



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Policy and Strategy Committee

‘SHAPING OUR FUTURE’ – AN ORGANISATIONAL DEVELOPMENT AND INCLUSION STRATEGY

Report of the Chief Fire Officer

Date: 29 April 2016

Purpose of Report:

To introduce members to the Service’s Organisational Development and Inclusion Strategy and to seek agreement on the reporting arrangements relating to this work.

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1. BACKGROUND

- 1.1. Following its successful Peer Challenge against the Excellent Level of the National Fire and Rescue Service Equality Framework in December 2013, the Service developed plans to further embed equality, develop its workplace culture and focus on service improvement.
- 1.2. These plans became the 'Shaping our Future' Organisational Development and Inclusion (ODI) Strategy, which seeks to introduce a new approach to running the organisation, complementing that of the Strategic Leadership Team.
- 1.3. This approach seeks to ensure that the 'how' at the Service is given equal priority as 'the what' – meaning that culture, systems, leadership and management complement what the organisation is trying to achieve as a service provider for the people of Nottinghamshire. This strategy also seeks to ensure that the Service becomes more progressive, flexible and responsive in an increasingly dynamic environment.
- 1.4. The work is split in to six workstreams:
 - Embed a strong set of values, underpinned by a set of behaviours, to create a positive and achieving culture;
 - A focus on service improvement;
 - Encourage a more collaborative, creative, innovative work environment in which all employees feel engaged;
 - Increase the number, quality and accountability of visible leaders at all levels of the organisation;
 - Become more effective and efficient by best use of new and existing technologies;
 - Mainstream equality further through an "inclusion" approach.
- 1.5. Following a discussion at the Strategic Equalities Board on 26 February 2016, it was agreed that a report should be presented to this committee regarding current ODI activity and future reporting arrangements. The Strategy can be found at Appendix A.

2. REPORT

- 2.1 The Service continues to find itself in a challenging financial situation with fewer employees and uncertainty relating to its future governance. In order to continually to develop and improve, it is more important than ever to ensure that the whole of the organisation is engaged in the change process. This means that communication needs to be two-way and inclusive.

2.2 The Strategic Leadership Team is acutely aware that it does not have all of the answers to all of its future challenges and that the collective talent of the organisation needs to be engaged and developed in order to shape the future of the organisation.

Employee Engagement - Winter Conferences

2.3 As part of this drive for improved employee engagement, the Chief, Deputy and Assistant Chief Fire Officers have been holding Winter Conferences at Fire Service Headquarters. These events have been very well attended by staff from all sections of the workforce with over 200 people in total attending the three events.

2.4 During the sessions the Chief Fire Officer led a 'Hopes and Fears' session where employees raised their questions on a range of topics which were then discussed during the session. Topics included Job security, Budgets cuts, Collaboration, Vision – Strategy, Operations, Communications and Workplace/employment issues.

2.5 Deputy Chief Fire Officer Wayne Bowcock led the session on the Service's new values explaining that these had been developed by employees of the Service during a range of focus groups during 2015. The Service's new values are:

- **We are professional in all that we do**
We act professionally by being the best that we can be, behaving with integrity and taking personal responsibility for our behaviour and decisions.
- **We value and respect others**
By treating our community and service users with respect and consideration, we become a more customer-focused and inclusive organisation.
- **We are open to change**
By understanding the need to improve, we open ourselves up to new ideas and become a more sustainable and stable organisation, ready for the future
- **We are One Team working together**
We act as One Team when we respect and value each other, and work together to create safer communities.

2.6 The values will be rolled out across the organisation in a range of ways during 2016 with facilitated sessions taking place at work locations from June.

2.7 As a result of the Winter Conferences, the Strategic Leadership Team will now be working to further improve communication within the Service and, in particular, the communication of future vision and strategy of the organisation.

Due to the success of this format, further events will be planned covering specific issues or themes.

