

**Tyne and Wear Fire
and Rescue Service**
Creating the Safest Community



PEOPLE AND ORGANISATIONAL DEVELOPMENT STRATEGY

2021 - 2025



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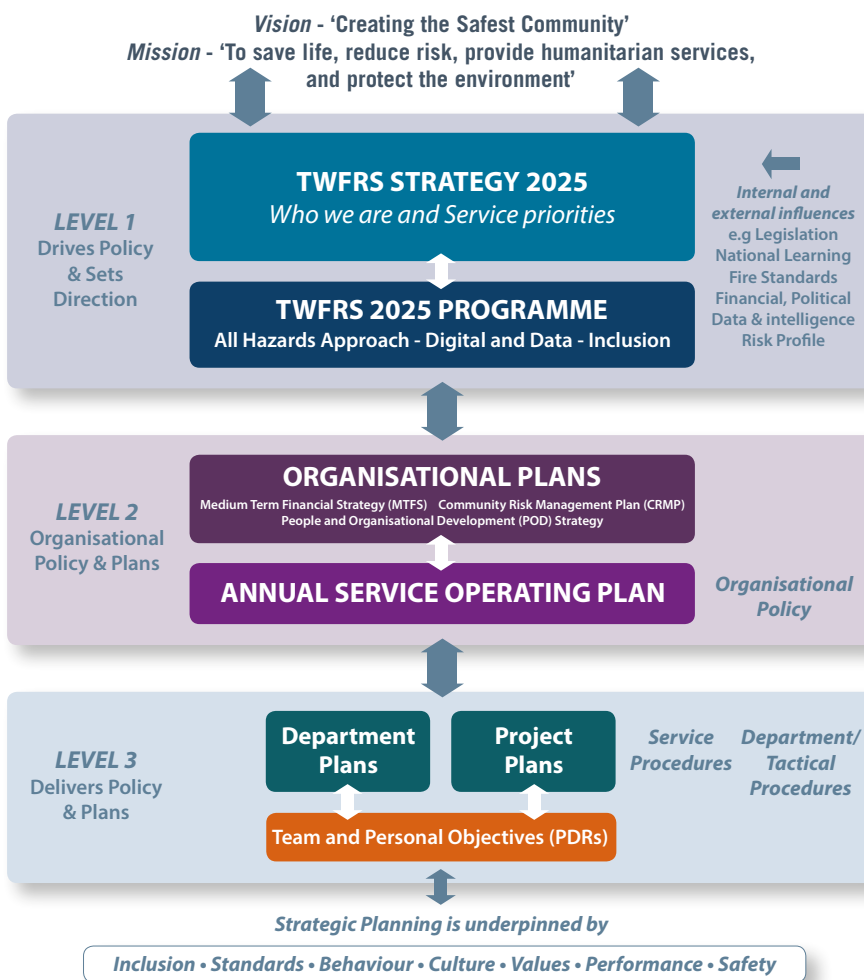
PURPOSE

The purpose of this strategy is to describe our current and future operating context and how we will work together to help the service achieve its strategic priorities as described in TWFRS 2025.

It describes 5 themes and the beliefs and expectations which will guide our work with each other and our partners and help us to improve and change effectively. The themes will also help us to continue to develop and maintain an inclusive workforce that is professional,

resilient, skilled, flexible and diverse, whose aim is to provide the best service possible for the benefit of our communities.

The last page of this strategy sets out where our focus needs to be in order to deliver on the themes, ensuring we stay on track.



Where the Strategy fits into our Strategic Planning Framework

This strategy is one of our Organisational Plans which sits alongside the Community Risk Management Plan, and Medium Term Financial Strategy.

WHERE WE ARE NOW

The Government's fire reform agenda sets a clear direction of travel to ensure fire and rescue services are efficient, accountable, transparent and reflective of the diverse communities they serve.

This is underpinned by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection programme and the Fire and Rescue National Framework for England that sets out the overall strategic direction for fire and rescue authorities. We were rated as Good in 2019, across all three pillars of inspection.

We also choose to assess ourselves against external benchmarks such as Investors in People (Gold Award achieved in 2020), RoSPA (Gold Award achieved in 2020) and Stonewall (Champion status from 2019), showing that continuous improvement through effective engagement and ongoing development of our people is core to what we do.

The expectations and standards we have for ourselves help us to work towards our vision statement of 'Creating the Safest Community', which was illustrated through notable achievements such as recording zero fire deaths from fires in people's homes, across our area between 2020/2021 (April to April). We are able to do this effectively and in a way that reflects a positive culture and our values, because of our people.

Our people are proud to work for TWFRS and we are proud of our people.



