

# **Hampshire Fire and Rescue Authority**

**HR Committee**

**Item: 7**

**28 October 2015**

## **Leadership Framework for Hampshire Fire and Rescue Service**

### **Report of the Chief Officer**

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#### **1 Summary**

- 1.1 This report outlines the development of the Leadership Framework for HFRS, the key elements of the framework and an update regarding work underway to embed the framework within the service.

#### **2 Recommendations**

- 2.1 That the Leadership Framework for HFRS and the work underway to embed the framework be noted.
- 2.2 That HR Committee recommend that a Member awareness session be arranged to look at the Leadership Framework in more detail to enable members to support the Leadership Framework within HFRS by holding officers to account in how they demonstrate the Framework in practice and with a view to HR Committee considering whether to recommend that HFRA also adopt the Leadership Framework.

#### **3 Introduction and background**

- 3.1 The Leadership Framework for HFRS was launched at the Service Conference in May 2015. The Framework was built on previous development of the key values and principles that the service aspires to consistently demonstrate across all roles within HFRS. The iterative revisions have been based on consultative discussions with a range of staff including Leadership Forum and specific working groups from across the service.
- 3.2 The aim was to develop an approach and style which combines the cultural aspirations of HFRS and encourages leadership activity and ownership at all levels of the organisation. The ultimate aim of the Leadership Framework is to enable the most effective leadership as “consistently effective leadership is key to implementing organisational strategy, fostering an environment that supports

change and transformation, and sustaining high performance teams” (Skills for Justice, 2015).

- 3.3 The new leadership approach reflects the cultural ethos and aspirations of Pathway 2020 as well as the latest leadership approach and principles, including elements of Collective Leadership, Mission Command, Adult/Adult, Good to Great and Lencioni’s team ‘dysfunctions’ which were used to shape the framework.
- 3.4 The leadership approach is consistent with the seven principles of public life (the “Nolan Principles”) which are the basis of the ethical standards expected of officers and Members appointed to work in public services and are also a core element of the Members code of conduct. The seven principles are selflessness, integrity, objectivity, accountability, openness, honesty and leadership. Those holding public office are required to demonstrate the principles through leadership and the new leadership approach provides further clarity on the standard and nature of that leadership.
- 3.5 The tour of all teams and stations across the service by Chief Officer Dave Curry generated a lot of information which helped to inform development of the Framework. The elements of the Leadership Framework have the potential to address those areas, which can be seen when cross referencing the themes which have been identified from the tour data.

#### **4 The Leadership Framework**

4.1 The following criteria was used for the development of the Leadership Framework:

- Simple enough to remember
- Independent of situation or strategy
- Independent of role
- Includes HFRS values
- Developed from shared discussions
- Recognising everyone will have their own style
- A framework to allow staff and managers to coach and challenge each other’s leadership behaviours

4.2 There are four key elements upon which the framework is based:

Unlocking Potential
Instinctive Professional Standards
Creating Clarity
Building Trust and Respect

#### **4.2 Building Trust and Respect:**

Key elements:

- Integrity and authenticity
- Honesty
- Providing space and time for people
- Listening more than speaking
- Showing the confidence to say “I don’t know”

#### 4.3 **Creating Clarity**

Key elements:

- Understanding the future and being able to articulate to others
- Providing a consistent message
- Communicating what you don’t know as much as what you do know
- Taking the time to listen and confirm understanding

#### 4.4 **Instinctive Professional Standards**

Key elements:

- Being clear about our professional standards
- Leadership which respects and maintains professional standards
- Accepting/providing appropriate challenge
- Fostering a strong sense of pride in all we do

#### 4.5 **Unlocking Potential**

Key elements:

- Embracing change and seeing the opportunity
- Coaching to high performance
- Being flexible and adaptable
- Building effective pioneering partnerships
- Creating environments where innovation and talent will grow
- Maximising our people and assets

### 5 **Embedding the Leadership Framework**

- 5.1 The HFRS Service Conference 2015 saw the introduction of the Leadership Framework. More information can be seen here: <http://www.hfrs.net/index/keeping-you-informed/service-conference.htm> with a video capturing key elements of the conference as well as a specific video describing the Leadership Framework.

