



Values and Ethical Behaviours Framework



INTRODUCTION

Together with the Code of Conduct, our Values and Ethical Behavioural Framework sets out those standards that uphold our organisational culture. Strong ethical behaviour will influence how our staff and those that use our services view us and the way in which we conduct our business.

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.

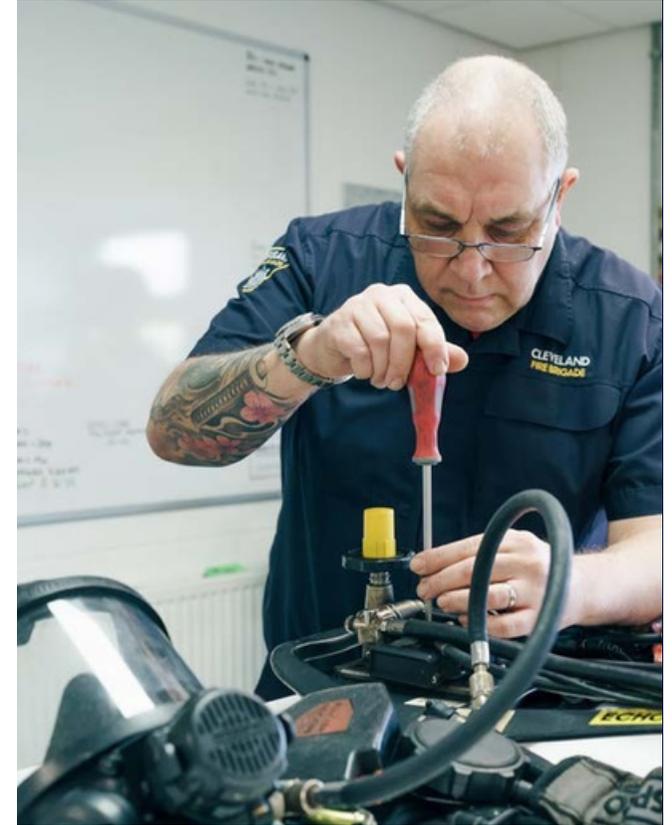
We all want Cleveland Fire Brigade to be a great place to work and want to feel like we are one team all pulling in the same direction achieving our strategic goals as well as our personal goals.

Aligned to the Core Code of Ethics for Fire & Rescue Services (England), we believe that 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'



OUR PEOPLE



PROFESSIONAL, PROUD, PASSIONATE

HOW TO USE THIS FRAMEWORK

This document provides you with information to help you get the very best out of our values and ethical behaviours.

Everyone who works for us is required to demonstrate our values and ethical behaviours and the following pages set out how you can achieve this at individual level; as well as at supervisory, middle and strategic manager levels.

Using this guide will help to:

1
EMBED our values and ethical behaviours in everything we do

2
INSPIRE staff so that they promote our values and behaviours

3
SUPPORT all staff to understand how they can demonstrate our values and ethical behaviours

4
DEMONSTRATE our commitment to create a positive and inclusive organisational culture

Our Values and Ethical Behaviour Framework is integral to our Employee Code of Conduct.

PRIDE

THE ACRONYM FOR OUR FIVE CORE 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. They drive the way that we all behave and respond to others at work - so they underpin everything that we do.

Our VALUES are at the heart of everything we do; decision making, leadership, designing new ways of working, recruitment, induction, development and progression.



Protect

Contribute to the safety and wellbeing of our community

Actively support vulnerable members of society

Protect yourself, your colleagues, your community and the environment

Solve problems quickly and calmly

Respect

- **Set high standards and lead by example**
- **Treat colleagues, partners and the community with appreciation and dignity**
- **Have pride and act professionally**
- **Live the PRIDE values, always**

Innovate

- **Embrace opportunities to learn and develop, driving continuous improvement**
- **Inspire and teach others**
- **Think outside the box and be solutions driven**
- **Lead exciting projects with a talented team**

Do the right thing

- **Do your bit for the greater cause**
- **Act in the public interest, putting others before yourself**
- **Act honestly and with integrity**
- **Do what is right, not what is easy**

Engage

- **Display great team spirit**
- **Communicate with empathy and compassion**
- **Engage with enthusiasm, be genuine and authentic**
- **Uplift others and create a positive work environment**

"These values are well-embedded in the Brigade and are the building blocks upon which our culture is based"

OUR ETHICAL BEHAVIOURS

BASED UPON THE FIRE & RESCUE SERVICE ETHICAL BEHAVIOURS

What is expected from ME?

