

## Report of Chief Fire Officer/Chief Executive

### Service Values

#### Purpose of Report

1. To seek the Fire Authority's endorsement of the Service's renewed organisational values, which have been reviewed and developed in full consultation with all staff groups.
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#### Recommendation

***It is recommended that the Fire Authority endorse the Service's renewed set of organisational values.***

#### Background

2. Following the Service's inspection by Her Majesty's Inspectorate for Constabulary, Fire and Rescue Services (HMICFRS) in July 2018, one of the key findings was that "the service needs to improve how it promotes the right values and culture" (page 29, HMICFRS inspection report). This issue had already been identified by the Senior Management Board (SMB) some 12 months previously and incorporated into its People Strategy 2017-2020.
3. In November 2018, SMB spent some dedicated time reviewing the Service's organisational values (which had been in place and unchanged for over a decade) so that they would better reflect the developing needs and expectations of local communities and employees. The result was a focussed set of proposed core values that could then be consulted upon more widely with across the entire Service, in order for them to be constructively challenged, influenced and developed before being finalised.
4. During March and April 2019, all staff were invited to participate in a series of consultation forums, which included; an on-line anonymous survey and a set of five cultural workshops. As well as providing participants with an overview of what organisational values are, the consultation forums focussed on three main questions:
  - What do our communities expect of HWFRS?
  - What values motivate you to do your job?
  - How do you want to be treated?

5. In total, 222 people contributed to the consultation via the survey and workshops – equating to around a third of the organisation's entire workforce. The participants also came from all sections of the Service, including both operational and support teams, as well as volunteers.
6. The findings were then discussed and endorsed by the Service Organisational Development and Challenge Group, which is made up of employees from across the Service with a keen interest in influencing and promoting a positive culture, values and behaviours within the Service.
7. In May 2019, the organisers of the consultation forums presented their findings to SMB and identified the revised set of core values that participants had developed – constructively building upon the earlier work done by SMB as well as incorporating their own priority areas.
8. As a consequence, SMB has accepted the new set of core values in their entirety, without further revision, feeling that they not only accurately reflect the values that staff could aspire to, but also the behaviours that they would willingly incorporate into their day-to-day dealings with both the public and partner organisations.
9. The revised set of organisational values, together with an explanatory narrative, as as follows:
  - **Integrity** – *we will do the right thing and show fairness and consistency in our approach, taking responsibility for the decisions we make and the actions we take.*
  - **Teamwork** – *by working collaboratively, we can exceed expectations and go beyond the achievements of individuals.*
  - **Honesty** – *we will be truthful in our actions and duties to build trust amongst our colleagues and within the communities we serve.*
  - **Openness** – *we will act in a way that is transparent and open to review and will welcome new or innovative ways of thinking.*
  - **Respect** – *we value the differences between individuals and create an inclusive environment which recognises everyone's experiences and opinions.*
10. After endorsement by the Fire Authority, the aim is to formally launch this new set of organisational values across the Service, whilst at the same time, embedding them into everyday work behaviour and performance through a combination of positive promotion and incorporation into formal planning and performance processes.

## Summary

11. Following the identification from both internal and external sources that improvements were required in order to put in place and promote a more positive organisational culture (despite the Service having to continue to work within a challenging and financially-limited operating environment), SMB has sought to actively engage individuals and teams in the development of a new set of organisational core values.
12. The final set of values is the culmination of constructive discussions and debate by a large number of participants from across the Service – around a third of the workforce - which gives a high degree of confidence that they will be readily adopted and practically owned going forward.
13. As a consequence, SMB are keen to seek their full endorsement by the Fire Authority, as this would help demonstrate the trust that both SMB and the Fire Authority have in their people.

## Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	Yes – embedding the new set of values will require time and resources, although it is anticipated that this will be delivered within existing resources.
<b>Strategic Policy Links</b> (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Yes – People Strategy, HMICFRS improvement plan, future CRMP and business plans.
<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).	These will be considered, as required, within any subsequent resultant projects / activities.
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	Yes – extensive staff consultation over a seven week period, which include survey and workshops events.
<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)	Equalities will be considered, as required, within any subsequent resultant projects / activities – although Equality as a subject matter was intrinsically considered within the development process.

**Supporting Information**

Service Values: Outcome of the Consultation Workshops and Survey – May 2019

**Background Papers**

People Strategy 2017-2020

HMICFRS report – December 2018

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