Once the Leadership Framework was introduced, individual rating cards were used to encourage staff to think about how they would rate their current performance and behaviours against the elements of the Framework. Appendix A shows an example of the card.

Using this rating card to measure the thinking of the individuals at the conference was the first step towards familiarising staff with the concepts which form part of the Framework as well as considering their own performance against the expectations within the Framework.

- 5.2 Within the conference, Optivote software and equipment was used to capture the votes of all the attendees. The first vote was to record the individuals' ratings of themselves (as per the cards they completed).

The second vote was to record the individuals' ratings of the organisation. Appendix B shows the differences in perception of the rating of self and the rating of the organisation, with the greatest alignment when comparing the perceptions of professional standards.

This snapshot proved to be a helpful assessment of the perceptions of the attendees and correlated with the information gathered throughout the visits on the Chief Officer's tour as well as through Senior Management Visits (SMVs) and other anecdotal information within HFRS.

This type of snapshot will be taken again in 2016 to consider the progress of improving the perceptions, and therefore the potential performance and achievement of outcomes, of the Leadership Framework.

- 5.3 Embedding the Leadership Framework at all levels in the organisation will result in higher performance and resilience and a culture where people share the same behaviours and aspirations.

Having established the key principles and elements of the Framework, there is more work to be done to define the behaviours that support the Framework, which in turn supports the achievement of the priorities for HFRS.

The opportunities to embed the Leadership Framework are within a wide range of business as usual activities as well as focused activity, some of which are further ahead than others in development. There is ongoing work to complete this mapping activity and the initial thoughts include:

- All workforce development activity
  - the change programme (See Appendix C for an example of assessing before and after the Leading Through Change programme)
  - Leadership Modules coming available through Hampshire Workforce Development offer
  - SMT development days held in July 2015
  - Team Development Days
- Service Conference 2016
- As part of the tools to review HR policies

- Embedding in the Operational Training and Development Department Gateway form to include how the learning outcomes for each intervention or course support the Leadership Framework.
- Face-to-Face sessions from Inclusion and Diversity already reflect key elements of the Leadership Framework
- Design of Pathway to Progression
- Ongoing work around Pathway 2020
- Development of induction to HFRS
- Review and redesign of the performance framework
- Use of the Leadership Framework in the management of projects
- Inclusion in the Service Plan and part of the design principles of HFRS documents and publications.
- Managers of teams embedding within their team development and planning.

## **6 Supporting our corporate aims and objectives**

- 6.1 The Leadership Framework underpins the values in Service plan and vision. It applies to all the priorities across the service, with a key link from the People and Leadership priority as part of making ourselves stronger in order to make life safer.

## **7 Risk analysis**

- 7.1 There is a risk of missed opportunity if the Leadership Framework is not fully embedded to deliver higher performance and resilience.

## **8 People Impact Assessment**

- 8.1 The proposals in this report are considered compatible with the provisions of the equality and human rights legislation.
- 8.2 The Leadership Framework is based on building trust and respect, which includes an acceptance of difference and recognition of strength-based values. Please see the design criteria outlined in 4.1.

## **9 Environmental and Sustainability impact assessment**

- 9.1 There are no environmental impacts identified.

## **10 Resource implications**

- 10.1 Human Resources

There are no additional resources identified as embedding the Leadership

Framework involves including it within all elements of work.

However, it is noted that embedding the Leadership Framework and officers holding each other to account will entail a sustained commitment from across HFRS.

#### 10.2 Physical Resources

No additional physical resources have been identified.

#### 10.3 Information and Communications Technology Resources

No additional ICT resources have been identified.

#### 10.4 Financial Implications

No additional financial implications have been identified outside of the .

### 10 Consultation

- 10.1 The Leadership Framework was developed through consultation and throughout the process of embedding it within the service, there will be ongoing engagement and discussions about how all officers can apply it to their roles.

