are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.

Equality, diversity, and inclusion (EDI) – We continually recognise and promote the value of EDI both within Lancashire Fire and Rescue the FRSs and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

We require all our employees and everyone in Lancashire Fire and Rescue Service to behave in accordance with the Service values and to follow the Core Code, including those working with or on behalf of FRSs.

6. Organisational Development within Lancashire Fire and Rescue Service

LFRS identifies itself as a learning organisation; one which learns and encourages learning amongst its staff. The purpose of our organisational development plan is to support people and teams through organisational change and develop a strong organisational culture based on clear values and leadership, delivering a professional, highly skilled, flexible, and diverse, resilient workforce.

The Organisational Development Plan is part of the delivery of plans which support the delivery of the LFRS People Strategy 2021-2023 including the Workforce Plan, the Equality, Diversity, and Inclusion action plan, the Training Plan and the Health and Safety and Wellbeing Plan. The Equality Diversity and Inclusion action plan describes interventions the Service will deliver to recruit and develop a workforce which able to respond positively and flexibly to meet the needs of the diverse communities of Lancashire. In developing our plans, we use the fire standards developed by the Fire Standards Board to identify areas for improvement.

7. Organisational Development priorities

The priorities of the Organisational Development Plan are to:

- Embed the Service values, behaviours, and the Code of Ethics making LFRS a place where everyone feels valued and included.
- Develop the capability and resilience of leaders who energise their teams and promote continuous improvement.
- Embed talent management and succession planning shaping the workforce to meet Service needs and which support individuals to achieve their full potential.

In delivering its organisational development priorities the Service is committed to embedding the core Code of Ethics.

7.1 Embed the Service values, behaviours, and the Code of Ethics making LFRS a place where everyone feels valued and included.

In 2018, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) graded Lancashire Fire & Rescue were graded as 'Outstanding' for 'promoting the right values and culture.' However, we must be consistent in demonstrating our values and continuously challenge ourselves in terms of our behaviour. The pandemic has coincided with "Black Lives Matter" and the "Me Too Movement" and we recognise there is a need to be clear about standards and expectations and we want to ensure that our members of staff behave in accordance with our values. During 2021/2022, we will be using the launch of the Code of Ethics to raise awareness in relation to equality, diversity, and inclusion, this will include:

- The updating of the Equality, Diversity, and Inclusion Policy.
- Delivering in positive action and educating our employees on the reason and purpose of positive action.

- Delivery of station-based activity: “Creating a professional, highly trained, resilient and diverse workforce” raising awareness and ensuring our values and expectations are fully understood.
- Delivery of training on equality impact assessment ensuring our policy development and decision making fully considers the impact on our staff and our communities.
- Refreshing the EDI Learn Pro Module creating a more engaging training tool and ensuring it covers information on all the EDI strands.
- Using the NFCC accessibility statements to inform the development of policy and equality impact assessments ensuring our services reach the most vulnerable.
- The creation of fact sheets of information, so members of staff develop knowledge and awareness of different groups and our approach to positive action.
- Refresher recruitment and selection training for those involved in recruitment and selection.

7.2 Develop the capability and resilience of leaders who energise their teams, who encourage flexibility, innovation and who promote continuous improvement.

The changing nature of the Service in terms of being a broader public sector partner, responding to more complex and different type of incidents requires a different set of skills and capabilities. Central to the development of leadership capability are LFRS values (Service, Trust, Respect, Integrity, Valued and Empowered) which sit at the heart of all leadership principles. They underpin all communication and implementation of activity associated with leadership.

Our leadership priorities are to deliver:

- High performing teams.
- Inclusive, pleasant, and safe places where people want to work.
- Teams which can respond positively to change; delivering Services collaboratively that meet the needs of the communities of Lancashire.
- Leaders who are skilled now and in the future.

We understand that leadership is about setting a positive, ambitious, and realistic future for the team, establishing an ethos of continuous professional development to deliver high quality services with an outcome focused approach, developing people to fulfil their potential.

(i) Embedding appropriate leadership behaviours through the Leadership Framework

LFRS has recognised the importance of leadership and developed a leadership framework which also focuses on those leadership behaviours which will create an organisational culture where people want to work, feel safe and respond positively to change.

The Framework was launched via a Service Management Development day in November 2019, but further to development planned for April 2020 was postponed due to the Covid-19 pandemic. The Framework has been promoted using the Engine House. We continue to embed the Leadership Framework by including it in our development programmes, our recruitment process, and promotional materials.

(ii) Developing leaders and employees using a coaching style of leadership

LFRS recognises outstanding leaders as those who engage with others, energize them to overcome barriers, build confidence, trust, and use coaching and support to deliver innovation, successful performance, and great community service.

Since 2017, the Service has valued coaching as a tool to develop all members of staff and has had a coaching policy in place and delivered a one-day coaching course. Since 2018, the Service has invested in the provision of external coaching to support those in a leadership role in relation to a range of issues. The Service recognises that all line managers need to adopt a coaching style in the leadership of their teams. Coaching is a mandatory element of the supervisory development programme for all Crew and Watch Managers and the Middle Management Supervisory Development programme for all Station Managers. The course is a one-day Strengths Based Coaching course and is also made available to anyone in a leadership role. Courses are planned in for the remainder of 2021/22. Further to the launch of the NFCC Coaching and Mentoring Toolkit the Service will refresh its current arrangements, implementing any learning and good practice.

