



COMBINED FIRE AUTHORITY

21 MARCH 2017

REVIEW OF SERVICE'S VISION, STRATEGIC AIMS, OBJECTIVES AND CORE VALUES

REPORT OF AREA MANAGER EMERGENCY RESPONSE

Purpose of the report

1. This report provides members with an update on the review of the Service's vision, aims and objectives and the creation of a set of core values specific to County Durham and Darlington Fire and Rescue service (CDDFRS).

Background

2. The existing Vision 'Safest People, Safest Places' and the 3 strategic aims and 7 objectives (appendix A) have been in place since 2004 and following a review it was identified they no longer accurately reflected the current priorities or range of activities currently being undertaken across the Service.
3. A series of focus groups involving a broad cross section of the Service were held where staff were asked to feedback their views on both the vision and the aims and objectives. This information was collated and helped to develop a new set of *Strategic Priorities* which are more closely aligned to the current workloads and priorities of the organisation.
4. As a key stakeholder, members were involved in this review and provided feedback during the CFA planning day in May 2016 and were updated on the progress at the subsequent planning day in October 2016. The outcomes of this review are detailed in section 8.
5. As well as updating the aims and objectives into Strategic Priorities the Service's *Core Values* were also reviewed using a staff survey and several additional focus groups. Previously the service referred to a set of generic core values created in 2005 by a National Joint Council (NJC) working group.
6. It was felt that although the NJC values were adequate a set of core values unique to CDDFRS, created and developed by all staff would provide a greater foundation to help the Service achieve its strategic priorities and deal more effectively with any future challenges.

Outcomes of the review

7. The vision of *Safest People, Safest Places* was seen as still being relevant, accurate and easily identifiable by staff although it was noted that this could be better promoted externally with the public and partner agencies.
8. The aims and objectives have been replaced with a set of 'Strategic Priorities' that accurately reflect the Services' current areas of focus as well as being able to incorporate any future workloads identified from the ongoing Fire Reform programme. The strategic priorities are;

Emergency Response: Plan and prepare for emergencies and provide a professional and effective response at all times.

Community Safety: Engage and educate people to improve their safety and well-being.

Business Fire Safety: Provide professional advice and assurance to support business development and ensure public safety.

Value for Money: Deliver an efficient fire and rescue service through the effective use of public money and be accountable to the public.

Working Together: Work with partners to improve public safety.

Our People, Our Way: Support and develop our staff and ensure our values are at the very centre of everything we do.

9. The second stage of the review was to establish a set of core values that would underpin all activity undertaken across the organisation and would link in directly to these new strategic priorities.
10. Following wide ranging staff consultation, a set of core values were created that all staff would be expected to demonstrate at all times and during all activities. The 24 core values are divided into four areas of behaviour;

How we approach challenges

Flexible / Enthusiastic / Motivated / Passionate / Determined / Resilient

How we conduct ourselves

Honest / Trustworthy / Reliable / accountable / Consistent / Respectful

How we work with others

Approachable / Supportive / Encouraging / Inclusive / Collaborative / value Development

How we make a difference

Creative / Innovative / Resourceful / Courageous / Original / Clarity & Focus

11. These 24 *expected* core values and their subsequent behaviours were then combined with examples of behaviours that would be classed as '*exceptional*' and also '*below expectation*' to create what is described as a *Cultural Framework*. (Appendix B)

12. This cultural framework will form the reference point for a range of policies and procedures that include areas such as appraisals, succession planning, reward and recognition as well as development and discipline.
13. Feedback from the focus groups also identified a need to provide clarity to external partners and members of the public on what key values CDDFRS should be known for and so 3 values; **Professional**, **Effective** and **Innovative**, which scored highly across the key stakeholder groups, were chosen to be used to promote the service. See example below;



