CLEVELAND FIRE BRIGADE

Protecting local communities

Leadership & Management Strategy 2018-2022

Policy Process	Leadership & Management Strategy
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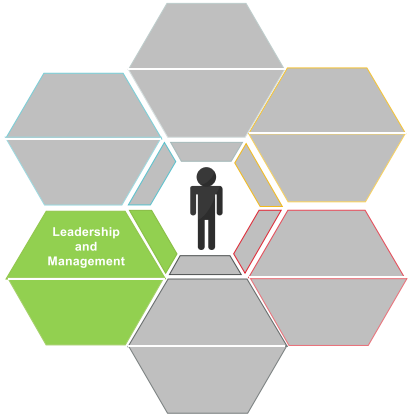
2 Introduction

PURPOSE

The changing nature and scope of the modern fire and rescue service means that now more than ever before we need strong and effective leaders, who are both operationally and professionally competent, and who can create and deliver a compelling vision for the future to inspire and motivate others.

We acknowledge that it is our future leaders who will need to be able to turn our strategic intent into reality against a backdrop of unprecedented financial challenges. Therefore, it is critical that we invest in those individuals who are able to drive and lead our workforce to ensure that we continue to deliver the first class services our local communities deserve.



STRATEGIC AIM

The Brigade already has in place a robust and systematic approach to determining what it is that our leaders and managers are required to achieve. The **Community Integrated Risk Management Plan 2018 - 2022**, in itself, depicts the over-arching strategic goals and the recently updated **Values and Behaviours Framework** demonstrates the underlying ethos which our staff will be committed to in delivering and achieving our strategic ambitions.

This **Leadership and Management Strategy** is one of the six themes within the Brigade's **People Strategy,** and details the steps that we will take to develop and implement a a whole system approach to leadership and and management development, **recognising that every individual within the Brigade has some responsibility for leadership**.

The specific outcome and objectives we seek to achieve through delivery of this strategy build on and aim to improve our existing arrangements. They link to and inform workforce and succession planning all of which will support the achievement of our Strategic Outcome within our People Strategy of **'Outstanding Leadership'.**

By living our values and demonstrating the behaviours set out in this framework, we can all contribute to developing our **'One Vision, One Team'** approach. Thus creating a constructive and supportive working culture that realises the leadership potential of our current and future staff.

3 Approach

We understand the need to develop our capacity to exercise effective leadership as well as efficient management. However the most successful organisations do not wait for leaders to come along. They actively seek out people with leadership potential and expose them to career experiences, designed to develop that potential and to meet the needs of succession planning so that the organisation can continue to effectively sustain itself. Therefore, in delivering this strategy we need to ensure that we understand and acknowledge the direct impact on organisational processes such as learning and development, career development (pathways), succession planning, recruitment and retention, and talent management.

The approach we have taken in developing this strategy is based on well- established models of leadership and management development, from both within the academic environment as well as the Fire Service. It acknowledges, reflects, endorses and supports the paradigm shift from a historical 'command and control' model and openly asserts our commitment to recruiting, developing and retaining leaders whose style and behaviours mirror a more enabling and empowering approach.

The recently published NFCC Leadership Framework, states that ***'leadership is key…and has never been more important at every level of the FRS'.***
This new framework document aligns to one of the NFCC People Strategy six key areas for improvement i.e.

Strengthen leadership and line management to support organisational change and improved community outcomes

It seeks to bring together the "what and how"; combining traditional operational and professional competence with behavioural expectations.

It describes "four levels of leadership" all of which are aimed at leading the organisation (Fire Service) forward in an evolving operating environment.

These four levels of leadership have informed the foundation of our approach in developing individuals who are capable of:

- ✓ Creating a **compelling vision and engaging people** to buy in and commit to that vision
- ✓ Leading **across boundaries**
- ✓ Adapting within an **evolving** modern Service
- ✓ Utilising high levels of **emotional intelligence** to support people in achieving the goals of the organisation
- ✓ Being in the present, but also **horizon scanning**
- ✓ Acting as an **ambassador** for learning through both personal practice and by **creating sustainable** learning organisations
- ✓ Embracing **inclusion, diversity, innovation** and being open to alternative perspectives
- ✓ Demonstrating and **promoting compassion** for "self" and others, with a focus on **improvement and accountability**

4 Leadership in Cleveland Fire Brigade

Before we start to develop any strategy it is important to look at what we have in place first, so that we can identify what works well, build upon the successes we have achieved and improve on those areas where we believe we could do better.