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 station and group manager roles and corporate equivalents

STRATEGIC MANAGEMENT: a further set of behaviours expected of those working in 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 are set on the following pages.



Our BEHAVIOURS are based upon the five ethical principles as defined within the Core Code of Ethics for Fire & Rescue Services (England) and provide the basis for promoting good behaviour



PROTECT

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 unbiased 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.



PROTECT

Putting safety first,
protecting ourselves, the
community, the organisation
and the environment from
avoidable harm



PROTECT

EVERYONE

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

Promote healthy lifestyles and support each other's efforts to maintain a good work/life balance

Recognise when colleagues are under pressure or when stress may become a risk factor

Undertake appropriate risk assessments associated with policy development and within working practices

Immediately report any identified safeguarding issues

Speak out promptly if they see or hear of a safety risk



SUPERVISORY MANAGER

Promote the community prevention agenda

Promote firefighter safety as well as the health, safety and wellbeing of all employees

Foster a health, safety and wellbeing culture

Proactively support health, safety and wellbeing training and development

Make evidenced based decisions to ensure better service outcomes whilst taking into consideration identified risks



MIDDLE MANAGER

Create a culture where individual and team wellbeing is a priority



STRATEGIC MANAGER

Take account of emerging issues and risks and put in place plans to limit the consequences to our service





RESPECT

Respecting ourselves, our
colleagues, our community,
our heritage, our property,
our organisation and our
environment

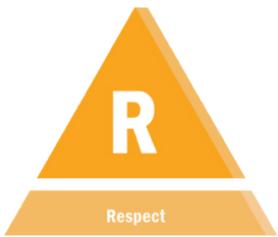
RESPECT

We respect ourselves, our colleagues, our community, our heritage, our property, our organisation and our environment

We strive to be an inclusive fire and rescue service that is focused 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.



RESPECT

EVERYONE

Value and appreciate difference and treat everyone fairly and with respect

Recognise the importance of representing the organisation in their community

Value inclusion and set positive examples of appropriate behaviour - understand how their actions and behaviours impact on others

Use unbiased judgement and behaviour

Recognise unconscious bias can prevent individual from considering all perspectives when decision making

Report or challenge inappropriate behaviours

Work with others to promote a positive working environment and ensure that Cleveland Fire Brigade is **a great place to work** and where everyone has an equal voice and diversity is celebrated

Proactively identify and remove barriers to people joining or accessing our service and encourage under-represented groups

Health & Wellbeing: look after the health and wellbeing of self and others

Service Delivery: ensure delivery of the right service to individuals by understanding and responding positively to diversity



SUPERVISORY MANAGER

Inclusion: find opportunities to engage with people from different cultures and backgrounds

Inclusion: openly encourage others to understand different cultures and backgrounds and the issues facing them

Inclusion: demonstrate an in-depth understanding of current diversity issues and legislation

Inclusion: actively promote diversity and equality issue

Inclusion: proactively deal with difficult or sensitive situations, influencing others to reach an acceptable solution

Service Delivery: focus on the needs of the community



MIDDLE MANAGER

Inclusion: actively promote equality and include it when developing strategies

Inclusion: ensures teams work inclusively so that individuals are not isolated

Inclusion: openly support and promote the value of diversity in teams by making the best use of individuals' diverse skills and strengths

Inclusion: adapt behaviour to respond to individuals needs and recognise the impact of (their) decisions

