



**NORTH YORKSHIRE
FIRE & RESCUE SERVICE**

North Yorkshire Fire and Rescue Service

Inclusivity and Diversity

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Why is Organisational Culture important?



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- an organisation which fails to value difference, or enables some groups but not others to progress, is unlikely to see positive change, despite having policies in place.
- workplace norms, values and behaviours, traditions, perspectives and beliefs of individuals are also crucial. They create the culture.
- culture matters because it offers a way for employees to understand their organisation, to voice their views, and to develop connections and common purpose.
- the organisation's purpose and values will affect the standard of its customer service and influence the engagement and retention of its people.

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What did HMICFRS say about our culture?



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- values focus on delivering service to the public. Staff, on the whole, embrace them.
- historical tensions in the service. Nevertheless, it seems a place where staff feel able to give feedback to their senior managers.
- takes workforce wellbeing seriously and has effective support systems to improve staff mental and physical wellbeing. It has a positive and proactive health and safety culture, and carries out regular safety inspections

What did HMICFRS say about our culture?



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- overall, North Yorkshire Fire and Rescue Service requires improvement at looking after its people.
- unclear how the values benefit the organisation by promoting diversity and equality or encouraging positive change
- worrying lack of understanding about the benefits of diversity in the workplace from some staff and middle managers.
- a male orientated culture and language being used at station level. For example, male orientated language and terminology, lots of references to 'firemen' and working with the 'lads'.
- does not have a diverse workforce. At 31 March 2018, 4.7 percent of firefighters were female, and 0.5 percent were from a black, Asian and minority ethnic (BAME) background, compared with a BAME population of 3.4 percent.
- drive to recruit more women but not the same focus on BAME people.
- women in the service struggle to get standard issue uniform. Despite efforts to make it available, many stated they still buy their own because of availability and fit



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So, change is needed...

What do we do well?



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- recognise the need for change and our willingness to tackle it
- relationships with Representative Bodies, a shared desire to improve
- developing staff networks with a clear purpose and influence
- growing approach to positive action in recruitment

What are the challenges?



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- Workforce diversity
- Behaviours and acceptance of difference
- Education about the benefits of inclusion and diversity
- Making sure getting better internally improves service delivery
- Society's norms and expectations
- Our buildings
- Future financing

What are the opportunities?



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- Risk & Resource Model and Ambition 2025*
- New values and behaviours*
- A refreshed Equality, Diversity & Inclusion Board*
- enableNY – knowledge, capacity, resilience
- Year on year recruitment with redesigned courses
- On-call futures review
- A new approach to running our Training Centre
- Revised selection processes for progression

Ambition 2025



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Our staff are fulfilled. They are held accountable but are empowered to make decisions, be creative and make the most of partnership working. They know what they come to work to do and they're properly paid and contracted to do it. We operate as a single team, everyone knowing their contribution to the safety of people and places, regardless of their role in the organisation. Our approach is fully inclusive, we're seen as an attractive organisation for everyone, regardless of characteristics. Especially talented people are identified for their ability and developed for future roles, everyone is continuously developed in their existing roles.