WHERE WE WANT TO BE

As we look ahead to 2025, our landscape like most public sector organisations will likely be characterised by limited resources and multiple complex challenges. Our ability to predict and evolve in order to respond to the opportunities, changes and demands of us as a public service will be the biggest influence on this.

Guided by the work of the Fire Standards Board and in particular the National Code of Ethics (Core Code), the safety, wellbeing and capability of our people will be paramount in order to respond to these challenges and turn them into opportunities that benefit the community.

TWFRS 2025 identifies 3 objectives / high level benefits that will guide our work. These are listed and expanded on below:



Inclusion

Further diversification of the workforce to ensure we reflect our whole community; to have clear, fair and transparent routes to both employment and progression and to have a positive culture where everyone is valued and takes pride and ownership of their actions and behaviour.



An All Hazards Approach to Firefighter Safety

Provides an all hazards approach to firefighter safety, focusing on raising awareness and training on hazard and risk recognition and perception, thus allowing commanders to train to respond to the wide range of incidents they encounter. This builds on the Safe Person Concept.



Digital and Data

To enable the effective use of technology to improve delivery of all our services, which will allow us to offer a wide range of improvement activity, along with transformational ways of working and robust governance and cyber resilience for the 21st Century.

HOW WE ARE GOING TO GET THERE

There are 5 themes informing our People and Organisational Development work. This work will help us identify opportunities and manage the changes and demands of us as a public service, striving to provide the best service possible, for the best value.

Ownership and delivery of this strategy will be the responsibility of our Senior Management Group, with specialist support and leadership from our Human Resources, Learning & Development, Organisational Development, Inclusion and Business Improvement functions.

The detailed work that will help us to 'get there' will be captured as part of our Project and Department Annual plans and monitored via the Programme Management Office. This approach will ensure our work is aligned, resourced, prioritised and delivered.



Theme 1 Leadership



What we mean by Leadership

Leadership is about being a positive role model and holding ourselves and others accountable for our actions and behaviour.

Establishing trust, encouraging learning, discussion and feedback whilst acting in accordance with our values will help to create a physically and psychologically safe, inclusive and supportive working environment where employee wellbeing is paramount and where anyone can lead and show leadership.

Our beliefs and expectations

- **We are positive role models.**
- **Anyone can lead - it is not just a position or status, it is an act.**
- **We will hold ourselves and others accountable to the highest standards, guided by the National Code of Ethics (Core Code).**



Theme 2 Operational Standards



What we mean by Operational Standards

Operational Standards is about ensuring a culture of standardisation and professionalism at all levels. It places personal responsibility on frontline employees to demonstrate this in all aspects of their role.

A focus on this has never been more important as the Service changes and evolves to face new demands and expectations. The Operational Standards Programme is the foundation for firefighter safety and operational efficiency.

Our beliefs and expectations

- **Firefighter safety and wellbeing will be at the core of everything we do.**
- **Creating a culture of standardisation, professionalism, personal learning and accountability will enable all our firefighters to be effective and efficient.**
- **We will enable firefighters to reach and demonstrate the highest levels of operational competence and performance.**



