



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Human Resources Committee

PEOPLE STRATEGY

Report of the Chief Fire Officer

Date: 21 April 2017

Purpose of Report:

To update Members on the development of a People Strategy.

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1. BACKGROUND

- 1.1 The People Strategy has been developed as part of the alignment of Service priorities driven by the transitional change programme “Shaping our Future” and links to the delivery of the Service’s Sustainability Strategy.
- 1.2 The Strategy sets out the main focus for workforce development in the period up to 2020.

2. REPORT

- 2.1 In 2015 the Service implemented a new Organisational Development (OD) Strategy, which together with the Authority’s Sustainability Strategy, form the basis of the “Shaping our Future” change transition programme. The objectives of the OD strategy are to:
 - Embed a strong set of values, underpinned by a set of behaviours, to create a positive and achieving culture;
 - A focus on service improvement;
 - Encourage a more collaborative, creative, innovative work environment in which all employees feel engaged;
 - Increase the number, quality and accountability of visible leaders at all levels of the organisation;
 - Become more effective and efficient by best use of new and existing technologies;
 - Mainstream equality further through an “Inclusion” approach.
- 2.2 Significant progress has been made against these objectives over the last 18 months, and the development of a People Strategy seeks to further align and support those elements which have specific implications for workforce development into a single point of reference. In particular those associated with workplace culture, ways of working, leadership and employee development and engagement. The Strategy is attached as Appendix A to this report.
- 2.3 The key elements of the new People Strategy are set out below:
 - 2.3.1 **Delivering our Services**

Response tailored to local needs and analysis of risk. Reviewing how we deliver our services. Linking the local health and social care agenda to support safer communities. Seeking collaboration and closer working with our partners.

- 2.3.2 **Shaping our Workforce**
Reviewing crewing and staffing models to enhance our effectiveness. Enhancing the role and contribution of our retained duty sections. Rationalising and sharing services. Implementing our Organisational Development Strategy to seek improvements to the way we work.
 - 2.3.3 **Outstanding Leadership**
Developing our current and future leaders. Encourage effective decision making and engagement. Establish robust leadership programmes. Implement effective coaching and mentoring schemes.
 - 2.3.4 **Workforce Development**
Focus on the Operational Competence Framework in the acquisition, maintenance and re-validation of core operational skills. Develop digital learning resources to enable development to be self-directed and accessible to all employees. Emphasise the need for life-long learning and open up opportunities to support self-development,
 - 2.3.5 **Workforce Engagement**
Develop different channels for communicating with and informing our workforce. Seek active engagement and encourage feedback. Undertake employee surveys to assess workforce morale and identify issues that are important to our staff, and develop a positive relationship with our employee representatives.
 - 2.3.6 **Positive workplace and culture**
Work with our staff to establish shared values. Place our values at the centre of all that we do. Provide effective health and welfare support for our employees including mental well-being. Embed and maintain a robust health, safety and risk management culture. Work to eliminate bullying and harassment from the workplace through education, challenge and intervention. Developing a workplace where people feel valued and engaged.
 - 2.3.7 **Inclusion**
Creating a workplace based on respect for individuals, acceptance of differences and where no one feels marginalised or excluded. Understanding of our diverse communities and development of positive relationships with all our service users. Elimination of discrimination and inequality in all of our practices, behaviours and conduct.
- 2.4 Over the next three years, the Head of People and OD, working with colleagues across all departments, will be prioritising these objectives to support the “Shaping our Future” transformational change process. This is a challenging agenda and work is already well under way to ensure effective delivery of the strategy.

NATIONAL GUIDANCE

2.5 Recently, the National Fire Chiefs Council (NFCC) published a draft Fire and Rescue People Strategy 2017-22. The Strategy is a response to various national reviews, including Sir Ken Knight's "Facing the Future" (2013) and Adrian Thomas' "Independent Review of Conditions of Service for Fire and Rescue Staff in England" (2015), which have advocated the need for a cohesive national strategy to provide a broad direction of travel for workforce issues.

