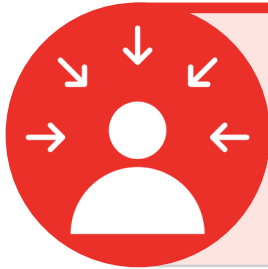




Royal Berkshire Fire and Rescue Service

Behavioural Competency Framework Values

Version 1.0



Leading Self

4

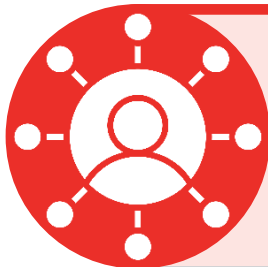
Expected behaviours for all staff



Leading Others

8

Expected behaviours for anyone in a managerial role.



Leading the Service

14

Expected behaviours for those in senior management positions

Our Values



Leading Self (Behaviours for Everyone)



Safe: We are a Service where our health, safety and wellbeing is a shared responsibility. Speaking up, looking out for each other, and holding high standards are how we keep our people and communities safe.



Supportive: We are a Service where support isn't just about words, it's about action. Looking out for each other, sharing knowledge, and working together make us stronger.



Inclusive: We are a Service where inclusion is a shared responsibility. It's not about making everyone the same, it's about making sure everyone feels like they belong, is treated fairly and has a voice. Inclusion happens through everyday actions, not just policies.

Leading others (Behaviours for those who manage/influence others)



Safe: We set the tone for a safe and professional environment. Whether we lead a team directly or influence others across the service, we create an environment where people feel confident speaking up, take responsibility, and support each other to maintain a working environment that feels safe for all.



Supportive: We create a working environment where people feel supported practically, emotionally and in their development. Whether leading a team or influencing others, we create supportive places and encourage personal and professional development.



Inclusive: We create a working environment where everyone is valued, respected, and able to contribute. Inclusion isn't just about policies, it's about what we do every day. We take responsibility for leading in a way that lets people know they belong.

Leading the Service (for those in senior management positions)



Safe: The way we lead, the decisions we make, and the culture we shape, result in everyone feeling safe to do their best work. Safety isn't just about policies and procedures; it's about building trust and the confidence to speak up and act.



Supportive: We lead in a way that strengthens our service for the long term, supporting our workforce and the communities we serve. How we lead shapes the conditions for people to thrive and the impact we have beyond our own teams.



Inclusive: As senior leaders, we set the standard and remove the barriers. People's experience of our service is shaped at the top. The way we lead determines whether inclusion is something people feel in their day-to-day, or just something we talk about. It's our job to make sure it's real, measurable, and built into how we operate.



We are a Service where our health, safety and wellbeing is a shared responsibility. Speaking up, looking out for each other, and holding high standards are how we keep our people and communities safe.

What we do:

- 1. Speaking up and staying curious** - Asking questions, sharing concerns, and raising issues even when it's challenging. Noticing when something doesn't feel right and having the confidence to challenge it. We actively listen when others do the same.
- 2. Taking responsibility and learning from mistakes** - Owning our decisions, putting our hands up when we get something wrong, and learning from it. Being open to new ideas and different ways of working.
- 3. Looking out for each other** - Making sure people feel comfortable asking for help. In our conversations we are helpful and constructive, avoiding speculation or gossip that could cause harm.
- 4. Acting with respect** - Finding ways to deal with pressure without causing issues for others. We treat people fairly, regardless of role or background. We handle challenging conversations professionally and with care.
- 5. Keeping things safe** - Following safety procedures, staying alert to risks, and raising concerns straight away. We don't walk past an issue or cut corners when it comes to safety.



We are a Service where support isn't just about words, it's about action. Looking out for each other, sharing knowledge, and working together make us stronger.

