LEADERSHIP & MANAGEMENT STRATEGY 2018-22

REPORT OF THE CHIEF FIRE OFFICER

For Approval

1. PURPOSE OF REPORT

1.1 To inform Elected Members of the Authority's Leadership and Management Strategy 2018-22.

2. RECOMMENDATIONS

2.1 Members are asked to note the Leadership and Management Strategy 2018-22 attached as Appendix 1.

3. LEADERSHIP AND MANAGEMENT STRATEGY 2018-22

3.1 The attached Leadership & Management Strategy 2018-2022 is underpinned by the Authority's over-arching 'People Strategy' and 'Values and Behaviour Framework' and details the steps that the Brigade will take to develop and implement a whole system approach to leadership and management development.

3.2 This strategy also acknowledges the recently published NFCC (National Fire Chiefs Council) Leadership Framework which details four levels of leadership within the fire service and the professional development, qualifications and behaviours that are required for each level. Additionally other influencers within this strategy have been taken from the academic and professional world relating to leadership and management.

3.3 The strategy seeks to build upon existing arrangements in relation to leadership and management as well as seeking to integrate and compliment on-going work aligned to the Brigade's workforce and succession planning processes. The strategic outcome set out within the Authority's People Strategy (LM1) has been used as the basis for the development of specific outcomes and actions against each of the four levels of leadership and a delivery plan has been developed to deliver outcomes against each objective.

3.4 The Strategy has been equality impact assessed which demonstrated positive impacts to employee health, safety and wellbeing and no Equality and Fairness implications.

4. IMPLEMENTING THE LEADERSHIP AND MANAGEMENT STRATEGY 2018 - 22

4.1 Delivery of the strategy will be through the implementation of the Leadership and Management Delivery Plan 2018-22. The Brigade is committed to taking a proactive and strategic role in the continuing development of its Leadership and Management arrangements.

4.2 Monitoring of the effectiveness of this strategy and the delivery plan will be informed through regular updates to the Executive Leadership Team.

4.3 The Director of Technical Services will undertake regular reviews of this strategy to ensure it is driving improvement and that is taking account of any new or emerging learning. A fundamental review of the strategy will be undertaken by the Director of Technical Services in 2022.

IAN HAYTON
CHIEF FIRE OFFICER

KAREN WINTER
DIRECTOR OF CORPORATE SERVICES