### 11 Conclusion

- 11.1 Using the Leadership Framework will result in higher performance and greater resilience as part of making ourselves stronger in order to make life safer in Hampshire.

### 12 Background papers

- 12.1 The following documents disclose the facts or matters on which this report, or an important part of it, is based and has been relied upon to a material extent in the preparation of this report.

N.B. The list excludes:

Published works.

Documents that disclose exempt or confidential information as defined in the Act.

<b>TITLE</b>	<b>FILE</b>
<b>None</b>	

#### Reference


Skills for Justice (2015) 'Outstanding Leadership' *Fire Professional Framework* [Online]. Available at: <http://fireprofessionalframework.co.uk/strategic-areas/outstanding-leadership-2/> (Accessed 18.9.2015)

**Appendix A – Leadership Framework – Individual Reflection card used at 2015 HFRS Service Conference**

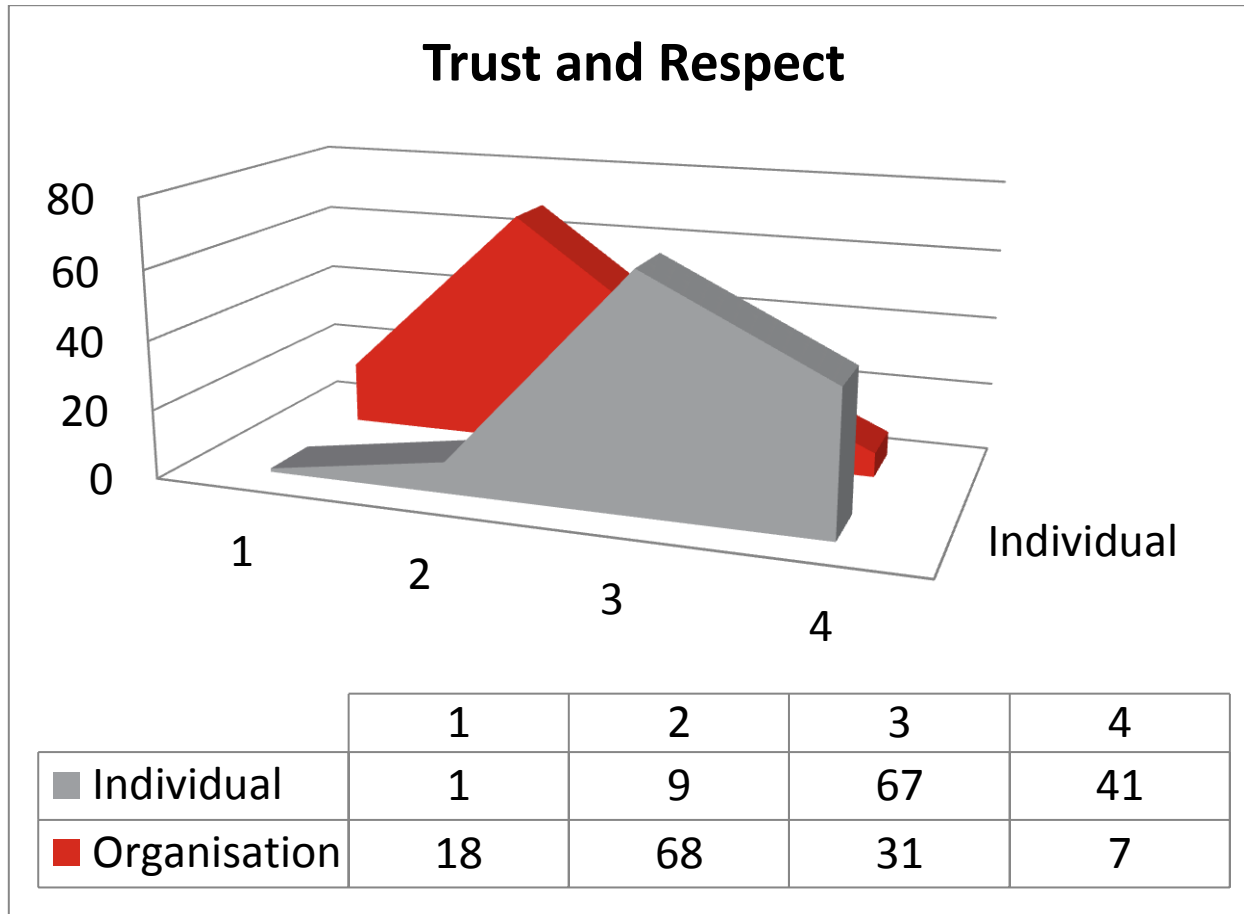
**Leadership Framework – individual reflection**