2.6 The components of the Strategy are set out below:

- Strengthen leadership and line management to support organisational change and delivery for customers;
- Developing cultural values and behaviours which make fire and rescue a great place to work;
- Ways of working that respond to service model needs;
- Provide excellent training and education to ensure continuous improvement of services to the public;
- Strengthen our ability to provide an excellent service by diversifying our staff and creating a fair and equal place to work;
- Continue to support the health and wellbeing of all our staff.

2.7 It is accepted within the Strategy that each fire and rescue service will adopt and adapt its guidance and recommendations in line with local arrangements and in line with its own governance and policy priorities. It is highly likely that the Strategy will be part of a thematic inspection during 2017-18.

2.8 In comparing our own People Strategy with the national guidance, the Service is confident that its work in this area is already addressing many of the issues raised within the national guidance. However, the guidance will be a valuable benchmark against which to assess progress and develop future plans.

3. FINANCIAL IMPLICATIONS

Financial implications arising from the development of our people strategy will be planned and contained within existing and future budgets and reported to Members where appropriate.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

Human resource implications are set out within the report.

5. EQUALITIES IMPLICATIONS

- 5.1 An equality impact assessment has not been undertaken as the Strategy does not directly impact upon service delivery or constitute a change in policy.
- 5.2 Any changes to policy which arise from the implementation of related work-streams will be assessed for any adverse or positive equality impacts.

6. CRIME AND DISORDER IMPLICATIONS

There are no crime and disorder implications arising from this report.

7. LEGAL IMPLICATIONS

There are no legal implications arising from this report.

8. RISK MANAGEMENT IMPLICATIONS

- 8.1 The development and implementation of a People Strategy forms part of a suite of strategies which underpin the effective leadership and governance arrangements of the Service, establishing a clear direction and priorities for the workforce.
- 8.2 It is highly likely that effective workforce planning and commitment to equality and inclusion will form part of any future inspection plan.

9. COLLABORATION IMPLICATIONS

- 9.1 The Service will be seeking to extend collaboration with other fire and rescue services and partners across a range of workforce related activities. The Service already has joint working arrangements in place for the development and delivery of aspects of occupational health, learning and development and pension administration.
- 9.2 In terms of the national Strategy, the Service will engage fully in national work-streams and work with partners in developing and supporting initiatives arising from the future development activities.

10. RECOMMENDATIONS

That Members endorse the People Strategy.

11. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

John Buckley
CHIEF FIRE OFFICER



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

People Strategy: Shaping Our Future

Foreword

The world around us is changing and we as a Service have to adapt to this changing environment. Budget reductions, new technologies and new demands mean that we cannot simply continue to do what we have always done. We already know that we are attending fewer fire related incidents and that this is likely to continue to decline further as a result of the positive work we are doing to make our communities safer. However, we still have to ensure that, when we are needed, we can respond in the professional way that our communities expect.

The Three Principles

The Service has established three key principles which will underpin and provide focus during a transitional period of change, which will 'Shape Our Future' leading up to 2020. These are the drivers that will lie behind everything that we do and be the measure of our success – these three things are:

- ◆ Deliver Quality Services;
- ◆ An Engaged and Motivated Workforce;
- ◆ Strong Governance and Financial Stability.

This People Strategy is a key component to the Shaping our Future programme, and sets out our approach and our ambition in areas such as workforce planning, leadership, training and development, employee engagement, a safe and healthy workplace and workplace culture. The challenges we face are not a vision of the future, they are happening right now. This is why we need to plan for change in a measured and inclusive way, ensuring that all our employees are engaged in our aims and playing a full part in their delivery.

The way that we implement the changes, which will transform our service, will take place over time in a measured way, avoiding change for change's sake. The transition towards the Service of 2020 will make us a more a more resilient, flexible and progressive organisation, with the ability to adapt to the challenges we face, deliver high quality services and be a great place to work.

Our people are the Service and this is why this strategy is so important. I hope that you will share in our ambition for the future and play your part in our achievements. Every employee, whether they provide front-line services or support functions, has their part to play in shaping our future.

