Tyne and Wear Fire and Rescue Service

VALUES AND BEHAVIOURS FRAMEWORK

December 2025

Introduction

Tyne and Wear Fire and Rescue Service (TWFRS) aim to provide the highest levels of service to support our vision of *Creating the Safest Community*.
To do this we strive to develop and demonstrate the highest standards of both performance and behaviour.

The way we behave and treat each other is the foundation of our workplace culture and guide how we engage with and deliver our services across our communities. What we do matters, but how we do things and treat each other, our partners and those in our communities is equally important.

TWFRS has established values and a behaviours framework which outlines the actions that all our people, volunteers and those who work for us must demonstrate and promote. It outlines examples of positive behaviours that indicate our values are being lived and demonstrated.

Living these values and behaviours shapes our culture. What we do and how we do it must be anchored in our values and behaviours. This is underpinned by the ethical principles set out within the National Fire Chiefs Council, Core Code of Ethics.

The values apply to everyone equally. They are relevant to people in every role and are not bound by leadership positions or seniority. Likewise, there are personal behaviours that we expect of all our people. There are additional behaviours that we expect of people depending on their role and their level of leadership and management responsibility.

Our values should influence how we treat each other, partners and ultimately engage and deliver our services to the people in our communities. The individual differences we all bring to our workplace are a positive enabler for continuous improvement through engagement, collaboration, values-based leadership, respect and compassion within an environment of accountability.

We all have a part to play. Our values and behaviours are central to our culture and are at the heart of our day to day working. We can each make a positive difference for our people and the communities we serve, individually and collectively. How we demonstrate the values will be measured by how people feel and behave at work and how others beyond the service see us.

Embracing and living our values and behaviours is central to achieving our strategy, Community Risk Management Plan and address risk in the most effective and efficient way across our communities.

Councillor Phil Tye
Chair of the Tyne and Wear
Fire and Rescue Authority

Peter Heath KFSM
Chief Fire Officer
and Chief Executive

Our Values

Our values have been developed considering engagement surveys, our cultural review, a wide range of reports and feedback, and the culture expected from public sector organisations.

Our Values

It is the duty of every individual within the authority to ensure these values are implemented and upheld.

Safety	**Integrity**
Inclusivity	**Learning**

Safety
Ensuring that our people feel secure, protected and qualified to perform to their best, not only promotes our safety-first culture but puts health and wellbeing at the heart of our organisation. Our focus on physical and psychological safety for all, serves our vision of creating the safest community.

Integrity
Demonstrating integrity, encouraging ethical behaviour and accountability creates trust and provides transparency with our people, key stakeholders, strategic partners, and throughout our communities. It is essential that integrity is demonstrated by people at all levels, recognising both the organisational and individual responsibility to act with integrity at all times.

Inclusivity
Promoting a warm, welcoming environment where everyone feels heard and respected, while valuing diversity encourages creativity, innovation and improvement. Embracing new and different ways of thinking, effective collaboration and engaging with people inside and outside our organisation supports our culture and is reflected in our approach to leadership. Inclusivity is integral to every part of organisational life and enhances openness, fairness and people's voice.

Learning
Learning (in its widest context) supports all our other values, enabling our people to continue to effectively adapt and respond to change, reflect on our experiences and drive continuous improvement in all we do. It encourages lifelong learning, professional curiosity and accountability for personal development. Building learning into everything we do is a critical enabler of safety and improvement, at both an organisation, team and individual level.

Values Statements

Our value statements outline how we work, regardless of what activities we are doing. The following statements offer a summary of what our values mean and how they look in action:

Safety

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

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

Integrity

Be trustworthy / Be authentic / Be open and honest

- We act with integrity by being open, honest and authentic in all we do.
- We uphold the highest ethical standards, building trust through our actions.

Inclusivity

Encourage engagement / Promote equity / Be collaborative

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

Learning

Be curious / Seek and encourage development / Continuously improve

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

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

Behaviours Framework

To support our values, the behaviours framework clearly outlines positive behaviours and examples of how they can be demonstrated. The behaviours apply to everyone in TWFRS, including volunteers or others working for us.

The behaviours are not limiting, in that all our people demonstrate many positive behaviours, not just those relevant to their role. The framework supports the many positive behaviours that are already demonstrated by our people and helps to drive improvements.

The success of our organisation and the effectiveness of the services we provide to communities is enhanced as we demonstrate these behaviours in everything we do. Demonstrating our values and behaviours is part of everyday working life and foundational to how we effectively achieve our personal, team, department and Service goals.

The behaviours framework is aligned with our values, the NFCC Leadership Framework and The Fire Standards for Leading the Service and Leading & Developing People.