Inclusion: swiftly challenge negative views, gossip and rumour and act promptly to address instances of bullying, harassment or discrimination

Health & Wellbeing: create a culture where individual and team wellbeing is a priority

Service Delivery: seek feedback and intelligence; encourage collaborative partnerships that deliver the best outcomes for their customers and communities



STRATEGIC MANAGER

Inclusion: actively promote Cleveland Fire Brigade as an inclusive fire and rescue service

Inclusion: continuously develop the organisation to be an inclusive employer of choice and one that is renowned for being a great place to work

Health and Wellbeing: create a culture where individual and team wellbeing is priority

Service Delivery: 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

Service Delivery: 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

INNOVATION

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

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.

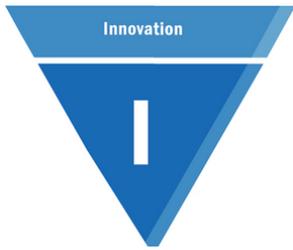
Being innovative does not always mean inventing completely new ways to work, it can also be about making small changes to current processes, systems or procedures, or applying these in a more flexible way. We will be open to change initiatives and new ideas, flexible in the way we work; and embrace opportunities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



INNOVATION

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



INNOVATION

EVERYONE

New ideas and change: identify opportunities, suggest ways; offer ideas and feedback to improve the effectiveness or efficiency of the Brigade

New ideas and change: be open minded, listen and react constructively to new ideas and ways of working

New ideas and change: openly support and positively engage with new ideas and change initiatives

New ideas and change: consider technology in response to business solutions

Learning and development: adopt best practice in (their) work

Learning and development: proactively look for opportunities to learn and develop skills and behaviours

Learning and development: admit to and learn from mistakes and celebrate successes within the team

Learning and development: admit to and learn from mistakes and celebrate successes within the team

Learning and development: seek feedback on personal performance in order to develop (their) skills and competencies



SUPERVISORY MANAGER

New ideas and change: be recognised as people who can provide creative and innovative ideas

New ideas and change: proactively encourage others to think outside the box and embrace innovation

New ideas and change: take responsibility for making change happen

New ideas and change: engage with initiatives designed to support organisation improvement beyond (their) service areas

New ideas and change: share and seek out best practice with other organisations

New ideas and change: encourage staff to be flexible in their approach and empower them to contribute to and influence decisions

Learning and development: create an open and trusting learning environment which promotes the self identification for areas of development

Learning and development: support a learning culture and nurture future talent



MIDDLE MANAGER

New ideas and change: create an inspirational working culture

New ideas and change: set a clear focus for teams which is challenging and innovative

New ideas and change: positively challenge the status quo and develop efficient and effective working practices that improve performance, add value, reduces costs and/or generates income

New ideas and change: engage with people to seek new ideas and problem solve

New ideas and change: actively champion new ideas and encourage innovative solutions

New ideas and change: celebrate achievements and successes

Learning and development: look for opportunities to develop people and promote and support a learning culture



STRATEGIC MANAGER

New ideas and change: make the most effective use of resource and promote value for money

New ideas and change: challenge the status quo

New ideas and change: reward innovation

Learning and development: promote and embed the principles of a learning organisation

Learning and development: seek development opportunities to support individuals' innovative ideas



DOING THE RIGHT THING
Being Professional - making
decisions and undertaking
our work in the most efficient
and effective way

DOING THE RIGHT THING

BEING PROFESSIONAL: Making decisions and undertaking our work in the most efficient way

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, 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.