John Buckley
Chief Fire Officer



At a national level, the government is actively encouraging fire and rescue services to consider how they might work more collaboratively with the Police and other emergency and public services. We already have links with the Police and East Midlands Ambulance Service (EMAS) through co-responding, and youth and adult social care agencies. These links will be more actively pursued over the next few years. We also know that the funding of public services is also set to significantly reduce over the next four years, and that the fire and rescue service won't be immune from this.

With this in mind, a number of important national reviews have been undertaken, looking into ways in which fire and rescue services might adapt their role and traditional approach, and these will undoubtedly shape future thinking¹ - with the future likely seeing us working ever more closely with others to deliver services.

These are potentially far-reaching and fundamental changes to the way that we have traditionally delivered our services and they will transform the way we work.

More recently, the role of the Police and Crime Commissioner and elected Metro Mayors have become the subject of debate about the delivery of all local services. Whilst these are intrinsically issues of governance, the final model may have significant implications for the Service.

Whilst the Fire Authority can contribute to the debate, these are issues which will be decided at a national level.

Whatever the outcome at the political level, the Service will not be distracted from its own agenda of service improvement. By demonstrating that we are forward looking, progressive and able to adapt to changing demands, we place ourselves in the best position to meet the challenges that might come our way.



¹Facing The Future, Sir Ken Knight, May 2013; Beyond fighting fires, Local Government Association, April 2015; Fire Works, Dr Claire Mansfield, July 2015

Our Focus

During the life of this plan, our focus will be on:

- Leading change and cultural transformation – reviewing our values and shaping the organisation that we want to belong to;
- Delivering differently - where this creates better services, joined up working and creates efficiencies;
- Devolving leadership across the organisation – sharing responsibility and developing effective leaders at all levels;
- Developing potential – how we develop talent within our workforce and prepare them for future challenges;
- Promoting engagement and inclusion in the workforce – providing opportunity for the setting of priorities and ways to influence what we do and how we do it;
- Encouraging innovation, improvement and collaboration – the way in which we raise and try new ideas, which is a “why not” approach to improving what we do;
- Aiming for excellence – not settling for less than our best in whatever we do;
- Becoming a learning organisation – learning from what we do well, learning from our mistakes and having the courage to change;
- Developing and maintaining a healthy workforce;
- Achieving savings by enhancing efficiency – how we can work within our budgets while still maintaining the delivery of high quality services.



The People Strategy aligns itself with the delivery of the Authority's [IRMP](#), which sets out the objectives and priorities for the Service to until 2020 based on the key areas of Prevention, Protection and Response. However, it also reflects an over-arching vision of how we will approach those issues which directly impact upon our workforce and the values which will underpin everything that we do.

Our Approach

The Service has recently adopted an [Organisational Development Strategy](#) to provide focus for service transformation and improvement. This sets out a programme for:

- Service improvement;
- Employee engagement;
- Harnessing technology;
- Strong and visible leadership;
- Inclusiveness and equality.

As part of a recent re-structure, the Service has brought together the Human Resources, Learning and Development, Organisational Development and Inclusion and Delivery teams to form one department called "People, Organisational Development and Service Delivery", headed up by the Deputy Chief Fire Officer. This recognises the need to integrate an effective People Strategy with the delivery of high quality services.

Over the next five years the People Strategy will focus on the following areas:



Delivering Our Services

Over the next five years, we will be reviewing our delivery models to establish a more flexible and efficient approach to emergency response and to our other statutory and non statutory activities. Key features will include:

- ◆ A response which is more attuned to local needs and an analysis of risk informed by our Fire Cover Review;
- ◆ Reviewing opportunities to implement innovative crewing and staffing models;
- ◆ Reviewing operational roles to maximise their effectiveness;
- ◆ Enhancing the capacity offered by the Retained Duty System;
- ◆ Seeking ways to work with our partners to enhance the service that we offer – forging closer links with other blue light services and public authorities. For instance, through co-responding or co-locating;
- ◆ Utilising capacity to support early intervention work in the area of Health and Social Care in a targeted way;
- ◆ Further regional collaboration with other Fire and Rescue Authorities and partners to deliver operational effectiveness and quality services;
- ◆ Extending the use of support roles to deliver our Fire Protection and Community Safety activities;
- ◆ Sharing or collaborating on delivery of support services.