Organisational Development and Inclusion Performance Reporting

- 2.8 Further to the Human Resources Committee paper for 22 April 2016 outlining reporting arrangements on ODI and equalities work, it is proposed that the Policy and Strategy Committee receives a bi-annual narrative report updating members on progress made against the workstreams within the strategy as well as other pieces of work which indicate the general 'health' and progress of the organisation.
- 2.9 This report may include commentary on the following:
- Legal Compliance – Equality Act - Public Sector Equality Duty
 - Equality Framework
 - 'Shaping our Future' – Organisational Development and Inclusion Agenda
 - Employee engagement - staff survey, staff suggestions
 - NFRS Values
 - Leadership and Management Development
 - Service Improvement and Innovation
 - Employment initiatives – cadets/apprenticeships/placements
 - Stonewall Workplace Equality Index progress
 - Health and Wellbeing
 - Customer satisfaction data
 - Service delivery projects and initiatives
- 2.10 It is recommended that the first such report should be presented to this committee at its October meeting.

3. FINANCIAL IMPLICATIONS

The work to be done as a result of this strategy will be undertaken using existing budgets.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

- 4.1 A new People and Organisational Development department has now been established which brings organisational development, inclusion and equality, learning and development, HR and Occupational Health functions under one department. The Equality and Diversity Officer role has been amended to include responsibilities for Organisational Development work.
- 4.2 Two internal placements have been seconded to support the delivery of some of this work for a period of 12 months.

5. EQUALITIES IMPLICATIONS

An Equality Impact Assessment has not been undertaken because this does not represent a change in policy, function or procedure. The strategy is about ensuring service improvement of which equality and inclusion are a part.

6. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications arising from this report.

7. LEGAL IMPLICATIONS

There are no legal implications arising from this report.

8. RISK MANAGEMENT IMPLICATIONS

It should be noted that a focus on organisational development and improvement will enable the Service to identify some of the more complex people-related risks which may arise from a changing service over the next five years. For instance, a large part of the ODI programme is about challenging and changing the culture of the organisation. The risks that may arise from this and the programme more widely though are far outweighed by the benefits that change will bring.

9. RECOMMENDATIONS

It is recommended that Members:

- 9.1 Note the contents of Shaping our Future: An organisational development and inclusion strategy; and,
- 9.2 Agree to receive bi-annual narrative reports updating members on progress made against the work streams within the strategy

10. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

John Buckley
CHIEF FIRE OFFICER

Shaping our Future:

An organisational development and inclusion strategy

2015-2020



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Foreword

The integration of an Organisational Development Strategy with our Integrated Risk Management Plan (IRMP) is critical to achieving the objectives we have set ourselves as a Service and to meet the challenges that the future will bring.

The Service has undergone significant change over the last few years, with the implementation of the outcomes from the Fire Cover Review 2010, impact of a diminishing budget and the re-alignment of services through the structural review of 2012. This has resulted in a reduction in workforce numbers overall, and a re-prioritising of resources to maintain our service delivery within a reduced financial envelope. It is a testament to the commitment of our employees that we have continued to provide high quality and effective services to our community throughout this period of change and adjustment.

There is no doubt that the future holds further challenges. We know that the financial situation will be demanding in terms of seeking savings and efficiencies to meet a reducing income and that some difficult decisions will need to be made. We also anticipate that there will be further demands from government to change the way that fire services currently work, with more emphasis on collaboration and joint working within and outside of the sector.

The organisation has established three key principles which underlie our priorities for the future. These are:

- High Quality Services
- An Engaged and Motivated Workforce
- Strong Governance and Financial Stability

The way in which we will link this Strategy to the achievement of these priorities will be the cornerstone to our success over the next five years. Without the active engagement and participation of our people, we cannot hope to meet our objectives. This strategy cannot work by forcing through change from the top but on the premise of “what we can achieve together”.

Through the implementation of an effective Organisational Development Strategy we seek to bring about the sort of transformational change required to become a truly inclusive and effective fire and rescue service.

John Buckley
Chief Fire Officer

Shaping Our Future - towards Organisational Development (OD)

1.1 The Service's progress on the equalities agenda over the last 8 years has meant that many of the legacy issues that we were grappling with are no longer a problem or are diminished. Cultural and organisational challenges, however, do continue to exist. Some of these are values/behaviour-related and some are more linked to the development of employees and managers; whereas some are about becoming more performance-focused in terms of quality, systems and processes. Although some of these issues are strongly linked to the equalities agenda, some of them are not and could be more associated with Organisational Development.

What is Organisational Development (OD)?

