

THRIVE



Lincolnshire
COUNTY COUNCIL
Working for a better future



OUR CULTURE

WHAT THIS MEANS FOR US

FOREWORD

By the Chief Fire Officer

Lincolnshire Fire and Rescue is proud of its reputation as the emergency service that people turn to when no one else can help. Traditionally, the Fire and Rescue Service has been the go-to service whenever people, in their hour of most need, require help to keep them safe. Whether it be attending fires and saving people from the dangers of smoke and flame, working relentlessly to prevent fires from happening, reaching out to those trapped in machinery or vehicles when accidents occur, working with our partners to improve the health, safety and wellbeing of our communities or providing life-saving interventions during medical emergencies, we have always been there. This reputation has been built by the people who help the communities of Lincolnshire through their work for Lincolnshire Fire and Rescue and is a reflection of the quality of those who serve and have served. Our culture guides the way we approach our work and ensures that, as individuals and as teams, we are all able to provide everything we can towards our purpose of “keeping the communities of Lincolnshire safe and well.”

Our behaviours are described through our THRIVE model which helps us apply the Lincolnshire County Council values and are underpinned by the NFCC Core Code of Ethics. We all need to understand and apply our culture as it is only through our committed, joint efforts that we can build on our strengths and continue to have an impact on lives; both our own and those in the communities we serve, now and into the future.

Remember the behaviour you ignore... is the behaviour you accept.



Mark Baxter - Chief Fire Officer

What is THRIVE?

THRIVE is a word built from cultural themes which you believe are the key behaviours that are important to our organisation. People from across the service have helped build THRIVE and it is something we can use to explain to new starters what it means to be part of Lincolnshire Fire and Rescue. You have all been a part of capturing this and your help to produce a cultural direction that we can all share is very much appreciated.

Some things you have said:

Trust only comes from warmth and good relationships. More emphasis should be made on relationships/team building and shared goals.

Trust is incredibly powerful and so much more can be achieved together when we trust one another.

Having each other's backs.

To help in the community we need to ensure every station is available to attend any incident therefore we will help and support as much as needed to carry this out.

We all need help from time to time, whether that is the public, colleagues and managers, other agencies, suppliers or ourselves.

Fundamental role of the FRS is to help. Without this we have nothing.

The manner in which we conduct ourselves demonstrates how we want to be treated. Respect is mutual and is gained.

Respecting everyone's, thoughts, feelings, actions and differences without judgment.

"We are all so beautifully different" and how true that is and that is what enriches our lives.

To be included gives us more confidence and comfortable to give opinions and ideas and to challenge others.

Inclusivity brings better ability to solve problems.

Creating an environment where people feel safe and able to engage and contribute.

Appreciate each other's strengths and weaknesses.

Create achievable targets so that individuals can demonstrate their abilities.

Feeling valued gives us a sense of purpose and pride and we feel appreciated.

I believe empowerment motivates people far more than money.

Empowering others to be creative and innovative in how they deliver their work.

Staff are included in developing the policies and processes which shape our service.

Trust

We trust the people we work with and they trust us

Help

We help our communities and our colleagues

Respect

We show that we have respect for each other

Include

Everyone is comfortable being themselves at work

Value

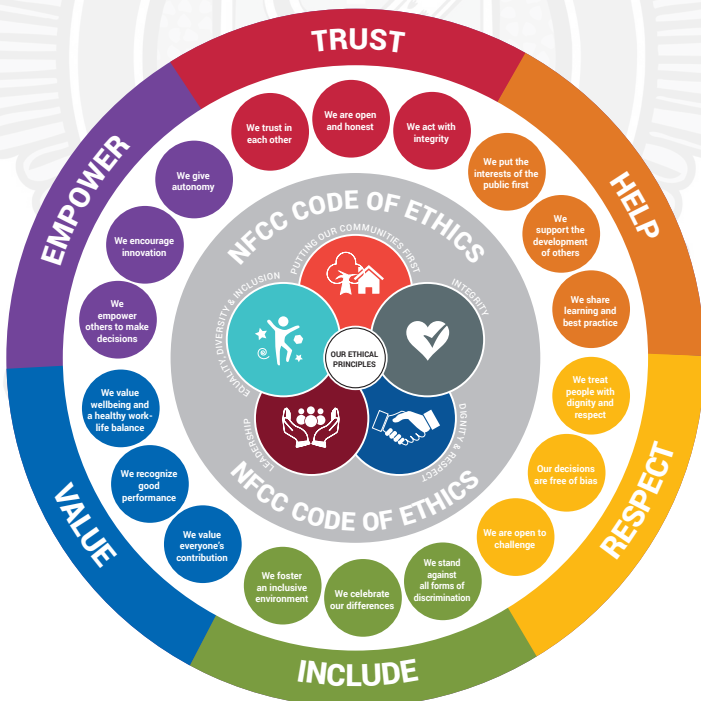
We listen and value the things each of us has to offer