What we do:

- 1. Noticing, sharing, and learning** - Noticing when someone might need support and offering help in a way that respects their independence. We are willing to learn from others, as well as share what we know.
- 2. Being there when it matters** - Checking in when something seems off. Listening properly when colleagues are facing challenges, whether work-related or something affecting them in their personal life. We offer support that is practical, thoughtful, and respectful and know when to signpost to support services.
- 3. Championing people to succeed** - Encouraging others to take on challenges, offering reassurance and constructive feedback when they have doubts or setbacks. We recognise the efforts and achievements of our colleagues and ensure feedback is balanced and solution-focused.
- 4. Working together across teams** - Making time to connect with colleagues beyond our immediate team, building strong professional relationships and valuing what each role contributes to the Service. We collaborate with others to find better ways to do what we do.
- 5. Following through and building trust** - Keeping our commitments and doing what we say we will do. We are people others can rely on.



We are a Service where inclusion is a shared responsibility. It's not about making everyone the same, it's about making sure everyone feels like they belong, is treated fairly, and has a voice. Inclusion happens through everyday actions, not just policies.

What we do:

- 1. Active listening** – Listening properly and stepping in when someone is ignored or dismissed. Whether it's a team meeting, a briefing, or a casual chat, we help create an environment where everyone feels comfortable contributing, making sure all opinions are heard.
- 2. Staying curious** – We take time to ask questions, understand different perspectives, and avoid assumptions about people's backgrounds, roles, or experiences. We don't assume we know what others need, we listen and learn. If we're not sure about something, we ask rather than guess.



- 3. Challenging unprofessional behaviour** - If something's said or done that excludes or undermines somebody, we challenge it in a way that keeps the conversation fair and productive. This includes the words we use, the jokes we make, and the habits we build as a team. If something doesn't sit right, we address it, whether that's a direct conversation, a check-in afterwards, or raising it in another way.

We help create an environment where everyone feels comfortable contributing, making sure all opinions are heard.

- 4. Own it and adapt** – If someone tells us that we've caused offense or overstepped a line, we take the time to understand their perspective and appreciate that our impact is more important than our intent. We own our behaviour, apologise and learn from it to make positive changes going forwards.
- 5. Strengthening connections** – Involve everyone, not just the people we know or feel most comfortable with. When new colleagues join, we help them feel part of the team, not just by being friendly, but by making sure they're properly included in conversations and opportunities.



We set the tone for a safe and professional environment. Whether we lead a team directly or influence others across the service, we create an environment where people feel confident speaking up, take responsibility, and support each other to maintain a working environment that feels safe for all.

What we do:

- 1. Making space for honest conversations** - Actively listen when people raise concerns or ideas, even when we don't agree. We are professional and respectful under pressure, catching ourselves if we start to become defensive or dismissive. We ask questions to help us to understand other people better and encouraging open, constructive feedback, especially in tough situations.
- 2. Leading by example** - Show that mistakes are part of learning. Owning them, learning from them, and helping others do the same. We document lessons from challenging situations and incidents in structured debriefs, share insights in team meetings and ensure the lessons learnt are incorporated into future training and policies. We report any near misses so lessons can be learned to avoid similar incidences happening again in the future. We ensure a constructive response to error which reinforces a no-blame approach.



- 3. Encouraging connection** - Creating a team culture where people look out for each other, checking in regularly rather than waiting for visible distress. We ensure that no one is left to deal with challenges alone.

We ask questions to help us to understand other people better and encouraging open, constructive feedback.

- 4. Being fair and upfront** - Setting clear expectations and making sure people feel safe to speak up and ask questions. We tackle challenging conversations in a way that is professional, fair, and focused on solutions. We close down gossip and rumours as soon as we hear them.
- 5. Maintaining high standards** - Making sure safety procedures are followed, spotting risks across the Service, and ensuring people have the confidence and capability to make safe decisions. We ensure that regular audits, incident reviews and feedback mechanisms are in place to monitor compliance and continuously improve safety practices. We reinforce safety through regular training and a shared commitment to best practices.



We create a working environment where people feel supported practically, emotionally, and in their development. Whether leading a team or influencing others, we create supportive spaces and encourage personal and professional development.

