



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Item 06

MEETING	Policy and Resources Committee
DATE OF MEETING	14 September 2016
SUBJECT OF THE REPORT	Operational Development and Culture Plan
STATUS OF REPORT	For open publication
PURPOSE OF REPORT	For consideration and approval
EXECUTIVE SUMMARY	Cultural alignment and development is always recognised as a key success factor in combinations, mergers and strategic alliances. With the National Fire Reform Programme and potential release of the Adrian Thomas Report, the culture in fire and rescue services will continue to be under scrutiny. This report outlines the proposed people and organisational development themes and programme of work which will be translated into work-streams as part of the Service Transformation Programme.
RISK ASSESSMENT	Failure to provide a unified and modern culture will lead to an ineffective and inefficient organisation through underperformance, reduced well-being, poor engagement and disruptive employee relations.
COMMUNITY IMPACT ASSESSMENT	None for the purpose of this report
BUDGET IMPLICATIONS	Resourcing plans and budget requirements are currently being assessed.
RECOMMENDATIONS	That Member considers and comments on the emerging culture work as part of the wider Service Transformation Programme.
BACKGROUND PAPERS	Respect Behaviours Framework paper which was presented to the Shadow Policy and Resources Committee on 23 rd March 2016.

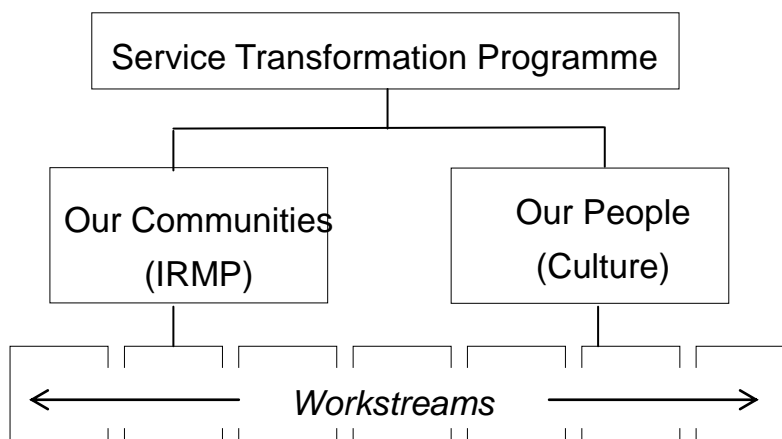
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APPENDICES	Appendix 1 - People and Organisational Development Road Map
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1. Introduction

- 1.1 The legal, function and financial parts of our Combination process were successfully completed in April 2016. Since April there has been a great deal of activity undertaken within the Service to ensure structures and teams are in place. The organisation is now in a situation where most key roles are filled, teams are starting to become established and priorities are being agreed or refined.
- 1.2 Shortly following the Combination process it was agreed that further work would be undertaken to include a review of the organisational culture and people practices. This activity was designed to inform the next phase of 'people' focused work to be implemented across the Service. Quite apart from the need to unify the two cultures of our previous Services, it was also recognised that themes associated to people and organisational development should be part of our ongoing Service Transformation Programme. This will help address National issues that are being raised as part of the Fire Reform Programme.
- 1.3 As part of the preparation process for the next phase of work, research has been undertaken to assess how well we are positioned to meet our future goals. This work has consisted of the following:
 - McKinsey 7-S framework – this is a well respected framework for analysing aspects of culture and was used to gain feedback from Heads of Department about seven internal aspects of the organisation; shared values, staff, systems, structure, strategy and style.
 - A cultural review undertaken by an external specialist, which included discussions with 20 leaders and managers within the Service, a desk top review of documentation, and attendance at forums and meetings.
 - A review and inclusion of the recommendations highlighted in the 'Smarter, more mobile working' paper undertaken by Leppard Ashton Advisory Ltd.
 - Further desk-top research including recent reports from the Chartered Institute of People and Development and other organisations.
- 1.4 This research culminated in the development of a number of People and Organisational Development activities which are required to ensure the Service continues to embed a 'one service' culture and our people strategies support the Service as it experiences and adapts to change in the future.
- 1.5 The People and Organisational Development activities have been grouped into themes and a proposed road map has been developed. The People and Organisational Development themes were agreed by the Strategic Leadership Team on the 24th August 2016 and a road map containing a programme of activity is currently being finalised.

1.6 The ongoing transformation of our Service will be a key requirement going forward not only in terms of the financial challenges we continue to face, but also the need to constantly evolve and adapt to provide the best level of services to the communities we serve. With the Integrated Risk Management Plan (IRMP) work-streams having been considered and agreed by the Authority, the Senior Leadership Team has developed an outline framework for the Service Transformation Programme which is provided below:



1.7 It is anticipated that Policy and Resources will continue to focus on the IRMP and 'Our Communities' section and work-streams of the Service Transformation Programme with Officers also ensuring necessary scrutiny of the 'Our People' work-streams. All activity will be managed and monitored through our internal performance management Cycle system.

2. 'Our People' work-streams

2.1 Visionary and inspirational leadership

- Visible and ambitious leadership where people are empowered to bring out cultural and structural change to deliver the strategic priorities and which secures the necessary flexibility, adaptability and resilience to cope with an ever changing external environment

2.2 Strategic workforce planning and talent management

- Clear workforce planning and talent management principles are used to deliver effective HR support and to align workforce planning with the strategic aims and objectives of the Service

2.3 Workforce Development

- A competent, confident workforce equipped with the right skills, knowledge and attitudes to achieve current and future Service objectives; fair access to development opportunities to enable people to reach their full potential; blended learning options to enable self-directed learning and support the transfer of skills to the workplace

2.4 Smarter ways of working

- Maximise capacity and capability through the efficient use of technology and a systems thinking methodology to enable and agile work force to:
 - Deliver innovative and collaborative ways of working within the Service and with key partners
 - Support continuous drive for performance improvement and flexibility
 - Engage and communicate through a wide variety of media
 - Effectively use available resources

2.5 Performance Management

- A Performance Culture which is outcome focused and a Service wide Performance Framework that aligns people with the Service's strategic objectives; developing the capability and talent of our people to deliver results

2.6 Employer of Choice

- A great environment to work in where people feel valued, respected, fairly rewarded and able to reach their full potential' enabling us to attract and retain the right people in the right places to deliver Service objectives

2.7 Engagement, involvement and communications

- An engaged Service that people are proud to work for; staff are committed to Corporate objectives and feel able to input ideas and share knowledge for the benefit of colleagues and our communities

3. Road map – taking the actions forward

3.1 The attached People and Organisational Development road map (Appendix 1) contains the programme of work within each of the seven themes. The final details of this programme are currently under review but the attached road map gives some indication of proposed deliverables and time lines.

4. Summary

4.1 This is an ambitious but key part of our Service Transformation Programme and an area that will positively impact on all members of our staff. Quite apart from the engagement that has already been undertaken in terms of the development of the work-streams and associated areas of work such as our values framework, we will undertake over 80 workplace visits between September and November where we will begin sharing our

thoughts with our staff. We will also be utilising three managerial engagement days in November with over 200 staff to progress some of the key areas associated to talent development and promotion.

- 4.2 We anticipate having a fully scoped Service Transformation Programme by November so necessary provision can be made for identified investment and indeed efficiency arising from this work.

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