DOING THE RIGHT THING

EVERYONE

Be an ambassador, showing pride and passion for the Brigade, and a role model within the community

Have a positive approach to their work and actively challenge negative behaviours

Do what they say they will, when they said they would

Can evidence any decisions they take and able to explain their behaviour

Welcome challenge and as a result adapt behaviour and readily share learning with others

Live the Brigade's philosophy of 'one vision, one team'

Take pride and responsibility for the work they do and encourage others to do the same

Be careful with all types of resources (money, time, materials, fuel and energy) to provide value for money

Take decisions based on supporting evidence, risk and good practice

Take action to address or report any wrong doings or inappropriate behaviour through the appropriate channels

Never behave in a way that may cause others to act outside our ethical behaviours

Be a leader and act as a positive role model at all times

Be selfless - **put our communities first**



SUPERVISORY MANAGER

Go the extra mile to produce great results and seek additional responsibilities

Be aware of personal impact on others, and always look to improve working relationships

Take responsibility for team effectiveness to improve outcomes

Challenge poor performance, providing constructive, honest and relevant feedback in a supportive way

Encourage, challenge and respond appropriately, and be willing to adapt in light of new information or better evidence

Be brave when faced with difficult circumstances and show conviction in decision making

Evaluate the efficiency and effectiveness of service delivery



MIDDLE MANAGER

Lead by example and be a positive role model, gaining trust and respect

Actively develop people, encouraging them to take personal responsibility

Recognise problems and respond quickly set and drive high standards aligned to service goals

Challenge poor performance, providing constructive, honest and relevant feedback in a supportive way

Encourage, challenge and respond appropriately, and be willing to adapt in light of new information or better evidence

Be brave when faced with difficult circumstances and show conviction in decision making

LEvaluate the efficiency and effectiveness of service delivery



STRATEGIC MANAGER

Champion the Brigade's ambition to display outstanding leadership at every level

Create an environment where people can bring their whole self to work and be the best they can be

Show bravery when difficult choices need to be made and minimise any negative impact on people as far as possible

Uphold the Brigade's values and professional standards and communicate the importance of ethical and inclusive approaches to work

Make the most effective use of resources and promote value for money throughout the Brigade

Role model ethical and outstanding leadership, be visible and encouraging a coaching culture

Encourage people to make decisions at the relevant level of the Brigade so that we are agile and proactive

ENGAGEMENT

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

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'.

ENGAGEMENT

Understanding and working with our colleagues, partners and communities to provide the best delivery of services

E

ENGAGEMENT

EVERYONE

- Focus on our communities needs in approach to work
- Make it easy for the community to contact and use our services
- Encourage open communication and actively listen to and value the contribution of others
- Be an ambassador, showing pride and passion for our services, and communicating with enthusiasm
- Work to foster trust with others and build constructive open working relationships to support the Brigade's philosophy of 'one vision, one team'
- Positively seek information about the Brigade, it's goals, how well it is performing and what is changing
- Actively contribute to problem solving and service improvement
- Be trusted with sensitive information
- Make a difference



SUPERVISORY MANAGER

- Actively seeking community views to develop and improve services
- Find ways to exceed the expectations of our communities
- Find ways to improve the services we provide
- Communicate responsibly and with sensitivity and respect for others
- Promote the Brigade's philosophy of 'one vision, one team'
- Proactively deal with difficult or sensitive situations, influencing others to reach an acceptable solution
- Encourage all of the people in their team to speak and share their views
- Make sure their team understands how our work contributes to and delivers organisational priorities
- Set up communication processes to ensure that people in their team have access to accurate information



MIDDLE MANAGER

- Consult with relevant stakeholders both externally and internally to inform current and future service provision
- Promote open and honest interaction between the Brigade and its communities
- Promote and encourage people to own the 'one vision, one team' approach
- Enter into dialogue not conflict
- Seek out opportunities to work collaboratively across teams to deliver organisational strategy
- Positively respond to appropriate challenge
- Develop and implement effective solutions or recommendations based on sound evidence and feedback from internal and external sources
- Improve service delivery through collaborative partnerships
- Deliver organisational messages positively, even in difficult circumstances



STRATEGIC MANAGER

- Communicate with enthusiasm and integrity to maintain and elevate the reputation of the service to staff, stakeholders and members of the public



PROMOTING OUR VALUES AND BEHAVIOURS

To promote our values you should:

