



**GREATER  
MANCHESTER**  
FIRE AND RESCUE SERVICE

A group of five firefighters from the Greater Manchester Fire and Rescue Service are standing in front of a residential building. They are wearing bright orange high-visibility jackets with reflective silver stripes and various types of helmets (black, yellow, and silver). The firefighter on the far left is wearing glasses and has a radio clipped to his jacket. The firefighter in the center is wearing a yellow helmet and has his hands in his pockets. The firefighter on the far right is wearing a silver helmet and glasses. The background shows a grey tiled roof and bare trees under an overcast sky.

GREATER MANCHESTER  
FIRE AND RESCUE SERVICE  
**Equality, Diversity and Inclusion Strategy**



# FOREWORD



Greater Manchester Fire and Rescue Service (GMFRS) serves one of the most culturally diverse areas in the United Kingdom, and with our proud history of embracing diversity, we have people coming to live, work and study here from all over the world.

Equally, we recognise that in the competitive global employment and commercial environment we need to work extremely hard to attract and retain a talented and diverse workforce.

We will strive to be an employer of choice and we will continue to develop the diversity of our workforce at all levels of the organisation, to reflect the diversity of the community we work within.

We have made some progress since our last strategy was launched in 2017. Notably

we have made progress in our firefighting workforce representation, but recognise that there is still some way to go before we can truly state that our workforce reflects the diversity and richness of our community.

In addition, we must have a greater understanding of the needs of our community when it comes to developing and reviewing our services to ensure they are delivered with fairness, impartiality and transparency.

During the life-cycle of this strategy, we will be developing a target operating model, which will be used by GMFRS to provide the best possible services to the people of Greater Manchester in a way in which we can demonstrate respect and fairness to the public and our colleagues.

GMFRS has a great history of working with partners from across all three sectors (private, public and voluntary). We will endeavour to build on these successes to identify how we can improve the experiences of our workforce and the communities we deliver our services to.

The measure of the success of this strategy will be judged by how embedded the principles contained within this strategy become.

The responsibility for embedding the principles across the organisation is not any particular group of individuals responsibility, it is the responsibility of each and every one of us.

A handwritten signature in black ink, appearing to read 'J Wallace', with a horizontal line underneath.

Jim Wallace  
Chief Fire Officer



# GREATER MANCHESTER FIRE AND RESCUE SERVICE PLEDGE

## OUR ORGANISATION

We will create an inclusive culture where people bring their whole self to work. Inclusion is central to our organisation's way of working, embedded in all behaviours, cultures and practices. We recognise the moral basis for inclusion, and how delivery of this strategy and associated toolkits strengthens the culture of our organisation.

## OUR WORKFORCE

We will work towards a truly diverse workforce and service provision that reflects all our communities. We will value, respect and embrace difference, for all our employees, volunteers and young people. Enabling everyone to recognise the benefits that equality, diversity and inclusion bring to our Service.

## OUR PARTNERS

We are committed to working with partners to align our equality, diversity and inclusivity vision across services ensuring all sectors are invited to take part, with an emphasis on integrated local services.

## OUR COMMUNITIES

We will ensure that marginalised, and diverse communities are consulted, engaged and represented when relevant. To continually improve our knowledge and understanding of people and place. Aspiring to be an employer of choice for people, and improving safety across all our communities.

## SHOWCASING SUCCESS

We are committed to recognising our progression through local and national equality standards. Through this quality assurance process, we can measure our work and plan for the future, to ensure continued improvement. To strive to be the best we can be.



**INCLUSION IS NOT A GIVEN. THE BEST EMPLOYERS UNDERSTAND THE NEED TO TAKE INCLUSIVITY SERIOUSLY. THEY UNDERSTAND THAT STAFF SHOULD BE ABLE TO BRING THEIR WHOLE SELF TO WORK. THEY UNDERSTAND INCLUSION DRIVES BETTER INDIVIDUAL, BUSINESS AND ORGANISATIONAL OUTCOMES**

- Stonewall UK, 2019



We can all show our commitment through signing the inclusivity “Count Me in Pledge” which is a visible symbol of support and activism.

For more information email:

**[inclusivity@manchesterfire.gov.uk](mailto:inclusivity@manchesterfire.gov.uk)**

# ROLES AND RESPONSIBILITIES

## ALL COLLEAGUES

All colleagues including employees, volunteers and any individual who represents the organisation have responsibility to:

Demonstrate a commitment to equality, diversity and inclusion.

---

Create a positive working environment whereby the diversity of our workforce is embraced, including in the benefits that such diversity brings to providing services to diverse communities.

---

Create an environment whereby inappropriate behaviours and language is challenged and not accepted.

---

Challenge inappropriate behaviour in a positive manner by educating and informing if appropriate.

---

Challenge in a respectful manner that fosters good relationships.

---

Use appropriate and inclusive language.

---

Treat everyone with respect and value differences.

---

Bring your whole self to work, be a positive role model.

---

Set a positive example for others to follow.

---

Members of staff networks will be expected to champion and promote the work of the networks and provide feedback to their teams following network meetings.

---

Communicate – It is the responsibility of all colleagues to raise awareness of the EDI Strategy and abide by the principles of it across the whole organisation.

**In addition, the following groups have additional responsibilities**

### **Chief Fire Officer**

Has overall responsibility for equality, diversity and inclusion.

### **Deputy Chief Fire Officer**

- Provide strategic direction to the service with regard to equality, diversity and inclusion.

---

- Maintain an overview of service-wide equality, diversity and inclusion activity and how this relates to overall performance, including acting as chair of the Inclusivity Strategy Group.

