



**DORSET & WILTSHIRE  
FIRE AND RESCUE  
AUTHORITY**

Item 10

MEETING	Shadow Policy and Resources Committee
DATE OF MEETING	23 March 2016
SUBJECT OF THE REPORT	Values and behaviour framework
STATUS OF REPORT	For open publication
PURPOSE OF REPORT	For information and approval
EXECUTIVE SUMMARY	This paper provides Members with the detail contained in the values and behaviour framework agreed by the workstream working group and by the Senior Leadership Team in March 2016.
RISK ASSESSMENT	Failure to develop and embed effective organisational values supported by behaviour statements will adversely impact on the corporate governance arrangements for the new Authority and its Service.
COMMUNITY IMPACT ASSESSMENT	None for the purposes of this report.
BUDGET IMPLICATIONS	None for the purposes of this report.
RECOMMENDATIONS	It is recommended that the Members recommend the RESPECT values and behaviour framework for adoption by the Shadow Authority meeting on the 1 April 2016.
BACKGROUND PAPERS	None for the purposes of this report.
APPENDICES	A: RESPECT Values and behaviours framework
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**NOT PROTECTIVELY MARKED**

## 1. Introduction

- 1.1 The development of a new framework of values and behavioural standards has been identified as a critical aspect of achieving cultural integration and alignment for the new Service.
- 1.2 Members of Workstream 2 have recommended that the Authority adopt the same framework as staff and volunteers to ensure consistency, common understanding and roll modelling at the highest level.

## 2. Development of the RESPECT Framework

- 2.1 Dorset FRS and Wiltshire FRS have both, historically, used the National Toolkit of Personal Qualities and Attributes (PQAs) as their behavioural framework for staff. These were originally introduced through the National Framework and as freedom to move away from this has increased, both Wiltshire and Dorset developed new models underpinned by the national guidance.
- 2.2 As part of a desktop review of models, the frameworks used by each Service were summarised and mapped against each other. Given that they both originated from the National Framework, there was a high degree of correlation between the content.
- 2.3 In addition to mapping the frameworks currently used within the two Services, research was carried out to consider the Values and Behaviours of our constituent Authorities; local partners; other fire and rescue services and other organisations rated as 'top employers' as defined by Stonewall and the Sunday Times Best Companies list.
- 2.4 Managers and structured interviews have been held with staff to put this framework together. Key outputs and questions from these structured Interviews are listed below:
  - ◆ Keep it simple - we need something that everyone can understand.
  - ◆ Much of what we have works - vary the theme, rather than re-invent.
  - ◆ Our Behavioural framework is much more embedded than Values so do we need both or should we articulate differently?
  - ◆ All organisational levels need to "buy-in" to the Framework.
  - ◆ RESPECT is highly valued in Wiltshire FRS and interviewees wanted to maintain something similar with a belief that this would support embedding the framework.
  - ◆ Feedback in Dorset FRS was that their own framework was valued but could be simplified to improve greater understanding.
  - ◆ We need to consider how we assess behaviours in new performance review processes
- 2.5 A proposed framework was presented to Workstream 2 members in November 2015 and feedback from that group along with outputs from structured interviews was used to inform

the design of the new Respect Framework which was agreed by the Senior Leadership Team on the 9 March 2016.

### 3. Implementation of the Respect Framework

- 3.1 A communications plan and associated materials are in development which will set out how the Service will communicate Respect framework to all staff, Members and volunteers in line with meeting schedules and corporate branding.
- 3.2 As part of the implementation programme, a review of procedures will be undertaken to ensure that the behavioural framework is appropriately referenced and aligned.
- 3.3 To create a baseline and assess progress a cultural audit will be carried out during 2016/17 which will identify gaps and actions to inform our continued development of culture.
- 3.4 In addition to considering how two existing cultures come together, external views and reports about fire and rescue service cultures and behaviours will be considered as they become available, e.g. the Cultural review of Essex fire and rescue service.

### 4. Conclusions and next steps

- 4.1 The development of a new framework of values and behavioural standards has been identified as a critical aspect of achieving cultural integration and alignment for the new Service. A common framework for the Authority and Service will help ensure a consistent approach and roll modelling. Embedding this framework will be central to a strategic work programme to be overseen by the policy and resources committee.