



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

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

SHAPING OUR FUTURE, ORGANISATIONAL HEALTH UPDATE

Report of the Chief Fire Officer

Date: 11 November 2016

Purpose of Report:

To update Members on organisational development and inclusion activities taking place within the organisation.

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1. BACKGROUND

- 1.1 On 22 April 2016, the Human Resources Committee agreed to a revision to the way in which Members receive performance updates on equality related activity. A quarterly report is produced for Human Resources Committee on workforce and recruitment data and it was agreed that the Service would provide a more narrative-based report to Policy and Strategy Committee.
- 1.2 It was agreed that the report for Policy and Strategy Committee would cover equality related activity and would also focus on the broader 'Shaping our Future' organisational development agenda.

2. REPORT

- 2.1 The Organisational Development and Inclusion (ODI) Strategy, 'Shaping Our Future', was launched in Summer 2015 and focuses on the following areas:
 - Values and behaviours
 - Performance Development Reviews (PDRs)
 - Developing Leaders at all Levels - Leadership and Management Development
 - Employee Engagement - Little Acorns Scheme
 - Inclusion and Equality
 - Sustainability Strategy for 2020

Values

- 2.2 Development and roll-out of a revised set of values and behaviours took place using a cross section of staff with support from Nottingham Trent University. Following the introduction and launch of the service Values, over 50 themed and facilitated Values conversations have taken place across the Service starting from June to October.
- 2.3 The Service Awards Evening now includes awards based on the new values which recognise individual and collective contributions made by employees to the Service relating to each value. Other work is being done within departments to ensure that the values become embedded in the Service. This main rollout of the values is expected to be completed by February 2017.

Performance and Development Review (PDR)

- 2.4 This work includes the development of online PDR processes for staff. The new process includes references to the Service Values. Support, retained and control staff versions have been completed and are now being rolled out. A version for wholetime firefighters is now in development.

Developing Leaders at all Levels - Leadership and Management Development

- 2.5 Coaching; 15 Formal, matched coaching relationships between trained coaches and coachees are now in place. More will begin early in 2017.
- 2.6 An internal Learning and Development Review took place and is being implemented. The Service's People Strategy and Leadership and Management Strategy have both been agreed and are being implemented.
- 2.7 E-learning; the Service continues to develop its in-house expertise in this area as part of a blended approach to learning and development. Some courses which may ordinarily have been delivered using the traditional method are now being delivered via e-learning.
- 2.8 Institute of Fire Engineers (IFE); the Service is now using accredited IFE examinations to develop and assess leaders' knowledge, skills and understanding in relation to leadership and management in the Fire and Rescue Service sector. These exams are supported by Continuous Professional Development (CPD) days which have included speakers (experts/incident commanders) on a variety of topics including the Alton Towers 'Smiler' rollercoaster incident, the Shoreham Air crash, the Edinburgh Arts School fire and managing change, leadership and teamwork.

Employee Engagement

- 2.9 Little Acorns; the Service's staff suggestion scheme (named 'Little Acorns' by a member of staff as part of a competition) has been in place for 18 months. Over 70 suggestions have been made. These cover the following broad themes:
- Equipment
 - Professional Development
 - Sustainability
 - Communications
 - Health and Safety
 - Green Travel
- 2.10 22 Little Acorns have been accepted and 16 are under consideration. This scheme is proving to be a popular way for employees to directly influence change, innovation and improvement in the organisation. Values conversations have also been useful in gathering feedback and suggestions from the workforce. Ideas which are coming from the facilitated conversations are being fed through to Little Acorns for consideration.

Inclusion and Equality

- 2.11 The Service continues to ensure that equality remains a key principle in everything it does. Members will be aware that the HR and Occupational Health functions have developed policy and services in the area of mental health over the last 12 months. Peer Support, Post Incident Support and Counselling services all help provide support to the workforce

- 2.12 A dyslexia support network, including colleagues from Derbyshire and Leicestershire Fire and Rescue Services, met for the first time last month and it is hoped that this will lead to improved policy, process and support for Fire and Rescue Service staff who have different learning styles.
- 2.13 The Service continues to develop understanding and expertise of sexual orientation and gender identity in the workplace. Nottinghamshire organisations who were all recognised by Stonewall's top 100 Workplace Equality Index in January came together over the summer to develop an LGBT Role Models resource. This included employee role models from all participating organisations including the Fire and Rescue Service.
- 2.14 A paper was presented to the Human Resources Committee on 4 November outlining the Service's performance relating to absence, workforce diversity and recruitment information. Work is on-going to undertake an audit of applications to ensure that the Service is addressing any barriers for applicants.
- 2.15 The diversity of the Service's workforce continues to stand below the desired level for an employer in a county with the demographics of Nottinghamshire. The opportunities to address this are increasingly difficult due to a shrinking workforce and infrequent wholetime firefighter recruitment campaigns. This is a national issue.
- 2.16 It should be noted that the Service continues to use positive action measures to support under-representation. The Springboard programme which ran last year proved to be popular with female employees, and the Service is also a partner within the Future Leaders Programme led by the City Council. Nottinghamshire Fire and Rescue Service (NFRS) continue to work with Nottinghamshire Police and other partners to promote equality.

Shaping Our Future Programme Team

- 2.17 This team is now in place to support the implementation of the Sustainability Strategy for 2020. The work streams include:
- Exploring the use of alternative crewing models and emerging technologies to maximise the availability of appliances where crew numbers are less than four. The feasibility study will be developed during winter 2016-17.
 - Identifying opportunities where a mixed crewing approach utilising retained firefighters at periods of lowest demand could be implemented to maintain appliance availability and reduce costs. The feasibility study will be developed during winter 2016-17
 - Entering into negotiations with workforce representatives to revise the current crewing collective agreement to release the surplus capacity within the ridership and create the opportunity to crew appliances for less than the full 24hr period. Initial discussions are taking place with workforce representatives.
 - Considering the use of voluntary secondary contracts to provide support for retained appliances at periods of highest demand and ease the transformation of the service through the change process.

2.18 During 2017, the Service will develop the organisational development and inclusion work further to include:

- A survey of employees to gauge the impact of the changes to employee engagement.
- 360 degree appraisals for managers.
- New supervisory and middle leader development programmes.
- Further expansion and development of a coaching culture.
- Greater community engagement with diverse communities to ensure positive action continues to relate to careers with NFRS.
- Use the CFOA/LGA Equality Framework to assess performance against the 'Excellent' level.

3. FINANCIAL IMPLICATIONS

Organisational development and inclusion is contained within existing budgets.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

The ODI Strategy includes several work streams which have impacts upon Human Resources (HR) and Learning and Development (L&D) functions but there are no new implications on those functions arising from this report.

5. EQUALITIES IMPLICATIONS

This report does not impact upon policy or service function, no equality impact has been undertaken. Equality impact assessments will be completed as policies are changed throughout the programme of work.

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

- 8.1 The Authority must have strategies in place to ensure statutory duties and commitments and expectations can be met.
- 8.2 The strategies and approaches outlined in this report indicate that clear plans are in place to meet commitments, including the financial challenges faced by the Authority.

9. RECOMMENDATIONS

That Members endorse the contents of the report.

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

None.

John Buckley
CHIEF FIRE OFFICER