Theme 3 Talent Management



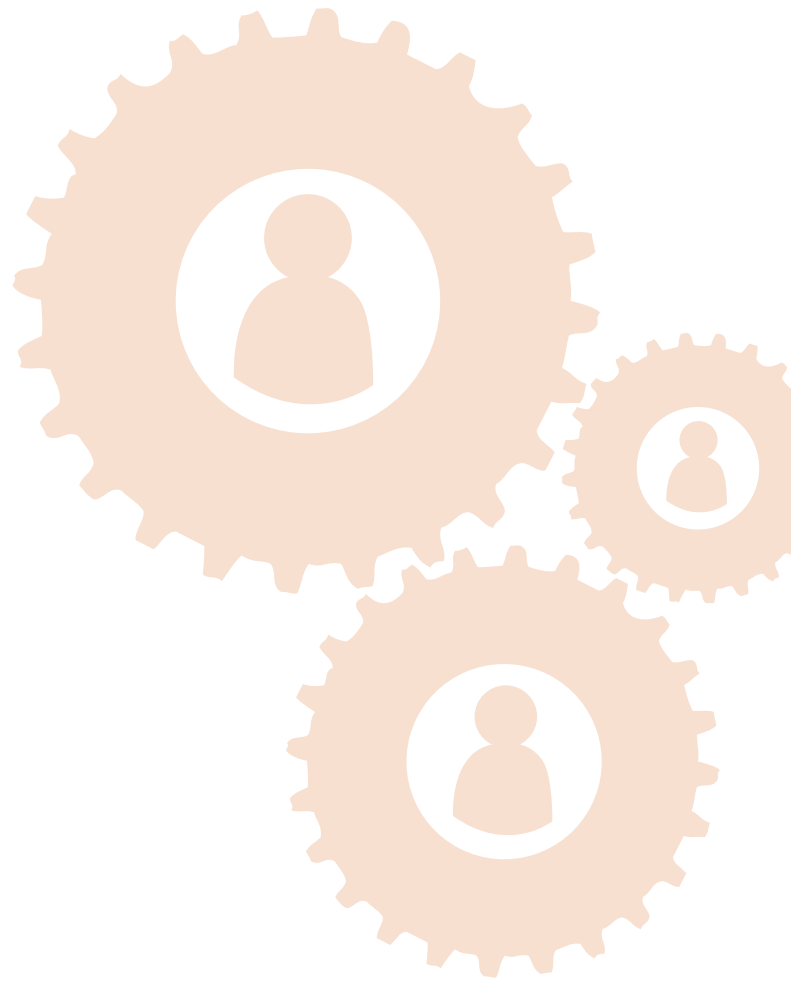
What we mean by Talent Management

Talent Management is about attracting and recruiting the right people at the right time to our roles. Once with us we need to continuously engage, manage, identify and develop our people so they can show their full potential and feel enabled and confident to help our service deliver on our community's needs.

When we talk about 'talent', we mean our people and when we talk about 'a talent' we mean a natural aptitude or skill.

Our beliefs and expectations

- **Everybody has talent and potential and this will be expressed in different ways and at different times.**
- **Work to improve our approach to Talent Management will have equality, diversity, inclusion and the needs of our community at the heart of it.**



Theme 4

Employee Experience and Inclusion



What we mean by Employee Experience and Inclusion

Employee Experience is a broad term used to describe how it feels to work in an organisation, the physical and social working environment, how fulfilling the work is, how engaged you feel as an employee and your health and wellbeing. It involves understanding the role that trust plays at work and making sure people are listened to and have a voice on issues that impact them.

Inclusion and the feeling of being included is an important part of the employee experience. Where employees feel included and engaged, they are more likely to give their best efforts, for the benefit of the Service and the community.



Our beliefs and expectations

- **Employees feel confident in bringing their whole selves to work, knowing that they will be recognised and encouraged to draw on their diversity to improve what we do.**
- **Employees feel confident in vocalising their point of view, ensuring that they feel heard without fear. They will be engaged in discussion, agree actions and be consulted on outcomes via feedback and shared reflection.**
- **Our employees know how their work contributes to the Service's vision.**

Theme 5 Organisational Development and Design



What we mean by Organisational Development and Design (OD&D)

OD&D is about taking a systems and behavioural science-based approach to change and improving an organisation's performance. This is important particularly as we continue to experience complex, high levels, pace and severity of change as a public service such as the impact of Covid-19 and how it influences future ways of working.

It considers the (design) elements of an organisation e.g. structures, frameworks, systems, policies and metrics and the (development) elements of an organisation e.g. its culture, capability, values, behaviours, and relationships. It also requires a deep understanding of all of these elements as part of a wider integrated ecosystem, e.g. our region, the fire sector, public sector and globally.

In relation to change and improvement at any level of the organisation, OD&D helps us to:

- understand our current and describe our future state
- carry out a gap analysis
- identify the challenges and opportunities
- support teams to achieve the future state.

This wide ranging work is led by our Organisational Development, Inclusion and Business Improvement Teams working closely with the Senior Management Group.

Our beliefs and expectations

- **Our service is interconnected and when change occurs in one part of it, there is value in working with leaders to consider the impact elsewhere.**
- **Teams that lead on OD&D will constructively challenge and act as a partner to support change and improvement activities.**



WHERE OUR FOCUS WILL BE TO HELP US STAY ON TRACK

Theme 1: Leadership



- Considering the NFCC Leadership Framework alongside our current approach.
- Supporting current and future leaders, helping them to identify relevant learning and development opportunities through effective coaching and development conversations.
- Creating the right environment that allows our managers to develop and effectively manage performance.

Theme 2: Operational Standards



- Embedding the Operational Standards Programme.
- Ensure continued buy-in and engagement takes place, including feedback, updates and communication as the Operational Standards Programme develops.

Theme 3: Talent Management



- Exploring how effectively we are managing our talent and address the gaps.
- Evolving our succession planning approach, acknowledging there will be a different approach for corporate and operationally sector competent employees.

Theme 4: Employee Experience and Inclusion



- Energising our workforce to orient themselves towards inclusive thinking.
- Investing in our Employee Networks, ensuring that they have the opportunity to reflect workforce needs.
- Identifying and implementing solutions that will enable us to gather ongoing feedback and data from our employees about their experiences of work.

Theme 5: Organisational Development and Design



- Establishing with Senior Leaders, the value of OD&D when considering change and improvement in their functions.
- Partner with Senior Leaders to help them define and implement any changes effectively.



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