



# VALUES AND ETHICAL BEHAVIOURAL FRAMEWORK

OFFICIAL

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# Introduction

Together with the Code of Conduct, our Values and Ethical Behavioural Framework sets out those standards that uphold our organisational culture. Strong ethical behaviour will influence how our staff and those that use our services view us and the way in which we conduct our business.

The achievement of Cleveland Fire Authority's vision, mission and goals is built on having a safe and healthy workforce that is truly motivated and working together for a common and meaningful purpose.

Keeping people safe from harm and creating safer, stronger communities is not just about what we do (our technical competence) or what we know (our knowledge and experience), it is all underpinned by our culture (how we do things around here) which is made up of our systems, structures, working practices – all of which centre around our shared values.

We all want Cleveland Fire Brigade to be a great place to work and want to feel like we are one team all pulling in the same direction achieving our strategic goals as well as our personal goals.

Aligned to the Core Code of Ethics for Fire & Rescue Services (England), we believe that by living our values every minute of every day and demonstrating the behaviours set out in this framework, we can all contribute to developing our '**one vision, one team**' approach and creating a constructive and supportive working culture that makes Cleveland Fire Brigade a '**great place to work**'.



# VALUES

## WHAT ARE VALUES?

Our Values are what makes us unique; they are the core things that we believe are essential to our culture and which motivate us to come to work.

Our Values drive the way that we all behave and respond to others at work - so they underpin everything that we do.



# PRIDE

## THE ACRONYM FOR OUR FIVE CORE VALUES

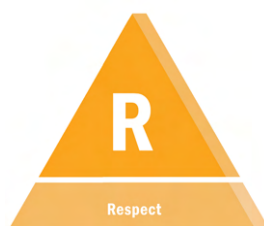
Our VALUES are at the heart of everything we do; decision making, leadership, designing new ways of working, recruitment, induction, development and progression.

These values are well-embedded in the Brigade and are the building blocks upon which our culture is based.. Driving our behaviours they impact on the extent of our success at every level of the organisation; our Vision, Missions and Goals; our Community Integrated Management Plan and priorities; departmental plans and individual performance.



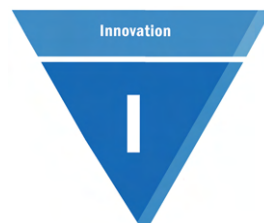
### **PROTECT**

**Putting Safety first; protecting ourselves, the community, the organisation and the environment from all avoidable harm**



### **RESPECT**

**Respecting our ourselves, our colleagues, our heritage, our property, our organisation and our environment**



### **INNOVATION**

**Improving performance through learning from our own and others' experiences and innovative business solutions**



### **DOING THE RIGHT THING - BEING PROFESSIONAL**

**Making decisions and undertaking our work in the most efficient and effective way**



### **ENGAGEMENT**

**Engagement with others: Understanding and working with our colleagues, partners and communities to provide the best delivery of services**

The background features a collage of geometric shapes in white, grey, and dark blue. A large orange triangle is positioned on the left side, containing the main title. The background also includes a blurred image of a book page with the word 'Behaviour' and other text visible.

# WHAT ARE BEHAVIOURS?

Behaviours describe the attitudes and approaches that we take to work (that's how we demonstrate our values) and explain:

- how we do things
- how we treat others
- what we say and how we say it
- how we expect to be treated
- how others see us



# BEHAVIOURS

OUR BEHAVIOURS ARE BASED ON ETHICAL PRINCIPLES

Our BEHAVIOURS are based upon the **five** ethical principles as defined within the **Core Code of Ethics for Fire & Rescue Services (England)** and provide the basis for promoting good behaviour.



These behaviours, which underpin our Values, are expected from all employees of Cleveland Fire Brigade and support the delivery of our strategic goals and priorities and the continued development of our people, our culture, service, performance and partnerships.