1.2 OD is different things to different people. In simple terms it is about proactively working to improve the organisation; its 'health' and its effectiveness. It is about understanding the workplace culture you currently have and working towards having one which supports the improvements you are trying to make. It is also about improving systems and processes in order to become a better more effective organisation.

Why are we embarking on this journey?

1.3 Different mind sets and different approaches to risk, innovation and change will all be required in order to maintain and improve NFRS over this period and beyond. If the organisation just shrinks without changing its approach, culture and systems it is unlikely to be fit for purpose.

1.4 The 'Shaping our Future' programme seeks to address some of these issues. For instance, the management and leadership of change is something that many may consider to be the job of the Chief Fire Officer and his senior team. As the pace of change quickens, the need for leaders of change at all levels will inevitably increase. A workforce which is flexible to new ways of working in changing environments is more likely to continue to deliver excellent services than one which is not.

The Financial Context –

1.5 As money gets tighter over the next 5 years, we will be expected to maintain value for money whilst maintaining the quality of services. There will be fewer employees with fewer managers managing activities, functions and people. The prevailing economic climate has caused increased financial pressures to be placed upon all public sector bodies and the Fire Service is no exception. It is clear that the overall funding position is expected to worsen over the next three years. It is estimated that the Authority will need to find around £3.9m of

savings over the next 3 years, in order to cope with the likely fall in Central Government funding over the same period

- 1.6 The challenge for the organisation in times of financial constraint is to find a way to continue to develop and improve the service against this backdrop of uncertainty. This will require both strong leadership and financial stability.
- 1.7 Although this financial backdrop is not the main driver for embarking upon this organisational development journey, it is certainly one of them. The Service has reduced numbers from approximately 1,150 employees 5 years ago to 920 in May 2015. Such reductions require different systems of working and a more progressive culture which harnesses talent in order to drive improvements in service delivery. This is what an OD approach should bring to the organisation.

Fire Professional Framework

- 1.8 The workstreams within this strategy and the People and L+D strategies complement the four principles of the Fire Professional Framework (link), namely:
 - Operational competence
 - Outstanding Leadership
 - Professional and Sustainable Workforce
 - Organisational Excellence

Strategy in Action – ‘Shaping our Future’ - the workstreams

- 1.9 We all have a role to play in ensuring that the organisation is fit for purpose, now and in the future and so this Organisational Development programme has been named - ‘Shaping our Future’. It is divided in to six workstreams, some are larger than others.
 - **Embed a strong set of values, underpinned by a set of behaviours, to create a positive and achieving culture**
 - We have reviewed our values and will ensure that these – and their underpinning behaviours - become embedded in to the way in which the Service works across all of our activities.
 - **A focus on service improvement**
 - We need to establish a culture of quality assurance, both internally and externally by being open to scrutiny and challenge with colleagues,

partners, members of the public and other stakeholders. Our ability to learn from others will improve our potential to become a true learning organisation.

- We will also establish a new Performance Framework which will enable us to more fully understand what our performance and improvement priorities are in an environment which will see further changes to levels of resources and possibly to the nature, and way, in which services are delivered.
- **Encourage a more collaborative, creative, innovative work environment in which all employees feel engaged**
 - The Service, for obvious reasons, continues to have a strong hierarchy which can sometimes reinforce a command and control approach, even away from the incident ground and this can perpetuate the view that management do have, and must have, all of the answers. In order to become a learning organisation and to nurture collaboration and creativity, strong leadership and employee engagement must be essential components of this strategy. There is a need to engage with our employees so that they feel a vested interest in the organisation's success, and are both willing and motivated to perform to high levels.
- **Increase the number, quality and accountability of visible leaders at all levels of the organisation**
 - We will continually review our management development programmes and ensure that a strong emphasis on leadership is established. We also need to ensure that leaders have the support mechanisms to enable them to tackle the internal and external challenges ahead. We want to ensure that current and future leaders are influenced and supported by a strong set of values and underpinning behaviours.
- **Become more effective and efficient by best use of new and existing technologies**
 - The ICT Strategy helps to drive and support the workstreams outlined in this document. In particular, the development of information and communications technologies will contribute to:
 - Improving communication with instant messaging, voice/video conferencing and voice telephony, whilst reducing travelling costs throughout the Service through the provision of Microsoft Lync.
 - Improving collaboration throughout the Service by delivering efficient search and document management functionality,

automated business processes and a more personalised experience for users of the NFRS SharePoint solution.