What we do:

- 1. Checking in and taking action** - Noticing when colleagues might be struggling and offering support. We pay attention to when others might need support and offer help in a way that respects their independence. Whether it's workload, wellbeing, or just a second opinion, we provide support that is practical, thoughtful, and respectful, knowing when to step in and when to signpost to appropriate services.
- 2. Giving clarity and constructive challenging** - Setting people up for success by being clear on what's expected. We balance constructive challenge with proactive support. We are kind on people but tough on issues.

Leading Others: Supportive



3. **Encouraging and developing** - Giving timely, balanced and solution-focused feedback, we recognise effort and achievement, build confidence, and help individuals to grow. We don't wait for formal reviews to have meaningful coaching-style development conversations.
4. **Creating a team environment** - Creating a team where people feel safe to ask for help, raise challenges, and work through problems together. We make it clear that teamwork is an expectation, not just a 'nice to have.' We foster collaboration through cross-team projects, mentoring, and shared learning initiatives.

We pay attention to when
others might need support
and offer help in a way that
respects their independence.

5. **Always improving** – We support our teams and colleagues to identify areas for improvement and take personal responsibility for bringing people together and lead on areas of improvement that will support colleagues to deliver even better outcomes for our communities. We encourage people to think differently and do things differently to help improve the Service.



We create a working environment where everyone is valued, respected, and able to contribute. Inclusion isn't just about policies, it's about what we do every day. We take responsibility for leading in a way that lets people know they belong.

What we do:

- 1. Keeping things fair** - Making sure opportunities, development, and recognition are based on what people contribute, not who they know. If someone has a disability or long-term health condition, we work with them to make adjustments to enable them to do their job well. Similarly, we will work to eliminate barriers for all our people and will make adjustments where we can, by engaging with individuals and providing tailored support.
- 2. Making space for every voice** - Noticing when the same voices dominate and ensuring everyone has a chance to contribute. If someone's being talked over or ignored, we step in. We structure meetings so people feel able to contribute, not just the loudest voices.



3. **Staying open and curious** - Taking the time to learn about and understand different perspectives, beliefs and experiences. We are aware of, and work to overcome our own biases and create opportunities within our teams to support them to do the same.
4. **Calling things out** – If something isn't right, whether it's an unfair decision, an offhand joke, or someone being left out, we say something. We take personal responsibility, and we follow up, so things don't just get brushed aside. When systems and processes are leading to unintentional outcomes that feel unfair or exclude, we advocate for our teams and colleagues and aim to resolve this at the appropriate level.

We are aware of and work to overcome our own biases and create opportunities within our teams to support them to do the same.

5. **Making people feel they belong** – Ensuring that conversations, decisions, and opportunities are as inclusive as possible. While it may not always be feasible to include everyone in everything, we aim to recognise contributions, foster engagement, and design team activities that support broad participation both within teams and across the Service.



The way we lead, the decisions we make, and the culture we shape, result in everyone feeling safe to do their best work. Safety isn't just about policies and procedures; it's about building trust and the confidence to speak up and act.

What we do:

- 1. Setting the standard and leading by example** - Making it clear that health, safety and wellbeing are not just a priority but a measure of success. We role model and hold ourselves accountable for the standards we expect from others. We actively assess psychological safety through surveys, engagement metrics, and feedback loops to ensure it remains a priority. We know that when our behaviours are out of alignment with the service values, it negatively impacts the trust our colleagues have in us.
- 2. Listening, acting, and closing the loop** - Seeking out honest feedback and responding without defensiveness. We act on feedback through structured briefings, anonymous reporting systems, and open forums to ensure people know they've been heard. If we say we'll do something, we do it. If we can't, we communicate openly about why and provide an alternative course of action.