Currently we have embedded recruitment and selection procedures which initially test managerial potential and we know that moving forward we want to include assessments aligned to the Brigades 'Values and Behaviours' standards which will better inform us about the personal qualities and attributes of our staff and their potential to ultimately become leaders of the service. Our existing development programmes include access to nationally recognised leadership and management qualifications, and some aspects of managing in the workplace such as sickness absence management and "Challenging Conversations". Again, this is an area we want to further enhance.

But in developing this strategy it was important for us to use an inclusive and multi-disciplinary approach to make sure we reflect the views of all our staff which will help to ensure that we have mutual ownership for this strategy right from the start. We believe we have achieved this through communication and consultation; drawing on station-based forums; leadership conferences; one to one interviews, and focus groups. All feedback from these sources has been taken on board and, where appropriate, has been incorporated into deliverables in this strategy

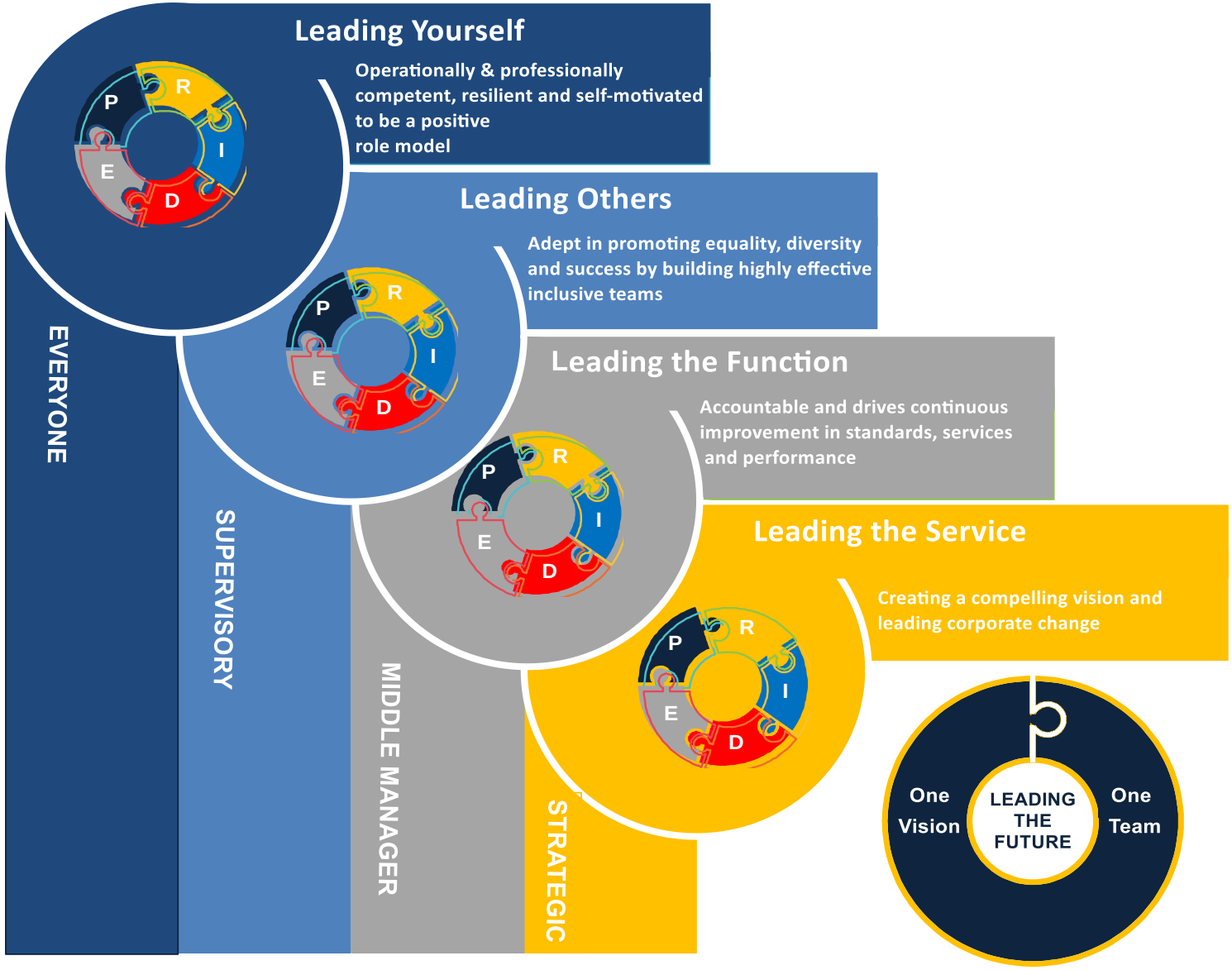
But what will the Cleveland Fire Brigade Leadership model look like?