## What is expected from ME?

**EVERYONE:** behaviours expected from everyone who works for Cleveland Fire Brigade

**SUPERVISORY:** additional behaviours expected of those working in crew and watch manager roles and corporate equivalents

**MIDDLE MANAGEMENT:** a further set of behaviours expected of those working in station and group manager roles and corporate equivalents

**STRATEGIC MANAGEMENT:** a further set of behaviours expected of those working in area and brigade manager roles and corporate equivalents

These levels are designed to be cumulative so those working in management roles should also demonstrate the preceding level(s) of behaviour.

People seeking promotion and development should also be aiming to demonstrate those behaviours relevant to the level of the post to which they are aspiring.

**A definition of each value and the expected behaviours are set on the following pages.**



# PROTECT

**We put safety first; protecting ourselves, the community, the organisation and the environment from all avoidable harm.**

Our main purpose is to work in partnership with our communities and with others in the public, private and third sectors to deliver prevention, protection and response services to improve the safety and wellbeing of people throughout Teesside. Safety is not just for operational personnel - all staff deal with safety in one way or another, and it can mean different things to different people.

We recognise the role we play working alongside our communities to keep them safe. Valuing Safety, safeguarding, protecting and preventing loss of life is of paramount importance. By educating people about the dangers of fire and other emergencies, the more chance they have of ensuring their own and other peoples' safety.

We value the safety of firefighters and recognise that operational incidents present the highest risk to our firefighters who work in dangers and dynamically hazardous environments as an inherent part of their job. Activities that present a high risk to safety shall be limited to those that have the potential to save life, or prevent rapid and significant escalation of an incident.

We will take responsibility for safeguarding our own safety and that of the people we work with; we will make informed unbiased professional judgements about the appropriate use of available resources in order to control the risks inherent in the unique circumstances of operational incidents.

We recognise the impact that a safety, health and wellbeing culture can have on the organisation and on staff. We will all take steps to safeguard our own health, safety and wellbeing; a positive safety culture will flourish. And, by engaging with each other, our stakeholders, partners and our communities, we will be better equipped to work together to create a safer community.

| Everyone                                                                                                                                                                                                                                                 | Supervisory                                                                                                        | Middle Management                                                  | Strategic Management                                                                                                                                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Act responsibly, be self-aware and be mindful of safe working environments including maintaining workspaces, maintaining skills and competencies, working within Brigade policies and by wearing appropriate Personal Protective Equipment when required | Promote the community prevention agenda                                                                            | Create a culture where individual and team wellbeing is a priority | Take account of emerging issues and risks and put in place plans to limit the consequences to our service                                                         |
| Promote healthy lifestyles and support each other's efforts to maintain a good work/life balance                                                                                                                                                         | Promote firefighter safety as well as the health, safety and wellbeing of all employees                            |                                                                    | Champion the Brigade's safeguarding duties and ensure we are working with other agencies to protect the most vulnerable people from harm; wellbeing is a priority |
| Recognise when colleagues are under pressure or when stress may become a risk factor                                                                                                                                                                     | Foster a health, safety and wellbeing culture                                                                      |                                                                    |                                                                                                                                                                   |
| Undertake appropriate risk assessments associated with policy development and within working practices                                                                                                                                                   | Proactively support health, safety and wellbeing training and development                                          |                                                                    |                                                                                                                                                                   |
| Immediately report any identified safeguarding issues                                                                                                                                                                                                    | Make evidenced based decisions to ensure better service outcomes whilst taking into consideration identified risks |                                                                    |                                                                                                                                                                   |
| Speak out promptly if they see or hear of a safety risk                                                                                                                                                                                                  |                                                                                                                    |                                                                    |                                                                                                                                                                   |



# RESPECT

**We respect ourselves; our colleagues; and our community, our heritage, our property, our organisation and our environment**

We strive to be an inclusive fire and rescue service that is focused on positively impacting our communities and employees:

## **Our Communities**

by delivering efficient, effective, responsive and accessible prevention, protection and emergency response services

## **Our Employees**

by creating a safe and positive work environment of equal opportunities; that is free from discrimination, harassment and bullying; where people thrive and where everyone recognises the positive contribution and value of diversity. Employee wellbeing is central to this.