Shaping Our Workforce



We will be looking at all aspects of our front-line delivery to more closely match our resources to demand and explore different crewing models. This has the potential to release capacity, and enhance our role within the community, whilst maintaining response.

The conversion of day duty roles will also be pursued where this is justified and will lead to savings. Officer cover will also be reviewed as part of this process.

We will be actively increasing our retained capability to provide additional resilience and enhancing the role played by our on-call facility.

The way we provide support services will be kept under review, with rationalisation and sharing of services becoming more of a common-place.

The impact of these changes will be a leaner, more fluid structure and more readily adaptive to changing service demands.

These changes will be managed through our Workforce Plan, using retirement profiles to effect reductions and moving resources to where they are needed.

Outstanding Leadership

To meet the challenges that we face, we need to rely upon outstanding leaders at all levels of the organisation. Leaders are people, whatever their role, who, through their attitude and actions, act as role models to others and who reflect our core values.

Effective leaders will need the aptitude to adapt, evolve and innovate to meet the challenges that they will face. Leaders do not always have a management role but are people who engender respect, support others, always seek to improve things and are not afraid to make decisions and challenge the status quo in a constructive way.

We will seek to identify and develop these traits through effective leadership development programmes but will also place a high value on people who seek to make the most of opportunities that come their way and who actively seek to get involved.

The Service is seeking to embed a coaching approach to leadership - helping others to find their own solutions through effective problem solving, and building confidence in others.



Developing Our Leaders

We will implement new ways of identifying and nurturing potential leaders (talent management) at an early stage in their career. We will introduce an Aspiring Leaders programme, with opportunities for individuals to assess their own capabilities and use self directed learning to develop their skills and knowledge before taking on their first management role.

A new leadership programme will replace the current management development approach. Linked to the Institute of Fire Engineers and Incident Command Level models, this will provide a more rounded approach to gaining the technical, command and management skills needed to become an effective leader. Support staff will have equal access to these programmes to enhance their own professional development. This will include routes to management qualification such as ILM or other relevant professional routes.

Continuous professional development will be available through our links to the higher education sector, and via the Bursary Scheme. We will also hold events, and invite speakers, into the Service to provide opportunities to those who wish to broaden their knowledge and, where possible, support secondments to other organisations. We will also be working more closely with our partners to hold shared events to encourage collaboration.



Workforce Development



Development of our workforce has always been, and will continue to be, a key priority for the Service. It is imperative that our employees have the skills, knowledge and ability to apply these in the workplace to enable them to undertake their roles effectively, and safely. However, the way that we develop and train our workforce requires a new approach. The resources that we once had are diminishing, and in a technology-enabled world, the way we learn is changing and we need to adapt to this.

The [Operational Competence Framework](#), which forms part of the Fire Professional Framework, will provide the focus for operational training going forward, linked to the concept of an 'operational license' and the acquisition and re-validation of core skills to ensure they remain valid, effective and deliver a safe working environment. The Service Development Centre will remain at the core of this delivery, with subject matter experts providing input at training hubs or on station wherever possible.

Regional collaboration will play a bigger part in future training provision, with opportunities for sharing resources and expertise explored and pursued where this leads to efficiencies and the development of centres of excellence.

Maintenance of competence will be based upon continuation learning material, with assessment undertaken within the workplace, and with less reliance on a training centre approach. Incident command training and re-validation at all levels will be prioritised, with the implementation of a new Incident Command Suite at Service Headquarters.

