



**Tyne and Wear Fire  
and Rescue Service**

*Creating the Safest Community*

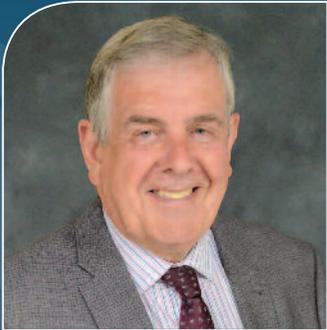


# Organisational Development Strategy

## 2017 - 2020



# Introduction



**Councillor  
Barry Curran**  
*TWFRA Chair*



**Chris Lowther**  
*Chief Fire Officer*

**Creating the safest community through our shared mission 'to save life, reduce risk, provide humanitarian service and protect the environment' is the primary focus for our Service. Organisational Development (OD) is the process we use to deliver our vision and improve our organisational effectiveness by:**

- **Designing** our strategy, structures and systems to maximise available resources.
- **Supporting** our people to gain the skills and knowledge they need to manage resources, innovate and lead change.
- **Promoting** high performance, high productivity, continuous improvement and a sense of ownership reflecting our culture and values; and embedding equality, diversity and inclusion within our Service and community.

This Organisational Development strategy outlines how we can all work together in a planned and systematic way, promoting continuous improvement and setting out the long term principles of how we design our organisation and improve outcomes through the effective performance and leadership of our people. Through this we can ensure a positive workplace where we support each other in meeting future challenges, deliver change and ensure the very best for each other and the community we serve, in a Service that is innovative, transparent and inclusive.

By designing an effective organisational structure and encouraging individual leadership through our Leadership Bond, we will each take responsibility to develop the necessary skills and knowledge to excel in our role, so that we can maximise resources to deliver an outstanding service. In doing so we will deliver our Strategic Community Safety Plan (SCSP), with a clear commitment to our culture, where we value:

- our **service** to the community
- our **employees**
- **improvement** at all levels of the Service
- **diversity** in the Service and the community



This strategy reflects the aspirations of the National People Strategy and forms part of our revised and streamlined strategic planning framework. It removes duplication, encourages leadership and innovation by all, promotes collaborative working, strives for continuous improvement and further embeds equality, diversity and inclusion in all that we do.

By promoting high performance, continuous improvement and a rewarding working life, we can build on our strong partnership approach to ensure Tyne and Wear Fire and Rescue Service is an employer of choice and remains one of the safest, most inclusive and highest performing public services.

## Strategic Planning Framework

*Creating the Safest Community*



\* SCSP - Strategic Community Safety Plan



Organisational Development Strategy

## Summary: Organisational Development Strategy

The aim of this Organisational Development Strategy is to enable continuous improvement, through an intelligence led approach, by effective organisational design and personal leadership and accountability. To support delivery of our shared vision, as set out in our Strategic Community Safety Plan (SCSP), this strategy is underpinned by seven key areas, organised under two core themes of **Organisational Design** and **People and Performance**.

### Organisational Design

The focus of Organisational Design is divided into three areas, which comprise;

- **Strategy** - our direction of travel and how we use our intelligence led approach to respond to changing future demands.
- **Structure** - how we are organised, how we collaborate and how we lead and undertake our work.
- **Systems** - how we design our policies, rules, infrastructure and controls; and how we set out to maximise personal and organisational performance.

Our organisational design considers all of the resources and assets needed to ensure that work is carried out effectively, including; people, partnerships and collaboration, structures, technology, infrastructure, buildings and resources.

### People and Performance

Our approach to People and Performance is divided into four areas, namely;

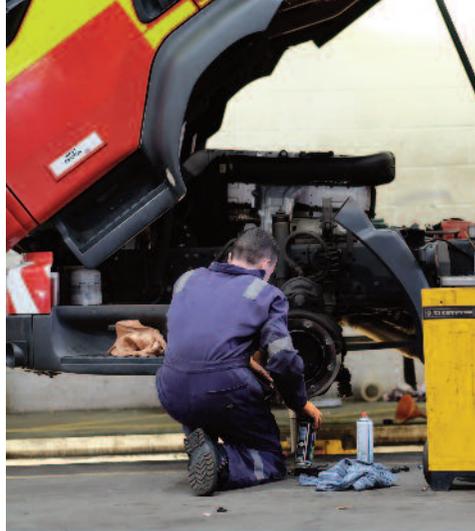
- **Staff** - attracting, retaining, supporting and developing engaged, innovative and empowered staff, Elected Members and volunteers, who drive continuous improvement.
- **Shared vision and values** - embracing our core values to create the safest community, through a commitment to equality, diversity and inclusion.
- **Style** - a flexible, ethical, inclusive and emotionally intelligent leadership style, reflecting our Leadership Bond, to support each other in innovating and encouraging continuous improvement.
- **Skills** - ensuring we have the knowledge, skills and attributes to excel in our roles to deliver our objectives, through effective and productive relationships.