We value

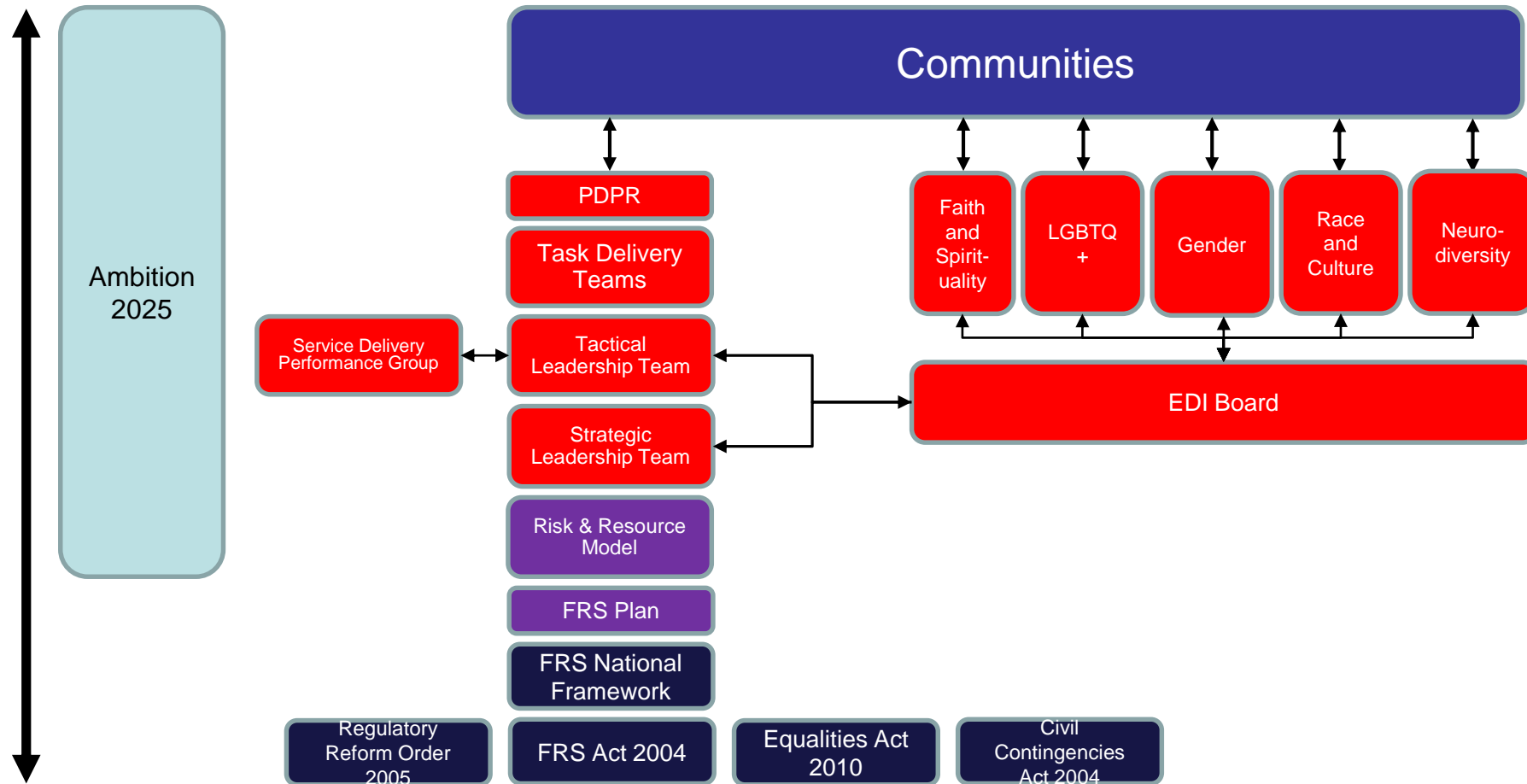


PEOPLE	RESULTS	INCLUSION	CREATIVITY	LEARNING
We exist to serve the public - we put people first	We achieve positive results	We embrace inclusion	We encourage and promote creativity	We never stop learning
We know, understand and respond to the needs of our communities.	We know the difference we make to the public's ability to be safe and feel safe.	We remove barriers that exclude people.	We're empowered and encouraged to try new ideas and work with others.	We share our ideas freely and welcome challenge and improvement.
We care for our own and others' mental and physical wellbeing.	We measure and evaluate the outcomes from our work and direct our efforts on where we make the biggest difference.	We include everyone to bring understanding, make us more responsive and help our workplaces be vibrant.	We overcome obstacles to achieve the right outcome.	We actively develop ourselves and each other.
We feel appreciated, confident, safe and supported in our workplaces to be our best and true selves.	We are accountable and we aren't afraid to change what isn't working.	We represent our communities and we reject and fight all discrimination.	We understand our constraints and manage within them, but don't allow them to limit our creativity.	We don't blame if things go wrong: we reflect, evaluate and learn, to become better and stronger.

EDI Board's place in governance



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What do we aim to achieve?



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- A 'critical mass' of diversity, it's the norm, "of course it's open to me"
- Fewer disciplinarys and improved findings in staff surveys
- Changed perceptions of the fire and rescue service
- **Ultimately, better performance in delivering services to the public**

What results do we expect to see?



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- Improving workforce diversity
- Evidence of living the values, a better engaged workforce
- Evidence of challenge and reward based on behaviours
- More creativity in approaches
- A willingness to share successes and disappointments
- A fit for purpose estate with accessible facilities for all
- **Ultimately, improved public performance, fewer incidents, safer people, households, businesses, transport networks and communities**