

Culture Statement of Intent

June 2024



HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE



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Our Culture Statement of Intent

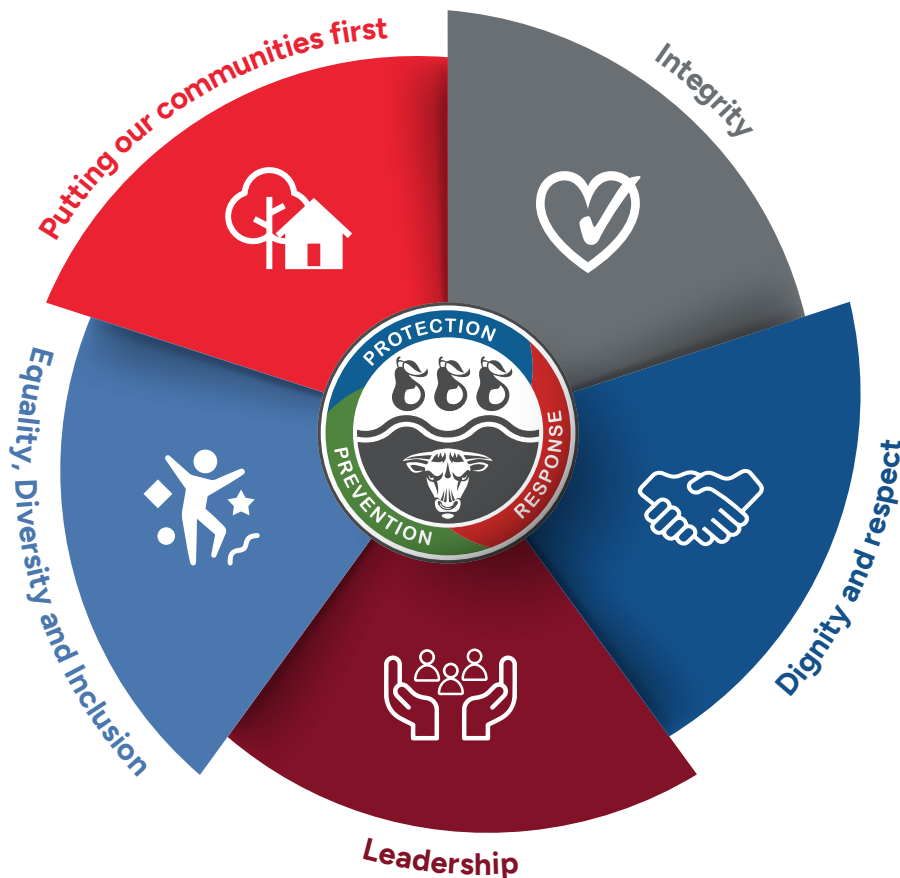
These pages provide Hereford & Worcester Fire and Rescue Service's (HWFRS) culture statement, which defines our desired culture.

It outlines where we want to be through statements of intent and how this will be achieved. Building and nurturing an organisational culture is an ongoing process and this document plays a crucial role in shaping, guiding and sustaining our strategic goals and priorities.

Our Ethical Principles

We are guided by the [Core Code of Ethics for Fire and Rescue Services \(FRS\)](#) in England.

The Core Code of Ethics sets out five ethical principles, which provide a basis for promoting good behaviour and challenging inappropriate behaviour. These principles are our guiding set of values and help us to improve organisational culture and workforce diversity, ensuring that communities are supported in the best way.



Putting our communities first



We put the interest of the public, the community and service users first.

Integrity



We act with integrity including being open, honest and consistent in everything we do.

Dignity and respect



We make decisions objectively based on evidence, without discrimination or bias.

Leadership



As positive role models, we are accountable for everything we do and challenge all behaviour that falls short of the highest standards.

Equality, Diversity and Inclusion



We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations and celebrate difference.