The NFCC Fire Service Leadership model seemed to be the obvious place to start. Developing a strategy that has input from our own staff and a model which has input from the Fire Services across England and Wales should provide us with the strategic outcome we want to achieve: Which is "**Outstanding Leaders**".

Our statement of intent is that we are committed to actively seeking out people with leadership potential through our recruitment and selection processes and to expose them to career experiences designed to develop that potential and to meet the needs of succession planning. Through our continued investment and commitment we will identify, nurture and support the leadership capabilities of our present and future staff; all of which will be delivered through a culture underpinned by our values and behaviours.

To illustrate what **Outstanding Leaders** looks like in Cleveland Fire Brigade, we have utilised the NFCC four level model of leadership as the key guiding principle of our own approach. Understanding the four levels of leadership and what each level needs will help us to develop a clear delivery plan which has at its core equity of access and opportunity to development and support for all our staff which maximises their potential through a fair, consistent and inclusive approach. It is important to remember that this is **not** just a strategy for those in the most senior posts within the Brigade but is a plan which has relevance for all of our community of existing and future Leaders**. It marks a shift in our approach.** We will **empower and support individuals** to take a **careers approach** to their employment with the Brigade. Through its delivery we are confident that we will be best positioned to meet future organisational challenges which will be achieved by the growth and development of those who have diversity of thought, demonstrate and promote compassion and can create the compelling vision so vital to **'Leading the Future – One vision, One Team'.**

5 Our Leadership Model



6 Strategy Outcomes

The over-arching Strategic Outcome of this strategy is to support the development of **Outstanding Leadership** which involves developing individuals to their full potential to be high performing. It's about communicating with integrity, being open and honest to foster trust and building collaborative working partnerships. Outstanding leaders are ambassadors and role models for the fire and rescue service who focus on others and use leadership to create high performance teams.

By 2022

People Outcome LM1: We will have strong and effective leaders and managers at all levels that are:

- Operationally and professionally competent and can demonstrate resilience in high pressure and complex situations
- Accountable, and drive continuous improvements, standards, services and performance
- Capable of creating a compelling vision for the future to inspire and motivate others
- Adept in promoting an inclusive working environment that celebrates equality, diversity; and engenders and maintains staff and public support and trust
- Able to collaborate internally and cross traditional boundaries with Partners
- Explore collaboration opportunities for accessing academic qualifications i.e. Leadership and Management

Over the next four years, we aim to achieve the following **key strategic objective**:

We will develop our leaders to be able to lead within a modern fire and rescue service

This means that we will nurture a working culture where people feel motivated, are equipped to perform highly, and have shared aspirations for the Service.

Our focus will be to:

ATTRACT

- explore and consider the use of recruitment schemes such as direct entry into senior positions, fast track graduate entry and accelerated promotion development programmes

DEVELOP

- develop policies and standards aligned to the new national Fire & Rescue Leadership Framework
- progress our organisational philosophy "One Vision One Team" that strengthens our leadership capabilities, encourages shared learning and support, and teambuilding
- develop our incident command capability

SUSTAIN

- establish a pipeline of potential Leaders for the Brigade to help mitigate issues arising from the retirement profile over the coming years.

6 Strategy Outcomes

CFB Leadership Model Level 1

Every individual, whether they manage people or a process, are able to make a leadership contribution. By living our values and demonstrating our behaviours, we can all contribute to developing our "One Vision, One Team" approach and create a constructive and supportive working culture that make Cleveland Fire Brigade a great place to work. We want to harness this contribution and empower our staff to take a **career approach** in their occupation with us and to become the leaders of the future.

By creating stimulating opportunities, resources, training and support to develop individuals personally and professionally we seek to turn a career vision into reality. But the starting point for any career path is first of all learning about **yourself**.

Leading yourself is the foundation for becoming a great leader

That's why we have placed emphasis on **Leading Yourself** as being the most important first step in the leadership journey. But personal leadership also carries with it personal accountability. It is important that the journey is a **partnership** between the Brigade and the individual if career aspirations are to be realized and our outcomes achieved.

Therefore, we will continue to build upon our existing arrangements which will help assist individuals, as they make their journey to whichever final destination they choose, such as the Values and Behavioural Framework, Mentoring Scheme Leadership qualifications and professional seminars.