The role of e-learning and access to open learning resources, such as Future Learn and other online networks, will form a core component of management and core skills development in the future. A move towards more self-determined learning will allow NFRS employees to manage their development at a place and time to suit their circumstances. This will however place the onus on individuals, supported by their line manager, to develop their own training plan, with a less prescriptive approach from the centre.

During the course of this strategy we will:

- ◆ Implement the Operational Competence Framework;
- ◆ Review all aspects of our training programme to ensure it is fit for purpose and meets changing requirements;
- ◆ Establish different ways of delivering training, with the emphasis on workplace learning and assessment;
- ◆ Implement systems to assess, record and manage the competence levels of individuals and teams;
- ◆ Expand e-learning materials to create a comprehensive resource library;
- ◆ Develop a coaching culture at NFRS;
- ◆ Be a learning organisation.



Workforce Engagement

It is critical that our workforce feel informed and engaged about what we are seeking to achieve, about the changes that are happening, and it is also important that they hear about the positive work that is being done throughout the Service. We understand that people respond to different communication methods and we will seek to ensure that key messages and information are shared in a variety of ways. This may be through intranet news items, blogs, workplace briefings, team meetings, our corporate newsletter or social media etc.

Through our Communications Strategy our aim is to create an information flow which includes everybody within the organisation, and cuts across boundaries created by roles or work location. By making information more accessible and relevant, we aim to encourage involvement and promote discussion so that we truly become one team, working together.

As well as being better informed, we also wish to create a culture where our employees contribute to the debate. We aim to do this by creating opportunities for participation in decision making forums and contributing to ideas about how we can improve the way we do things. The [staff suggestion scheme](#) employee survey and workplace briefings are just some of the ways that our employees can make their ideas and views known.

We will ensure that our managers understand the importance of effective communication, which includes the value of listening and sharing views, and this will form part of our leadership programmes. The importance of maintaining a positive relationship with our representative bodies is an important aspect of this feedback mechanism, and we encourage our employees to engage through their workplace representatives to ensure that their voices are heard. We will continue to seek innovative ways to improve the way that we inform and engage with our employees. We know that the best ideas are those which come from the people who are doing the job and that people do their job better when they feel part of the solution.



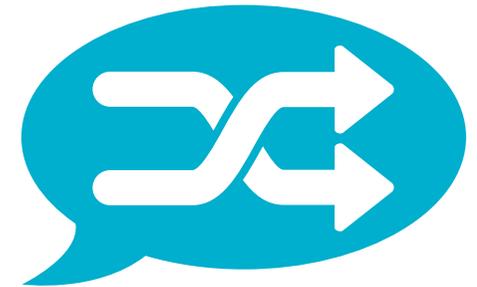
Positive Workplace and Culture

We recently asked people to think about what values are important to them and how we could translate this into core values for the Service, creating a culture where people are proud of what they do and the organisation that they work for.

It was important that our values are built from a consensus and not simply imposed from the top. The values are set out below:

- ◆ We **Value and Respect** others;
- ◆ We are **Professional** in all that we do;
- ◆ We are **One Team** working together;
- ◆ We are **Open to Change**.

If we live by these values then we can create a great place to work where we deliver the best service that we can and work together to create safer communities.



Over the term of this strategy, we will work to embed these values in everything we do and the way that we conduct ourselves and deliver our services. We will set high expectations for all our employees, and will actively challenge those who act outside of the values we have set ourselves.

Further information about the behaviours which underpin these values are set out at Appendix 2.

A Safe and Healthy Workplace

We are committed to providing the highest standards of workplace safety and support for our employees and place the health, safety and well-being of our workforce at the very top of our agenda.

We will support our operational employees to maintain high levels of fitness to ensure that they attain and maintain the fitness levels needed to operate effectively and safely. This is especially important as the age of normal retirement is extended.

Maintaining the health and well-being of all our employees is central to this strategy. Through our dedicated occupational health provision, we will promote good health and healthy living initiatives, and support those who become ill or injured. This includes those who may experience mental health issues or difficulties in their personal lives. We will also put in place trained peer support networks to assist our employees to deal with issues that are troubling them, as well as post-incident and trauma support and access to mediation to help resolve workplace issues.