People and Performance focuses upon our workforce. From attracting, recruiting and developing a diverse and inclusive team who share in our Leadership Bond and add to our core values, to identifying and securing the skills required for our future. We must evolve existing good practice, collaborate and learn from others, embrace new ways of working and explore technological developments to excel in our service to the community.

The following section considers the seven areas in more detail, to support leaders in developing policy and individuals to understand where their personal objectives are derived.

The outcomes relating to each of these seven areas are set out on pages 13 and 14.



## Organisational Design

By effectively setting out our strategy and designing our organisational structure, we can ensure the best use of our people and our resources. This section of the strategy is outlined in three key areas:

### *Strategy – our direction of travel*

**We are committed to setting a strategy that enables us to create the safest community and ensures we deliver our statutory responsibilities to improve outcomes for the community we serve.**

We will ensure that we all demonstrate good governance and high standards of conduct and behaviour, whilst taking informed and transparent decisions. By engaging with our community we will ensure robust public accountability, as we respond to their changing needs. Partnerships and collaboration remain central to our future strategy, as we explore and deliver services that make best use of resources and drive continuous improvement. This is in line with our Strategic Community Safety Plan, which is informed by our Community Risk Profile, enabling us to balance risk and resources through our Integrated Risk Management Plan and Medium Term Financial Strategy.

### *Structure – how the roles are organised and where work is undertaken*

**We will ensure our structure delivers a modern, effective service; ensuring value for money and reflecting the needs of our community, with a clear focus on the future.**

Our Service will be effectively led and managed, as we strive for excellence and seek opportunities through collaboration with partners and our community. We will provide an effective management structure to ensure our people, finances, assets, resources, estates and facilities are efficiently and effectively employed, to support continuous improvement for our service to the public, in a professional, sustainable and legislatively compliant manner.



## *Systems – our controls and systems*

**Our policies, controls and associated procedures will support our statutory responsibilities and will be designed to provide appropriate information and intelligence to support our staff in undertaking their roles.**

Appropriate technology will be employed to support our infrastructure and resource allocation. Timely access to accurate data will support our decision making in pursuit of our strategic objectives. We will obtain, collate, cleanse, validate, analyse, store, manage and dispose of data and information effectively and in line with legal requirements, working in partnership to share information that will enhance the safety of our community. We will ensure that our performance management systems, for individual and organisational performance, are designed to encourage leadership, innovation and improvement at all levels within our Service and for the community we serve.



## People and Performance

Our culture and values encourage us all to take responsibility and be accountable. The four areas of this section support our personal leadership in considering how we work together within the Service and collaborate with our partners, to improve our working environment and outcomes for the community we serve.



### *Staff – valuing our contribution to the organisation*

**As a team we will all strive for a service that is innovative, transparent and inclusive, where we all embrace change through effective and strong leadership, forging positive working relationships with each other and our community.**

By ensuring that we lead and behave in keeping with our culture and core values, we will continue to make Tyne and Wear Fire and Rescue Service a great place to work. Our Leadership Bond and its key elements of Care, Aware and Empower, will guide us all in delivering the service that we want with people who are highly skilled and embrace and reflect the diversity within our communities.

### *Shared vision and values – creating our culture*

**Our vision and core values are at the very centre of what we do.**

By striving for continuous improvement in our work and embracing equality, diversity and inclusion through our personal conduct and standards, we will continue to make a meaningful difference in our Service and in our community. Effective engagement and communication will continue to build high levels of trust and understanding as we support each other to ensure personal and organisational resilience during periods of challenge and change.

### *Style – understanding our behaviours and style*

**We strive to be positive and collaborative leaders, at each and every level, who drive change and seek continuous improvement through tenacity and commitment, reflecting the behaviours set out in our Leadership Bond.**

Our well established culture and proactive leadership will enable us to represent our Service, teams and ourselves, as we take ownership and personal responsibility in a genuine and consistent way, supporting people to maximise their potential. Equality, diversity and inclusion will continue to be further embedded at the heart of our Service as we seek to challenge and eliminate bullying and harassment and strive for excellence.

### *Skills – planning for future skill requirements*

**We will ensure that we can all respond efficiently and effectively to the requirements of our roles and that through this we can meet the needs of the community we serve.**

To do this we will all be supported to access the knowledge, skills and qualifications required to ensure that we are both competent and safe in our jobs, as well as being provided with opportunities to undertake continuous professional development to evolve our skills, in line with organisational requirements.



