Tyne and Wear Fire and Rescue Authority

TYNE AND WEAR FIRE AND RESCUE AUTHORITY **Item No. 6**

MEETING: HR COMMITTEE 21 OCTOBER 2025

SUBJECT: LEARNING AND DEVELOPMENT – UPDATE ON KEY DEPARTMENTAL ACTIVITY

JOINT REPORT OF THE CHIEF FIRE OFFICER AND THE DIRECTOR OF PEOPLE SERVICES

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1 INTRODUCTION

1.1 The People Services function is made up of three individual departments each with its own clear area of focus. This report provides an update on some of the key activity which is currently ongoing within the Learning and Development (L&D) department including development of our new Values and Behaviours framework and roll out of a 360-degree feedback mechanism for our middle and senior managers.

2 VALUES AND BEHAVIOURS FRAMEWORK

2.1 Several pieces of work have been completed across the Service to assess and influence organisational culture (JSA Independent Organisational Review, HIVE Employee Engagement surveys, Culture talks). This work has provided the Service with valuable insight from people throughout the organisation.

2.2 The work outlined above informed the L&D team in reviewing our organisational values and developing an updated set of values and an associated behaviours framework.

2.3 Updating our organisational values provides a strategic approach to supporting an inclusive workforce that demonstrates high levels of both performance and behaviour.

2.4 The values which were approved by ELT include Integrity, Safety, Inclusivity and Learning, and more detail is provided below.

TWFRS Values Statements

Simply put, our value statements answer the question, "Regardless of what we're working on, how will we work?"

Integrity

Be trustworthy / Be authentic / Be open and honest

- We commit to acting with integrity by being open, honest and authentic in all our dealings.
- We will uphold the highest ethical standards, building trust through our actions.

Safety

Be diligent and observant / Be caring and compassionate / Be accountable

- We will prioritise the safety and well-being of every one of our people, partners and our community.
- We commit to creating a workplace focussed on preventing accidents, injury and psychological injury.

Inclusivity

Encourage engagement / Promote equity / Be collaborative

- We will commit to building a welcoming, inclusive workplace where everyone feels engaged, valued and respected.
- We will listen to and encourage different perspectives, where everyone has a voice and can bring their authentic self to work and contribute fully to our organisations success.

Learning

Be curious / Seek and encourage development / Continuously improve

- We commit to creating an environment where continuous learning and improvement is prioritised, valued, and integrated into the daily operations and mind-set of our organisation.

- We will encourage new ideas, perspectives and experiences, and we will seek new ways to share learning with others, recognising those committed to learning and developing themselves, their teams and the wider organisation.

2.5 Moving forward, it is vital that the values and behaviours are understood, adopted, embedded and demonstrated at all levels, both internally and externally within the community we serve.

2.6 Strategic and senior leaders will be crucial in setting a positive tone and supporting the embedding of our new values and behaviours framework. It is essential that the Senior Leadership Team are personally and collectively committed to adopting, promoting and embedding them.

2.7 Effective communication of the values and behaviours, their purpose and how they impact every person is essential to embed them and positively impact the culture of the Service.

2.8 A draft implementation plan has been developed and is broken down into four key phases including 1. preparation and alignment, 2. developing awareness,

3. official launch and 4. reflect and review. **See appendix 1 – for more detail surrounding each of the proposed phases of the roll out plan.**

3 360 DEGREE FEEDBACK

3.1 The HMICFRS Values and Culture Spotlight report identified that 360-degree feedback should be implemented for all managers across the Service. This would serve as a tool to help build leaders awareness of the impact of their behaviour on others and facilitate personal reflection.

3.2 The L&D team scoped out the parameters of this project, and a procurement process was run to identify a suitable supplier. The team then worked with the awarded supplier to tailor a comprehensive 360-feedback form and associated reports for supervisory, middle and strategic managers.

3.3 Roll out of the 360-feedback project has now commenced, starting with ELT members on the 24th September. The *Leading the Function* assessment will then be released to SLT members on w/c/ 27th October, and then to remaining middle managers on w/c 1st December.

3.4 Leaders will be required to complete a self-assessment, followed by them then sharing the 360 assessments with at least seven raters who will include their line manager, three direct reports and three peers. These assessments are completed anonymously. Additional raters can be invited as desired to give a broader range of feedback.