Inclusion

The Service is proud of the steps it has taken to create a workplace where inclusion and equality and diversity is at the forefront of what we do.

- ◆ We will continue to provide equalities training as part of our core training curriculum and ensure that our employees have an understanding of their legal and moral responsibilities as employees and as providers of a public service.
- ◆ We will focus on the elimination of discrimination, harassment and inequality, both in the workplace and when we engage with the community.
- ◆ We will also ensure equal access to our services while making sure that protecting the most vulnerable in our society remains a key priority.
- ◆ We will seek to recruit a workforce which reflects our diverse community, and engage with those who would not normally consider a career with the fire service and encourage them to apply. This will include positive action measures where we have under-representation in the workforce.

Inclusion is about ensuring that everyone in the organisation has a stake in the development of the organisation and in the way it delivers high quality services to communities.

Inclusion lies at the heart of how we do things. Creating a workplace and delivering services based on respect for individuals, acceptance of differences and where no-one feels marginalised or excluded. This places a responsibility on every single person to think about what they say and how their conduct may impact on others.





A team is only the sum of its parts.



By 2020 we will most likely be a smaller organisation; the way we are governed may well be different and new technologies will change some of the ways that we do things. The next few years will therefore be a period of transition and we will need to adapt to a changing world.

To achieve our aim of delivering safer communities across Nottinghamshire, at a time when our resources are reducing, it is more important than ever that we work together and pool our collective efforts to make the county a safe place to live and work. Whatever our individual role, what we do and how we behave makes a difference. This will mean accepting that some things have got to change. We will need to be more flexible in the way that we deliver our services, work more collaboratively with our emergency service and public sector colleagues and take on board new ways of working.

The role of leaders in every part of the service will be paramount to our success. Leaders will be those people who act as role models to others, who get involved and have the drive to challenge and improve things. Coaching will play a key role in developing our leaders and managers of the future and we will provide the opportunities for people with the aspiration and personal commitment to take on new challenges and make a positive contribution.

Our commitment to build a culture based on our values will help to create a workplace where people are proud of what they do, the organisation that they work for and where all our employees feel supported by each other and by the Service.

We want our employees to feel involved, engaged and participants in the Service that we aspire to be by 2020. The work we are doing now, as set out in this People Strategy, will ensure that we can be confident in ourselves and in our ability to meet future challenges.

These words alone will not get us to where we need to be. It will require the positive engagement of our whole workforce and the will to work together; it will mean challenging and letting go of some of the ways that we have always done things, being open to new ideas whilst retaining the things that make us the best at what we do.

It means taking personal responsibility to do the best that we can whatever our role, making NFRS a great place to work, supporting our colleagues, and taking pride in what we achieve as a Service.

Creating Safer Communities

The Three Principles

Quality Services

An Engaged and Motivated Workforce

Strong Governance and Financial Stability

Shaping Our Future

People

Learning

OD Strategies

Shaping Our Workforce

One Team Working Together

Professional Workforce

Workforce Planning

Values and Culture

Fire Professional Framework

Devolved Leadership

Organisational Excellence

Professional and Vocational Qualifications

Developing Potential

Innovation and Improvement

Outstanding Leadership

Engaging the Workforce

Systems Development

Talent Management / Succession

Supporting Employees

Inclusive Services

Workplace Assessment

Equality and Inclusion

Collaboration





By 2020 we aim to become:

A **progressive, responsive, learning** organisation that **works together** to provide **excellent services** and meet future challenges.

Appendix 1 - People, L&D and Organisational Strategies Explained

Workforce Planning: Ensure that we have the right number of people, with the skills and experience to maintain an excellent standard of service delivery to our community within a challenging financial climate.

Devolved Leadership: Trusting managers at all levels to make decisions that support our objectives and values. Coaching to become embedded as the management style of effective leaders.

Developing Potential: Providing opportunity for individuals to fully develop their potential and excel in their role.