## Ensuring Continuous Improvement

In order to track the progress of our Organisational Development, senior leaders will work with their teams to agree performance targets that continue to drive the achievement of this strategy and measure and evaluate our success. To ensure that the functional and departmental priorities accurately reflect the strategic objectives of the service, outcomes for each of the seven areas are outlined at the end of this document.

This Organisational Development Strategy will support senior leaders to develop concise and cross cutting policies, guidance and action plans, managed through key performance indicators, to underpin the strategic planning framework. This, together with supporting staff through the development of effective personal development plans, will further enhance our culture of high performance, ensuring all staff are empowered to continuously improve their performance, to realise our strategy.

This strategy sets out the overarching relationship of the organisational design together with its people and performance. It provides the direction for personal objectives to ensure that they support the development of the overall service.

By each and every one of us taking responsibility for our own performance, embracing the behaviours of our Leadership Bond, and applying our intelligence led approach; we will evolve what we do to ensure we continually improve and innovate for the benefit of the Service and the community we serve.





## Outcomes

### **Outcome 1 – strategy**

The Strategic Community Safety Plan sets out our commitment to our communities and is underpinned by our Organisational Development Strategy, Medium Term Financial Strategy and Community Safety Strategy. These strategies support our approach to personal and organisational performance, as well as value for money and good governance principles. Our departmental policies, procedures and annual action plans provide the appropriate framework and guidance to support our staff in delivering our commitments to the community of Tyne and Wear.

Our Strategic Planning Framework is concise, clear and focused; setting out clear strategic direction from our Elected Members and strategic leaders. It enables staff to carry out their roles in a meaningful way, clearly linking their work and performance objectives set out in their personal development plans to outcomes and objectives from our organisational strategies, including:

- Strategic Community Safety Plan
- Organisational Development Strategy
- Medium Term Financial Strategy
- Community Safety Strategy

Departmental policy and action plans provide clear guidance to support individuals and teams.

### **Outcome 2 – structure**

Our organisational structure and individual roles are effectively and efficiently designed and led, to encourage empowerment, equality, collaboration, inclusion and continuous improvement. Succession plans ensure we have the appropriate structure, skills and capability to face the future.

Personal responsibility, accountability and leadership ensures we maximise our assets and infrastructure including, estates, facilities, technology, fleet and equipment. Effective use of resources provides value for money, in a professional, sustainable and legislatively compliant manner, to effectively deliver our services to our community.

### **Outcome 3 – systems**

Our controls, policies, processes and procedures reflect good ethical and legislative practice and facilitate joint working and positive collaboration with each other and partners to support the delivery of services to our community.

Our information systems are legislatively compliant and provide us with appropriate data and information, which supports intelligence-led decision making ensuring the best use of resources. Systems and processes, including those supporting innovation, performance management, information sharing, finance and procurement, ensure the effective use of our physical, human and intellectual resources, that help us continually improve.

# Leadership Bond

## Values Based Leadership Behaviours



### Outcome 4 – staff

Healthy, proud and engaged staff, from a range of backgrounds, are empowered to innovate, whilst fostering an environment of mutual trust. Working together, staff feel valued for who they are, their contribution to the Service and the safety of our community. Our environment inspires us all to be the best we can be, leading by example and driving continuous improvement.

Staff are attracted, retained, supported and developed through their lifecycle with the Service, maximising their potential for personal, organisational and community benefit. When moving on from their role or the Service, they do so with dignity and recognition for their effective contributions.

### Outcome 5 – shared vision and values

Our shared vision of 'creating the safest community' is actively led by Elected Members, staff and volunteers. It embraces what we value, which encompasses:

- our service to the community
- our employees
- improvement at all levels of the Service
- diversity in the Service and the community

These values, lived through us all, are evident in everything we do, promoting an ethical and inclusive culture.

### Outcome 6 – style

Our shared vision is actively led by Elected Members, staff and volunteers, embracing what we value. Our leadership style is flexible, helping to create the right conditions that support the development of our people, driving performance in an ethical and inclusive way. Our Leadership Bond describes how we do this. Consistently demonstrating these behaviours helps to create the culture we value. They also help us to embrace and drive change in an emotionally intelligent way, ensuring we continue to improve and deliver high quality and effective services to our community.

### Outcome 7 – skills

Our staff acquire, maintain and continuously develop effective leadership, management and interpersonal skills. Staff are responsible for their own personal development and supporting the development of others, which enables them to build effective and productive working relationships that ensure we all excel in our roles.

Staff acquire, maintain and continuously develop the appropriate technical and professional skills and knowledge specific to their role. This includes guidance, standards and professional skills and qualifications for both operational and command roles, and also for specific professions including Finance, HR, Procurement, Facilities and Health & Safety. A range of awarding and professional bodies provide guidance and assurance for existing roles and future development.

