

OFFICIAL

Agenda item: 06

People and Culture Activity Report

People and Culture

Date:	2 August 2024
Submitted by:	Director of People and Culture
Purpose:	To inform Members of HR activity to the end of March 2024, incorporating data for Quarter 4 (January to March 2024).
Recommendations:	That Members note the content of the report.
Summary:	This report informs Members of key data relating to the functional areas within the Employment Services directorate.

Local Government (Access to information) Act 1972

Exemption Category:	None
Contact Officer:	Rachel McArdle, Head of People and Culture rachel.mcardle@westyorkshire.gov.uk
Background papers open to inspection:	None
Annexes:	None

1. Introduction

- 1.1 This report informs Members of key data relating to the functional areas within the People (formerly Employment Services) Directorate.

2. Information

2.1 Staff Profile (Employee Headcount) – As of 1 Feb 2024.

Wholetime:

Ethnicity	Q1 (Apr 23- Jun 23)	%	Q2 (Jul 23- Sep 23)	%	Q3 (Oct 23- Dec 23)	%	Q4 (Jan -Mar 24)	%
Total	926	%	912	%	872	%	859	%
Any other Black / African / Caribbean Background	1	0.11	1	0.11	0	0	0	0
Any other Ethnic Group	6	0.65	6	0.66	6	0.69	6	0.70
Any other Mixed / Multiple Ethnic Background	4	0.43	4	0.44	5	0.57	5	0.58
Any Other White	11	1.19	11	1.21	11	1.26	11	1.28
Asian or Asian British	16	1.73	16	1.75	16	1.83	16	1.86
Black or Black British	3	0.32	3	0.33	4	0.46	4	0.47
Chinese	2	0.22	2	0.22	2	0.23	2	0.23
Indian	1	0.11	1	0.11	2	0.23	2	0.23
Irish	1	0.11	1	0.11	0	0	0	0
Mixed	11	1.19	11	1.21	11	13.41	11	1.28
Not Declared	47	5.08	47	5.15	8	0.92	8	0.93
Pakistani	1	0.11	1	0.11	1	0.11	1	0.12
Prefer not to specify	8	0.86	7	0.77	7	0.80	7	0.81
White and Asian	1	0.11	1	0.11	1	0.11	1	0.12
White and Black African	1	0.11	1	0.11	1	0.11	1	0.12
White and Black Caribbean	5	5.43	5	0.55	4	0.46	4	0.47
White British	82	8.86	91	9.98	103	11.81	101	11.76
White British or Irish	716	77.32	703	77.08	690	79.13	679	79.04

Control

	Q1 (Apr 23- Jun 23)	%	Q2 (Jul 23- Sep 23)	%	Q3 (Oct 23- Dec 23)	%	Q4 (Jan -Mar 24)	%
Ethnicity								
Total	48	%	48	%	47	%	47	%
Mixed	1	2.08	1	2.08	1	2.13	1	2.13
Not Declared	1	2.08	1	2.08	1	2.13	1	2.13
White and Asian	1	2.08	1	2.08	1	2.13	1	2.13
White British	8	16.67	10	20.83	9	19.15	9	19.15
White British or Irish	37	77.08	35	72.92	35	74.47	35	74.47

On-Call

	Q1 (Apr 23- Jun 23)	%	Q2 (Jul 23- Sep 23)	%	Q3 (Oct 23- Dec 23)	%	Q4 (Jan -Mar 24)	%
Ethnicity								
Total	152	%	154	%	149	%	147	%
Any Other White	2	1.32	2	1.30	2	1.34	2	1.36
Asian or Asian British	1	0.66	1	0.65	0	0	1	0.68
Chinese	1	0.66	1	0.65	1	0.67	2	1.36
Not Declared	2	1.32	2	1.30	2	1.34	1	0.68
Prefer not to specify	0	0	1	0.65	1	0.67	1	0.68
White and Asian	1	0.66	1	0.65	1	0.67	1	0.68
White and Black Caribbean	1	0.66	1	0.65	1	0.67	1	0.68
White British	11	7.24	13	8.44	13	8.72	16	10.88
White British or Irish	133	87.5	132	85.71	128	85.90	123	83.67

Green Book

Ethnicity	Q1 (Apr 23- Jun 23)	%	Q2 (Jul 23- Sep 23)	%	Q3 (Oct 23- Dec 23)	%	Q4 (Jan -Mar 24)	%
Total	300	%	298	%	302	%	298	%
African	1	0.33	2	0.67	1	0.33	1	0.34
Any other Asian Background	1	0.33	2	0.67	1	0.33	1	0.34
Any other Black / African / Caribbean Background	1	0.33	1	0.34	1	0.33	2	0.67
Any other Ethnic Group	1	0.33	2	0.67	1	0.33	1	0.34
Any Other White	4	1.33	3	1.01	5	1.66	5	1.68
Asian or Asian British	12	4	11	3.69	11	3.65	10	3.36
Bangladeshi	0	0	1	0.34	0	0	0	0
Indian	2	0.66	2	0.67	2	0.66	2	0.67
Irish	0	0	0	0	2	0.66	1	0.34
Mixed	0	0	1	0.34	0	0	0	0
Not Declared	2	0.66	2	0.67	2	0.66	2	0.67
Pakistani	1	0.33	1	0.34	3	0.99	2	0.67
Prefer not to specify	3	1	3	1.01	3	0.99	3	1.01
White and Asian	1	0.33	1	0.34	1	0.33	1	0.34
White and Black Caribbean	2	0.66	2	0.67	1	0.33	1	0.34
White British	70	23.33	71	23.83	84	27.81	88	29.53
White British or Irish	199	66.33	193	64.77	184	60.93	178	59.73

	Headcount (Feb 2024)	Target establishment (April 2024)
Control	46	44
Green Book	308	310
On Call	148	120
Whole time	901	941
Total	1403	1415

2.2 Sickness Absence.

SICKNESS ABSENCE - WORKING DAYS LOST PER EMPLOYEE

April 2023 - March 2024 PER MONTH

	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
Ops Response	0.78	0.92	0.92	1.10	1.03	0.81	1.06	0.93	0.94	1.00	0.93	1.03
Ops Support	0.29	0.26	0.62	0.79	0.15	0.38	0.23	0.40	0.69	0.33	1.07	1.20
Prev & Prot	0.43	1.08	0.49	0.53	0.59	0.05	0.25	0.93	1.21	1.23	1.35	1.20
Legal & Gov	0.20	0.00	0.64	1.79	0.21	0.20	0.27	0.18	0.06	0.29	0.12	0.00
Service Support	0.35	0.50	0.64	0.91	1.16	0.97	1.01	1.14	1.15	0.85	0.90	1.09
Emp Services	0.60	0.55	0.66	0.27	0.00	0.33	0.71	0.61	0.66	0.92	0.32	0.02
Finance	1.20	1.33	0.07	0.88	2.06	0.00	0.24	0.50	0.00	0.00	0.06	0.59
Corporate Comms	0.00	0.00	0.00	0.00	0.42	1.28	1.69	1.00	0.00	1.06	0.00	0.00
FSHQ	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Total	0.68	0.83	0.83	1.01	0.96	0.75	0.97	0.92	0.93	0.95	0.90	0.99
Target (overall)	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60

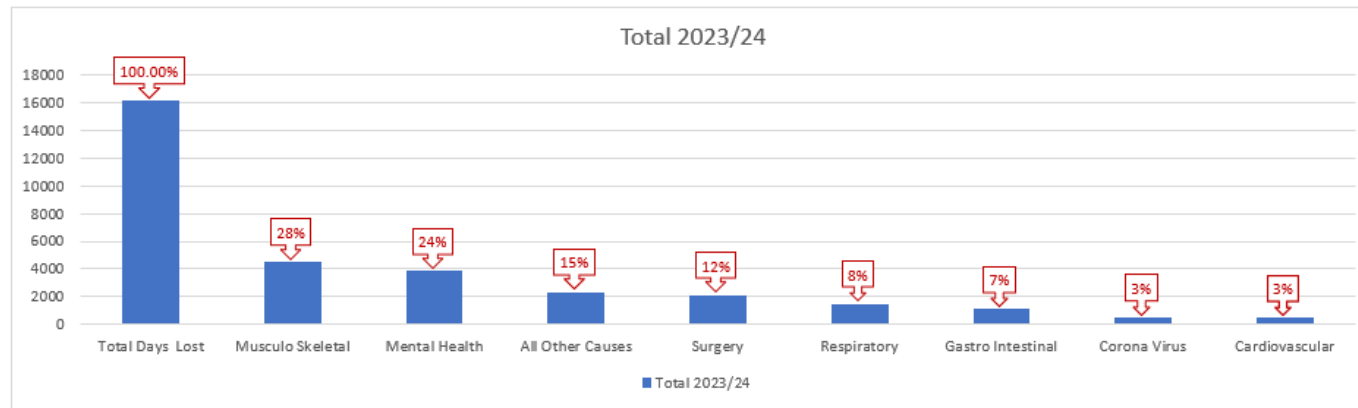
GREEN - ON TARGET OR BELOW
AMBER - WITHIN 10% OF TARGET
RED - OVER 10% OF TARGET

