



Lancashire Fire
and Rescue Service

Leading cultural change

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Lancashire Fire
and Rescue Service

Lancashire



Population
1.5 million



**Urban areas, coastal
communities, market
towns and rural
villages**



123km
of coastline



**Blackpool Airport,
3 ports, 18km tram
system**



**Diverse
communities**



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Workforce



1,200 staff -
approx 600 wholetime,
400 on-call, 200
support staff



**Green and
Grey Book**



Duty systems -
On-Call, Day Duty, Wholetime
2-2-4, Flexible Day Crewing,
Day Crewing Plus



**39 stations and
58 pumps
(32 on-call)**



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Getting the culture right for diversity

Our **Values** set out how we treat each other and how we serve the public



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S **T** **R** **I** **V** **E**

Service

Trust

Respect

Integrity

Valued

Empowered



making Lancashire **safer**

making Lancashire **safer**



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Embedding our values

**Policy
new/refresh -
STRIVE, Code of
Ethics**

**Recruitment
and selection**

Induction

Promotion

Probation

**Performance
Appraisal**



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Embedding our values

**Supervisory and
Middle Manager
Development
Programmes**

**Leadership
Development
Events**

360 feedback

**Coaching and
Mentoring**



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Embedding our values

**Professionally
qualified Human
Resources
department**

**HR Business
Partnering**

**Well respected
department by the
leadership team**

**An enabler
not controller**

**An effective
advisor based
on evidence**

**A culture amongst the
Grey and Green book
leadership team of
actively listening to
each other**



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Celebrating and communicating our values

Core Code of Ethics

Our STRIVE values are supported by the national Core Code of Ethics for Fire and Rescue Services in England. The code sets out five ethical principles which provide a basis for promoting good behaviour and challenging inappropriate behaviour.

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

Making decisions objectively based on evidence without discrimination or bias.

Leadership

We are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.

Equality, diversity and inclusion (EDI)

We continually recognise and promote the value of EDI both within Lancashire Fire and Rescue Service and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.



making Lancashire safer



Our Values – what we believe in

Our values are the qualities that we believe are the most important to us and describe the expectations the public have of us and that we have of each other. We use them every day to influence how we work to achieve our priorities and guide our professional behaviours.



STRIVE



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Employee voice groups





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Health and wellbeing





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Challenges

LFRS and the Sector
being seen as an
employer of choice
within different
communities

Leadership

Appetite for
change within
representative
bodies

The
recruitment
gap

Developing
confidence to
speak out and
challenge

Role of FRS Authority/ Members

A key part of the leadership component

- Scrutiny
 - Service level performance monitoring
 - CFA Committees
- Training & Development
 - Member Training & Development Working Group
 - CFO introduction
- Involvement
 - Member champions
 - Attendance at events
 - Member Information Bulletin



Next Steps

- Continue to refresh training, it is compulsory for staff.
- We currently undertake DBS checks for members of staff who have access to young people and vulnerable adults we are extending that to all staff.
- We have established an anonymous reporting line.
- We continue to deliver positive action promoting LFRS as an employer of choice.
- Explain the role of and the career pathways within the Fire Service.
- Support new firefighter apprentices in role with mentors, and pastoral support.
- Where issues arise investigate thoroughly taking action if necessary.



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Thank you

Any questions?