The behaviour framework is made up of four areas including:

- Personal Impact
- Outstanding Leadership
- Organisational Effectiveness
- Delivery of Service

It sets out clear behaviours of our people in these areas as shown below:

Personal Impact	Outstanding Leadership	Organisational Effectiveness	Delivery of Service
Accountability	Collaboration	Achieving Strategy	Customer & Community Focused
Value Diversity & Inclusion	Wellbeing	Information & Messaging	Decision Making
Emotional Intelligence	Developing Others	Achieving Organisational Objectives	Effective Planning
Personal Development	Empowering Others	Continuous Learning	Efficient Resourcing
Effective Communication	Challenging Inappropriate Behaviour	Continuous Improvement	Problem Solving
Openness to Change		Managing Risks	

These behaviours are expanded further with descriptors for four groups of people including:

- Personal Behaviours
- Leading Others
- Leading the Department
- Leading the Service

Putting the values and behaviours into action

The values and behaviour framework is directly aligned with the strategic goals set out in our strategy.

Inclusivity and Culture

Our commitment to prioritising a culture of excellence, equality and inclusivity for our people.

- Promote a positive work culture for staff, maintaining a focus on health, safety and welfare
- Continue to build an inclusive and diverse workforce that reflects the needs of our community
- Aspire for equality, diversity and inclusion excellence, measuring ourselves against best practice and available benchmarking tools
- Ensure our staff and leaders are fully equipped and fully trained to perform their roles effectively, and that routes for progression are clear and accessible for all
- Foster and encourage ongoing organisational learning to continue to improve.

Community and Firefighter Safety

Ensuring we achieve the optimum standards possible in protecting our communities and our workforce.

- Ensure the outstanding delivery of our core services, directing our fire prevention and protection activities to those at greatest risk from fire and prioritising incident response and training for firefighter safety
- Proactively work with partners/collaboration work with emergency services and other local, regional and national partners to enhance community safety and emergency preparedness
- Support the continual improvement of our service delivery, improve productivity and ensure our work is targeted where it is most needed.

Innovation and Environmental Sustainability

Continually explore options in technological innovation, and in our environmental sustainability planning, to further improve and future proof delivery of our services.

- Continue our commitment to sustainability and ambition to be a carbon neutral service.
- Focus on digital transformation and advancements in technology in all areas of the Service, particularly in how we use data to inform improvements
- Maintaining a consistent focus on strengthening our cyber resilience.

Making Best Use of Our Resources

Continuing our robust financial planning approach to ensure best use of resources, aligned to our risk and achievement of our goals.

- Use effective financial planning to ensure value for money
- Continue to pursue opportunities to collaborate with other organisations in order to improve outcomes and value for money for the people within our communities
- Work to identify and remove inefficiencies across the service and prioritise our capital spending where it is most needed.
- Effective use of data and intelligence to drive strategic decision making.

The behaviours described will enable us to achieve our objectives and continue to improve, creating a workplace for people to thrive and providing a service to our community that we can all be proud of.

Examples of where the values and behaviours framework are used, in addition to day to day working, includes but is not limited to:

- Recruitment and selection processes including adverts, open days and events
- Job descriptions and person specifications
- 360 feedback process and to align performance assessments
- Integrated into departmental plans and projects
- Assessment and promotions process, including setting questions
- PDR and career conversations, and feedback
- Managing performance and development
- Addressing grievance and discipline processes
- Engaging with partners and people across our communities
- Decision making processes
- Self-assessment and feedback processes
- Creating development programmes and plans.

Embedding and upholding our values, ethical principles and behaviours will drive our workplace culture and create inclusive and fair workplaces.

Personal Behaviours

Safety Integrity Inclusivity Learning

The following behaviours are expected of all our people, regardless of their role.