From April 2023
Ops Response & Ops Support Target = 0.75
All Other Departments Target = 0.50
Overall Target = 0.60

Previous Year Total (2022/23)	0.86	0.73	0.75	0.87	0.82	0.72	0.97	0.94	0.98	0.83	0.74	0.83
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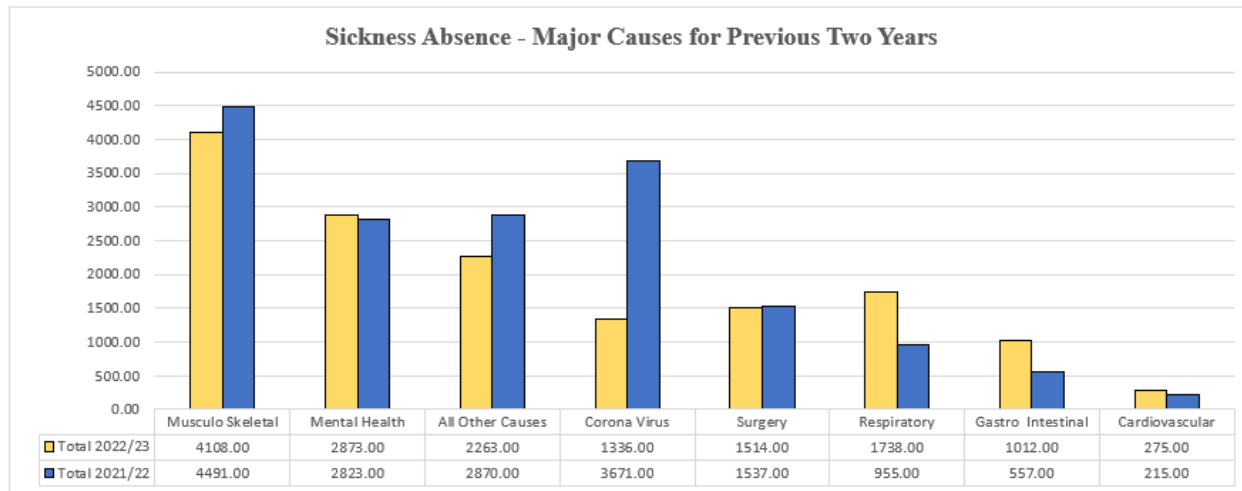
SICKNESS ABSENCE - MAJOR CAUSES FOR CURRENT YEAR 2023/24 (Financial Years)

	Total Days Lost	Musculo Skeletal	Mental Health	All Other Causes	Surgery	Respiratory	Gastro Intestinal	Corona Virus	Cardiovascular
Total 2023/24	16173.0	4506.0	3836.0	2315.0	2077.0	1444.0	1093.0	465.0	437.0
Percentage	100.00%	28%	24%	15%	12%	8%	7%	3%	3%



SICKNESS ABSENCE - MAJOR CAUSES FOR APRIL 2021 to MARCH 2023 (Financial Years)

	Total Days Lost	Musculo Skeletal	Mental Health	All Other Causes	Corona Virus	Surgery	Respiratory	Gastro Intestinal	Cardiovascular
Total 2022/23	15119.00	4108.00	2873.00	2263.00	1336.00	1514.00	1738.00	1012.00	275.00
Total 2021/22	17119.00	4491.00	2823.00	2870.00	3671.00	1537.00	955.00	557.00	215.00
Total	32238.00	8599.00	5696.00	5133.00	5007.00	3051.00	2693.00	1569.00	490.00
Percentage	100.00%	26.67%	17.67%	15.92%	15.53%	9.46%	8.35%	4.87%	1.52%



2.3 Strength And Establishment.

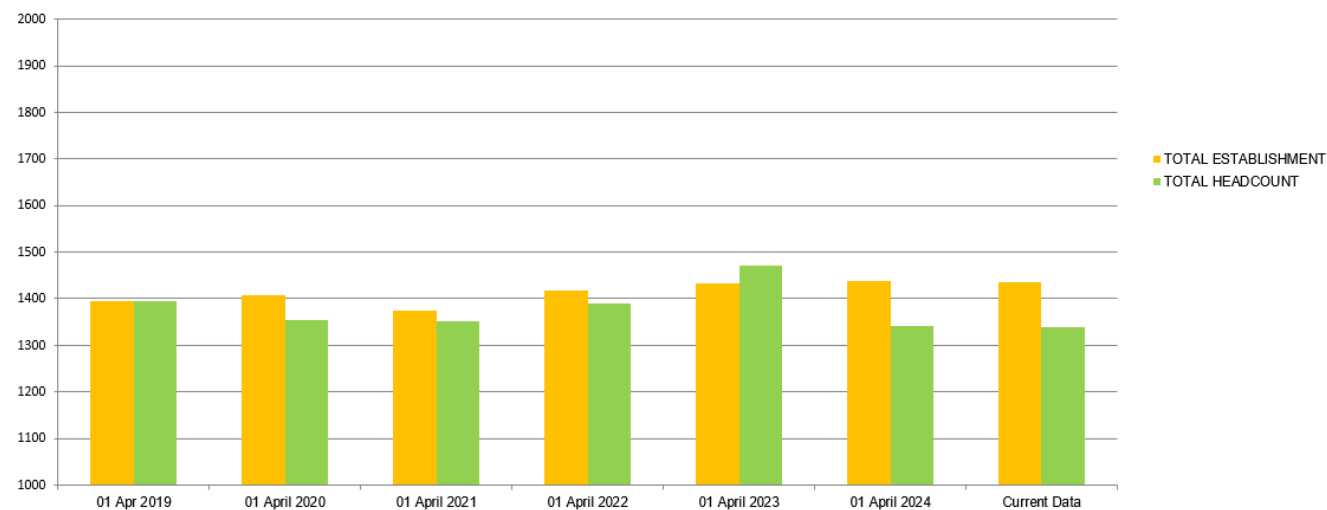
Summary Figures – Establishment and Strength

	TOTAL ESTABLISHMENT	TOTAL HEADCOUNT	WHOLETIME ESTABLISHMENT	WHOLETIME HEADCOUNT	ON CALL ESTABLISHMENT	ON CALL POSITIONS COVERED*	CONTROL ESTABLISHMENT	CONTROL HEADCOUNT	GREEN BOOK ESTABLISHMENT	GREEN BOOK HEADCOUNT
01 Apr 2019	1396	1394	927	951	120	82	44	48	305	313
01 April 2020	1408	1355	930	914	120	87	44	46	314	308
01 April 2021	1375	1351	900	895	120	96	44	51	311	309
01 April 2022	1418	1390	934	917	120	96	44	50	320	327
01 April 2023	1433	1471	941	943	120	82	44	51	328	316
01 April 2024	1438	1341	941	905	120	80	44	46	333	310
Current Data	1435	1340	937	908	120	78	44	46	334	308
Reductions to date	-39	54	-10	43	0	4	0	2	-29	5

* Retained strength shown as number of positions covered not people employed (this includes posts that will be covered by Trainees)

Graphical Representation of Establishment and Strength.

Graphical Representation of Establishment and Strength



Summary Figures - Employee FTE data - Current Date

	Current Headcount	Current Employee FTE
Wholetime	908	891.90
Control	46	42.11
On Call	148	77.75
Green Book	308	281.08

2.4 Health And Safety Performance 1 April 2023 – 31 March 2024.

Lost time up to 3 days

Actual performance 2023/24	Target 2023/24
19	24

Lost time over 3 days

Actual performance 2023/24	Target 2023/24
29	22

RIDDOR Major injury/disease

Actual performance 2023/24	Target 2023/24
2	No target set

2.5 Occupational Health Key Performance Indicators.

Period 1st January 2024 – 31st March 2024.

Ref No.	KPI	Target	Quarter 1 ST January 2024 – 31 st March 2024	YTD 1 st April 2023 – 31 st March 2024	Target achieved for present quarter
1	Management referral to appointment date (3 weeks).	90%	89%	79%	NO
2	AMA report to management within 48hr.	90%	100	100	Yes
3	No. of Did Not Attends (DNA's) or cancellation <48 hr notice*.		0 Nurse 0 AMA	0 0	
4	No. of physiotherapy referrals.		36	156	
5	No. of counselling referrals.		33	58	
6	No. of management referrals.		9	34	
7	No. of health screenings.		43	212	
8	No. of self-referrals.		8	27	
9	No of AMA consultations.		199	779	

Health screenings include the Asbestos medicals.

*The EAP provider who commenced in October 2023, provides a breakdown of counselling and advice, which the previous provider didn't.