People Outcome LM 1.1: We will have operationally and professionally competent, resilient and self-motivated people who are positive role models

- ✓ Embed Values and Behaviours into Personal Development Review
- ✓ Develop a Personality/Leadership profiling self-assessment
- ✓ Develop a Career Pathway Framework which identifies competencies required for each of the four levels aligned to professional qualifications
- ✓ Develop a professional framework for Level 1 Leaders to include Time Management, Personal Resilience, Equality, Diversity & Inclusion
- ✓ Develop opportunities for personal growth i.e. Volunteering, Operation Florian (subject to competency requirements), projects, working groups, external/internal work placements and assignments
- ✓ Embed Mentor Scheme

6 Strategy Outcomes

CFB Leadership Model Level 2

The second level in our Leadership and Management model can be said to be that important first step when people make the transition from leading and managing themselves to leading and managing others.

In this role, individuals need professional competence but equally important need to understand what personal skills and behaviours are needed to build effective and inclusive teams. Within this level, we seek to build on those skills and competencies attained and demonstrated within 'Leading Yourself' and to provide training and development which will continue to develop individuals to become a leader of 'others'. Individuals will need to be able to motivate and inspire whilst fostering a positive and inclusive working environment, all of which is achieved through a combination of values and skills.

Leading others is the foundation for creating results.

At this level it isn't just about how someone manages their workload to get the job done, but more importantly it's about the way they inspire and develop their staff to realise their potential and harness high performing and committed teams.

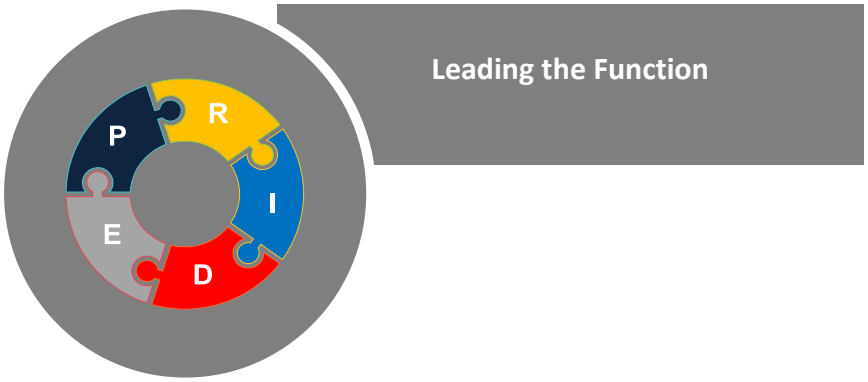
The outcomes we aim to achieve over the next four years to develop our staff to be able to lead others seeks to build upon existing arrangements but goes further than just academic development and includes development of those personal skills needed for effective people management.

People Outcome LM 1.2: We will have people who are adept in promoting equality, diversity and success by building highly effective and inclusive teams

- ✓ Develop a process for 360 feedback (to support Personal Development Review)
- ✓ Develop a professional framework for Level 2 Leaders to include Leadership and Management qualification, academic, Managing Equality, Diversity & Inclusion, Unconscious Bias, Developing Others, Managing Attendance, Communications & Listening Skills, Challenging Conversations, Workplace Assessor, Team Building, IOSH/NEBOSH (subject to functional role requirements)
- ✓ Develop opportunities for personal growth i.e. volunteering, Operation Florian (subject to competency requirements), projects, working groups, external/internal work placements and assignments
- ✓ Explore collaboration opportunities for accessing academic qualifications i.e. Leadership and Management

6 Strategy Outcomes

CFB Leadership Model Level 3



Leading the Function level is about developing our staff to drive results; to become strategic in their thinking and acting, and who can work across boundaries to innovate.

At this level, our leaders need to able to translate vision into strategy and communicate the right direction to their staff ensuring that the Brigade is able to deliver its services across **Prevention, Protection** and **Response.**

Leading the function is the foundation for continuous improvement and innovation

Our ambition over the next four years is to enhance our approach in leadership and management with a focus on both academic and personal learning. By this we mean that our staff will need to fully understand our political, legal, social and economic environment as well as a keen grasp of our risk profiles and financial challenges.

Equally important is that we must also ensure that we provide opportunity for personal growth and expression to encourage innovation.

> "Leadership is not defined by what courses we have attended or what qualifications we have, but instead by **the difference we are making to the people around us"**
> (NFCC Leadership Framework 2019)

People Outcome LM 1.3: We will have people who are accountable and drive continuous improvement in standards, services and performance

- ✓ Develop a professional framework for Level 3 Leaders to include Leadership and Management qualification, academic degree , Performance Management, Governance, Finance, Planning/Project management, Internal Quality Assurance, NEBOSH/IOSH (subject to functional role requirements)
- ✓ Develop opportunities for personal growth at Level 3 i.e. volunteering, projects, working groups, external/internal work placements and assignments

6 Strategy Outcomes

CFB Leadership Model Level 4

Leading an organisation can be said to start with a focus on the 'bigger picture' so that there is a clear understanding of where the organisation is headed, whether the right culture, competences and resources are in place to support that journey and if the service is right to achieve the defined goals. In essence, it's about ensuring that the organisation is focused on the longer term and not just the here and now.