| Everyone                                                                                                                                                                                            | Supervisory                                                                                                            | Middle Management                                                                                                                                         | Strategic Management                                                                                                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Value and appreciate difference and treat everyone fairly and with respect                                                                                                                          | Inclusion: find opportunities to engage with people from different cultures and backgrounds                            | Inclusion: actively promote equality and include it when developing strategies                                                                            | Inclusion: actively promote Cleveland Fire Brigade as an inclusive fire and rescue service                                                                                                      |
| Recognise the importance of representing the organisation in their community                                                                                                                        | Inclusion: openly encourage others to understand different cultures and backgrounds and the issues facing them         | Inclusion: ensures teams work inclusively so that individuals are not isolated                                                                            | Inclusion: continuously develop the organisation to be an inclusive employer of choice and one that is renowned for being <b>a great place to work</b>                                          |
| Value inclusion and set positive examples of appropriate behaviour - understand how their actions and behaviours impact on others                                                                   | Inclusion: demonstrate an in-depth understanding of current diversity issues and legislation                           | Inclusion: openly support and promote the value of diversity in teams by making the best use of individuals' diverse skills and strengths                 | Health and Wellbeing: create a culture where individual and team wellbeing is priority                                                                                                          |
| Use unbiased judgement and behaviour                                                                                                                                                                | Inclusion: actively promote diversity and equality issue                                                               | Inclusion: adapt behaviour to respond to individuals needs and recognise the impact of (their) decisions                                                  | Service Delivery: actively seek to collaborate across the fire sector and with Partners to reduce risks and barriers to effective working and shape and influence wider public service delivery |
| Recognise unconscious bias can prevent individual from considering all perspectives when decision making                                                                                            | Inclusion: proactively deal with difficult or sensitive situations, influencing others to reach an acceptable solution | Inclusion: swiftly challenge negative views, gossip and rumour and act promptly to address instances of bullying, harassment or discrimination            | Service Delivery: promote the use of formal and informal engagement and consultation methods to get feedback from staff and customers about how we deliver and improve our service              |
| Report or challenge inappropriate behaviours                                                                                                                                                        | Health & Wellbeing: foster a culture of wellbeing, ensuring there is support for team members who are under pressure   | Health & Wellbeing: create a culture where individual and team wellbeing is a priority                                                                    |                                                                                                                                                                                                 |
| Work with others to promote a positive working environment and ensure that Cleveland Fire Brigade is <b>a great place to work</b> and where everyone has an equal voice and diversity is celebrated | Service Delivery: focus on the needs of the community                                                                  | Service Delivery: seek feedback and intelligence; encourage collaborative partnerships that deliver the best outcomes for their customers and communities |                                                                                                                                                                                                 |
| Proactively identify and remove barriers to people joining or accessing our service and encourage under-represented groups                                                                          |                                                                                                                        |                                                                                                                                                           |                                                                                                                                                                                                 |
| Health & Wellbeing: look after the health and wellbeing of self and others                                                                                                                          |                                                                                                                        |                                                                                                                                                           |                                                                                                                                                                                                 |
| Service Delivery: ensure delivery of the right service to individuals by understanding and responding positively to diversity                                                                       |                                                                                                                        |                                                                                                                                                           |                                                                                                                                                                                                 |



# INNOVATION

## **Improving performance through learning from our own and others' experiences and innovative business solutions**

Innovation helps the Brigade to continually improve its services and the way that they are delivered. It improves the efficiency and effectiveness of processes and systems and supports us in being responsive to our communities' needs - this in turn improves our performance and saves lives.

Being innovative does not always mean inventing completely new ways to work, it can also be about making small changes to current processes, systems or procedures, or applying these in a more flexible way. We will be open to change initiatives and new ideas, flexible in the way we work; and embrace opportunities for our own learning and learning from others.