2.6 Discipline and Grievance cases.

01/01/24	31/03/24	Total Disciplinarys Completed.		Current Live Cases.	Time to Complete if Outside of Target, Examples.
	Total started in Period.	In Target [within 60 days].	Out of Target [over 60 days].		
Green Book.	2	2		2	1 Case within target – employee resigned before discipline hearing. 1 Case concluded within target – summary dismissal. 1 Live case still within 60 days. 1 Live case outside 60 days.
Control.	0			0	
On Call.	2	2		0	1 Outcome: Informal. 1 Outcome: 6 months written warning.
Wholetime.	2	2		2	1 informal Warning. 1 Final Written Warning. 1 live case outside of 60 days target. 1 live case still within 60 days.
Total.	6	6		4	

01/01/24	31/03/24	Total Grievances Completed.		Current Live Cases.	Average / Time to Complete.
	Total Received in Period.	In Target [under 30 days].	Out of Target [Over 30 days].		
Green Book.	0			0	
Control.	1	1			
On-Call.	1	1			
Wholetime.	1			1	
Total.	3	1		1	

2.7 Recruitment Statistics.

External Recruitment by Directorate 1 January 2024 to 31 March 2024.

Directorate.	Total Received	Total Complete in Period	Total Complete Within Target	Total Complete Outside Target	Live cases	Average time to complete (Days)	Vacancies not appointed to
Finance & Procurement.	1	1	1			37	
Service Delivery.	2	1	1		1	67	
Corporate Services.	1				1		
Employment Services.	3				1		2*
Service Support.	8	3	3		4	35	1**

Target Timescale

Green < 84 Days
Red > 84 Days

Internal Only Recruitment by Directorate 1 January 2024 to 31 March 2024.

Directorate.	Total Received	Total Complete in Period	Total Complete Within Target	Total Complete Outside Target	Lives cases	Average time to complete (Days)	Vacancies not appointed to
Finance & Procurement.	0						
Service Delivery.	2				2		
Corporate Services.	0						
Employment Services.	0						
Service Support.	7	6		6	1	41***	

Target Timescale

Green < 30 Days
Red > 30 Days

*Occupational Health Nurse advertised twice; no candidates shortlisted.

**Power App Developer; readvertised as an internal secondment opportunity.

***Delays due to DBS checks and notice periods.

4. Financial Implications

- 4.1 There are no financial implications arising from this report

5. Legal Implications

- 5.1 The Monitoring Officer has considered this report and is satisfied it is presented in compliance with the Authority's Constitution.

6. Human Resource and Diversity Implications

- 6.1 This report concentrates on Human Resource and Diversity implications

7. Equality Impact Assessment

- 7.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance?: No

8. Health, Safety and Wellbeing Implications

- 8.1 This report considers health and safety and wellbeing as part of the content and narrative

9. Environmental Implications

- 9.1 There are no environmental implications arising from this report.

10. Your Fire and Rescue Service Priorities

- 10.1 This report links with the Community Risk Management Plan 2022-25 strategic priorities below:

- Promote the health, safety, and wellbeing of all our people.
- Achieve a more inclusive workforce, which reflects the diverse communities we serve.

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Agenda item: 07

Diversity and Inclusion Strategy Update 2024/25

People and Culture Committee

Date:	2 August 2024
Submitted by:	Director of People and Culture
Purpose:	To advise members of the People and Culture Committee the progress on the Diversity and Inclusion (D&I) Strategy.
Recommendations:	That members note the content of the report
Summary:	The D&I Strategy 'One Team' has been in place since January 2023. This report provides an update on the progress made in the last 6 months.

Local Government (Access to information) Act 1972

Exemption Category:	None
Contact Officer:	Gill Cockburn, D&I Manager Gill.cockburn@westyorksfire.gov.uk
Background papers open to inspection:	None
Annexes:	'One Team' D&I Strategy.

1. Introduction

- 1.1 The Diversity and Inclusion Strategy (2023 – 2028) was approved by members at the January 2023 Committee. The strategy was written using a values-based approach to progressing, embedding and measuring Diversity and Inclusion (D&I) at West Yorkshire Fire and Rescue Service (WYFRS) using the behaviour led model of the organisational values.
- 1.2 The Strategy is designed to:
- Be structured to fit our organisational priorities and include all districts, departments and teams in a collaborative approach.
 - Embed Diversity and Inclusion as standard practice into all areas of WYFRS processes, policy, and strategy, in accordance with the Core Code of Ethics and in particular the principles of Dignity and Respect and Equality, diversity, and inclusion (EDI).
 - Provide a unified approach to the positive implementation of Diversity and Inclusion principles and actions, with staff investment and understanding of our goals.
 - Be a time measured framework using actions that are SMART and for which responsibility is clearly identified and shared.
- 1.3 Following approval of the strategy and framework, development of an action plan with defined roles, responsibilities and deadlines began. The actions from this relate to departmental and district action plans. The action plan will be shared with and monitored by Diversity and Inclusion Board (DIB) with 6 monthly updates to HR Committee going forward.

2. Information

- 2.1 Since the January 2024 update the following actions have been delivered:
- The proposed Organisational Inclusive Language Guide has been out for consultation with staff network members and will be made available to staff by 1st June 2024. This has received positive feedback and is welcomed by staff.
 - Accessible organisational templates have been designed and agreed and are currently being added to the IT tenant for use by all staff.
 - Successful delivery of gender inclusion webinars and workshops that informed staff of the misconceptions around gender binary and evolving gender identities. This was extremely well received and further feedback is being gathered at present.
 - Continued provision of Say So anonymous reporting tool.
 - 2024 Gender Pay Gap report completed and published on website.
 - 2024 Equality Data Monitoring Report completed and awaiting final checks before publication.

- Formalised our attendance at Leeds West Indian Carnival and planning is going ahead alongside the FireREACH staff network. Attendance at Leeds, Kirklees and Calderdale Pride confirmed for 2024.
- Elevated the number of careers fairs, open days and school visits to promote the role of the firefighter, and other recruitment opportunities. Introduced talks at Jobcentres, colleges and universities. Increased partnership working with gyms and sports clubs.
- Implemented a new firefighter pre-entry review to understand individual needs for new firefighters, ensuring their needs are met from day one including neurodiversity, religious and cultural needs. This allows us to put in place necessary adjustments and ensure people feel supported before they arrive on day one.
- Equality Impact Assessment (EIA) process under review and will be simplified whilst ensuring all protected characteristics and additional marginalised groups are considered within. Working with ICT to make the process electronic by October 2024. Providing increased EIA training delivery to staff to raise awareness and reinforce the need to remove potential bias from projects, policies, practices, refurbishments and redevelopments.
- Intergenerational Age Awareness training delivered to staff.
- Diversity for Everyone training continues to be rolled out to all staff and sessions are scheduled up until March 2025. We will conduct a review of this training during this financial year to ensure it remains 'best in class', relevant and fit for purpose.
- Positive Action (PA) Officer and new Diversity Project Officer (DPO) are visiting stations to improve visibility and increase awareness. DPO will continue a rolling programme to visit all watches and crews over the next 12 months.
- Creation is underway of a bespoke e-learning course specifically on the importance of D&I and staff responsibilities.
- Work is underway to gather evidence for our second submission into the Inclusion Standard due by the end of June 2024

3. Financial Implications

- 3.1 None identified.

4. Legal Implications

- 4.1 The Monitoring Officer has considered this report and is satisfied it is presented in compliance with the Authority's Constitution.

5. Human Resource and Diversity Implications

- 5.1 Work on the strategy actions have been delayed due to staff changes in the team. We now have a full time Diversity Projects Officer back in position following a recruitment exercise.

The project and initiatives that they will lead on will support elevated progress of the D&I strategy actions.

6. Equality Impact Assessment

- 6.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance? No

7. Health, Safety and Wellbeing Implications

- 7.1 None identified.

8. Environmental Implications

- 8.1 None identified.

9. Your Fire and Rescue Service Priorities

- 9.1 This report links with the Community Risk Management Plan 2022-25 strategic priorities below:
- Encourage a learning environment in which we support, develop, and enable all our people to be at their best.
 - Achieve a more inclusive workforce, which reflects the diverse communities we serve.

10. Conclusions

- 10.1 Progress continues as expected and will continue to move forward as planned. The last 6 months has seen a lot of training delivery which is helping to increase staff awareness of important issues.

‘OneTeam’

Diversity and Inclusion Action Plan 2023-2028



Actions to be delivered to meet the [Diversity and Inclusion Strategy 2023-2028](#)

Communication: how we share the D&I message and embrace our workforce diversity.

Objective: Promote WYFRS, internally and externally, as a diverse and inclusive employer by delivering appropriate and positive communications. To role model and celebrate colleagues and communities and share this with all audiences. To ensure we are using appropriate terminology and inclusive language across all departments and teams.

Aim C1: Ensure our messages are appropriate, easy to understand and inclusive.

