

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	COMMUNITY SAFETY & PROTECTION		
DATE:	2ND SEPTEMBER 2021	REPORT NO:	CFO/056/21
PRESENTING OFFICER	DEPUTY CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	NICK MERNOCK	REPORT AUTHOR:	NICK MERNOCK
OFFICERS CONSULTED:	LYNN HUGHES		
TITLE OF REPORT:	IMPLEMENTATION OF THE REVISED LEADERSHIP MESSAGE AND VALUES		
APPENDICES:	APPENDIX A	LEADERSHIP MESSAGE	

Purpose of Report

1. To seek Members' agreement to the structured organisational implementation of the Authority's revised leadership message and values for all employees in conjunction with an experienced and knowledgeable external partner.

Recommendation

2. That Members;
 - a) Approve the utilisation of I Leadership to deliver training for the introduction of the Authority's leadership message for all employees.

Introduction and Background

3. Members will recall that they approved a revised People Plan for 2021 - 2024, within which the Authority agreed a new leadership message and a new set of organisational values and behaviours which sets the tone for the organisations' culture and performance.
4. The revised leadership message was constructed utilising a number of high performing employees from all areas of the Service within diverse focus groups to ensure full consideration of all organisational perspectives and inclusion. Leadership messages are pivotal for organisations to create shared purpose and meaning in the workplace, fostering a strong sense of working towards common goals and a sense of organisational belonging. This leads to enhanced performance and outcomes.
5. From those groups, a further cohort of employees were invited to attend focus groups to test out initial findings and further enhance the message. The purpose of the engagement with staff at the outset was to help determine what is

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important, what the drivers are, what stands out about working for the organisation and what employees value. The valuable insights gained during this process were fundamental in the creation of the leadership message.

6. The clear messages from our employees saw the Authority's Mission changed to a Vision:

To be the best Fire & Rescue Service in the UK. One team, putting its communities first

The proposed training will focus on understanding and acknowledging difference and enabling employees to work effectively together with the Vision and Purpose at the heart of everything they do.

7. A Purpose was also added, which is ;

Here to serve. Here to protect. Here to keep you safe

This captures the essence of public service and putting the community first.

8. The Vision and the Purpose will be delivered through the organisational aims of the Authority which are:
9. **Protect** -We protect people from harm, provide advice, guidance and when absolutely necessary use enforcement to keep the public and our firefighters safe.
10. **Prevent** -We are there for you. We are a visible presence that provides reassurance, support and advice. Alongside our partners, we protect the most vulnerable and reduce inequalities.
11. **Prepare** -We will always be the best that we can be by having highly skilled and trained people who plan for every risk and keep our teams safe and effective.
12. **Respond** -We will be there when you need us most, pulling out all the stops to save lives. Whether we are taking 999 calls, or attending incidents, we keep our communities safe.
13. Our values define what we believe in and how we behave. Compassion, integrity and courage were the defining themes of our conversations; taken together they capture us at our best.
14. The values include key behaviours which ensure that the values are evident in everything we do. The full Leadership message is attached as Appendix 1.
15. Organisational values are integral to us recruiting, developing and retaining a high quality and engaged workforce. These values will be built into our recruitment, internal promotion and development systems and all employee

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appraisals. The proposed training will help consolidate and embed these processes which are fundamental to our People Plan.