Thinking outside of the box and using digital business solutions will also be central to the way we demonstrate our commitment to valuing innovation

| <b>Everyone</b>                                                                                                                                | <b>Supervisory</b>                                                                                                                         | <b>Middle Management</b>                                                                                                                                                                   | <b>Strategic Management</b>                                                                       |
|------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
| New ideas and change: identify opportunities, suggest ways; offer ideas and feedback to improve the effectiveness or efficiency of the Brigade | New ideas and change: be recognised as people who can provide creative and innovative ideas                                                | New ideas and change: create an inspirational working culture                                                                                                                              | New ideas and change: make the most effective use of resource and promote value for money         |
| New ideas and change: be open minded, listen and react constructively to new ideas and ways of working                                         | New ideas and change: proactively encourage others to think outside the box and embrace innovation                                         | New ideas and change: set a clear focus for teams which is challenging and innovative                                                                                                      | New ideas and change: challenge the status quo                                                    |
| New ideas and change: openly support and positively engage with new ideas and change initiatives                                               | New ideas and change: take responsibility for making change happen                                                                         | New ideas and change: positively challenge the status quo and develop efficient and effective working practices that improve performance, add value, reduces costs and/or generates income | New ideas and change: reward innovation                                                           |
| New ideas and change: consider technology in response to business solutions                                                                    | New ideas and change: engage with initiatives designed to support organisation improvement beyond (their) service areas                    | New ideas and change: engage with people to seek new ideas and problem solve                                                                                                               | Learning and development: promote and embed the principles of a learning organisation             |
| Learning and development: adopt best practice in (their) work                                                                                  | New ideas and change: share and seek out best practice with other organisations                                                            | New ideas and change: actively champion new ideas and encourage innovative solutions                                                                                                       | Learning and development: seek development opportunities to support individuals' innovative ideas |
| Learning and development: keep up to date with new practice                                                                                    | New ideas and change: encourage staff to be flexible in their approach and empower them to contribute to and influence decisions           | New ideas and change: celebrate achievements and successes                                                                                                                                 |                                                                                                   |
| Learning and development: proactively look for opportunities to learn and develop skills and behaviours                                        | Learning and development: create an open and trusting learning environment which promotes the self identification for areas of development | Learning and development: look for opportunities to develop people and promote and support a learning culture                                                                              |                                                                                                   |
| Learning and development: admit to and learn from mistakes and celebrate successes within the team                                             | Learning and development: support a learning culture and nurture future talent                                                             |                                                                                                                                                                                            |                                                                                                   |
| Learning and development: seek feedback on personal performance in order to develop (their) skills and competencies                            |                                                                                                                                            |                                                                                                                                                                                            |                                                                                                   |



## DOING THE RIGHT THING - BEING PROFESSIONAL

### Making decisions and undertaking our work in the most efficient way

**As professional firefighters and public servants we strive to do the right things at all times.**

Doing the right things means that we will continue to be regarded as a trusted, public, value for money service that is reliable, available 24 hours per day, 365 days per year.

Our excellent reputation is a result of the importance we place on our value of being professional with our people doing the right things.

Outstanding leaders who lead by example will ensure that we uphold our value of being professional. Individuals who work for Cleveland Fire Brigade are expected to:

- be **selfless** acting solely in public interest without gaining financial or other benefits for themselves, their family or their friends
- act with **integrity** and not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties
- be **objective** in carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit
- be **accountable** for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office
- be **open** as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands
- be **honest** declaring any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