During 2020/2021, external coaching was provided to 47 members of staff comprising Green and Grey book members of staff, though predominantly Grey Book. The reasons for accessing the coaching were varied and included: Building confidence in role, improving time management, improving work life balance, dealing with change, development of leadership style and building confidence in having difficult conversations. In August 2019, an evaluation into the benefits of coaching indicated that participants felt they valued speaking to someone not directly involved in their job role; being made more aware of their behaviour and have encouraged others to take up the opportunity. During 2021/2022, coaching will continue to be available, with a view for a full evaluation being completed in 2022.

(iii) Developing leadership capability using mentoring

LFRS has recognised that it needs to provide a safe environment where an individual can share issues that affect their development. Line Managers will deal with specific learning goals and competencies; however, the mentoring process seeks to focus beyond those areas including developing self-confidence. Mentors are available to those on the Potential Middle Manager Development Programme. New apprentice wholtime firefighters are also paired up with a mentor for the duration of the Firefighter Development Programme.

Due to the Covid Pandemic, no members of staff accessed a mentoring course during 2020/2021. Five people on the middle management development programme were given support to access a “buddy” during this time as no formal mentoring training could take place. All new apprentice wholtime firefighters had access to existing mentors during this period. During, 2021/2022 the Service will continue to make mentoring available.

(iv) Developing knowledge and understanding of good leadership through leadership development events

The Service uses leadership development events to share learning on key and new themes, to develop those in a leadership role and develop a shared understanding of leadership

across LFRS. Over the last three years the annual events have focused on different areas of development:

- STRIVE - Creating and developing our STRIVE values and behaviours.
- The SUMO approach - Dealing with change, developing resilience, increasing employee engagement, inspiring others.
- After Thought – Being on the other end of you as a leader, the impact of personal behaviour, dealing with challenging issues.

Leadership development events were planned for 2020 but were postponed due to the Covid-19 Pandemic. The events will recommence during 2021, targeted at Watch Managers and above and all those in a leadership role and will focus on: The Leadership Framework within LFRS, the concept of psychoneuroimmunology, leadership styles, the importance of positive emotions at work, how to encourage engagement and innovation whilst building resilience and maintaining productivity.

(v) Performance Management

During 2019, the Service implemented revised performance management arrangements focusing on the “Appraisal Conversation” where staff and leaders have open and honest conversations in relation to behaviour and performance. This has now been built into the Services’ self-service Human Resources system and will be launched during 2021/2022. We want to make the appraisal conversation more meaningful, and we will be taking feedback on the delivery of the appraisal conversation can be improved as part of implementing our new talent management arrangements.

(vi) Professional Leaders

Operational supervisory managers (Crew and Watch Managers) complete the ILM level 3 in Leadership and Management and undertake additional development in coaching, performance management and confident conversations as part of their development programme.

Operational Middle Managers (Station Managers) undertake the ILM level 5. Equal access to this type of development is available for those in a leadership role within the On-call Service. Line Managers within support departments can also undertake leadership and management qualifications.

Those in a senior leadership role have access to undertake higher level 7 qualifications in leadership and management.

During 2021 the Service supported 30 operational members of staff to access ILM level 3, and 6 operational members of staff to access ILM level 5. The Service supported 1 support member of staff to access the ILM level 3 via an apprenticeship and 4 to access the ILM level 5.

During 2021 the Service supported 3 operational leaders and 2 business support leaders to access the Level 7 in strategic leadership, 2 members of staff completed this via an apprenticeship route.

During 2022 the Service will continue to support supervisory and middle managers in undertaking the level 3 and level 5 supervisory and middle manager qualifications and managers who wish to pursue the option of a level 7 qualification subject to funding availability.

The Service recognises that formal qualifications are just one strand in relation to the development of our leaders and additional courses are offered to develop the softer skills of those in a managerial role, this will continue subject to Covid-19 restrictions.

The Service continues to monitor the workstreams of the NFCC and the Fire Standards Board in terms of leadership development, workforce management and direct entry.

7.3 Embed talent management and succession planning, shaping the workforce to meet Service needs and which support individuals to achieve their full potential.

The Service currently utilises several ways in which to talent is identified and discussed:

- Regular, open, and meaningful conversations between staff and line managers, plus the appraisal conversation gives all members of staff (Grey – On Call and Wholetime and Green Book) the opportunity to discuss their role within the Service, future aspirations, and training needs.
- The supervisory and middle manager promotion boards for Grey Book members of staff create opportunities to identify individuals who have demonstrated potential through an assessment process to be future Crew, Watch and Station Manager.
- The Workforce Planning meeting discusses development opportunities, areas of concern in relation to skills gaps and transfers and postings in relation to Grey Book members of staff. The meeting comprising Station and Group Managers.

During 2019, the Service developed a talent management tool linked to appraisal and its leadership framework with a view to formalising its approach to the identification of talent. This is being used to identify future potential, and development opportunities, there have been challenges in engaging with leaders in terms of using this tool due to Covid-19. However, during 2021 – 2022, the use and the embedding of the tool will be implemented with the support of “talent champions” and Station based toolbox talks on: What does talent mean, how is talent nurtured and developed, the career conversation and the promotion process.

The Service recognises the potential within the On-Call Service and during 2021/22 “Prepare and get ready” briefing sessions will be made available to On-Call members of staff, so there is a fuller understanding of the recruitment process and how they can fully prepare and give their best in the Wholetime Apprentice recruitment process.