Priority	Actions	Responsibility	Deadline	Progress
Devise and introduce a screening tool that determines if communications are positively or adversely impacting on inclusivity.	<ul style="list-style-type: none">Establish an impact screening process for internal and external communications which is effective, efficient and is easily managed.Monitor usage of the screening tool and report on impacts.	D&I team / Comms		Oct 23: New head of comms and D&I team have met to agree on strategy moving forward. D&I team are looking to introduce a mini-EIA screen / checklist for use with all comms campaigns and messaging.

Priority	Actions	Responsibility	Deadline	Progress
Develop guidance for Districts on how to monitor their external messaging to ensure D&I is considered.	<ul style="list-style-type: none"> Establish an impact screening process for external communications and social media posts. Monitor the screening progress and report on impacts. 	D&I team / Comms / DCs and ADCs		Nov 23: the comms strategy for Districts to be reviewed following appointment of new Comms lead and team members. A review of community engagement principles and responsibilities is underway, connected to Core Code of Ethics "Putting our Customers First".
Develop guidance on inclusive language and terminology to support dignity and respect.	<ul style="list-style-type: none"> Staff networks to take discussion to their members via their email distribution list and at meetings. All staff network members should be given the opportunity to feedback on their preferences for differing terminology. Report on which terminology causes offense or makes people feel uncomfortable. 	D&I Team / Comms / Staff Networks		<p>20/03/2023: Inclusive Language report published and delivered at DIB.</p> <p>20/04/2023: Prompt sheets and questions sent to each network to add to agendas.</p> <p>27/06/2023: Feedback received from FireDAW, LGBTQ+U, MAGNet, FireGIN. Chased FireREACH.</p> <p>01/05/2024: consultation process concluded with staff networks. Amendments required the plan to publish by 1st June 2024.</p>

Priority	Actions	Responsibility	Deadline	Progress
	<ul style="list-style-type: none"> Review and draft a proposed glossary of acceptable terms that staff members should use. Include the reasons why some language is unacceptable to help staff understand why we won't be using it. 			<p>21/05/2023: Guide completed and sent to staff via Burning Issues. Report delivered to DIB.</p> <p>COMPLETED</p>
Provide templates and guidance for staff that ensure accessibility of content.	<ul style="list-style-type: none"> Support Comms and ICT in sourcing a provider to design and deliver organisational templates that can be used alongside guidance. Design and deliver guidance that supports staff in producing accessible Word documents, Excel workbooks, PowerPoint presentations and emails. 	D&I Team / ACT project team / Comms / ICT		<p>Ongoing: Responsibility of the templates to be agreed. Steering group established to oversee resourcing, design, cost and delivery of templates.</p> <p>June 2023: guidance documents, accessibility policy and helpful resources are available to all staff on the ACT website.</p> <p>April – July 2023: Training delivery on how to create accessible Word documents</p>

Priority	Actions	Responsibility	Deadline	Progress
				<p>delivered in-house, at face to face interactive sessions.</p> <p>Oct 2023: Agreement confirmed with Phoenix to design, supply and upload organisational templates. Budget from finance.</p> <p>May 2024: approval agreed for organisational templates which will be rolled out to staff on the tenant by 31st May 2024.</p> <p>June 2023: Templates uploaded to tenant and available to all staff. Comms sent out with instructions on how to access</p> <p>COMPLETED</p>
Develop Plain English guidelines and promote the use throughout all teams	<ul style="list-style-type: none"> Creation of guidelines, or sharing of external guidelines from the Plain English Campaign. 	Comms / D&I		Oct 23: ACT toolkit includes links to external guidance on Plain English.

Priority	Actions	Responsibility	Deadline	Progress
Organisational review of the use of acronyms and how they are used and promoted.	<ul style="list-style-type: none"> • Collation of organisational acronyms and meanings. • Review of acronyms and creation of final list. • Publish and promote acceptable acronyms. 	Comms / D&I		Oct 23: Accessibility training sessions and guidance documents outline the importance of putting acronyms in full the first time it is used in a document.

Aim C2: Celebrate our diverse workforce and the communities in which we work.

Priority	Actions	Responsibility	Deadline	Progress
Devise a process which ensures Corporate Comms and staff have access to an annual (financial year) calendar of important national dates in the D&I calendar.	<ul style="list-style-type: none"> Design an interactive calendar that highlights key national dates and dates of our D&I events and campaigns. Assign responsibility to a team member to monitor key dates, publicise and update on an annual basis. Staff networks to take lead in delivering events and campaigns that fall under their remit. 	D&I Team / Comms / Staff networks		<p>Feb 2023: Calendar created in Excel and shared on D&I website. Comms publicised the calendar and signposted staff.</p> <p>Oct 23: D&I calendar shared with new comms lead for integration into a wider comms calendar.</p>
Create an annual plan template for delivery of organisational events to be led by a steering group of staff network chairs and members.	<ul style="list-style-type: none"> Agree key events for annual celebration and event planning. Map diary and assign dates for steering groups to convene and meet. 	Staff network chair forum / D&I		

Priority	Actions	Responsibility	Deadline	Progress
	<ul style="list-style-type: none"> Create an event template / toolkit for use by steering groups and staff networks. 			
Continue to develop the internal D&I awards into an annual, high profile event recognising staff contributions.	<ul style="list-style-type: none"> Comms and D&I team to agree on a time line and annual date for the Awards. Scope feasibility of developing staff recognition awards broader than just D&I. Create an annual plan and event template for use each year. Promote awards and encourage nominations from all districts and teams. 	Comms / D&I		
Deliver a monthly staff network update profiling the work being carried out and highlight our workplace role models.	<ul style="list-style-type: none"> Create a Comms template for monthly updates to be completed by the staff network chairs forum. 	Staff networks / D&I / Comms		July 2023: Meet the team and staff network lunch delivered, to be followed up with a roadshow out to stations.

Priority	Actions	Responsibility	Deadline	Progress
	<ul style="list-style-type: none"> • Create a role model template including question prompts, suggested content and approach staff who are happy to share their journey. • Encourage contributions from staff members to share their stories and successes 			

Aim C3: Be a gender inclusive organisation.

Priority	Actions	Responsibility	Deadline	Progress
Deliver a programme of gender inclusion webinars and workshops that will educate staff on terminology of evolving gender identities.	<ul style="list-style-type: none"> • Identify suitable Training Provider and scope costing, availability, methods of delivery. 	D&I / Training / L&D		<p>Sept 23: Contact made with Gendered Intelligence and Ellie Lowther, but neither suitable.</p> <p>Oct 23: Contact made with Che Barnes – awaiting training proposal.</p>

Priority	Actions	Responsibility	Deadline	Progress
				<p>Dec 23: Training programme under agreement. Delivery of 5 webinars and 5 workshops to be delivered by May 2024.</p> <p>Management Team workshop booked for 25/03/2023.</p> <p>May 2025: all webinars and workshops delivered.</p> <p>COMPLETED</p>
Incorporate gender free language into our external and internal messaging.	<ul style="list-style-type: none"> Promote the use of pronouns on email signatures and encourage sharing of pronouns in introductions and meetings. Produce guidance on gender diversity and terminology for use by all staff. 	Comms / D&I		<p>May 23: LGBTQ+U paper to Management Team on use of pronouns in the service.</p> <p>July 23: Pronouns added to email signature template and ID cards.</p> <p>May 24: Inclusive Language Guide incorporates gender terminology.</p>

Priority	Actions	Responsibility	Deadline	Progress
Review of all policy and procedure to ensure inclusion of gender identities.	<ul style="list-style-type: none"> • Review policies to identify where gender specific pronouns / language is used. • Identify policies which have specific actions designed for binary genders and work to remove bias or include actions for trans or non-binary staff. • Amend policies with relevant and updated terminology to reflect our commitment to gender inclusion. 	All staff		
Assess property facilities to ensure gender inclusion.	<ul style="list-style-type: none"> • Ensure a process is in place that includes Equality Impact Assessment (EIA) procedures are carried out for each new build. • Create a template of requirements for 	Property / D&I / FireGIN		Work has been delivered with Property Services to create an updated design guide, which supports the inclusion of appropriate facilities. This action is around ongoing developments and refurbishment priorities

Priority	Actions	Responsibility	Deadline	Progress
	<p>consideration at the point of new build or refurbishment that align with current best practice.</p> <ul style="list-style-type: none"> Review the building policies to ensure inclusion of D&I facilities. 			

Teamwork: how we work together to create a positive and inclusive organisation.

Objective: To continue our commitment to improving the diversity of our workforce, both operational and support staff, through positive action, onboarding and policy development.

Aim T1: Work together as one team to promote and encourage opportunities to hear all employee voices.

Priority	Actions	Responsibility	Deadline	Progress
Ensure a direct link between staff network chairs and members of Management Board (MB).	<ul style="list-style-type: none"> Provide a bi-annual update to MB, to be delivered by a member of the staff network chair forum. 	MB / staff network chairs / D&I		July 24: staff network lunch promoted Champions of the networks and their role.