| Everyone                                                                                                      | Supervisory                                                                                                      | Middle Management                                                                                                      | Strategic Management                                                                                                              |
|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| Be an ambassador, showing pride and passion for the Brigade, and a role model within the community            | Go the extra mile to produce great results and seek additional responsibilities                                  | Lead by example and be a positive role model, gaining trust and respect                                                | Champion the Brigade's ambition to display outstanding leadership at every level                                                  |
| Have a positive approach to their work and actively challenge negative behaviours                             | Be aware of personal impact on others, and always look to improve working relationships                          | Actively develop people, encouraging them to take personal responsibility                                              | Create an environment where people can bring their whole self to work and be the best they can be                                 |
| Do what they say they will, when they said they would                                                         | Take responsibility for team effectiveness to improve outcomes                                                   | Recognise problems and respond quickly set and drive high standards aligned to service goals                           | Show bravery when difficult choices need to be made and minimise any negative impact on people as far as possible                 |
| Can evidence any decisions they take and able to explain their behaviour                                      | Be flexible in leadership approaches, appropriate to the individual and situation, to get the best out of people | Challenge poor performance, providing constructive, honest and relevant feedback in a supportive way                   | Uphold the Brigade's values and professional standards and communicate the importance of ethical and inclusive approaches to work |
| Welcome challenge and as a result adapt behaviour and readily share learning with others                      | Promote the Brigade's philosophy of ' <b>one vision, one team</b> '                                              | Encourage, challenge and respond appropriately, and be willing to adapt in light of new information or better evidence | Make the most effective use of resources and promote value for money throughout the Brigade                                       |
| Live the Brigade's philosophy of ' <b>one vision, one team</b> '                                              | Set clear objectives, actively monitoring the performance of the team and give positive feedback                 | Be brave when faced with difficult circumstances and show conviction in decision making                                | Role model ethical and outstanding leadership, be visible and encouraging a coaching culture                                      |
| Take pride and responsibility for the work they do and encourage others to do the same                        | Promote accountability and commit to an honest and open culture                                                  | Evaluate the efficiency and effectiveness of service delivery                                                          | Encourage people to make decisions at the relevant level of the Brigade so that we are agile and proactive                        |
| Be careful with all types of resources (money, time, materials, fuel and energy) to provide value for money   | Promote continuous improvement for the team and the organisation                                                 |                                                                                                                        |                                                                                                                                   |
| Take decisions based on supporting evidence, risk and good practice                                           |                                                                                                                  |                                                                                                                        |                                                                                                                                   |
| Take action to address or report any wrong doings or inappropriate behaviour through the appropriate channels |                                                                                                                  |                                                                                                                        |                                                                                                                                   |
| Never behave in a way that may cause others to act outside our ethical behaviours                             |                                                                                                                  |                                                                                                                        |                                                                                                                                   |
| Be a leader and act as a positive role model at all times                                                     |                                                                                                                  |                                                                                                                        |                                                                                                                                   |
| Be selfless - <b>put our communities first</b>                                                                |                                                                                                                  |                                                                                                                        |                                                                                                                                   |



# ENGAGEMENT

## Engagement with Others:

**We understand and collaborate with our colleagues, partners and communities to provide the best community safety services.**

