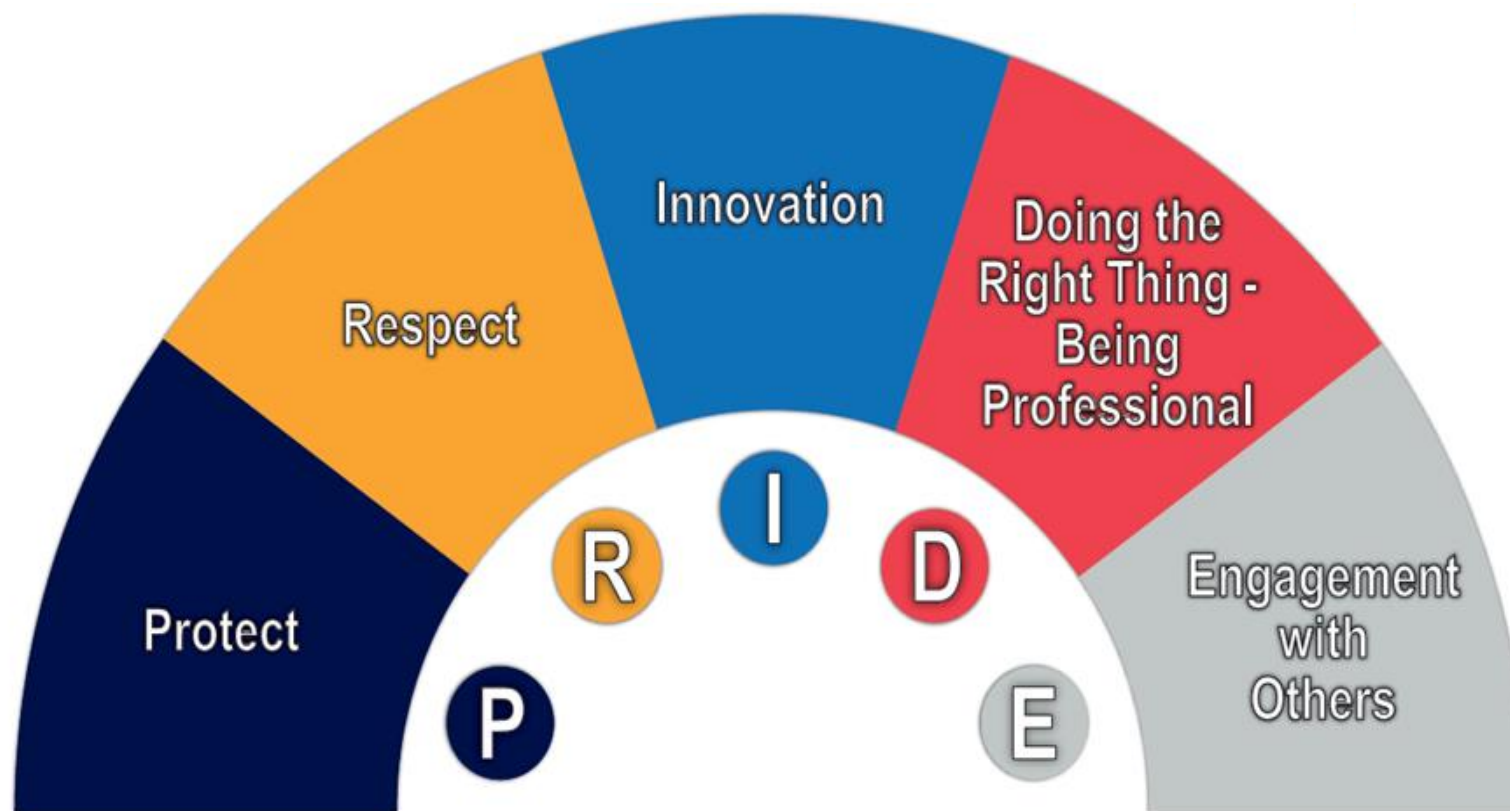


Our Values and Behaviours



‘Cleveland Fire Brigade ensuring the safety and wellbeing of its communities’



Why Do We Need A Value and Behavioural Framework?

The achievement of Cleveland Fire Authority's vision, mission and goals is built on having a safe and healthy workforce that is truly motivated and working together for a common and meaningful purpose.

Keeping people safe from harm and creating safer, stronger communities is not just about what we do (our technical competence) or what we know (our knowledge and experience), it is all underpinned by our culture (how we do things around here) which is made up of our systems, structures, working practices – all of which centre around our shared values.