Our Culture Statement

At Hereford & Worcester Fire and Rescue Service we take pride in **working as one professional team** every day to deliver **high quality, sustainable services** to our communities. Our culture is rooted in our **commitment to the safety and wellbeing of the communities** we serve.

We believe in being an **inclusive and safe place to work** where all staff are **valued, supported and able to thrive** in an environment free from bullying, harassment, discrimination, abuse and harm. We deliver services that are inclusive, safe and professional, and **inspire public confidence and trust**.

Everything we do is underpinned by the Core Code of Ethics. In order to foster an inclusive environment, we **prioritise learning and development** to make **continual improvements** through training and education. We do not tolerate behaviours which show a lack of respect for others or cause people to feel uncomfortable, threatened, harassed or intimidated. Unacceptable behaviour will always be dealt with and appropriate action taken.

As an organisation and as individuals, we are truly committed to **calling out unacceptable behaviours** whenever we see them; **learning from and reflecting** on, our own behaviours and actions.

Where we are heading

Feedback from our staff survey, the independent culture audit and themes from the confidential reporting line have told us the things we are getting right and the things we could do better, to continue to make HWFRS a great place to work.

Based on your feedback, the following **statements of intent** have been developed to describe where we want to be:



Where we are heading continued

1 Our leadership is visible, inclusive and diverse

What does this look like:

- We have a team of visible, open and honest leaders that represent the communities we serve.
- Our leaders are able to communicate and engage with staff at all levels.
- We have set clear expectations on the importance of regular, meaningful conversations on inclusion.

2 Our people feel safe, respected and included

What does this look like:

- Our people feel able to speak up if something is not right – in most cases, raise and resolve issues early and at a local level.
- We try to understand other viewpoints, listening and learning with respectful curiosity.
- Our people are supported to learn and change behaviour where minor or clumsy errors are made.
- Our people are receptive to constructive feedback and behave in a way that creates a positive, respectful and inclusive workplace for all.

3 Our people feel that their wellbeing at work is supported

What does this look like:

- We have open and honest conversations about wellbeing.
- We feel empowered to manage our own wellbeing with support from our line managers.

4 Our people feel they have the right skills and knowledge to succeed

What does this look like:

- The right development, training and guidance is available at the earliest point (induction) so we can flourish at work.
- There are clear career pathways and fair, transparent progression opportunities.
- Our people embrace the opportunities and support provided to help them grow, develop and succeed.



Who is responsible

Achieving our desired culture is a shared responsibility. Whilst ultimate responsibility for shaping and upholding the culture lies with our leaders, every member of our organisation plays a role in living and promoting the desired culture:

The Fire Authority, Strategic Leadership Board and Senior Leaders will set the tone and model the Core Code of Ethics and behaviours outlined in the Culture Statement. They will ensure the culture aligns with our strategic goals and objectives.

Middle and Supervisory Leaders play a crucial role in translating the culture statement into actionable behaviours and expectations for their teams. They will engage with staff, listen and act on feedback and support their staff to embody the culture and provide opportunities for development.

The HR Team is responsible for ensuring new starters align with our culture and Core Code of Ethics during recruitment and onboarding processes, providing the right development to help us understand and embody our culture. They also ensure we have policies and processes in place to encourage the behaviours we are seeking and to help us manage those occasions when behaviours fall below our professional standards.

Staff Networks will play a significant and positive role by providing a platform for employees to share feedback on what's working, what needs improvement and provide input on their experiences.

The Culture & Ethics Steering Group will act as a sounding board where specific culture initiatives can be monitored.

And finally – you! We are all responsible for living the Service's Core Code of Ethics and behaviours daily in our work and interactions. We act appropriately at all times, regardless of the audience, and mindful that our behaviours outside of work can reflect on the Service, having a wider impact as an employee of a trusted public sector organisation.

You will provide feedback on how the organisational culture is being experienced and suggest improvements or changes. You will also support and encourage your colleagues and peers to embrace the culture.





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