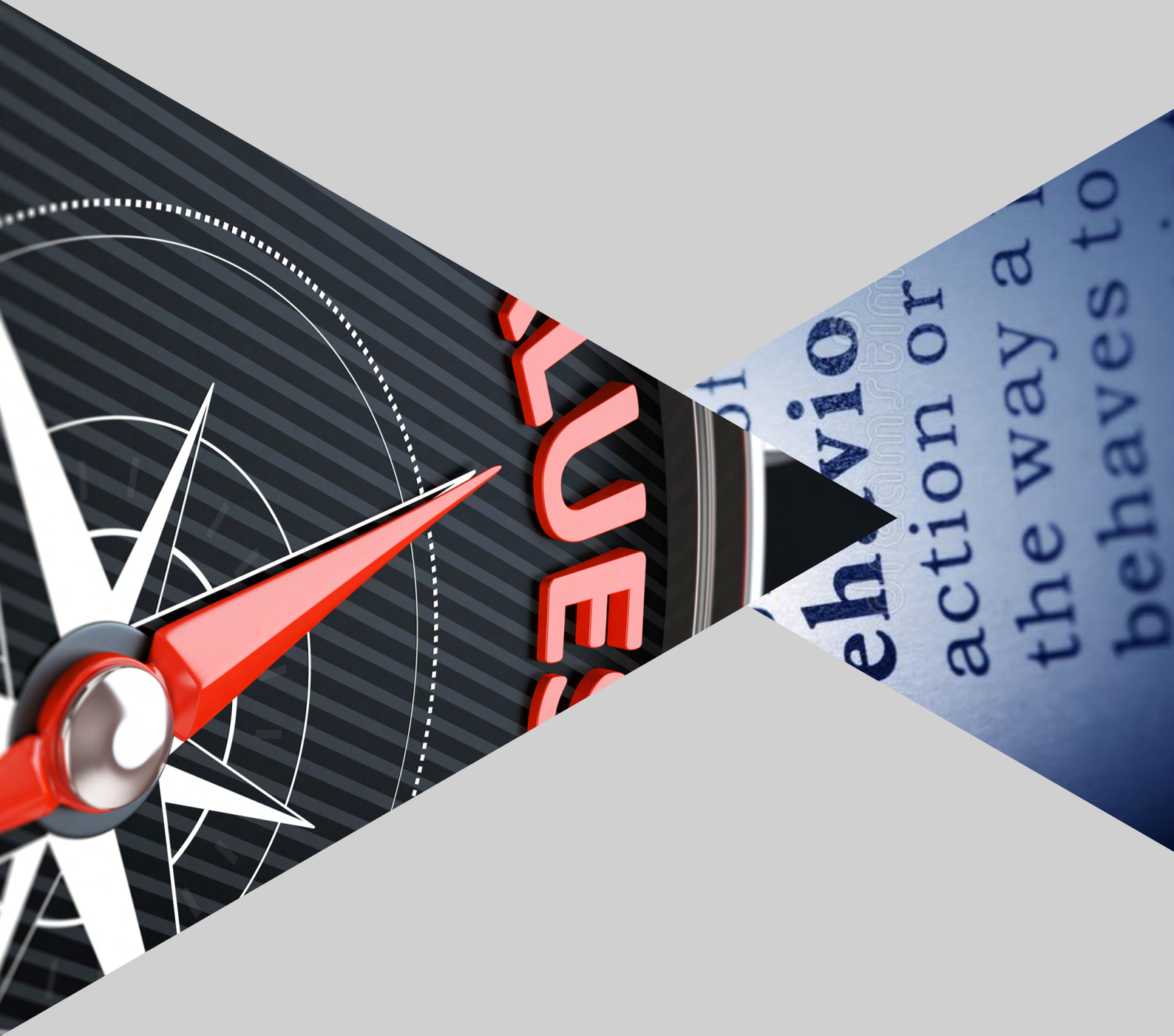
Every day we make decisions that impact others in some way; equally we may need others to influence the way in which our decisions are implemented. Community and employee engagement and collaboration are important in this.

**Community engagement** - takes many forms from giving fire safety education talks to school children to providing fire safety advice whilst visiting people in their homes; from seeking potential solutions to deliberate fire setting with Partners such as local authorities and the Police to responding to fires in peoples' homes; from giving fire safety advice to business and industry to consulting on policies and plans with elected members. Engaging and working with others in our communities underpins everything we do.

**Employee engagement** - we want to create a work environment where resilient employees enjoy working; are motivated to give their best each day; feel like they belong and are valued and make a difference to the Brigade's success. We want everyone to work together in a collaborative way, across boundaries of geography, role or grade; and really buy in to our philosophy of '**one vision, one team**'.

| Everyone                                                                                                                                                  | Supervisory                                                                                                 | Middle Management                                                                                                                    | Strategic Management                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| Focus on our communities needs in approach to work                                                                                                        | Actively seeking community views to develop and improve services                                            | Consult with relevant stakeholders both externally and internally to inform current and future service provision                     | Communicate with enthusiasm and integrity to maintain and elevate the reputation of the service to staff, stakeholders and members of the public |
| Make it easy for the community to contact and use our services                                                                                            | Find ways to exceed the expectations of our communities                                                     | Promote open and honest interaction between the Brigade and its communities                                                          |                                                                                                                                                  |
| Encourage open communication and actively listen to and value the contribution of others                                                                  | Find ways to improve the services we provide                                                                | Promote and encourage people to own the ' <b>one vision, one team</b> ' approach                                                     |                                                                                                                                                  |
| Be an ambassador, showing pride and passion for our services, and communicating with enthusiasm                                                           | Communicate responsibly and with sensitivity and respect for others                                         | Enter into dialogue not conflict                                                                                                     |                                                                                                                                                  |
| Work to foster trust with others and build constructive open working relationships to support the Brigade's philosophy of ' <b>one vision, one team</b> ' | Promote the Brigade's philosophy of ' <b>one vision, one team</b> '                                         | Seek out opportunities to work collaboratively across teams to deliver organisational strategy                                       |                                                                                                                                                  |
| Positively seek information about the Brigade, it's goals, how well it is performing and what is changing                                                 | Proactively deal with difficult or sensitive situations, influencing others to reach an acceptable solution | Positively respond to appropriate challenge                                                                                          |                                                                                                                                                  |
| Actively contribute to problem solving and service improvement                                                                                            | Encourage all of the people in their team to speak and share their views                                    | Develop and implement effective solutions or recommendations based on sound evidence and feedback from internal and external sources |                                                                                                                                                  |
| Be trusted with sensitive information                                                                                                                     | Make sure their team understands how our work contributes to and delivers organisational priorities         | Improve service delivery through collaborative partnerships                                                                          |                                                                                                                                                  |
| Make a difference                                                                                                                                         | Set up communication processes to ensure that people in their team have access to accurate information      | Deliver organisational messages positively, even in difficult circumstances                                                          |                                                                                                                                                  |