Priority	Actions	Responsibility	Deadline	Progress
	<ul style="list-style-type: none"> Continue staff network updates as ongoing agenda item at the Diversity and Inclusion Board. Build on the champion role held by each MB member; define roles and responsibilities, establish a formal process for consultation (as below) and agree on how action will be taken forward and in which forums. 			
Devise a robust consultation process which incorporates staff network members and underrepresented staff.	<ul style="list-style-type: none"> Review the EIA process to formalise the staff network consultation part of the process. Agree time availability for reviewers of EIAs to allow time for completion. 	D&I / staff networks		<p>Sept 23: EIA review process moved to a Teams Channel for easier review and monitoring.</p> <p>June 24: HR consultation form updated to include D&I Team and staff network leads.</p>

Priority	Actions	Responsibility	Deadline	Progress
	<ul style="list-style-type: none"> Devise a formal process to include staff networks in the policy review and consultation process. 			
Create a process to measure the impact of diverse staff involvement in decision making.				
Implement reverse mentoring to enable senior colleagues to connect with people from underrepresented groups. To hear and understand issues from their perspective and to identify solutions.	<ul style="list-style-type: none"> Research the use of reverse mentoring and how to successfully implement it. Create a reverse mentoring programme and conduct a pilot scheme for first year. Review the pilot scheme and make amendments before introducing an annual programme. 	L&D team / D&I / Management Team		<p>July 2023: Diversity mentoring proposal delivered to DIB and approved.</p> <p>Nov 23: Met with Rachel O'Connor from Leeds university to explore best practice principles for reverse mentoring. Rachel shared documents and guidance for further exploration.</p>

Aim T2: Work together as one team to deliver positive action (PA).

Priority	Actions	Responsibility	Deadline	Progress
Write and deliver a Positive Action Strategy and Guidance that incorporates the new processes and initiatives.	<ul style="list-style-type: none"> Draft a PA strategy to encompass all processes and initiatives delivered since the introduction of PA officer. Consult with all key stakeholders and develop the strategy further. Agree, publish and promote PA strategy and guidance. 	PA Officer / D&I team / HR / Comms		<p>Aug 23: Draft PA strategy shared with D&I team for review.</p> <p>Sept 23: Secondment into PA officer role started and will review the strategy.</p> <p>July 24: 12 month extension to the PA secondment agreed.</p>
Deliver Positive Action training for staff to improve awareness and understanding.	<ul style="list-style-type: none"> Include a proposal for PA training in the 24/25 training bid requests. Incorporate PA training into the new staff induction and trainee recruits. Increase visibility of PA officer across the whole service through visits, talks, training and Let's Talk sessions. 	PA Officer / D&I team / HR / Comms		<p>Sept 23: Training bid submitted.</p> <p>Nov 23: Progression of new initiatives and engagements in progress with secondment to the role.</p>

Priority	Actions	Responsibility	Deadline	Progress
	<ul style="list-style-type: none"> Work with comms and use promotional tools to promote understanding of PA to the wider workforce. Publish successes and the impacts. 			
Analyse and report on barriers to progression and retention of underrepresented staff.	<ul style="list-style-type: none"> Review the promotion equality data to identify any trends or areas of concern. Review exit equality data to identify any trends or areas of concern. Review exam and assessment equality data to identify any trends or areas of concern. Deliver opportunities for staff consultation via focus group or survey. Form a plan of action to address any barriers to the 	PA Officer / D&I team / HR		<p>Nov 23: Leavers data analysed for D&I trends. Will be incorporated into a report for Diversity and Inclusion Board.</p> <p>Dec 23: EIAs in progress for development packs to ensure no adverse impacts affecting progression.</p> <p>Dec 23: PA officer to work with L&D team to analyse NVQ and exam results in relation to equality data.</p>

Priority	Actions	Responsibility	Deadline	Progress
	progression and retention of underrepresented groups.			
Review HR processes to include Positive Action initiatives in progression and retention.	<ul style="list-style-type: none"> Positive action measures to be identified and trialled. 	PA Officer / D&I team / HR / DCs		Dec 2023: Development packs will include demonstrable knowledge of neurodiversity in the workplace, EIAs and importance of D&I principles.

Aim T3: Connect our people with services, systems and colleagues at the earliest opportunity.

Priority	Actions	Responsibility	Deadline	Progress
Review the onboarding process to ensure: <ul style="list-style-type: none"> D&I induction is thorough. Equality data is recorded and retained. Quickscan is completed. Reasonable Adjustment plan completed. Neurodiversity tools demonstrated. 	<ul style="list-style-type: none"> Collate feedback from recent new starters about their induction experience. Review and update the D&I staff induction for new starters. Ensure a process is in place to transfer equality data shared at application to Access HR. 	HR / D&I / Training team		Mar 23: All new recruits offered opportunity to complete Quickscan before starting course (this highlighted a number of staff needing further diagnosis and support which could be put in place during training course). Oct 23: HR confirmed that equality data from new recruits will be transferred to AccessHR following appointment.

Priority	Actions	Responsibility	Deadline	Progress
<ul style="list-style-type: none"> Access to Work application highlighted. 	<ul style="list-style-type: none"> Provide the opportunity for all new starters to complete Quickscan before they start their role. Enhance the process to ensure Reasonable Adjustments and Access to Work applications are discussed upon appointment of a new role. Incorporate an introduction to TextHelp and MindGenius as part of the ICT induction and make the guides available at induction. Establish a route to carry out all of the above actions with trainee recruits and new grey book starters. 			<p>Jan 24: Implemented a new firefighter pre-entry review to understand individual needs for new firefighters, ensuring their needs are met from day one including neurodiversity, religious and cultural needs.</p> <p>April 24: Data monitoring form shows increase in diversity data and declarations.</p> <p>June 24: Reasonable adjustment training designed and scheduled for the year – to be delivered by D&I Manager.</p>

Aim T4: To put workforce diversity at the heart of everything we do

Priority	Actions	Responsibility	Deadline	Progress
Devise a process which supports inclusion of D&I principles in all departmental strategy or roadmaps.	<ul style="list-style-type: none"> Assess all department and district actions via the SIAT self assessment process. Deliver necessary training to improve knowledge of key D&I principles. Provide consultation and support for departments and district to identity inclusion of D&I principles. Provide examples of good practice happening across the service and move all areas toward embedding similar practices. 			<p>April 23: Project and timeline initiated to review the outcomes from the D&I self-assessment and identify gaps. Support districts and departments in identifying ways of improving their D&I requirements.</p> <p>Dec 23: 12 departments and districts have had review meetings. Training gaps identified and actions agreed.</p>
Create a toolkit to support the promotion of embedding and measuring D&I outcomes	<ul style="list-style-type: none"> Provide examples and case studies of good practice happening already. 			

Priority	Actions	Responsibility	Deadline	Progress
	<ul style="list-style-type: none"> Align Inclusive Employers standard levels with HMICFRS expectations and the LGA Equality Framework and provide guidance on this. Provide a template / checklist of bronze, silver and gold levels of good practice for departments to work towards. Monitor and evaluate annually through the SIAT self assessment process 			
Report on positive outcomes to all staff and highlight areas of improvement.	<ul style="list-style-type: none"> Produce an annual report publishing results of self assessment, celebrate areas of good practice and list actions for the coming year. 			

Integrity: how we treat people and challenge inequality.

Objective: Demonstrate our commitment to the Public Sector Equality Duty by eliminating discrimination, fostering good relations and advancing equality of opportunity through analysis of our provision and taking a zero-tolerance approach to inappropriate or unacceptable conduct.

Aim I1: Make sure that we treat everyone with dignity and respect, calling out and tackling behaviour which falls short.