16. Many organisations fail in this area by just designing and enforcing a senior team designed leadership message and expect all employees to adopt it and engage with it. Values need to be more than words on a page so that they are lived and enacted every single day. It captures our story, our place and our community.
17. A key element of the leadership message is to create a connection to it so that all members of staff have clarity in how they contribute. It is not about communication it is about changing culture. This is why it is essential that the revised Leadership message and values are delivered to all our employees to ensure that the high level of engagement continues.
18. It is proposed to deliver employee workshops to embed the leadership message that will not be hierarchically based, but will be integrated sessions of both operational and non-operational employees of all grades and ranks promoting a shared view of the vision of acting as one team.
19. A key element of the engagement training will be to explore the ways in which each individual prefers to work and communicate and how those ways of working impact on individuals, teams and our communities. The proposed external training providers have a powerful assessment tool that explores the preferences of how each individual operates within a work environment, but also builds in an appreciation of how colleagues may work in a different way.
20. The ability to understand how we work, and also appreciate how others differ, aligns the organisation around common goals and maximises the performance potential of the workforce. It enhances and improves teamwork and reduces silo working, making us more effective.
21. To deliver effective cultural change it is recommended that an inclusive approach regardless of grade or position is integral to successful delivery of the leadership message. Leadership are an experienced training organisation, working with blue light organisations to deliver an impactful, inspiring and engaging way of using their assessment tool to explore people's preferences, identifying colours to denote different styles of working.
22. Using this type of assessment to identify preferences of how people engage with work will ensure the benefits of this approach are realised across the organisation. The delivery of such training with an independent facilitator will assist with their skills and expertise to engage staff who undertake the assessments and embed the communication and impact across the Service. This will help to deliver the leadership message from concept to application in the workplace.
23. It is the preference that all employees have the benefit of an individual assessment and development plan. Officers have considered whether it would be a viable option to carry out individual assessments for supervisory managers

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in the first instance, and while this could still be pursued if Members wished, officers do not believe this would deliver the full extent of the benefits.

24. It is recognised that this is a considerable investment for Members to approve, but one that is recommended to embed the leadership message in order to continue to enhance the levels of engagement and organisational delivery. The revised values and behaviours support the creation of a more inclusive and externally focused culture as well as a more adaptive and responsive workforce to better respond to future demands and the proposed training would be instrumental in delivering this.
25. We are now at the point of entering the next phase with the revised leadership message and values and consequently this investment in complete organisational engagement will drive Merseyside Fire and Rescue Service forward into the next stages of its development and towards its establishment as the best Fire and Rescue Service.

Equality and Diversity Implications

26. The focus groups and interviews that took place with over a 100 staff when developing the leadership message were representative of all employees as well as the staff networks
27. The development prescribed within this report, and if approved in its entirety by members would consequently be delivered to all employees

Staff Implications

28. The engagement training, and the individual development plans would allow all employees to fully engage in moving the organisation forward, increasing engagement across all departments and develop a full subscription to the organisational values and comprehension of each individual's role and value within Merseyside Fire and Rescue Authority

Legal Implications

29. The Head of Procurement has advised officers and ensured the procurement of these services remain compliant with the Authority's contract standing orders.

Financial Implications & Value for Money

30. Through the work of the procurement team a considerable discount has been achieved based on the normal external costings which has seen a considerable reduction in the cost of what is a major organisational piece of work for approximately 1,000 employees.
31. The expected cost of the delivery of the course for all our employees will be £50,000

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32. The cost of producing an individual development plan for every organisational employee would be £45,000
33. To only produce the individual organisational development plan for just supervisory managers would be £21,500
34. The cost of the total organisational implementation of this piece of work (£71,500 to £95,000 depending on the individual development plan role out option) would be funded from a virement from the Authority Training Reserve.

Risk Management, Health & Safety, and Environmental Implications

35. The success of the Service is built on the highly engaged and driven employees, all who contribute to the continual development of the organisation. Fully delivering and implementing these employee-owned and designed values and leadership message as proposed will contribute to organisational engagement, staff retention and future development of the Service.

Contribution to Our Vision: *To be the best Fire & Rescue Service in the UK.*

Our Purpose: *Here to serve, Here to protect, Here to keep you safe.*

36. The organisation strives to be an employer of choice, that fully represents the diversity of the communities we serve and supports all employee development and organisational engagement.
37. The delivery of this training and development opportunity to all employees will enhance the staff engagement and fully embed our ways of working putting in place a platform for the future.

BACKGROUND PAPERS

GLOSSARY OF TERMS