We know from the Chief Fire Officer's station and department visits that our people share a strong sense of belonging and commitment; and are passionate about the jobs they do and the contributions they make. This enthusiasm is felt by our partners, stakeholders and communities.

Developing a new Value and Behaviours Framework, which staff have helped shape and create, marks an ongoing commitment to staff engagement. It also helps drive forward changes in behaviour at all levels across the Brigade.

We all want Cleveland Fire Brigade to be a great place to work and want to feel like we are one team all pulling in the same direction achieving our strategic as well as our personal goals.

By living our values every minute of every day and demonstrating the behaviours set out in this framework, we can all contribute to developing our 'one vision, one team' approach and creating a constructive and supportive working culture that makes Cleveland Fire Brigade a great place to work.

What are Values?

Our Values are what makes us unique; they are the core things that we believe are essential to our culture and which motivate us to come to work.

Our Values drive the way that we all behave and respond to others at work - so they underpin everything that we do.

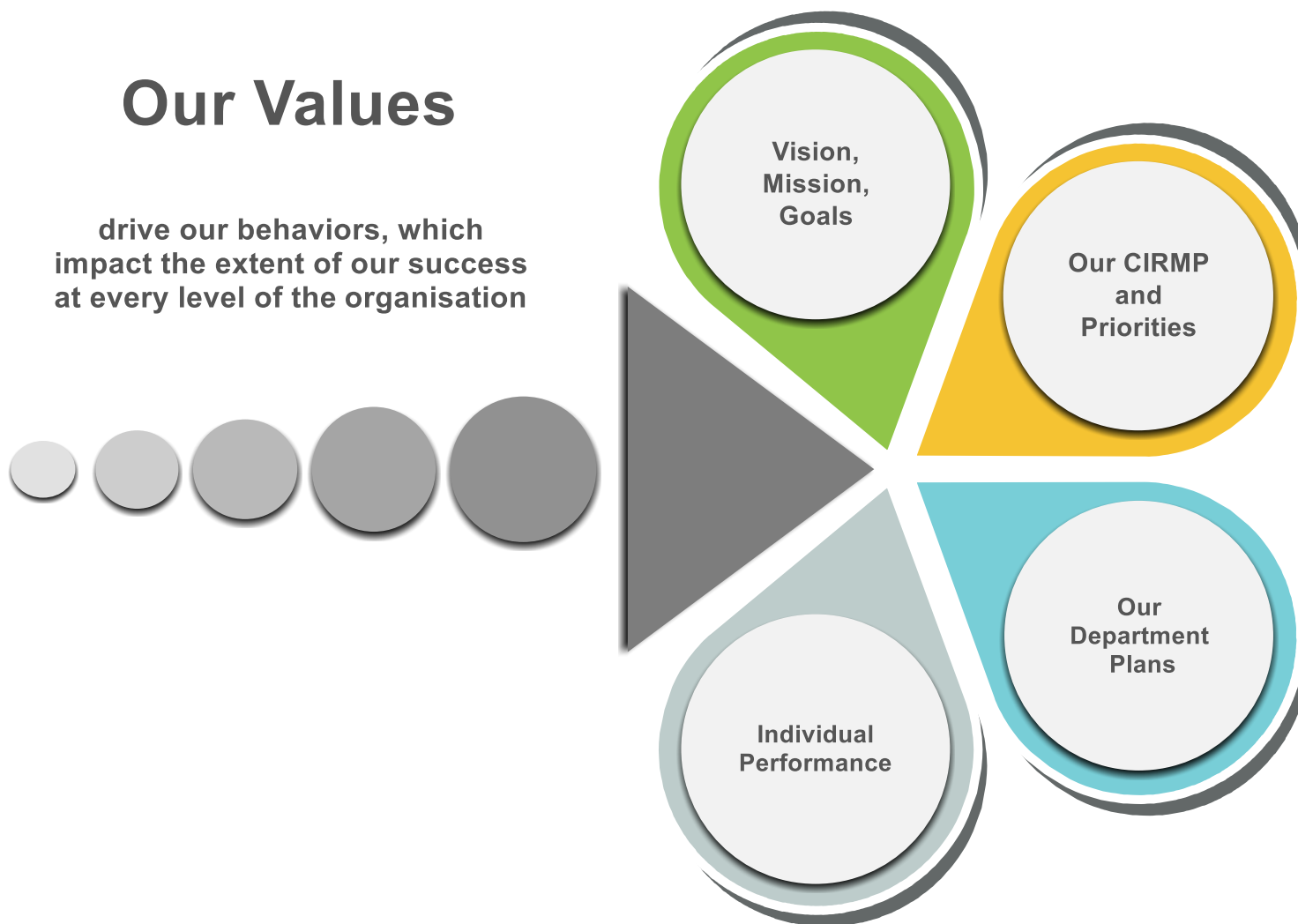
What are Behaviours?