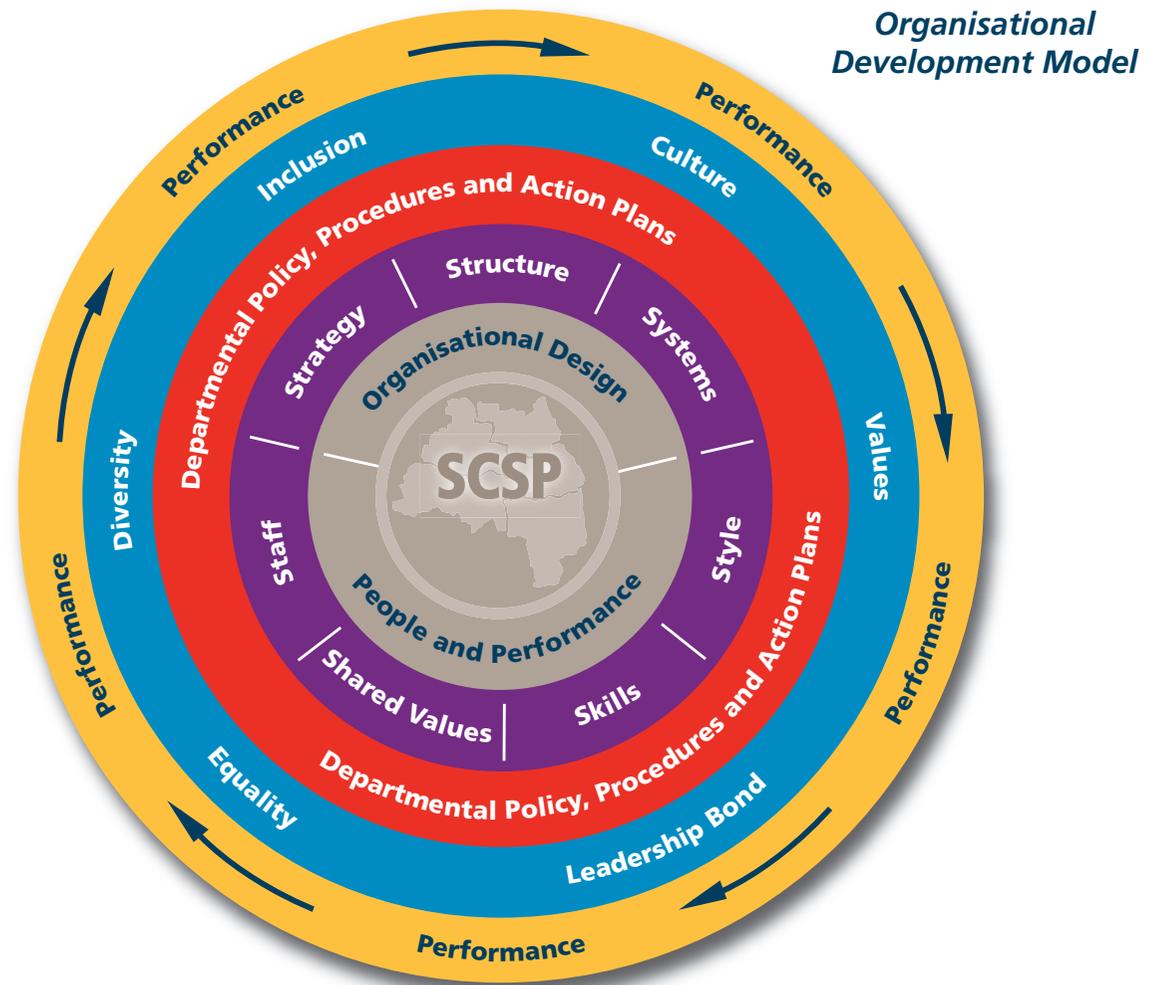


## Conclusion

We all want our Service to be the very best it can be. To do this we need to work together and set out our strategy to structure our limited resources, alongside our talent and capabilities, to improve our organisational effectiveness. Supported by the Service, we will take personal responsibility for gaining the skills and knowledge we all need to excel in our roles; solving problems and taking a positive and active role in shaping our Service for the future.

We all have a personal leadership responsibility. In exercising this responsibility, we must all care about what we do and why we do it and generate a sense of team cohesion and direction in support of our vision and purpose. We must pay attention to how we carry out our roles and responsibilities and learn from each other to understand the impact of our decisions on our people, community and our partners.

By working together and striving to be the very best that we can be, we can ensure that Tyne and Wear Fire and Rescue Service remains one of the leading UK public bodies, protecting and enhancing the community we serve.







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