Please score yourself by circling a number for each element of the Leadership Framework.

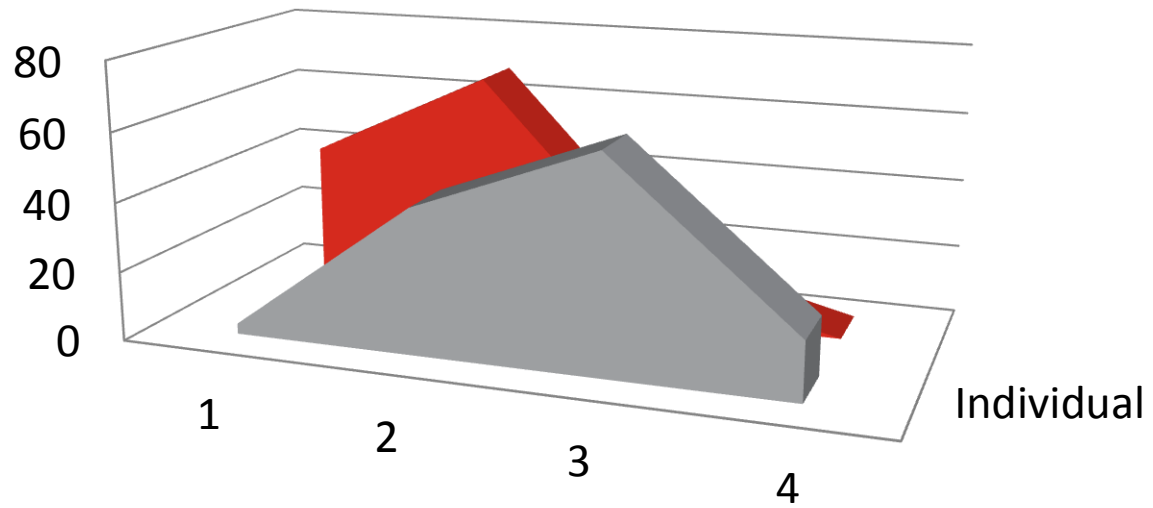
How well do you portray behaviours for each of these elements?

<b>Leadership Framework</b>	Low				High
1. Building Trust and Respect	1	2	3	4	
2. Creating Clarity	1	2	3	4	
3. Creating Instinctive Professional Standards	1	2	3	4	
4. Unlocking Potential	1	2	3	4	