Priority	Actions	Responsibility	Deadline	Progress
Deliver manager training on the Dignity Respect and Integrity Policy and the skills they need to implement it.	<ul style="list-style-type: none">• Using data from the SIAT self assessment, review the staff understanding of the policy and how departments use it.• Establish the gaps in knowledge and ask managers what they would like to see in the training.• Design and deliver bespoke internal training.	D&I team / HR / SIAT		<p>Oct 23: Submitted training bid for 24/25, however approval not received at this time.</p> <p>May 24: D&I manager booked onto NFCC Dignity at work Training.</p> <p>June 24: in house training developed and scheduled for the year – to be delivered by D&I Manager.</p>

Priority	Actions	Responsibility	Deadline	Progress
Deliver Dignity and Respect training to teams and crews.		Training Team / D&I / HR		Oct 23: Submitted training bid for 24/25, however approval not received at this time. June 24: in house training developed and scheduled for the year – to be delivered by D&I Manager.
Publish policy / guidance externally for attention of contractors, visitors and community.	<ul style="list-style-type: none"> Adapt current internal policy to make it relevant for external partners and agencies. Establish a process to ensure partners and agencies working with us are sent the policy and guidance at point of contracted start of collaboration. 	D&I / Corporate Services / Procurement		
Contracts to include agreement from providers that they will	<ul style="list-style-type: none"> Review procurement policies to include reference and link 	D&I / Corporate		

Priority	Actions	Responsibility	Deadline	Progress
acknowledge and abide by Policy.	<p>to the Policy and highlight their responsibilities against it.</p> <ul style="list-style-type: none"> Establish a process that seeks written agreement from partners. 	Services / Procurement		
Introduce anonymous reporting tool for staff which provides feedback on the improvements we need to make to improve culture and staff welfare	<ul style="list-style-type: none"> Research and procure a suitable 3rd party organisation who will deliver a tool that allows staff to submit anonymous or confidential issues. Ensure reporting is delivered to Senior Managers. Pilot 3rd party for 1 year and evaluate effectiveness. Consult with staff and decide on longer term procurement. 	D&I / MB		<p>Oct 2022: Say So appointed to deliver 1 year pilot delivery of their anonymous reporting tool.</p> <p>Oct 22 – June 23: Comms promoted the service and Say So inductions delivered to staff by the Say So team.</p> <p>Oct 2023: Following review, a 3-year contract has been agreed with Say So.</p> <p>COMPLETED</p>

Aim 12: Be proactive, transparent and fair.

Priority	Actions	Responsibility	Deadline	Progress
Continue to analyse and report on the gender pay gap and support further pay gap reporting in accordance with guidance from government and best practice.	<ul style="list-style-type: none"> Produce annual gender pay gap reporting in accordance with requirements. Report Pay Gap report to HR committee and Diversity & Inclusion Board. Monitor Government guidance for changes to the regulations. 	D&I / HR / L&D		<p>Gender pay gap report completed and published annually, including figures reported on the Government Pay Gap Portal.</p> <p>Current Gender Pay Gap Report is nearing completion and will be shared with HR Committee and Diversity & Inclusion Board in early 2024.</p> <p>April 2024: Gender pay gap complete for 23/24 and reported to HR Committee.</p>
Continue to analyse and report on Equality Data Monitoring.	<ul style="list-style-type: none"> Establish if we are able to report on pay gaps by protected characteristics. 	D&I / Payroll / Finance		

Aim I3: Get to know and understand our communities.

Priority	Actions	Responsibility	Deadline	Progress
Update Community Engagement (CE) Strategy, connected to refreshed Community Risk Management Strategy.	<ul style="list-style-type: none"> Identify current programmes and projects in place (including community links) Identify best practice already being delivered, review and share. 			Feb 2024: In depth analysis completed by Comms to establish current position. Categorised by District and shared.
Improve mechanisms for tracking community engagement, outcomes and satisfaction by protected characteristic.	<ul style="list-style-type: none"> Establish people resources, projects and overall responsibility for Community Engagement and plan strategy for delivery and monitoring. 			
Elevate our interaction with communities and attend a diverse mix of community events.	<ul style="list-style-type: none"> Formalise our attendance at Community events, including Pride, Carnival and community days in the campaign calendar. 			<p>May 2024: 45 events have been attended by the PA officer sharing the recruitment message.</p> <p>June 2024: Confirmation that we will attend Carnival and Leeds Pride 2024:</p>

Priority	Actions	Responsibility	Deadline	Progress
	<ul style="list-style-type: none"> Continue to expand our attendance at careers events and open days. Create a toolkit / delivery pack for attendance at events. 			applications submitted and planning started.

Aim I4: Make sure we act ethically and in a way which promotes equality of access for the diverse workforce.

Priority	Actions	Responsibility	Deadline	Progress
Streamline and continue to use Equality Impact Assessment (EIA) methodology to ensure processes, procedures and changes do not adversely impact on underrepresented staff.	<ul style="list-style-type: none"> Review current EIA process to ensure fit for purpose. Aim to streamline the EIA process using power apps / forms. Incorporate EIA learning in the development progress for operational staff. 	D&I / ICT		<p>Sept 23: Initial meetings with ICT carried out and EIA PowerApp added to ICT workstream.</p> <p>Dec 23: L&D meeting led to EIA being added as a task to the Station Manager Development Pack.</p> <p>Feb 2024: EIA tasks, exercises and scoring matrix created and added to SM development pack.</p>

Priority	Actions	Responsibility	Deadline	Progress
				June 2024: ICT to review how EIA can be delivered electronically and pilot before September 2024.
Use EIA findings to improve policies and practices and measure the effectiveness of the outcomes.	<ul style="list-style-type: none"> • Use Power App to allow closer monitoring of actions outstanding and completed. • Automatic reminders will alert EIA owners to complete tasks and actions. • Provide quarterly report on how EIA is impacting on outcomes and delivery of D&I principles. To be reported at Diversity and Inclusion Board. 	D&I / ICT / all staff		June 2024: ICT to review how EIA can be delivered electronically and pilot before September 2024. To include monitoring tool.

Learning: how we improve knowledge and embed new skills.

Objective: To develop a 'OneTeam' approach that encourages allyship and accountability. To improve learning, awareness and celebration of Diversity and Inclusion through providing a training programme, events and campaigns that educate staff, provide tools and dispel misconceptions.

Aim L1: Help our people learn and understand more about the diversity within and beyond our organisation.

Priority	Actions	Responsibility	Deadline	Progress
Develop, organise and oversee an overarching programme of learning on diversity and inclusion for all staff and managers.	<ul style="list-style-type: none"> Analyse equality data, staff feedback and consult with staff networks to identify gaps in skills and knowledge in relation to D&I. Submit relevant training bid requirements by September deadline. Deliver a plan of training, identify providers, scope dates with Training Admin and provisionally book in accordance with 	D&I / L&D / Training team		<p>April 23: Diversity for Everyone dates planned and published for 23/24.</p> <p>April 23: Accessibility training delivered in house, dates planned for April to December and promoted.</p> <p>May 23: D&I e-learning licences renewed for 3 years and reallocated to relevant staff.</p> <p>Sept 23: Training bids submitted for 24/25.</p> <p>Dec 23: E-learning reissued to all staff for mandatory completion.</p>

Priority	Actions	Responsibility	Deadline	Progress
	organisational calendar and events calendar.			<p>Oct 23: Provider agreed for Age Awareness training. Dates booked and published in Access HR. All to be delivered in January.</p> <p>Dec 23: Provider agreed for Gender Diversity training. Dates booked for Feb/Mar and Apr. 5 workshops to be delivered to Management Team, HR and district staff along side webinars for all staff.</p> <p>April 24: EDI essentials rewritten by D&I Manager and shared with Multimedia for design and delivery.</p> <p>May 24: Age awareness and gender training delivered and complete.</p> <p>June 24: Training schedule planned and advertised for delivery of in-house Reasonable Adjustment, Dignity at Work and EIA training.</p>

Priority	Actions	Responsibility	Deadline	Progress
Drive completion of Diversity for Everyone roll out and additional content for managers.	<ul style="list-style-type: none"> Plan training dates and venues in advance for the full financial year. Closely monitor attendance and hold a list of staff who have yet to complete the course. Ensure managers know it is their responsibility to ensure staff have completed the training. Ensure the course is included in the induction process for all new staff. Deliver the course for all new recruits during training. 	D&I / Training Admin / all managers		<p>April 23: Diversity for Everyone dates planned and published for 23/24.</p> <p>April 23: List of non-attendees circulate to managers.</p> <p>Recruit sessions delivered in June and Nov 2023 and planned for Feb 24.</p> <p>June 23: Added session details and how to book to D&I induction slides.</p> <p>May 2024: Diversity for Everyone training continues to be rolled out to all staff and sessions are scheduled up until March 2025. We will conduct a review of this training during this financial year to ensure it is still relevant and fit for purpose.</p> <p>July 2024: 135 staff members outstanding to complete – shared names with managers.</p>

Priority	Actions	Responsibility	Deadline	Progress
Ensure attendance at training and events covers all staff, watches and teams.	<ul style="list-style-type: none"> Ensure 5 sessions of each course are planned; 1 for each watch and support staff and 1 for on-call staff. Devise guidelines for booking on D&I training. 	D&I / Training Admin		May 24: Age Awareness and gender sessions were scheduled over 5 dates and delivered.

Aim L2: Increase the knowledge and understanding of D&I within the workforce.