Behaviours describe the attitudes and approaches that we take to work (that's how we demonstrate our values) and explain:

- **how** we do things
- **how** we treat others
- what we say and **how** we say it
- **how** we expect to be treated
- **how** others see us

Our Values

drive our behaviors, which
impact the extent of our success
at every level of the organisation





Our Values and Behavioural Framework

What does PRIDE stand for?

PRIDE is an acronym for our five core values – the building blocks upon which our culture is built.

PRIDE has been in place in Cleveland Fire Brigade for many years. Over the last two years in developing our desired culture and leadership framework feedback from staff through conversations between the Chief Fire Officer and employees; and through leadership engagement has revealed that the values are well recognised and appreciated by our people. Therefore **PRIDE** will remain the framework to which we operate to in Cleveland Fire Brigade.

Underpinning PRIDE are the behaviours we expect from all employees of Cleveland Fire Brigade and which support the delivery of our strategic goals and priorities and the continued development of our people, culture, service, performance and partnerships. They are linked to the leadership behaviours set out in the National Operational Guidance and sit beside our job descriptions and role maps which outline what we are expected to do.

Our values should be at the heart of everything we do, decision making, leadership, designing new ways of working, recruitment, induction, development and progression.

Protect putting safety first; protecting ourselves, the community, the organisation and the environment from all avoidable harm

Respect respecting ourselves; our colleagues; our community; our heritage; our property; our organisation and our environment

Innovation improving performance through learning from our own and others' experiences and innovative business solutions

Doing the Right Thing - Being Professional making decisions and undertaking our work in the most efficient and effective way

Engagement with Others understanding and working with our colleagues, partners and communities to provide the best delivery of services

What is expected from Me?

The PRIDE values are underpinned with a set of expected behaviours for everyone that works for and governs Cleveland Fire Brigade. These behaviours link to leadership and relate to: the impact you have on others, outstanding leadership, service delivery and organisational effectiveness. They are split into four levels which can broadly be matched to roles as follows:

Everyone

Behaviours expected from everyone who works for Cleveland Fire Brigade

Supervisory

Additional behaviours expected of those working in crew and watch manager roles and corporate equivalents

Middle Management

A further set of behaviours expected of those working in our station and group manager roles and corporate equivalents

Strategic/Executive Management

A further set of behaviours expected of our area and brigade manager roles and corporate equivalents

These levels are designed to be cumulative so those working in management roles should also demonstrate the preceding level(s) of behaviour.



People seeking promotion and development should also be aiming to demonstrate those behaviours relevant to the level of the post to which they are aspiring.

A definition of each value and the expected behaviours which demonstrate these, are set on the following pages.

Protection

We put safety first; protecting ourselves, the community, the organisation and the environment from all avoidable harm

Our main purpose is to work in partnership with our communities and with others in the public, private and third sectors to deliver prevention, protection and response services to improve the safety and wellbeing of people throughout Teesside. Safety is not just for operational personnel - all staff deal with safety in one way or another, and it can mean different things to different people.

We recognise the role we play working alongside our communities to keep them safe. Valuing Safety, safeguarding, protecting and preventing loss of life is of paramount importance. By educating people about the dangers of fire and other emergencies, the more chance they have of ensuring their own and other peoples' safety.

We value the safety of firefighters and recognise that operational incidents present the highest risk to our firefighters who work in dangers and dynamically hazardous environments as an inherent part of their job. Activities that present a high risk to safety shall be limited to those that have the potential to save life, or prevent rapid and significant escalation of an incident.

We will take responsibility for safeguarding our own safety and that of the people we work with; we will make informed professional judgements about the appropriate use of available resources in order to control the risks inherent in the unique circumstances of operational incidents.

We recognise the impact that a safety, health and wellbeing culture can have on the organisation and on staff. We will all take steps to safeguard our own health, safety and wellbeing; a positive safety culture will flourish. And, by engaging with each other, our stakeholders, partners and our communities, we will be better equipped to work together to create a safer community.



