



**GREATER
MANCHESTER**
FIRE AND RESCUE SERVICE

Building an Inclusive Values-Led Culture in Greater Manchester Fire and Rescue Service

Su Matthews, Head of Culture and Inclusion

Protecting communities, working together, saving lives

Building a Values-Led Culture

- Modelling organisational values with visible senior leadership
- Promoting an inclusive and respectful culture across all levels.
- Prioritising fairness to improve inclusivity, ensuring policies and practices reflect diverse needs and encourage innovation



OUR VALUES



EXCELLENCE

Striving to develop, to ensure our contributions make our fire and rescue service the best it can be.

HONESTY

Committed to creating and maintaining an open and truthful environment, which is fair and consistent.

INCLUSIVE

Removing barriers to participation to promote a truly representative service, using diversity to benefit us all.

PROFESSIONALISM IN OUR ROLE

Demonstrating a positive attitude and commitment, to deliver a high-quality service and take pride in our role.

RESPECT

Supporting, involving and listening to others, showing dignity, consideration and empathy.

Culture in Fire a timeline



Visible Leadership

- Beyond an inspection
- Consistent messaging
- Listening and acting
- Learning and reflecting
- Reinforcing our values



Inclusive Culture at all levels

- Embed learning
- Employee Voice
- Reflecting our communities
- Measuring impact
- Speaking to everyone
- Reinforcing our values



Prioritising Fairness

- Embed inclusion into practice
- Equality Impact Assessments
- Internal Audit
- Benchmarking
- Reinforcing our values





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together
we are

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CULTURE AND INCLUSION STRATEGY 2025 — 2029

Celebrating diversity and championing equity for all.

Our Culture and Inclusion Strategy is here!



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Aim

The overarching aim is to create a culture where colleagues can perform their best while feeling valued and protected. This enables GMFRS to deliver better outcomes for the communities of Greater Manchester.

This aligns with:

- Pillar 3 (People and Culture) of the Fire Plan 2025–2029
- The Greater Manchester Strategy and People Inclusion Standards
- The NFCC Core Code of Ethics and the Public Sector Equality Duty

Throughout the Strategy there are quotes from our colleagues illustrating employee voice.

OUR CULTURE AND INCLUSION COMMITMENTS

We commit, as part of our Culture and Inclusion Strategy, to the following:

- 1.** To continuing with our Culture First Board and actively listening to valued voice of staff networks, forums and panels to make tangible change that benefits everyone.
- 2.** To work to attract, recruit and retain a workforce that is more representative of the people of Greater Manchester.
- 3.** To working towards the Greater Manchester People Inclusion Standards to make GMFRS a more inclusive workplace.
- 4.** To strengthening our Equality Impact Assessment approach to demonstrate how we're meeting the Public Sector Equality Duty and tackling inequalities that impact marginalised groups across Greater Manchester.
- 5.** To collaborating with other FRSs, Blue Light and public sector partners alongside other sectors including the voluntary and private sector seeking out innovative practice in People, Culture and Inclusion.
- 6.** To make decisions rooted in data and evidence using our People Dashboard and Pay Gap reporting to drive activity and tailor support.
- 7.** To celebrating our people and excellence through our Recognition and Awards Framework and communications.
- 8.** To communicating our expectations of colleagues and reaffirming these through our comprehensive communication and learning programmes.
- 9.** To enhance our 'We Said, We Did' approach taking into account employee voice.
- 10.** To gaining accreditation and recognition through; Age Friendly Employer Pledge, Disability Confident scheme, Armed Forces Covenant, Race Equality Matters, Stonewall Proud Employers and White Ribbon accreditation.

Measuring impact and oversight

Impact will be tracked through a comprehensive set of indicators, with formal scrutiny at the Deputy Mayor's Executive meetings. Measures include:

- Workforce demographics at all levels and stages (leadership, promotions, investigations)
- Staff experience indicators (grievances, sickness absence, retention, sense of belonging)
- Engagement in learning and leadership development
- Benchmarking against other services and external standards
- Progress against national frameworks

How the strategy will be delivered

- Delivery is based on a listen, learn and act approach:
- Listening: Multiple, accessible channels for employee voice, including staff networks, surveys, confidential reporting, data analysis and the Culture First governance structure
- Learning: An organisational learning model that embeds feedback, shares outcomes with transparency (“We Said, We Did”), and continually improves practice
- Acting: Clear governance through the Culture First Board and Delivery Group, supported by learning programmes, communications and an accompanying action plan.
- There is an overarching Delivery Plan for 2026/27 which will evolve as the work continues and makes it clear how the Commitments will come to life and the intended impact.

Why this matters

- The strategy reinforces GMFRS's commitment to public trust, ethical leadership and inclusive practice, recognising that a healthy, inclusive culture underpins operational effectiveness, workforce wellbeing and confidence in public services across Greater Manchester.



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Questions

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