



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Item 06

Background Paper

MEETING	Shadow Policy and Resources Committee
DATE OF MEETING	23 March 2016
SUBJECT OF THE REPORT	Respect Behaviours 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 "Respect", the Behaviours Framework agreed for implementation by the Senior Leadership Team in March 2016.
RISK ASSESSMENT	Failure to develop and embed effective organisational values supported by behaviour statements will impact on the organisational effectiveness of the new service and will inhibit the delivery of required transformational change.
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 Shadow Policy and Resources Committee approve the Respect Framework for presentation and adoption at the Shadow Authority meeting on the 1 April 2016.
BACKGROUND PAPERS	None for the purposes of this report.
APPENDICES	Appendix A – Respect Behaviours Framework
REPORT ORIGINATOR AND CONTACT	Derek James Email derek.james@dorsetfire.gov.uk

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 of Services as part of the combination programme.
- 1.2 The launch of this new framework is an important part of creating one new Service with common aims, ways, values and behaviours. How the Respect framework is introduced, communicated and embedded will impact the culture of the organisation as it establishes itself and continues to mature.
- 1.3 Workstream 2 members have recommended that the CFA adopt the same behavioural framework as DWFRS staff and volunteers to ensure consistency in the understanding of Service values and presentation of behaviours. This will also enable role-modelling of expected behaviours at the highest level.

Development of the Respect Framework

- 1.4 Dorset FRS and Wiltshire FRS have both, historically, used the National Toolkit of Personal Qualities and Attributes (PQAs) as their behavioural framework for uniformed staff and increasingly for all staff groups. 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.
- 1.5 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 same source (National Framework) there was a high degree of correlation between the content.
- 1.6 In addition to mapping of 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 FRSs and other organisations rated as “top employers”. (Top ten Stonewall companies and top ten medium sized employers in Sunday Times Best Companies to Work for list)
- 1.7 Input into the content and use of the new framework was gathered at Managers Days and this informed some early ideas about future proposals. These were shared at a series of Structured Interviews during August/early September to seek wider views about how we embody our Values and communicate and demonstrate desired Behaviours. Output from these has been used to inform the design of the new framework.
- 1.8 Key Outputs and Questions from 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 on the uni-dimensional framework in Dorset FRS was that the content was important and valued but could be simplified to aid greater understanding.
 - We need to consider how we assess Behaviours in performance review process
- 1.9 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 and adopted by the Senior Leadership Team on 9 March.

Implementation of the Respect Framework

- 1.1 A Communications Plan and associated materials are in development which will set out how the Service will communicate Respect to all staff, members and volunteers in line with meeting schedules and corporate branding. This plan will include a variety of interventions to ensure that Respect is understood through the Service and can become embedded in working lives.
- 1.2 As part of the implementation of Respect, a review of Policies and Procedures will be undertaken to ensure that the behavioural framework is appropriately referenced and working procedures align to the desired behaviours.
- 1.3 There will be a need to assess how well we demonstrate the Behaviours as described within the Respect Framework so a Cultural Audit will be carried out during 2016 which will identify gaps and actions to inform our continued development of DWFRS culture.
- 1.4 Cultural integration and alignment of the two existing organisations is important in creating one new Service with common aims, ways, values and behaviours. In addition to considering how two existing cultures come together, external views and reports about FRS cultures and behaviours will be considered as they become available, e.g. the Cultural Review of Essex FRS.

Conclusions and next steps

- 1.5 Members are asked to agree the content of the Respect Framework for adoption by the Authority.