**Appendix B** – Optivote results from the HFRS Service Conference 2015 for the Leadership Framework

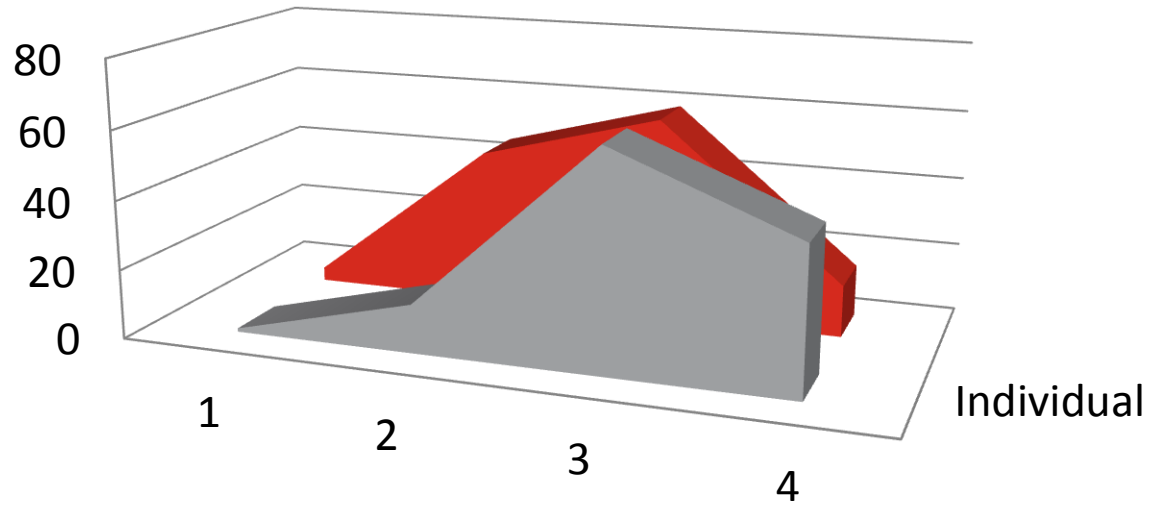


# Clarity



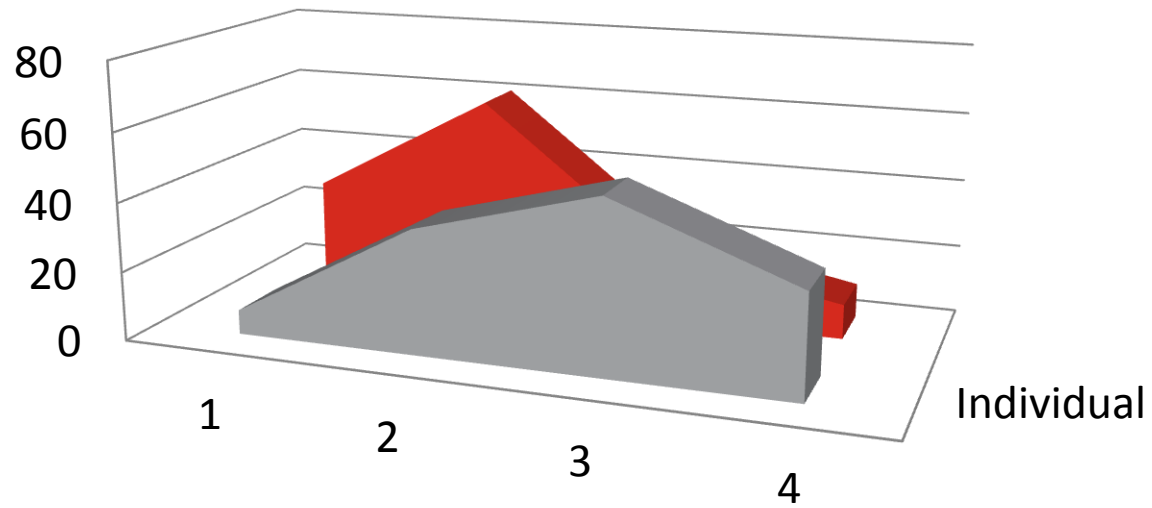
	1	2	3	4
Individual	3	42	62	17
Organisation	43	68	13	0