- Regularly read this guide so that you are fully familiar with the values and the ethical behaviours which underpin them
- Work at achieving the expected behaviours and consider how these are demonstrated
- Discuss with your manager and work colleagues how these behaviours relate to working in Cleveland Fire Brigade, specifically your role and work objectives.
- Discuss with your line manager any behaviours that do not support the values
- Consider what behaviour is and isn't appropriate, for example, when banter or humour becomes offensive and unacceptable.
- Reinforce the values as part of a team and individual performance reviews, and part of day to day activities
- Consider situations which provide excellent examples of demonstrating and upholding the values or ethical behaviours. Look for ways to highlight examples to your Manager or work colleagues.
- Lead by example – constructive communication and feedback leads to sustained changes in behaviour and Managers should monitor situations to ensure changes are maintained.

All employees of Cleveland Fire Brigade have a key part to play in further embedding our **VALUES** and **ETHICAL BEHAVIOURS**.

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 ethical behaviours are what are expected to ensure we live our values.

It is important that everyone working here understands the values and the associated expected behaviours and what they mean in the context of their own roles.



What can I do to help ensure my team understands and demonstrates the Values and Ethical Behaviours?

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 ETHICAL BEHAVIOURS document. Ensure staff read and consider the values and associated behaviours.
- 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, and consider with your team how these behaviours fit into the framework. Remind the team that they are all individually responsible for positively role modelling expected behaviours and for promoting these in the workplace.
- Act promptly when members of your team are not positively displaying behaviours outlined within the Values and Ethical Behaviour framework
- Help your team put the values and associated behaviours into a working context. Demonstrate by explanation/ examples what types of behaviour align with Cleveland Fire Brigade Plans.
- Incorporate the personal values and ethical 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
- Lead by example – this is critical for your team to adopt these values and ethical behaviours. Reinforce and recognise positive behaviours by encouraging and promoting examples of good behaviours within the team.
- 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 and/or development plans.

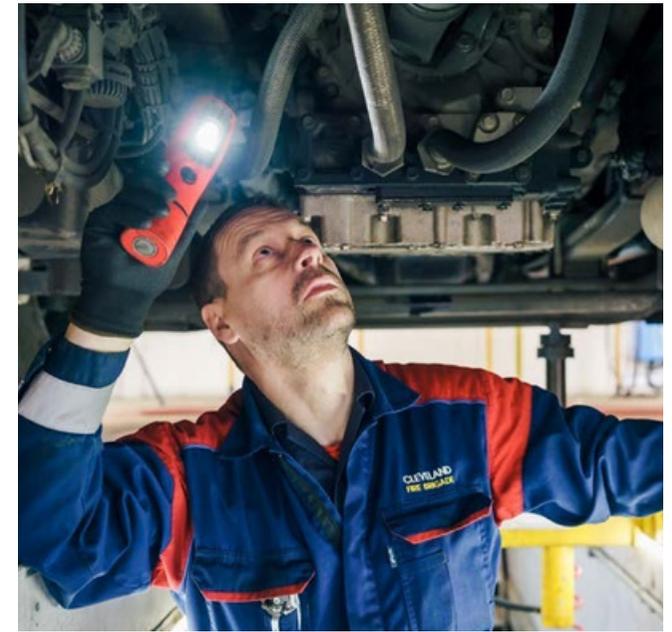
Further Reading

Core Code of Ethics for Fire & Rescue Services (England):

<https://www.firestandards.org/approved-standards/code-of-ethics/>

CIPFA Principles of Good Governance:

<https://www.london.gov.uk/moderngovopdc/documents/s58145/Item%20b-%20Appendix%20A%20CIPFA%20Delivering%20Good%20Governance%20in%20Local%20Government%20Framework.pdf>



Reasons to

join #CFB

Comments

If you have any comments or suggestions for improvements regarding the content of this document, please contact:

K Winter,
Assistant Chief Fire Officer Strategic Planning and
Resources

Email: kwinter@clevelandfire.gov.uk



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