- 3. Supporting people through the tough stuff** - Ensuring colleagues feel safe to challenge, speak up, and admit mistakes without fear of blame. We role model vulnerability and a willingness to admit our mistakes and ask for help. The right path or decision is not always clear. We empower our leaders to make informed, values-based, decisions and support them to step into discomfort and challenge assumptions. This includes fostering an environment where ethical dilemmas and challenging conversations are approached with empathy and confidence.
- 4. Staying ahead of risks** - Taking a proactive approach to risk management, ensuring that our systems anticipate and mitigate emerging risks before they become issues. We conduct regular safety audits, scenario planning exercises, and cross-team risk assessments to enhance our preparedness. We collaborate across the service and sector to strengthen our ability to respond effectively.
- 5. Embedding safety in decision-making** - Ensuring safety isn't a standalone agenda but a fundamental part of how we plan, invest, and lead. Safety considerations are integrated into strategic planning, operational procedures, and performance evaluations. We do our best to provide the necessary time, training, and resources to keep our teams and communities safe.

Leading the Service: Supportive



We lead in a way that strengthens our Service for the long term, supporting our workforce and the communities we serve. How we lead shapes the conditions for people to thrive and the impact we have beyond our own teams.

What we do:

- 1. Protect and prioritise** – Working hard to ensure that everyone within the organisation is aligned with our purpose and priorities. We prioritize action in a way that safeguards well-being, mitigates risk, and ensures sustainability. We use strategic planning and workforce assessments to make informed decisions on what to prioritise.
- 2. Creating a culture of continuous improvement** – The organisation is supported to continually improve because we proactively identify, share, and act on opportunities for learning and growth. Regular feedback loops, employee engagement surveys, and structured performance reviews ensure improvements are meaningful and sustained. We foster two-way communication, ensuring that and consultation never feels like a ‘done deal’ but remain an ongoing process.

Leading the Service: Supportive



3. **Thinking beyond our own teams** – We collaborate across the Service, seeking out opportunities for partnership and collective problem-solving. This includes cross-departmental initiatives, external collaborations, and shared best practices to enhance service delivery. By building strong internal and external networks, we break down barriers and increase our collective impact.
4. **Developing talent for the future** – We nurture the talent that already exists within the Service, creating structured development pathways that prepare individuals for both current and future needs. This includes mentorship programs, leadership training, and clear career progression frameworks.

We collaborate across the service, seeking out opportunities for partnership and collective problem-solving.

5. **Setting the conditions for success** – We actively develop opportunities that enable people to succeed. Through tailored coaching, realistic goal-setting, and transparent expectations, we empower individuals to perform at their best. We invest in learning and development that supports the long-term effectiveness of our workforce.

Leading the Service: Inclusive



As senior leaders, we set the standard and remove the barriers. People's experience of our service is shaped at the top. The way we lead determines whether inclusion is something people feel in their day-to-day, or just something we talk about. It's our job to make sure it's real, measurable, and built into how we operate.

What we do:

- 1. Setting the standard and holding the line** – We make it clear that inclusion, fairness and transparency aren't just ideals, but expectations. Ensuring progression, opportunity, and recognition are based on clear and consistent criteria and that these are defined and communicated using objective tools, not familiarity or visibility. We lead by example, and we take responsibility for ensuring that our systems and process reflect this and if they don't, we change them.
- 2. Addressing exclusion** - We challenge behaviours and decisions that leave people out, even when they're subtle. That means looking at real data, lived experiences, and decision-making patterns, not just waiting for issues to be raised. If gaps exist, we take responsibility for closing them.

Leading the Service: Inclusive



3. **Strengthening connection and belonging** – Our ways of working and team cultures enable everyone to contribute fully. Building an organisation where diversity, in all its forms, isn't just represented, it thrives. We take action to ensure that all roles and teams feel as valued as each other and can see their contribution in delivering our purpose to our communities.
4. **Confidence in inclusive leadership** – Ensuring that leaders throughout our organisation feel confident and competent in how to respond to, and harness difference within their teams. Our policies, procedures and development opportunities evolve alongside our workforce and the communities we serve.
5. **Leaving inclusion stronger than we found it** - We make sure our impact lasts beyond our leadership. That means championing mentoring, sponsorship, and pathways into leadership so that diverse talent moves up, not out. Widening access to our service and making sure future leaders reflect the communities we serve. We create development pathways that support diverse talent at every stage.

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