Everyone All members of CFB will...	Supervisory In addition Supervisory Level Managers will...	Middle Management In addition, Middle Managers will...	Strategic Executive In addition, Strategic / Executives will...
<p>1.1 act responsibly, be self-aware and be mindful of safe working environments including maintaining workspaces, maintaining skills and competencies, working within Brigade policies and by wearing appropriate Personal Protective Equipment when required</p> <p>1.2 promote healthy lifestyles and support each other's efforts to maintain a good work/life balance</p> <p>1.3 recognise when colleagues are under pressure or when stress may become a risk factor</p> <p>1.4 undertake appropriate risk assessments associated with policy development and within working practices</p> <p>1.5 immediately report any identified safeguarding issues</p> <p>1.6 speak out promptly if they see or hear of a safety risk</p>	<p>1.7 promote the community prevention agenda</p> <p>1.8 promote firefighter safety as well as the health safety and wellbeing of all employees</p> <p>1.9 foster a health, safety and wellbeing culture</p> <p>1.10 proactively support health safety and wellbeing training and development</p> <p>1.11 make evidenced based decisions to ensure better service outcomes whilst taking into consideration identified risks</p>	<p>1.12 create a culture where individual and team wellbeing is a priority</p>	<p>1.13 take account of emerging issues and risks and put in place plans to limit the consequences to our service</p> <p>1.14 champion the Brigade's safeguarding duties and ensure we are working with other agencies to protect the most vulnerable people from harm</p>

Respect for Others

We respect ourselves; our colleagues; and our communities

We strive to be an inclusive fire and rescue service that is focussed on positively impacting our communities and employees:

Our Communities

by delivering efficient, effective, responsive and accessible prevention, protection and emergency response services

Our Employees

by creating a safe and positive work environment of equal opportunities; that is free from discrimination, harassment and bullying; where people thrive and where everyone recognises the positive contribution and value of diversity. Employee wellbeing is central to this.





Everyone All members of CFB will...	Supervisory In addition Supervisory Level Managers will...	Middle Management In addition, Middle Managers will...	Strategic Executive In addition, Strategic / Executives will...
<p><u>Inclusion</u></p> <p>2.1 value and appreciate difference and treat everyone, fairly and with respect</p> <p>2.2 recognise the importance of representing the organisation in their community</p> <p>2.3 value inclusion and set positive examples of appropriate behaviour -understand how their actions and behaviours impact on others</p> <p>2.4 report or challenge inappropriate behaviour</p> <p>2.5 work with others to promote a positive working environment and ensure that Cleveland Fire Brigade is a great place to work</p> <p><u>Health and Wellbeing</u></p> <p>2.6 look after the health and wellbeing of their self and others</p> <p><u>Service Delivery</u></p> <p>2.7 ensure they deliver the right service to individuals by understanding and responding positively to diversity</p>	<p><u>Inclusion</u></p> <p>2.8 find opportunities to engage with people from different cultures and backgrounds</p> <p>2.9 openly encourage others to understand different cultures and backgrounds and the issues facing them</p> <p>2.10 demonstrate an in depth understanding of current diversity issues and legislation</p> <p>2.11 actively promote diversity and equality issues</p> <p>2.12 proactively deal with difficult or sensitive situations, influencing others to reach an acceptable solution</p> <p><u>Health and Wellbeing</u></p> <p>2.13 foster a culture of wellbeing, ensuring there is support for team members who are under pressure</p> <p><u>Service Delivery</u></p> <p>2.14 focus on the needs of the community</p>	<p><u>Inclusion</u></p> <p>2.15 actively promote equality and include it when developing strategies</p> <p>2.16 ensures their teams work inclusively so that individuals are not isolated</p> <p>2.17 openly support and promote the value of diversity in their teams' by making best use of individuals' diverse skills and strengths</p> <p>2.18 adapt their behavior to respond to individuals needs and recognise the impact of their decisions</p> <p>2.19 swiftly challenge negative views, gossip and rumour and act promptly to address instances of bullying, harassment or discrimination</p> <p><u>Health and Wellbeing</u></p> <p>2.20 create a culture where individual and team wellbeing is a priority</p> <p><u>Service Delivery</u></p> <p>2.21 seek feedback and intelligence; and encourage collaborative partnerships that deliver the best outcomes for their customers and communities</p>	<p><u>Inclusion</u></p> <p>2.22 actively promote Cleveland Fire Brigade as an inclusive fire and rescue service</p> <p>2.23 continuously develop the organisation to be an inclusive employer of choice and one that is renowned for being a 'Great Place to Work'</p> <p><u>Health and Wellbeing</u></p> <p>2.24 create a culture where individual and team wellbeing is a priority</p> <p><u>Service Delivery</u></p> <p>2.25 actively seek to collaborate across the fire sector and with Partners, to reduce risks and barriers to effective working and shape and influence wider public service delivery</p> <p>2.26 promote the use of formal and informal engagement and consultation methods to get feedback from staff and customers about how we deliver and improve our service</p>