Priority	Actions	Responsibility	Deadline	Progress
D&I team to visit stations and watches to increase awareness of the work, projects and initiatives conducted by the team.	<ul style="list-style-type: none"> Devise a calendar / rota of visits for all D&I team members to cover every station and watch. 	D&I / DCs		<p>Oct 23: PA officer has begun a series of station visits and is increasing awareness of our PA initiatives and checking understanding.</p> <p>June 24: New DPO has started a series of station visits. Staff network roadshow in planning stations.</p>

Priority	Actions	Responsibility	Deadline	Progress
Implement D&I champions in all areas of work and provide specific D&I qualification and training.	<ul style="list-style-type: none"> • Define the role of champions and formalise. • Assign a time allocation for champion work. • Identify staff who want to have a champion role and complete a training needs analysis. • Provide internal, bespoke training for the champions network. • Identify suitable qualification and submit a bid for funding. 	D&I / L&D / Training team		<p>Jan 24: Mental health and wellbeing champions in place and advertised.</p> <p>May 24: Review and update of Proud Allies.</p>
Staff network quarterly newsletters to teams and stations.	<ul style="list-style-type: none"> • Establish timeline and template. • Rotate production of newsletter amongst staff networks. 	Staff networks / D&I / Comms		Jul 24: Staff network lunch showcasing work delivered and to sign up new members.

Priority	Actions	Responsibility	Deadline	Progress
Bi-annual staff network roadshows to visit stations and watches to increase staff engagement and awareness.	<ul style="list-style-type: none"> Establish timeline and book in advance co-ordinating with station diaries. Rotate responsibility of planning the roadshow amongst the staff networks. 	Staff Networks / Districts		Jul 24: Roadshow planning in progress.

Aim L3: Help everyone to understand the diverse communities within WY and act to fulfil our duties.

Priority	Actions	Responsibility	Deadline	Progress
Create and deliver an effective monitoring process which uses equality data effectively.	<ul style="list-style-type: none"> Review current process and identify gaps. Assign actions to fill gaps and improve monitoring process. 	D&I / HR / ICT		
Analyse equality data of our communities and use this to inform engagement activities.	<ul style="list-style-type: none"> Review available sources of community data. Cross reference available data to create a profile of community diversity. 	D&I / Comms / PA officer / Service delivery		

Priority	Actions	Responsibility	Deadline	Progress
	<ul style="list-style-type: none"> Create external consultation process. 			
Provide specific awareness training and guidance on the diversity of our communities, including risk issues to be aware of and cultural / religious knowledge.	<ul style="list-style-type: none"> Using community equality data, plan priorities for training delivery and create a timeline. Research training providers. Produce guidance or toolkit for staff when working with communities. 	D&I / PA officer / Service delivery		
Engage with WYP and YAS to identify cross working opportunities in community working groups, such as interfaith and share resource and community knowledge / access to community contacts.	<ul style="list-style-type: none"> Contact YAS and WYP to discuss community partnership working. 	D&I / PA officer / Service delivery		

Aim L4: Provide tools to help our people learn more, understand more and do more to promote D&I.

Priority	Actions	Responsibility	Deadline	Progress
Develop toolkit and guidance library to support staff on all aspects of D&I.	<ul style="list-style-type: none"> • Review and refresh the current toolkits and guidance available. • Establish required toolkits through consultation with districts and departments. • Produce / source toolkits and publish in specified area on website. • Produce and maintain a resources library using material from partner agencies (such as Inclusive Employers). 	D&I		Jul 24: awaiting new info Hub
Publish available webinar learning and monitor attendance, assess the impact of the learning.	<ul style="list-style-type: none"> • Circulate Inclusive Employer Webinar calendars to managers. • Review available webinars from partnering agencies and 	D&I		

Priority	Actions	Responsibility	Deadline	Progress
	promote to staff networks for sharing.			
Review the D&I e-learning modules and ensure they are engaging and fit for purpose.	<ul style="list-style-type: none"> Review content of both e-learning modules before renewal of licence in 2025. Scope feasibility of delivery of bespoke e-learning modules authored by WYFRS. 	D&I / Multimedia / Comms		<p>Sept 23: E-learning licences refreshed for 3 years.</p> <p>Dec 23: Both e-learning modules reissued to all staff for completion.</p> <p>April 24: EDI essentials rewritten by D&I Manager and shared with Multimedia for design and delivery.</p>
<p>Create a library of Skillbooster courses and monitor engagement.</p> <p>Identify managers / team members who require training and allocate modules accordingly.</p>	<ul style="list-style-type: none"> Review modules currently available and completion data. Review all available and new courses and categorise for publishing on virtual college. Raise awareness of modules available. Raise awareness of availability of training videos 	D&I / Multimedia		<p>July 24: meeting scheduled with providers following merger of Skill Boosters and Vinci Works.</p>

Priority	Actions	Responsibility	Deadline	Progress
	for use in own training delivery.			
Implement D&I essential skills as part of the leadership and promotion programme.		L&D		

Responsibility: how we share accountability for D&I and measure success.

Objective: To elevate Diversity and Inclusion in the decision-making process and increase visibility of the D&I priorities across the leadership team, managers and staff. To demonstrate the commitment to D&I externally and internally and the value we place on being a diverse organisation.

Aim R1: Hold the senior team and fire authority to account for decisions made, championing diversity and inclusion always.

Priority	Actions	Responsibility	Deadline	Progress
Introduce a bi-annual meeting between Management Board, D&I Team and staff network chairs.	<ul style="list-style-type: none">Plan in advance and add to agenda.Rotate staff network chairs to attend.	D&I / MB / Staff Network chairs		
Provide regular updates on progress of the D&I work to the HR Committee Chair and DIB Authority member.	<ul style="list-style-type: none">Report updates on the One Team strategy to the HR Committee on a 6 monthly basis.Continue to include DIB Authority Member at meetings	D&I / DIB Chair		<p>Jul 24: new EDI rep agreed by Fire Authority and has been invited to all future meetings.</p> <p>Jul 24: 2 update reports have been delivered to HR committee in last 12 months.</p>

Priority	Actions	Responsibility	Deadline	Progress
	and provide a 6 monthly update report.			
Improve mechanisms to ensure completion of consultation and EIA is carried out for organisational decisions.	<ul style="list-style-type: none"> Review the Project Management process and seek feedback from users. Add staff networks to the consultation procedure and forms. 	D&I / Corporate Services / HR		<p>March 24: Report delivered to Management Team on new PSED guidelines that elevate priority of EIA completion, even for routine decisions.</p> <p>June 24: Staff networks have been added to the consultation procedure and forms.</p>

Aim R2: Harness the knowledge and experiences of our diverse workforce.

Priority	Actions	Responsibility	Deadline	Progress
Staff network chairs to be formally consulted on key decisions that affect the workforce.	<ul style="list-style-type: none"> Formalise the internal consultation process to incorporate staff network feedback mechanisms. 	D&I / Corporate Services / HR		June 24: Staff networks have been added to the consultation procedure and forms.
Role model and celebrate our diverse workforce and the impact of effective inclusion through	<ul style="list-style-type: none"> Continue to develop D&I or staff awards. 	D&I / Comms / HR		July 24: multiple Burning issues articles promoting diverse staff and initiatives have

Priority	Actions	Responsibility	Deadline	Progress
Corporate Comms, reward and recognition.	<ul style="list-style-type: none"> • Include monthly role model story in internal comms. 			<p>been delivered. At least 2 D&I stories in each BI.</p> <p>July 24: Staff network lunch and showcase of work delivered.</p>
Use data from the anonymous reporting tool, acknowledge the difficulties and implement actions to address.	<ul style="list-style-type: none"> • Analyse themes and trends in reports. • Report on outcomes to DIB and add as a regular agenda item. 	MB / DIB / D&I		June 24: New director of people and culture has taken on role of SPOC – will implement data review when been in role for 6 months.
Improve transparency of how we address and target issues that affect the wider workforce.	<ul style="list-style-type: none"> • Review consultation process to ensure inclusion of relevant groups. • Promote consultation process. 	D&I / Comms / Corporate Services		

Aim R3: Evaluate our commitments and actions against external measures to continually challenge and push us forward.

Priority	Actions	Responsibility	Deadline	Progress
Complete Inclusion Standard (IS) every 2 years and promote outcome, successes and areas for improvement.	<ul style="list-style-type: none"> • Convene a steering group of key stakeholders to work on IS submission. • Submit draft to Management Team and Diversity Inclusion Board before formal submission. • Agree content, answers and examples with steering group and consult with staff networks. • Add actions from the findings to ongoing action plan for D&I. 	D&I / staff Network / All Staff		<p>Sept 23: Decision was taken to defer to upgrading IS accreditation to June 24.</p> <p>June 24: IS submission completed and submitted.</p>
Elevate our Inclusion Standard award from bronze to Silver by 2028.	<ul style="list-style-type: none"> • Enter IS in March 2024, 2026 and 2028 with the aim to 	D&I / DIB		June 24: IS submission completed and submitted. Awaiting results.