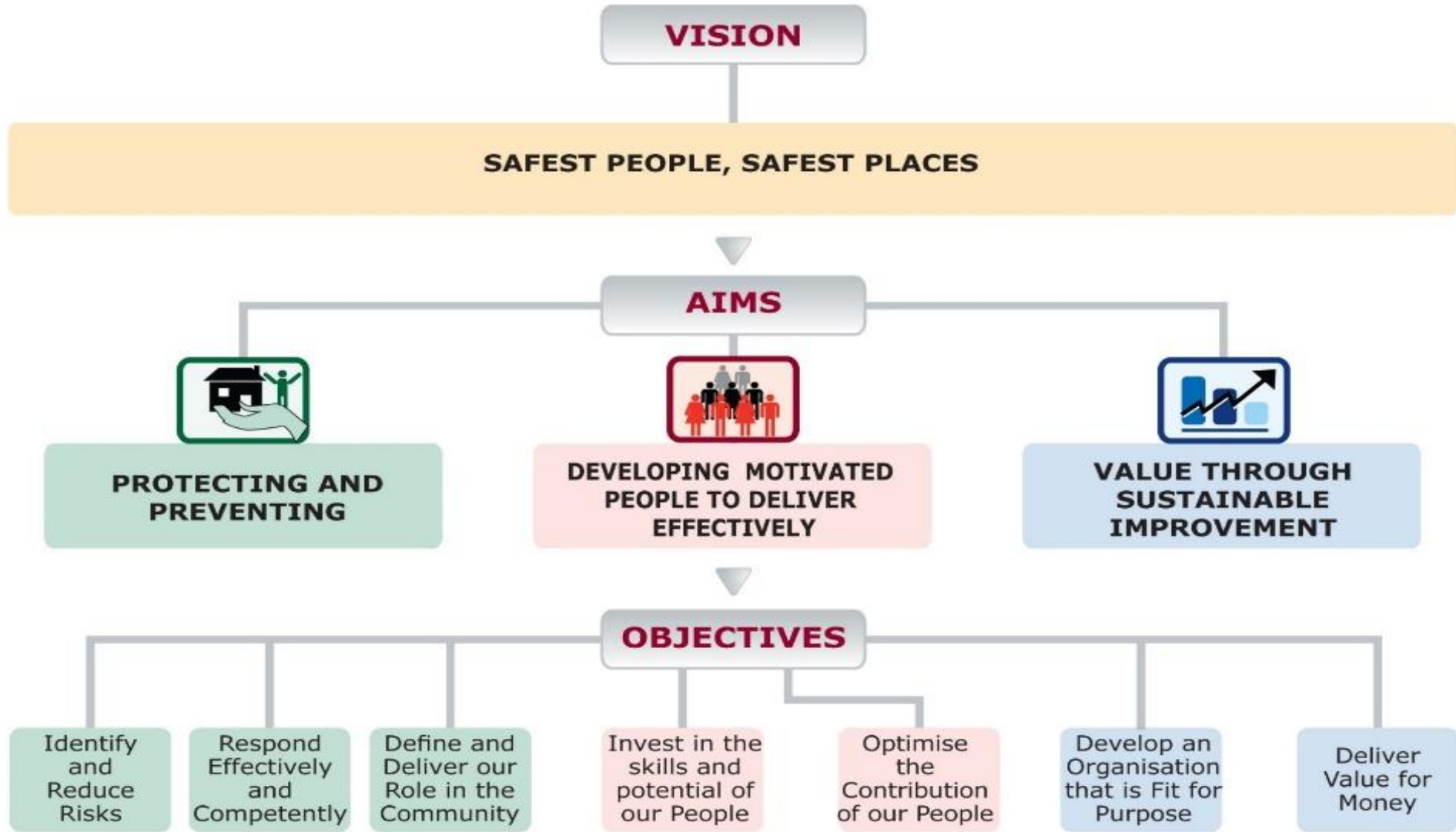
Next Steps

14. Following the approval from the CFA the Strategic Priorities and Cultural Framework will be launched across the service as part of a range of initiatives linked to the recent cultural survey.
15. In addition work is currently ongoing to embed these values and behaviours into the planned training programmes of both the Whole-time recruits and Business Safety apprentices.
16. Work to align the policies and procedures referred to in section 12 to the cultural survey is currently on going within Workforce Development.

Recommendations

17. Members are requested to:
 - a) Agree to keep the strategic vision - *Safest People, Safest Places*
 - b) Agree to adopt the new Strategic Priorities
 - c) Agree to adopt the new core values and cultural framework; and
 - d) Agree to adopt the outward facing service values - *Professional, Effective and Innovative*

Appendix A – Current Service Vision, Aims & Objectives



Appendix B – Cultural Framework

	How We Approach Challenges	How We Conduct Ourselves	How We Work With Others	How We Make A Difference
Exceptional	The Values are demonstrated <i>Proactively</i> and <i>Consistently</i> and the individual acts as a <i>Role Model</i> and <i>Influences</i> others in a <i>Positive</i> way. The individual is recognised as a <i>Champion</i> of Service values			
Expected	Flexible Enthusiastic Motivated Passionate Determined Resilient	Honest Trustworthy Reliable Accountable Consistent Respectful	Approachable Supportive Encouraging Inclusive Collaborative Value Development	Creative Innovative Resourceful Courageous Original Provide Clarity & Focus
Below Expectation	The individual's behaviours demonstrate an <i>absence</i> of Service values and/or is seen to actively <i>resist</i> behaving in a manner expected by the service. The individual's behaviour negatively impacts others and/or is disruptive.			