- Improve mobility and flexibility for employees to allow them to undertake their day-to-day tasks from almost any location using a wide range of devices.

- **Mainstream equality further through an “Inclusion” approach**

- The Service was peer challenged against the Excellent level of the Fire and Rescue Service Equality Framework in December 2013 and will continue to use the Framework in order to manage performance in this area. In order to formally maintain the Excellent level, a formal peer challenge will be required in December 2016.
- This work is essential in ensuring that services and employment practices continue to improve and remain inclusive for members of the public, employees, partners and elected members.

Outcomes

- To become a more progressive, learning organisation

There is an expectation that the 6 workstreams will lead us towards becoming a more progressive, learning organisation. By 2020 we expect the following points to be ‘business as usual’ within NFRS:

- Create continuous learning opportunities
- Promote inquiry and dialogue
- Encourage collaboration and team learning
- Create systems to capture and share learning
- Empower people toward a collective vision
- Connect the organisation to its environment
- Provide strategic leadership for learning

(further detail on this model can be found at Appendix A).

Communicating ‘Shaping our Future’

1.10 The Corporate Communications Team has developed a Communications Plan for the ‘Shaping Our Future’ programme. This plan will adopt the following approach:

- For each significant project we will develop dedicated communication activities that reflect this strategy.
- Each set of activities we will consider long-term engagement (ie this will not just be an announcement but communications will be used strategically to help affect the desired behaviour change)
- Tactics will use existing communication channels. We will not create separate tools as this would separate OD from core business.
- Staff feedback will be a natural part of the OD programme to ensure everyone contributes to its success ensuring no good ideas are missed.

How will we 'Shape our Future'?

- 1.11** The 'Shaping our Future' programme needs to include and inspire the entire workforce. We will need to be working in partnership with our internal and external partners including the trade unions and members of the fire authority. We will also need to continue a dialogue with individuals and groups of employees that have an interest in the future of Nottinghamshire Fire and Rescue Service.
- 1.12** The 'Shaping our Future' Values workshops have been a very positive way of engaging with staff and getting their views on how the Service is and how they would like it to be in the future. We will need to continue this ethos of engagement across work locations, role and position within the organisation in order to become the organisation we are aiming to be.
- 1.13** A steering group has been set up which is led by the Deputy Chief Fire Officer which will include key representative across all departments with new members co-opted as and when appropriate. Two places on the Steering Group will also be opened up as both development opportunities for those interested in helping to improve the Service.
- 1.14** In order to ensure that this programme is inclusive and not 'top-down', scrutiny, advice and support will be provided by a separate group. It is expected that Representative Bodies, the Employee Equality Network, interested individuals and key employees/managers will have an interest in being a part of this group.
- 1.15** Given the level of ambition of our strategy and the potential scale of organisational change over the next few years, the Service will be seeking to develop a more holistic, person-centred approach which will require integration between the HR, inclusion, occupational health and learning and development

functions. The People, Learning and Organisational Development strategies will therefore mirror and reflect each other.

Appendix A

The Learning Organisation

Marsick and Watkins (2003)

- Create continuous learning opportunities:
 - Learning is designed into work so that people can learn on the job; opportunities are provided for ongoing education and growth.
- Promote inquiry and dialogue:
 - People gain productive reasoning skills to express their views and the capacity to listen and inquire into the views of others; the culture is changed to support questioning, feedback, and experimentation.
- Encourage collaboration and team learning:
 - Work is designed to use groups to access different modes of thinking; groups are expected to learn together and work together; collaboration is valued by the culture and rewarded.
- Create systems to capture and share learning:
 - Both high- and low-technology systems to share learning are created and integrated with work; access is provided; systems are maintained.
- Empower people toward a collective vision.
 - People are involved in setting, owning, and implementing a joint vision; responsibility is distributed close to decision making so that people are motivated to learn toward what they are held accountable to do.
- Connect the organisation to its environment:
 - People are helped to see the effect of their work on the entire enterprise; people scan the environment and use information to adjust work practices; the organisation is linked to its communities.
- Provide strategic leadership for learning:
 - Leaders model, champion, and support learning; leadership uses learning strategically for business results.