Engaging the Workforce: Ensuring that our employees understand our objectives, how they can contribute and be part of their achievement.

Supporting Employees: Caring about the welfare and wellbeing of every employee, creating a workplace that supports individuals to reach their potential to be the best employer that we can be.

Equality and Inclusion: Working to eliminate discrimination and ensure that every individual feels a valued member of the Nottinghamshire Fire & Rescue team. Working together to live our values and establish a culture of mutual support and respect.

Values and Culture: Embed shared values and promote a culture that reflects these values in the way we do things and treat others.

Organisational Excellence: Always seeking to be the best that we can be.

Innovation and Improvement: Bringing fresh ideas into the organisation and challenging the way we do things. Not simply change for change's sake, but making small improvements that make a difference.

Systems Development: Become more effective and efficient by best use of new and existing technologies.

Inclusive Services: Ensuring that we understand the different needs of our community, and work to provide the best service that we can.

Collaboration: Working with others to improve the way we do things and work more efficiently – internally by eliminating silo working, and with our partners to share best practice, resources and shared delivery models.



Operational Competence: Ensure that we have in place the resources and support to so that our operational employees become competent and maintain their competence throughout their career, and to maintain safe systems of working.

Workplace Assessment: Provide a network of assessors to support employees through their development and recognise that it is the responsibility of every manager to nurture, develop and be accountable for performance within their team.

Outstanding Leadership: Establish authentic leaders as role models for the organisation, living the values that we believe are important.

Talent Management / Succession: Provide opportunity to those who have the potential and aspire to a different or higher role through effective learning and development programmes, academic courses and workplace e-learning; individual support through coaching and mentoring; and access to short-term development placements.

Become a progressive, learning organisation: By listening, challenging and improving we aim to become the best that we can be.



Appendix 2 - Values and Behaviour

We are Professional in all that we do

We act professionally by being the best that we can be, behaving with integrity and taking personal responsibility for our behaviour and decisions.

Positive Behaviour	We show this when we
Have (and demonstrate) high standards	Always strive to do our personal best
Protect the good reputation of the Service	Uphold our values and reflect these in our conduct at all times
A role model for others	Consider how we behave; be measured and consistent in our responses
Take responsibility	Accept responsibility for our actions
Show integrity	Are open and honest in our motives and conduct. Be authentic
Act appropriately	Treat others with respect and consideration whatever the situation
Communicate effectively	Communicate information effectively so that it is readily understood

We Value and Respect Others

By treating our community and service users with respect and consideration, we become a more customer-focused and inclusive organisation.

Positive Behaviour	We show this when we
Treat people as individuals	Treat people respectfully in a way they would wish to be treated
Customer-focused	Go the extra mile to deliver excellent services
Polite and approachable	Are courteous, helpful and considerate
Attentive	Actively listen to what people are saying and respond in a way that shows we are listening
Trustworthy and reliable	Do what we say we are going to do



We are Open To Change

By understanding the need to improve, we open ourselves up to new ideas and become a more sustainable and stable organisation, ready for the future.

Positive Behaviour	We show this when we
Open to change	Be open-minded about new ideas and suggestions
Contribute to change	Take responsibility for improving the way we do things and challenge things if they can be done better
Encourage ideas	Help other people to develop their ideas in a positive way
Supportive of change	Recognise that change is an investment in our future

We are One Team working together

We act as One Team when we respect and value each other, and work together to create safer communities.

Positive Behaviour	We show this when we
Share a common goal	Work collectively to provide an excellent service to the people of Nottinghamshire
Value everyone whatever their role	Respect colleagues and the contribution they make
Supportive of colleagues	Have a positive attitude to working with others, we listen and offer constructive advice
Work collaboratively	Help others when we can, take a genuine interest in supporting others to achieve their objectives
Think about what we say and how we say it	Communicate in a constructive and polite way. Careful not to use offensive or demeaning terms
Seek to develop others	Take time to share our experience and knowledge



NOTTINGHAMSHIRE Fire & Rescue Service

Creating Safer Communities