Empower

Everyone can contribute to shape the future of our service

Our Culture

Having introduced our 'THRIVE' behavioural model in April 2021 we are pleased with the way this has been embedded and by which it continues to drive our values and culture across the organisation. Feedback from staff through our annual audit programme gives us encouragement that we are going in the right direction and that our values are understood and modelled at all levels. The National Fire Chiefs Council (NFCC) launched a Core Code of Ethics for Fire and Rescue Services in late May 2021. Developed in consultation with the fire sector, the Core Code of Ethics is designed to help employees of the Fire and Rescue Service (FRS) act in the best way towards each other and whilst serving the public. The Core Code of Ethics underpins THRIVE with the schematic below demonstrating the close relationship between the two models;



TRUST – We trust the people we work with and they trust us. Our decisions and actions contribute to our communities trust in us during their time of need, be that during our safe and well visits or when we attend to help in times of adversity. To build a strong team we need to be able to trust in each other, firmly understand when we say we will do something, we do it. Service staff have confidence to be able to trust that their managers have their best

Trust is having assurance and confidence in self and others - doing the best job possible for the good of others and the organisation.

Exceed our expectations of what we do and how we do it – lead by example.

interests at heart and conversely, managers need to be able to trust people to carry out their job to the very best of their ability. Trust is earned, is fragile, but is of paramount importance for a happy, healthy and resilient work environment.

HELP – We help our communities and our colleagues. Lincolnshire Fire and Rescue delivers a meaningful and resilient service, by always being on hand to help people in our communities whilst supporting and helping each other during our time at work. The primary purpose of any emergency service is to help people.

Fostering a learning environment, by sharing ideas, knowledge and experiences.

We all need help from time to time, whether that is the public, colleagues and managers, other agencies, suppliers or ourselves - when receiving help, it gives us reassurance that we are not alone.

We will endeavour to place ourselves in the best position to ensure we can support our colleagues in their development and continue their personal journey to be the best they can be and support when their wellbeing or that of others is challenged.

RESPECT – We show that we have respect for each other. The way we treat each other defines us as people and we should constantly be examining our actions to make sure we show all members of society the respect they are due. Difference is what makes the world such an exciting place. But

Respecting everyone's, thoughts, feelings and actions and differences without judgement.

It is important that we reflect on our opinions as we get older (and hopefully wiser), review and listen to what is important to others.

difference means that we may not agree with others views. We should however always try and look at things from others point of view. Taking time to get to know people and understand what makes them who they are helps us to respect differing thoughts and actions and builds a more accepting culture.

I **NCLUDE** – Everyone is comfortable being themselves at work. Diversity is incredible! We come from many different races, religions and backgrounds. Our past and present define us as individuals. The way we think and the way we act, the strengths we show and those we don't, can

Creating an environment where people feel safe and able to engage and contribute.

To be included gives us more confidence and comfortable to give opinions and ideas and to challenge others.

all be used to build on our capability as a service to engage with the communities we are trying so hard to protect. Only by creating an environment which is truly inclusive to everyone who comes to work with us, can we ensure we can reach our most vulnerable groups.

V **ALUE** – We listen and value the things each of us has to offer. To achieve this we all have a part to play whether it is on the fire appliance, responding to critical incidents or raising awareness through our road shows. Providing the underpinning support services to ensure the cogs keep turning or providing key advice and

Finding time to invest in ourselves as individuals and as a team.

To me this means someone taking the time to listen to me and actually hearing what I am saying and taking comments on board.

support direct to our communities through our prevention and protection activities, everyone in Lincolnshire Fire and Rescue should feel valued. It is crucial that we want to be at work to add our individual weight to our collective goal. Each and every one of us will add value to the combined response to keeping Lincolnshire safe and well.

E **MPOWER** – Everyone can contribute to shape the future of our service. We have the best intentions at heart; we are all in a position where our contribution to society can have a huge impact. The service welcomes and actively encourages people to take positive steps to help develop new and innovative ways to engage our communities, pass on our safety messages and improve the health and wellbeing of our staff and our communities. Our

Staff members are included in developing the policies and processes which shape our service.

I believe empowerment motivates people far more than money.

people are the vital ingredient which makes the recipe so good. Without empowerment, the few lead the many and ideas will never be as varied and innovative as we could hope.

How did we get to THRIVE

THRIVE is a culmination of a number of different pieces of work undertaken over a period of two years. In 2018 there were a number of station and divisional sessions which captured staff views on what values and statements were important to each particular team, we collated all that work. After the last HMICFRS inspection, we also visited other services to see how they were approaching the cultural area and learned from them, adding some structure to our approach. Finally, in 2021 we asked you all to provide the wider narrative that we have used to build and finalise all our supporting materials. The result is something we have all created, we can all use throughout our careers and we can utilise to help ensure Lincolnshire Fire and Rescue is the very best it can be for our own people and the communities we serve.

Your feedback has helped us expand on each behaviour



THRIVE

Staff sessions gave us the themes which are important to you

Our learning from services that do it well and whose people agree



THRIVE 'hands' image

We wanted to create an image that is representative of our workforce, bringing together colleagues from a number of areas to represent the differing roles in the service and to celebrate inclusion within the workplace. The image was taken and edited by Daniel Cheetham at Louth Fire Station and in many ways it symbolises THRIVE; Trust, Help, Respect, Include, Value, Empower.



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