Innovation

Improving performance through a genuine commitment to change initiatives and new ideas

Innovation helps the Brigade to continually improve its services and the way that they are delivered. It improves the efficiency and effectiveness of processes and systems and supports us in being responsive to our communities' needs - this in turn improves our performance and saves lives.

Being innovative does not always mean inventing completely new ways to work, it can also be about making small changes to current processes, systems or procedures, or applying these in a more flexible way. We will be open to change initiatives and new ideas, flexible in the way we work; and embrace opportunities for our own learning and learning from others.

Thinking outside of the box and using digital business solutions will also be central to the way we demonstrate our commitment to valuing innovation.



Everyone All members of CFB will...	Supervisory In addition Supervisory Level Managers will...	Middle Management In addition, Middle Managers will...	Strategic Executive In addition, Strategic / Executives will...
<p><u>New Ideas and Change</u></p> <p>3.1 identify opportunities, suggest ways; offer ideas and feedback to improve the effectiveness or efficiency of the Brigade</p> <p>3.2 be open minded, listen and react constructively to new ideas and ways of working</p> <p>3.3 openly support and positively engage with new ideas and change initiatives</p> <p>3.4 consider technology in response to business solutions</p> <p><u>Learning and Development</u></p> <p>3.5 adopt best practice in your work</p> <p>3.6 keep up to date with new practice</p> <p>3.7 proactively look for opportunities to learn and develop their skills and behaviours</p> <p>3.8 admit to and learn from mistakes and celebrate successes within the team</p> <p>3.9 seek feedback on their personal performance in order to develop their skills and competencies</p>	<p><u>New Ideas and Change</u></p> <p>3.10 be recognised as people who can provide creative and innovative ideas</p> <p>3.11 proactively encourage others to think outside the box and embrace innovation</p> <p>3.12 take responsibility for making change happen</p> <p>3.13 engage with initiatives designed to support organisation improvement beyond their service areas</p> <p>3.14 share and seek out best practice with other organisations</p> <p>3.15 encourage staff to be flexible in their approach and empower them to contribute to and influence decisions</p> <p><u>Learning and Development</u></p> <p>3.16 create an open and trusting learning environment which promotes the self-identification for areas of development</p> <p>3.17 support a learning culture and nurture future talent</p>	<p><u>New Ideas and Change</u></p> <p>3.18 create an inspirational working culture</p> <p>3.19 set a clear focus for your team which is challenging and innovative</p> <p>3.20 positively challenge the status quo and develop efficient and effective working practices that improve performance, add value, reduces costs and/or generates income</p> <p>3.21 engage with people to seek new ideas and problem solve</p> <p>3.22 actively champion new ideas and encourages innovative solutions</p> <p>3.23 celebrate achievements and successes</p> <p><u>Learning and Development</u></p> <p>3.24 look for opportunities to develop people and promote and support a learning culture.</p>	<p><u>New Ideas and Change</u></p> <p>3.25 make the most effective use of resource and promote value for money</p> <p>3.26 challenge the status quo</p> <p>3.27 reward innovation</p> <p>3.28 promote continuous improvement</p> <p><u>Learning and Development</u></p> <p>3.29 promote and embed the principles of a learning organisation</p> <p>3.30 seek development opportunities to support individuals' innovative ideas</p>

Doing the Right Thing – Being Professional

As professional firefighters and public servants we strive to do the right things at all times.

Doing the right things means that we will continue to be regarded as a trusted, public, value for money service that is reliable, being available 24 hours per day, 365 days per year. Our excellent reputation is a result of the importance we place on our value of being professional with our people doing the right things.