3.5 Upon completion of the rater assessments, a personal report will be compiled. A Psychologist will then facilitate a one-to-one session with the leader to share and review the feedback report. The report is the property of the leader, and they are not required to share it, however, they are encouraged to discuss the relevant points in regular one-to-ones and PDRs.

4 RISK MANAGEMENT

4.1 The updated values and behaviour framework is the foundation of how we will do things and is required to be understood by our people and embedded throughout all service procedures and processes. This is a significant piece of work and will be managed through the proposed implementation plan detailed in appendix 1.

4.2 The need to deliver 360-feedback was identified as a recommendation in the HMICFRS Values & Culture Spotlight inspection, so a failure to deliver this would presumably impact negatively on future inspection outcomes.

4.3 There is a risk of poor communication regarding the purpose of 360-feedback, the associated process and resistance to change. This is being managed through a communication plan.

4.4 There is a risk that 360-feedback information could be requested as part of a Freedom of Information Request. Individual reports are personal data and would not need to be shared. However, anonymized summaries of 360

feedback, such as a summary of ELT or SLT could be requested and would need to be shared.

5 FINANCIAL IMPLICATIONS

5.1 There are no financial implications in respect of this report.

6 EQUALITY AND FAIRNESS IMPLICATIONS

6.1 There are no equality and fairness implications in respect of this report.

7 HEALTH AND SAFETY IMPLICATIONS

7.1 There are no health and safety implications in respect of this report.

8 RECOMMENDATIONS

8.1 The Authority is recommended to:

a) Endorse the contents of this report

b) Receive further reports as appropriate.

BACKGROUND PAPERS

The under-mentioned Background Papers refer to the subject matter of the above report: Appendix 1 – Values and Behaviors Framework – draft implementation plan.

Appendix 1

Values & Behaviors Framework
Draft Implementation Plan

Phase 1: Preparation & Alignment

Objective: Ensure ELT & SLT buy-in and internal alignment before launch.

1. **Stakeholder Engagement:**

Brief ELT for strategic alignment.

Identify key influencers across SLT/departments.

- Head of People & Culture
- Head of Service Improvement
- SD GMs
- Culture & Inclusion Manager
- Corporate Comms

Brief SLT and middle managers for senior leadership alignment and understanding to support introduction to department managers and teams.

2. **Embed the Framework:**

Align the framework with existing policies, procedures and processes including:

- Recruitment, onboarding and inductions
- Performance management
- Development pathways
- Learning programmes
- Recognition programmes
- Capability & performance procedure
- Discipline procedure
- Grievance procedure

3. **Communication & Branding:**

Develop key messages and a narrative for why the framework is required, how it will support service values and goals and how it will be relevant and beneficial for people.

Develop a communication plan for sharing and understanding of the framework.

Create a visual identity for the framework (icons, posters, digital signage, intranet banners, etc)

Phase 2: Develop Awareness

Objective: Create excitement and awareness across the organisation.

1. **Communications Campaign:**

Weekly themed comms introducing the framework and the groups of behaviors.
Share posters, Vlogs/stories, comms piece, digital signage/intranet banners.

2. **Engagement Sessions:**

Review in Middle Manager Engagement Sessions.

Phase 3: Launch

Objective: Launch the Values and Behaviour Framework across the Service

1. **CFO announcement/VLOG**.

2. **Department talks:**

Department Heads introduce the V&B framework to teams
Communicate expectations and application for people at different levels:

- Team member
- Supervisory manager Leading others
- Middle manager Leading the department/function
- Strategic manager Leading the service

3. **Manager Toolkits -** Provide slide decks, FAQs, and conversation guides for team discussions.

Phase 4: Reflect and Review

Objective: Obtain feedback and evaluation of embedding and impact

1. **Obtain feedback:**

- Employee Engagement Surveys
    - Include questions on value alignment, leadership modelling, and behavioural consistency.
    - Focus groups / ELT listening events / Culture talks

2. **Evaluate embedding and impact:**

- HR Analytics
    - Recruitment / retention / exit data
    - Employee relations data
    - Performance management data

3. **Annual Review:**

- Revisit the framework annually to ensure relevance.
- Celebrate progress and refresh materials as needed.
- Share real examples of values in action via comms piece and Vlogs