# What can I do to promote our Values & Behaviours?



All employees of Cleveland Fire Brigade have a key part to play in further embedding the Value and Behavioural Framework. The 'PRIDE' Values are what you have said run through the veins of Cleveland Fire Brigade and what you continue to value the most. The behaviours are what are expected to ensure we live our values. It is important therefore that everyone working here understands the values and the associated expected behaviours and what they mean in the context of their own roles.

## To promote the PRIDE Values and associated behaviours you should:



Regularly read this document which contains the Values and the Ethical Behaviours that underpin them.



Reinforce the values as part of a team and individual appraisals, development and part of day to day activities.



Discuss with your manager and work colleagues how these behaviours relate to working in Cleveland Fire Brigade, specifically role/remit and work objectives.



Work at achieving the expected behaviours described in this framework and consider the aspirational behaviours and how these are demonstrated.



Discuss with your line manager any behaviours that do not support the values.



Consider situations where the values are not supported or when behaviour provides an excellent example of demonstrating and upholding them. Look for ways to highlight examples to your Manager or work colleagues.

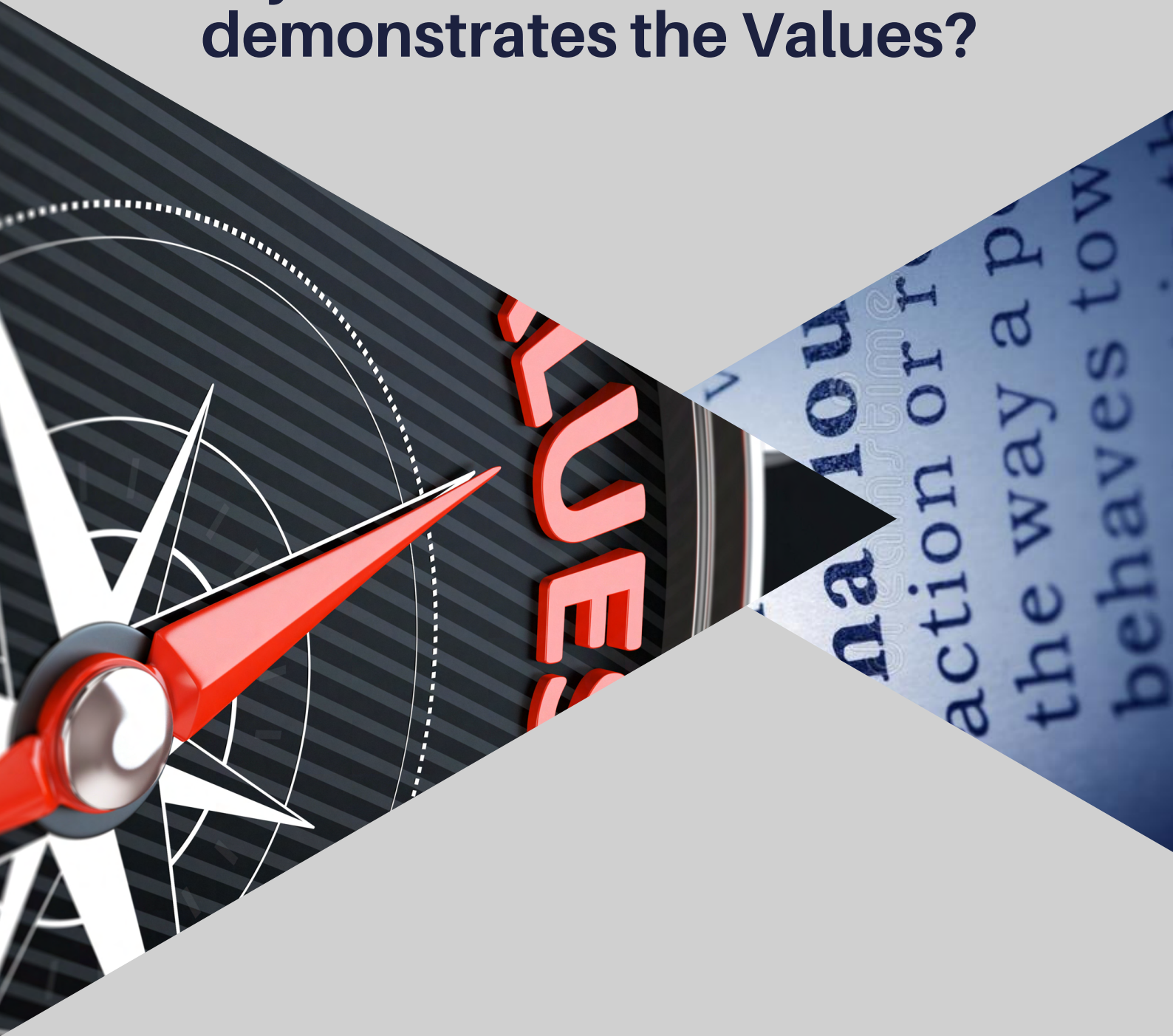


Consider what behaviour is and isn't appropriate, for example, when banter or humour becomes offensive and unacceptable.



Lead by example – constructive communication and feedback leads to sustained changes in behaviour and Managers should monitor situations to ensure changes are maintained.

**What can I do to help ensure  
my team understands and  
demonstrates the Values?**



The following information offers some further ideas to help embed the values and encourage positive behaviours within teams.



Sign post staff to this VALUES AND ETHICAL BEHAVIOURS FRAMEWORK. Ensure staff read and consider the values and associated behaviours.