## Professional Standards



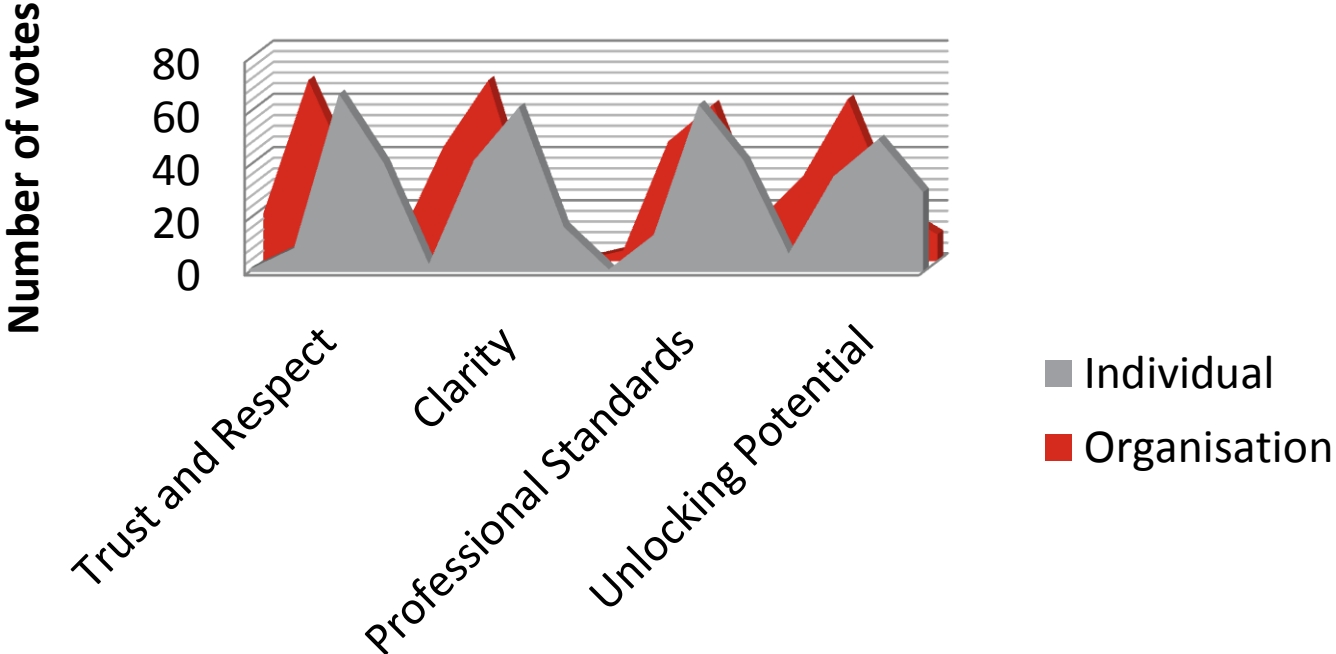
	1	2	3	4
■ Individual	1	14	63	42
■ Organisation	4	45	59	15

## Unlocking potential



	1	2	3	4
Individual	7	36	50	30
Organisation	32	61	20	10

# Summary



**Ratings per Leadership Framework Element  
Service Conference 2015**

**Appendix C - Leading Through Change Leadership Framework Assessment Sheet – used pre and post course**

	<b>As a leader in HFRS</b>	<b>How confident I am on a scale of 0-5 where 0 is not at all</b>	<b>How important this is to my role on a scale of 0-5 where 0 is not at all</b>
<b>Trust and Respect</b>	I listen more than I speak	0 1 2 3 4 5	0 1 2 3 4 5
	I have the confidence to say 'I don't know'	0 1 2 3 4 5	0 1 2 3 4 5
	I provide space and time for people	0 1 2 3 4 5	0 1 2 3 4 5
<b>Clarity</b>	I understand the future direction of HFRS and can articulate it to others	0 1 2 3 4 5	0 1 2 3 4 5
	I communicate what I don't know as much as what I do know	0 1 2 3 4 5	0 1 2 3 4 5
	I take the time to listen and confirm understanding	0 1 2 3 4 5	0 1 2 3 4 5
<b>Professional Standards</b>	I hold myself and others to account for our professional standards	0 1 2 3 4 5	0 1 2 3 4 5
	I accept appropriate challenge	0 1 2 3 4 5	0 1 2 3 4 5
	I provide appropriate challenge	0 1 2 3 4 5	0 1 2 3 4 5
<b>Unlocking Potential</b>	I coach others to high performance	0 1 2 3 4 5	0 1 2 3 4 5
	I build effective working relationships within my team	0 1 2 3 4 5	0 1 2 3 4 5
	I encourage my team to contribute ideas to change for the better	0 1 2 3 4 5	0 1 2 3 4 5

<b>Name</b>		<b>Date</b>	
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