Personal Impact	Outstanding Leadership	Organisational Effectiveness	Delivery of Service
Accountability I role model service values and take responsibility and accountability for my behaviour and performance.	**Collaboration** I foster trust with others and build constructive working relationships to achieve our goals and plans.	**Achieving Strategy** I know what the key organisational goals and plans are and how I contribute.	**Customer & Community Focused** I am focused on customer needs and risks in my approach to my work, including issues of safeguarding and inclusion.
Value Diversity & Inclusion I value and appreciate differences in people and treat everyone with kindness and respect.	**Health & Wellbeing** I look after my physical, mental and emotional wellbeing, proactively access available support, and encourage others to do the same.	**Information & Messaging** I positively seek organisational information and can be trusted with sensitive information.	**Decision Making** I make decisions based on supporting evidence, risk, and my knowledge of good practice.
Emotional Intelligence I reflect on and understand how my actions and behaviour impact others and adapt to be inclusive.	**Developing Others** I support and mentor others in their personal development of performance and behaviours.	**Achieving Organisational Objectives** I take responsibility for the work I do in contributing to service goals and plans and encouraging others to do the same.	**Effective Planning** I plan, prioritise my work and managing my time effectively.
Personal Development I take responsibility for my personal development by proactively developing new knowledge, skills and behaviours and maintaining competencies.	**Empowering Others** I empower people by valuing their contribution.	**Continuous Learning** I offer ideas and feedback to improve our services and take on board other's ideas.	**Efficient Resourcing** I am careful with all types of resources (money, time, materials, fuel and energy) to provide value for money.
Effective Communication I communicate effectively and promote two-way dialogue by respectfully sharing my views, questioning, actively listen and confirming understanding.	**Challenging Inappropriate Behaviour** I recognise and challenge inappropriate behaviour and report it when necessary.	**Continuous Improvement** I continuously improve my performance and behaviour and suggest ideas for improved ways of working.	**Problem Solving** I take time to fully understand issues and actively contribute to solve problems.
Openness to Change I am open to and positively engage with new ways of thinking and working.		**Managing Risks** I work within the organisations policies, procedures and processes and speak out promptly if I see or hear of a safety or organisational risk.	

Leading Others

Safety Integrity Inclusivity Learning

The following behaviours are expected of supervisory managers, who lead teams.

Personal Impact	Outstanding Leadership	Organisational Effectiveness	Delivery of Service
Accountability I role model service values and take responsibility and accountability for the behaviour and performance of my team.	**Collaboration** I encourage my team to build constructive working relationships with others to achieve our goals and plans.	**Achieving Strategy** I work with the team to establish a clear sense of purpose and set expectations to achieve our goals and plans.	**Customer & Community Focused** I seek to understand and address the diverse needs and specific risks of people and communities.
Value Diversity & Inclusion I value and appreciate differences in people and utilise their diverse skills and strengths to build a high performing team.	**Health & Wellbeing** I monitor and promote health and wellbeing in my team and signpost people to available support.	**Information & Messaging** I use communication processes to ensure that people in my team have access to accurate information, clarifying information where needed.	**Decision Making** I make decisions based on supporting evidence, risk, and my knowledge of good practice.
Emotional Intelligence I reflect on and understand how my actions and behaviour impact others and adapt to provide inclusive leadership.	**Developing Others** I support the development of my team members through training, mentoring, and meaningful reviews of their performance and behaviour.	**Achieving Organisational Objectives** I ensure the team understands how our work contributes to organisational priorities and focus our work to achieve them.	**Effective Planning** I look ahead to identify needs and anticipate issues and make plans to enhance performance and proactively address issues.
Personal Development I take responsibility for my personal development by proactively developing new knowledge, skills and behaviours and maintaining competencies.	**Empowering Others** I empower people by valuing their contribution, offering flexibility and delegating responsibility to contribute and make decisions within their sphere of responsibility.	**Continuous Learning** I use debriefing and other learning from the organisation to help my team learn and develop.	**Efficient Resourcing** I develop and review plans to make the best use of resources and challenge any misuse of resources.
Effective Communication I share and receive relevant information with my team and line manager.	**Challenging Inappropriate Behaviour** I proactively challenge inappropriate behaviour, influencing others to reach an acceptable solution and report it when necessary.	**Continuous Improvement** I encourage people to be flexible in their approach, suggest new ways of working and promote continuous improvement for organisational systems and processes.	**Problem Solving** I use different problem-solving techniques with others to generate solutions that improve the service for our customers.
Openness to Change I review how change will impact on our people and our work and how we can contribute to success, evaluating how things are working and how change is being embedded.		**Managing Risks** I manage quality in my team and use various sources of feedback and evidence to understand how we are performing and managing risk.	

The following behaviours are expected of middle managers, who lead a department.