---

- Engage with the Mayor and Deputy Mayor, particularly in relation to equality objectives related performance and activity

---

### **Corporate Leadership Team**

- Demonstrate leadership and commitment to equality, diversity and inclusion.

---

- Create a positive working environment whereby the diversity of our workforce is embraced, including in the benefits that such diversity brings to providing services to diverse communities.

---

- Provide local strategic direction for any equality objective or related activity that is assigned to their directorate or area.

---

- Where relevant, ensuring that diverse communities are engaged with regarding local equality, diversity and inclusion related activity and performance.

---

- Provide visible leadership by being Executive Champions of Staff Networks and positively contribute to network meetings.

---

- Ensure all strategies recognise diversity and do not adversely impact on any particular group.

---

- Ensure policies include equality, diversity and inclusion as well as carrying out equality impact assessments on all policies.

---

## Leadership Team

- Demonstrate leadership and commitment to equality, diversity and inclusion.

---

- Create a positive working environment whereby the diversity of our workforce is embraced, including in the benefits that such diversity brings to providing services to diverse communities.

---

- Provide local tactical direction for any equality objective or related activity that is assigned to their Directorate or Area.

---

- Where relevant, ensuring that diverse communities are engaged with regarding local equality, diversity and inclusion related activity and performance.

---

- Provide visible leadership by being senior champions of staff networks, attend and positively contribute to network meetings.

---



GREATER MANCHESTER  
FIRE AND RESCUE SERVICE

GREATER  
FIRE



# OUR PARTNERS

## UNDERSTANDING THE PARTNERSHIP LANDSCAPE

We will work with partners to put in place systems that enable the collection, collation and analysis of data and information that identifies opportunities to improve service delivery. Working for the benefit of our communities.

### **Approach:**

- Identify organisational needs in line with new Target Operating Model and protected characteristics of diversity, equality and inclusivity

- Consistently articulate and communicate diversity, equality and inclusivity vision and objectives across the organisation and with partners
- Engage all relevant partners to better understand equality, diversity and inclusivity landscape data, communities and resources
- Scope to identify existing /emerging (similar) work across other relevant organisations



## CREATING A COHESIVE APPROACH

We will work with partners to implement whole system strategies to explain, to reduce, and where possible eliminate disparity and enhance public service. To develop and drive innovation and integration of equality, diversity and inclusivity.

### **Approach:**

- Share learning and peer support for equality, diversity and inclusivity across partners
- Develop whole system Equality, Diversity and Inclusivity Strategy, in line with Target Operating Model and organisation plan

- Engage all relevant partners to agree areas of collective action where there is commonality and opportunity / requirement for collaboration across equality, diversity and inclusivity.
- Identify system barriers / challenges to integrated delivery and shared ambitions
- Ensure the Equality, Diversity and Inclusivity Strategy is embedded within design of all work programmes
- Consistently articulate and communicate expectations across organisation and with partners
- Consistently exemplify expected behaviour



## JOINT SERVICE DELIVERY

We will work with partners to deliver activities that enable more effective public service provision across the communities of Greater Manchester in support of The Greater Manchester Model: Further, Faster.

### Approach:

- Ensure inclusion of equality, diversity and inclusivity in delivery throughout all levels of the organisation; through leadership, co-ordination and front line
- Drive delivery of a person centred approach that has the look and feel of one public service across localities and neighbourhoods throughout Greater Manchester
- Enable and facilitate staff to deliver against agreed areas of collective action to respond to the equality, diversity and inclusivity needs of our communities
- Continue to identify and act upon system barriers and opportunities to overcome with partners



# OUR ORGANISATION

<b>We will all understand and support our people; including the volunteers and young people that engage with our service</b>	<b>We will provide environments which foster dignity and respect</b>	<b>We develop our people</b>
<ul style="list-style-type: none"> <li>• Gain an understanding of who we are</li> <li>• Appreciate what we all aspire to</li> <li>• Understand individual needs</li> <li>• Support each other, celebrate and empower our people</li> </ul>	<ul style="list-style-type: none"> <li>• Provide opportunities to ensure that everyone can achieve their potential</li> <li>• Create a welcoming and friendly atmosphere</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure everything we do is thoughtful and inclusive</li> <li>• Help each other to develop and grow</li> <li>• Help our people to develop themselves</li> </ul>

***Embedded in our policies, procedures and practices***

# We support our people



## We aim to:

- Gain an understanding of who we are
- Appreciate what we all aspire to
- Understand individual needs
- Support each other, celebrate and empower our people

# We will provide environments that foster dignity and respect



## We aim to:

- Provide opportunities to ensure that everyone can achieve their potential
- Create a welcoming and friendly atmosphere

# We develop our people



## We aim to:

- Ensure everything we do is thoughtful and inclusive
- Help each other to develop and grow
- Help our people to develop themselves



# OUR COMMUNITIES

## UNDERSTANDING OUR COMMUNITIES

Determine and improve the mechanism in which to capture data. This will enable us to ensure that our services are accessible to all, and that they meet the needs of the people we serve.

1. Develop systems to capture standard data throughout all our activities.
2. Understand the impact and benefit of working to support place based working.
3. Utilise and share data with partners to design services.
4. Use our knowledge about risks in the community to inform the actions we take to improve safety.

# ENGAGEMENT AND GOOD RELATIONS

We will develop and promote effective, appropriate engagement strategies that enable interaction with all communities, fostering strong relationships that build trust and confidence.

## **Approach:**

- Create a regular engagement forum with communities to seek their views on any proposals for change and planning
- Publicise and monitor community engagement activities throughout the organisation
- Develop a toolkit which can include engagement and activities and events.
- Promote our commitment to equality, diversity and inclusion activities externally to increase community confidence.