Outstanding leaders who lead by example will ensure that we uphold our value of being professional. Individuals who work for Cleveland Fire Brigade are expected to:

- be **selfless** acting solely in public interest without gaining financial or other benefits for themselves, their family or their friends
- act with **integrity** and not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties
- be **objective** In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit

- **be accountable** for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office
- **be open** as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
- **be honest** declaring any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.





Everyone All members of CFB will...	Supervisory In addition Supervisory Level Managers will...	Middle Management In addition, Middle Managers will...	Strategic Executive In addition, Strategic / Executives will...
<p>4.1 be an ambassador, showing pride and passion for the Brigade</p> <p>4.2 have a positive approach to their work and actively challenge negative behaviours</p> <p>4.3 do what they say they will, when they said they would</p> <p>4.4 live the Brigade's philosophy of 'one vision, one team'</p> <p>4.5 take pride and responsibility for the work they do and encourage others to do the same</p> <p>4.6 be careful with all types of resources (money, time, materials, fuel and energy) to provide value for money</p> <p>4.7 take decisions based on supporting evidence, risk, and good practice</p> <p>4.8 take action to address or report any wrongdoings or inappropriate behaviour through the appropriate channels</p>	<p>4.9 go the extra mile to produce great results and seek additional responsibilities</p> <p>4.10 be aware of personal impact on others, and always look to improve working relationships</p> <p>4.11 take responsibility for team effectiveness to improve outcomes</p> <p>4.12 be flexible in leadership approaches, appropriate to the individual and situation, to get the best out of people</p> <p>4.13 promote the Brigade's philosophy of 'one vision, one team'</p> <p>4.14 set clear objectives, actively monitoring the performance of the team and give positive feedback</p> <p>4.15 promote accountability and commit to an honest and open culture</p> <p>4.16 promote continuous improvement for the team and the organisation</p>	<p>4.17 lead by example and be a positive role model, gaining trust and respect</p> <p>4.18 actively develop people, encouraging them to take personal responsibility</p> <p>4.19 recognise problems and respond quickly set and drive high standards aligned to service goals</p> <p>4.20 challenges poor performance, providing constructive, honest and relevant feedback in a supportive way</p> <p>4.21 encourage, challenge and respond appropriately, and be willing to adapt in light of new information or better evidence</p> <p>4.22 be brave when faced with difficult circumstances and show conviction in their decision making</p> <p>4.23 evaluate the efficiency and effectiveness of service delivery.</p>	<p>4.24 champion the Brigade's ambition to display outstanding leadership at every level</p> <p>4.25 create an environment where people can bring their whole self to work and be the best they can be</p> <p>4.26 show bravery when difficult choices need to be made and minimise any negative impact on people as far as possible</p> <p>4.27 uphold the Brigade's values and professional standards and communicate the importance of ethical and inclusive approaches to its work</p> <p>4.28 make the most effective use of resources and promote value for money throughout the Brigade</p> <p>4.29 role model ethical and outstanding leadership, be visible and encouraging a coaching culture</p> <p>4.30 encourage people to make decisions at the relevant level of the Brigade so that we are agile and proactive</p>

Engagement with Others

We understand and collaborate with our colleagues, partners and communities to provide the best community safety services

Every day we make decisions that impact others in some way; equally we may need others to influence the way in which our decisions are implemented. Community and employee engagement and collaboration are important in this.

Community engagement - takes many forms from giving fire safety education talks to school children to providing fire safety advice whilst visiting people in their homes; from seeking potential solutions to deliberate fire setting with Partners such as local authorities and the Police to responding to fires in peoples' homes; from giving fire safety advice to business and industry to consulting on policies and plans with elected members. Engaging and working with others in our communities underpins everything we do.

Employee engagement - we want to create a work environment where resilient employees enjoy working; are motivated to give their best each day; feel like they belong and are valued and make a difference to the Brigade's success. We want everyone to work together in a collaborative way, across boundaries of geography, role or grade; and really buy in to our philosophy of 'one vision, one team'.