Incorporate the personal values and behaviours into regular team meetings as a standing agenda item. This will provide you and your team with the opportunity to consider how each value has been demonstrated in terms of work being carried out or if there might be opportunities to develop a specific value as a team.



Meet regularly with your team and advise on what behaviours are acceptable and what are not e.g. within your work environment what types of jokes/ banter is acceptable, and consider with your team how these behaviours fit into the framework. Remind the team that they are all individually responsible for positively role modelling expected behaviours and for promoting these in the workplace.



Lead by example – this is critical for your team to adopt these values and behaviours. Reinforce and recognise positive behaviours by encouraging and promoting examples of good behaviours within the team.



Act promptly when members of your team are not positively displaying behaviours outlined within the Values and Ethical Behaviour Framework.



Identify whether individual team members require additional guidance. Make sufficient time to discuss the values and options in terms of expected behaviours. This should follow through into personal objectives and/or development plans.



Help your team put the values and associated behaviours into a working context. Demonstrate by explanation/ examples what types of behaviour align with Cleveland Fire Brigade Plans.



# Further Reading

Core Code of Ethics for Fire & Rescue Services (England):

<https://www.firestandards.org/approved-standards/code-of-ethics/>

CIPFA Principles of Good Governance:

<https://www.london.gov.uk/moderngovopdc/documents/s58145/Item%206b-%20Appendix%20A%20CIPFA%20Delivering%20Good%20Governance%20in%20Local%20Government%20Framework.pdf>

## Comments

If you have any comments or suggestions for improvements regarding the content of this document, please contact:

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