Personal Impact	Outstanding Leadership	Organisational Effectiveness	Delivery of Service
Accountability I role model service values and take responsibility and accountability for the behaviour and performance of my department.	**Collaboration** I work collaboratively across teams, functions and with external partners to build productive partnerships and achieve our goals and plans.	**Achieving Strategy** I am aware of wider organisational and political priorities and contribute to the development and achievement of Service strategies and plans.	**Customer & Community Focused** I proactively consider how to achieve better outcomes for customers and communities.
Value Diversity & Inclusion I value and appreciate differences in people and support line managers to build diverse, inclusive and high performing teams.	**Health & Wellbeing** I implement systems to monitor and support the physical, mental and emotional wellbeing of our people to promote resilience and healthy work-life balance.	**Information & Messaging** I positively deliver organisational messages, even in difficult circumstances.	**Decision Making** I make evidence-based decisions and evaluate the impact of changes to learn lessons and implement learning.
Emotional Intelligence I reflect on and adapt my behaviour to be an inclusive leader and mentor line managers to do the same.	**Developing Others** I promote a learning culture and implement processes for effective training, mentoring, and meaningful reviews of performance and behaviour.	**Achieving Organisational Objectives** I work collaboratively to deliver effective department plans aligned with the Service goals, plans and strategies.	**Effective Planning** I monitor the quality of service delivery and share information so that people know how well we are performing and can plan accordingly.
Personal Development I take responsibility for my personal development by proactively developing new knowledge, skills and behaviours and maintaining competencies.	**Empowering Others** I empower people by valuing their contribution, offering flexibility and delegating responsibility to contribute and make decisions within their sphere of responsibility.	**Continuous Learning** I consistently review our performance and look at what other organisations are doing to identify learning and share good practice.	**Efficient Resourcing** I consider the financial and resource implications of decisions and adjust my approach, recommendations, and manage budgets accordingly.
Effective Communication I communicate with internal and external people to influence positive outcomes and build shared understanding.	**Challenging Inappropriate Behaviour** I implement and monitor service processes to identify and address all inappropriate behaviour.	**Continuous Improvement** I consistently identify and implement improvements to department processes and promote more efficient ways of working.	**Problem Solving** I develop and implement thoughtful solutions or recommendations based on sound evidence and feedback from internal and external sources.
Openness to Change I take ownership of change, and I am willing to adapt my thinking. I help others to understand, adapt to, implement and embed change.		**Managing Risks** I actively seek to understand the nature of risk in all areas of responsibility and act to mitigate those risks or report them.	

Leading the Service

Safety · Integrity · Inclusivity · Learning

The following behaviours are expected of executive managers, who lead the Service.

Personal Impact	Outstanding Leadership	Organisational Effectiveness	Delivery of Service
Accountability I role model service values and take responsibility and accountability for the behaviour and performance of the Service.	**Collaboration** I proactively build and sustain collaborative relationships with our people, partners and stakeholders to shape and influence wider public service delivery, reducing barriers to effective working.	**Achieving Strategy** I take a long-term view considering future political, social and economic landscape as well as other public service drivers to develop the vision, mission and strategic business plan, including diverse and changing community risks.	**Customer & Community Focused** I am aware of the wider impact the organisation has on improving community outcomes.
Value Diversity & Inclusion I value and appreciate differences and ensure services processes are in place to support a diverse, inclusive and high performing Service.	**Health & Wellbeing** I embed wellbeing in all strategies, ensuring effective systems to monitor and support the physical, mental and emotional wellbeing of all our people.	**Information & Messaging** I take responsibility for crafting key organisational messages, monitoring and evaluating how they are being shared and received through the organisation.	**Decision Making** I make evidence-based decisions and use evidence from our own and other's organisations to set strategy and direction for the Service.
Emotional Intelligence I reflect on and adapt my behaviour to be an inclusive leader and ensure service processes that provide emotionally intelligent leadership.	**Developing Others** I promote a learning culture and ensure fair and effective processes are in place for workforce planning, development and nurturing future talent.	**Achieving Organisational Objectives** I work collaboratively to achieve the strategic plans and working goals of the organisation.	**Effective Planning** I take a long-term view to consider the future political, social and economic landscape and communicate this to the organisation to support effective planning.
Personal Development I take responsibility for my personal development by proactively developing new knowledge, skills and behaviours and maintaining competencies.	**Empowering Others** I empower people by valuing their contribution, offering flexibility and delegating responsibility to contribute and make decisions within their sphere of responsibility.	**Continuous Learning** I implement formal and informal engagement and consultation methods to establish a learning culture, measure the quality of our decision making, learn lessons and create conditions for innovation and improvement.	**Efficient Resourcing** I set strategies and budgets through consultation, which represent the best value service now and into the future. I ensure that all staff demonstrate appropriate levels of business awareness.
Effective Communication I ensure transparent and inclusive processes are in place to communicate effectively with our people, stakeholders and the public.	**Challenging Inappropriate Behaviour** I ensure suitable processes are in place throughout the Service to identify and address all inappropriate behaviour.	**Continuous Improvement** I foster and enable continuous improvement by encouraging and managing organisational development, innovation and new technology.	**Problem Solving** I take account of emerging issues and risks and put plans in place to maximise positive outcomes.
Openness to Change I challenge the status quo and collaborate with other services and sectors to identify improvements. I evaluate and ensure changes are being embedded.		**Managing Risks** I act as a professional advisor to governance at all levels and ensure that our approach to corporate risk is well considered and reasonable in the circumstances.	

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