Everyone All members of CFB will...	Supervisory In addition Supervisory Level Managers will...	Middle Management In addition, Middle Managers will...	Strategic Executive In addition, Strategic / Executives will...
<p>5.1 focus on our communities needs in approach to their work</p> <p>5.2 make it easy for the community to contact and use their service</p> <p>5.3 encourage open communication and actively listen to and value the contribution of others</p> <p>5.4 be an ambassador, showing pride and passion for their service, and communicating with enthusiasm</p> <p>5.5 work to foster trust with others and build constructive working relationships to support the Brigade's philosophy of 'one vision, one team'</p> <p>5.6 positively seek information about the Brigade, it's goals, how well it is performing and what is changing</p> <p>5.7 actively contribute to problem solving and service improvement</p> <p>5.8 be trusted with sensitive information</p> <p>5.9 make a difference</p>	<p>5.10 actively seeking community views to develop and improve services</p> <p>5.11 find ways to exceed the expectations of our communities</p> <p>5.12 find ways to improve the services we provide</p> <p>5.13 communicate responsibly and with sensitivity and respect for others</p> <p>5.14 promote the Brigade's philosophy of 'one vision, one team'</p> <p>5.15 proactively deal with difficult or sensitive situations, influencing others to reach an acceptable solution</p> <p>5.16 encourage all of the people in their team to speak and share their views</p> <p>5.17 make sure their team understands how our work contributes to and delivers organisational priorities</p> <p>5.18 set up communication processes to ensure that people in their team have access to accurate information</p>	<p>5.19 consult with relevant stakeholders both externally and internally to inform current and future service provision</p> <p>5.20 promotes open and honest interaction between the Brigade and its communities</p> <p>5.21 promote and encourage people to own the 'one vision, one team' approach</p> <p>5.22 enter into dialogue not conflict</p> <p>5.23 seek out opportunities to work collaboratively across teams to deliver organisational strategy</p> <p>5.24 positively respond to appropriate challenge</p> <p>5.25 develop and implement effective solutions or recommendations based on sound evidence and feedback from internal and external sources</p> <p>5.26 improve service delivery through collaborative partnerships</p> <p>5.27 deliver organisational messages positively, even in difficult circumstance</p>	<p>5.28 communicate with enthusiasm and integrity to maintain and elevate the reputation of the service to staff, stakeholders and members of the public</p>

What can I do to promote our Values and Behaviours?

All employees of Cleveland Fire Brigade have a key part to play in further embedding the Value and Behavioural Framework. The 'PRIDE' Values are what you have said run through the veins of Cleveland Fire Brigade and what you continue to value the most. The behaviours are what are expected to ensure we live our values. It is important therefore that everyone working here understands the values and the associated expected behaviours and what they mean in the context of their own roles.

To promote the PRIDE Values and associated behaviours you should:

- regularly read this document which contains the Values and the Behaviours that underpin them
- reinforce the Values as part of team and individual appraisals, development and part of day to day activities.
- discuss with your manager and work colleagues how these behaviours relate to working in Cleveland Fire Brigade, specifically role/remit and work objectives
- work at achieving the expected behaviours described in this framework and consider the aspirational behaviours and how these are demonstrated

- discuss with your line manager any behaviours that do not support the Values
- consider situations where the Values are not supported or when behaviour provides an excellent example of demonstrating and upholding them.

Look for ways to highlight examples to your Manager or work colleagues. Consider what is and what behaviour isn't appropriate, for example, when banter or humour becomes offensive and unacceptable

- lead by example – constructive communication and feedback leads to sustained changes in behaviour and Managers should monitor situations to ensure changes are maintained



What Can I Do to Help Ensure My Team Understands and Demonstrates the Values?

The following information offers some further ideas to help embed the Values and encourage positive behaviours within teams.

- sign post staff to this **VALUES AND BEHAVIOURS FRAMEWORK**. Ensure staff read and consider the values and associated behaviours
- incorporate the personal values and behaviours into regular team meetings as a standing agenda item. This will provide you and your team with the opportunity to consider how each Value has been demonstrated in terms of work being carried out or if there might be opportunities to develop a specific Value as a team.
- meet regularly with your team and advise on what behaviours are acceptable and what are not e.g. within your work environment what types of jokes/ banter is acceptable, is swearing the norm etc. Consider with your team how these behaviours fit into the framework. We are individually responsible for positively role modelling expected behaviours and for promoting these in the workplace.
- lead by example – this is critical for your team to adopt these Values and behaviours. Reinforce and recognise positive behaviours by encouraging and promoting examples of good behaviours within the team.
- act promptly when members of your team are not positively displaying behaviours outlined within the Values Framework
- identify whether individual team members require additional guidance. Make sufficient time to discuss the Values and options in terms of expected behaviours. This should follow through into personal objectives &/or development plans.
- Help your team put the Values and associated behaviours into a working context. Demonstrate by explanation/ examples what types of behaviour align with CFB Plans