Leading the service is the foundation for creating, articulating and delivering the organisations vision and values

At this level it's important for us to consider those additional skills, competencies and behaviours required, for example, creating strategic alignment; leading organisational culture; catalysing change and developing a leadership and talent strategy which aligns to and supports the delivery of the organisation.

Our ambition over the next four years is to develop a coherent and transparent approach to developing our staff to become leader's at all four levels. We want to enhance our recruitment and selection and workforce/succession planning processes to help us to identify and nurture those who can demonstrate that they have the potential to lead, influence and shape the future as well as the present.

People Outcome LM 1.4: We will have staff that are able to create a compelling vision and can lead corporate change

- ✓ Adopt a talent management scheme
- ✓ Establish a Direct Entry Scheme (Strategic Level)
- ✓ Explore and consider the use of accelerated promotion development programmes
- ✓ Work with HR to develop a robust succession planning process to identify the next generation of leaders
- ✓ Develop a professional framework for Level 4 Leaders to include Strategic Leadership and Management qualification/Masters Degree/Executive Leadership programme (Fire Service)
- ✓ Develop a process for internal/external work placement opportunities
- ✓ Further develop Mentoring Scheme to include Mentors at Strategic level (internal and external to the Brigade) including exposure to the Executive Leadership Team meetings schedule

7 Incident Command

Commanding operational situations is different to managing controlled and defined situations or workplace scenarios. Incident Commanders need a range of leadership qualities together with command skills to deal with the wide-ranging nature of emergencies.

It is vital that we provide development to our staff so that they become assertive, safe and effective leaders to deal with a range of operational incidents and events at all levels of command.

Our incident commanders need to be

- ✓ confident and self aware
- ✓ well trained and competent
- ✓ have sound situational awareness
- ✓ able to lead, direct and instruct others
- ✓ communicate effectively
- ✓ able to plan and implement
- ✓ can apply sound judgment and effective decision-making
- ✓ able to adapt to changing situations
- ✓ are calm and controlled

Our selection processes will ensure personnel who are responsible for performing command functions have the potential to be developed to meet these requirements.

Our training processes for initial development and maintenance of skills will equip our cadre of incident commanders with the operational knowledge and understanding needed to resolve the full range of reasonably foreseeable incidents and enable them to adapt to those that are not foreseeable.

Our full approach to incident command development is detailed within the Brigade's **Incident Command Training Framework**, and it is intended that the outcomes within the Leadership and Management Strategy will underpin the personal skills and attributes required for staff to become effective leaders in resolving operational incidents and emergencies.

National Operational Guidance

IC

8 Delivering the outcomes

We are committed to supporting the development and progression of all staff ensuring a fair and consistent approach to performance and promotion. Key to this is the development of a leadership culture which is about empowering each person to understand and recognise their own leadership potential, and most importantly ensuring they have the opportunity to realise their full potential.

This strategy will be progressed through a **Multi-professional Leadership and Management Group**, which will be accountable for realising the benefits, value and contribution that this strategy can make to individuals, teams and to organisational objectives. The success of this Leadership and Management Strategy will be judged by the extent to which it:

- ✓ **Delivers on the key implementation measures within the action plan**
- ✓ **Enables the Brigade to recruit, retain and develop high quality leaders and managers at every level of the organisation that are:**
  - operationally and professionally competent and can demonstrate resilience in high pressure and complex situations
  - accountable, and drive continuous improvements in standards, services, and performance
  - capable of creating a compelling vision for the future to inspire and motivate others
  - adept in promoting an inclusive working environment that celebrates equality, diversity; and engenders and maintains staff and public support and trust; and
  - able to collaborate internally and cross traditional boundaries with Partners
  - enables the Brigade to effectively achieve its organisational priorities and meet its key performance measures as identified through the Brigade's performance management and assurance arrangements

Resource Implications

There are no Health & Safety issues identified in implementing this strategy. Financial implications in delivering the strategy outcomes will be incorporated into the annual financial planning for learning and development.

Equality Impact Assessment (EIA)

This strategy has been equality impact assessed in line with the Brigade's EIA procedure. The findings conclude that the implementation of the Leadership and Management Strategy does not have a detrimental impact on any group of staff, including those with one or more protected characteristics.

Monitoring Audit and Review

ELT will undertake regular reviews of this strategy to ensure it is driving improvement and that it is taking account of any new or emerging legal, economic or environmental factors.