Priority	Actions	Responsibility	Deadline	Progress
	improve our rating at the 2028 result.			
Elevate our Disability Confident rating to 'Leader' by 2028.	<ul style="list-style-type: none"> Review the requirements for 'leader' status and create a plan for delivery. Identify and share knowledge with partnering organisations who have achieved 'leader'. Identify assessor and submit evidence. 	D&I / HR		
Achieve 'Outstanding' for our D&I offer within the HMICFRS inspection by 2028.	<ul style="list-style-type: none"> Elevate the work of the D&I team and demonstrate work being undertaken across the organisation. Consult with FRSs who have achieved outstanding for their D&I offer and map to work we are carrying out. 	D&I / All staff		<p>Dec 23: EDI and EIA desktop review and interview scheduled for Jan and Feb 2024.</p> <p>July 24: awaiting HMI report, delayed due to general election.</p>

Priority	Actions	Responsibility	Deadline	Progress
	<ul style="list-style-type: none"> Identify gaps in our offer and devise plan to address. 			

OFFICIAL

Agenda item: 08

Equality Data Monitoring Report

People and Culture Committee

Date: 2 August 2024

Submitted by: Director of People and Culture

Purpose: To advise members of the People and Culture Committee of the latest workforce equality data before publishing externally.

Recommendations: That members note the content of the report

Summary: We produce the Equality Data Monitoring Report annually to fulfil our obligations under the Public Sector Equality Duty. The report provides workforce data for the 2022/23 financial year on gender, ethnicity, sexuality, disability, age, religion, disciplinary and grievance

Local Government (Access to information) Act 1972

Exemption Category: None

Contact Officer: Gill Cockburn, D&I Manager Gill Cockburn@Westyorkshire.gov.uk

Background papers open to inspection: None

Annexes: Equality Data Monitoring Report

1. Introduction

- 1.1 WYFRS are required to publish workforce equality data annually to fulfil our obligations towards the Public Sector Equality Duty. The report is completed every summer, shared for consultation and then published on our external and internal webpages. The report attached is redesigned before being published.
- 1.2 The report is presented in sections including a summary, future plans and a commentary on any differences from the previous report.

2. Information

- 2.1 On 31st March 2024, WYFRS Workforce diversity is as follows:

- Wholetime roles: 9.5% female, 6% ethnically diverse, 4% Disabled, 5% LGBT.
- On Call roles: 7% female, 2% ethnically diverse, 3% Disabled, 3% LGBT.
- Control: 68% female, 4% ethnically diverse, 4% Disabled, 4% LGBT.
- FRS Staff roles: 55% female, 7% ethnically diverse, 11% Disabled, 4% LGBT.

National statistics are as follows:

- 8.7% wholetime females.
- 8% wholetime ethnically diverse.
- 4.3% wholetime LGBT+
- 4.8% wholetime disabled.

We are above the national average in terms of our female and LGBT+ wholetime staff. We are 0.8% away from the national average of disabled staff. We are under the national average by 2% within our wholetime ethnically diverse staff.

- 2.2 The headlines from the equality data report are as follows:

- Increase in numbers within:
 - Wholetime Female staff – up by 1.5%.
 - Wholetime ethnically diverse staff - up by 2%.
 - Wholetime LGBT staff – up by 1%.
 - Wholetime disabled staff – up by 2%.
 - Green book ethnically diverse staff – up by 1%
 - Green book disabled staff – up by 1%

Decrease in numbers within:

- On call ethnically diverse staff – down by 1%.

- 2.3 Since January 2023 we have recruited 26 females and 15 ethnically diverse wholetime staff. This is a positive increase on previous years, however we do recognise that this needs to be significantly higher in order to reflect our community diversity (50% female, 23% ethnically diverse).

- 2.4 The data shows a slight increase in declaration. HR systems have been improved to ensure all new staff members' equality data, shared at application, is transferred into the HR database upon entry to the organisation.
- 2.5 The importance of sharing and updating equality data has been communicated to staff more frequently over the last financial year and has been added to induction. There still remains a number of staff who have not declared any equality data and we will continue to implement initiatives that address this.
- 2.6 Leaver data shows that 4 operational females left the brigade along with 5 ethnically diverse operational staff, this is in comparison to 82 white operational males who also left. The reasons for leaving the brigade vary, but include resignation, retirement, end of contract, dismissal, redundancy and transfer (from ops to support).

3. Financial Implications

- 3.1 None identified.

4. Legal Implications

- 4.1 The Monitoring Officer has considered this report and is satisfied it is presented in compliance with the Authority's Constitution.

5. Human Resource and Diversity Implications

- 5.1 The data continues to demonstrate that underrepresented groups in our communities are not reflected in our staff diversity, particularly within operational roles. We are continuously evaluating and updating our positive action initiatives to improve recruitment, progression and retention of staff.

6. Equality Impact Assessment

- 6.1 Are the recommendations within this report subject to Equality Impact Assessment as outlined in the EIA guidance?: No

7. Health, Safety and Wellbeing Implications

- 7.1 None identified.

8. Environmental Implications

- 8.1 None identified.

9. Your Fire and Rescue Service Priorities

- 9.1 This report links with the Community Risk Management Plan 2022-25 strategic priorities below:

- Encourage a learning environment in which we support, develop, and enable all our people to be at their best.
- Achieve a more inclusive workforce, which reflects the diverse communities we serve.

10. Conclusions

10.1 Equality data declaration has improved since the publication of the previous report and numbers are increasing within our workforce diversity. Whilst this is a slow increase and the percentages are small, they are heading in the right direction and though we align with (and exceed) national figures, we have further steps to take through ongoing positive action and targeted communications to more closely represent the communities of West Yorkshire.



Annual Equality Monitoring Report (2023/24)

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Our Diverse County

2,351,600 people are living in the five metropolitan districts of Bradford, Calderdale, Kirklees, Leeds and Wakefield, within an area of 800 square miles. WYFRS provides fire cover 24 hours a day, every day of the year from its 41 stations and Control Centre.

According to the 2021 Census, 23% of West Yorkshire citizens are Black, Asian, minority and mixed ethnicities. The majority of this population resides in the Bradford region of West Yorkshire which has an Asian population of 20%.

Approximately 18% of the West Yorkshire population are disabled or live with long-term illnesses.

The 2021 census indicated that 40% of the population of West Yorkshire reported they were Christian. This was followed by those who reported no religion (36%). 14.5% of the West Yorkshire population reported that they are Muslim.

3% of people in West Yorkshire identify as Lesbian, Gay or Bisexual.

As with most other counties West Yorkshire has gender parity in its population.

WYFRS has a responsibility to serve our communities, but also to reflect the diversity of the population. Understanding the vulnerabilities and related fire risks facing these diverse groups is paramount in meeting these twin obligations.

Why is Diversity and Inclusion important?

Diversity and inclusion are central to our core values and bring many benefits to our organisation. Having a diverse and inclusive workforce improves team performance, communication, innovation and wellbeing. An inclusive workforce creates individuals who feel confident, valued and able to deliver the best service to our communities and each other. A host of research indicates that diversity at all levels of the organisation, and crucially in key decision-making roles leads to more innovation, empathy and ultimately increased organisational performance.

We have an organisational, moral and legal responsibility to promote equality and diversity across all of the protected characteristics: race, sex, disability, age, sexual orientation, religion or belief, gender reassignment, marriage and civil partnerships and pregnancy and maternity.

WYFRS promotes equality of opportunity for all by fostering good relations. We work under the Public Sector Equality Duty to eliminate illegal behaviour such as discrimination, harassment and victimisation.

Why do we collect Equality data?

WYFRS aspires to reflect the diversity of the communities it serves. In order to demonstrate that we are working towards this, we collect equality data and analyse it. We produce this annual report to present the most recent equality data of the WYFRS workforce. We use this data to inform and direct our projects and initiatives including positive action, recruitment, retention, progression, reasonable adjustments and Equality Impact Assessments.

Declaration

WYFRS rely on staff to input their equality data and share their protected characteristics. This means that we do not have fully accurate data on the demographics of our staff. We are working with all staff to promote the benefits of sharing equality data and how this can influence the work of the organisation.

Summary

This report presents the equality data of WYFRS' workforce at 31st March 2024. Reported information includes workforce profiles by age, gender, ethnicity, disability, religion and sexual orientation for Wholetime, Retained, Control and FRS Staff.

At 31st March 2024, WYFRS Workforce diversity is as follows:

- Wholetime roles: 9.5% female, 6% BAME, 4% Disabled, 5% LGBT.
- On Call roles: 7% female, 2% BAME, 3% Disabled, 3% LGBT.
- Control: 68% female, 4% BAME, 4% Disabled, 4% LGBT.
- FRS Staff roles: 55% female, 7% BAME, 11% Disabled, 4% LGBT.

There are 2 female Group Managers. We have 3 females in a Station Manager role, 15 female Watch Managers and 22 female Crew Managers. Within operational staff there are 2 racially diverse Station Managers, 5 Watch Managers and 21 Crew managers. At strategic decision-making levels there is 33% female representation on WYFRS's Management Team. At the most senior level, there is a 40% gender split on WYFRS Management Board. We do not have any racially diverse staff at this level and we are working with staff to improve promotion and retention initiatives.

The Diversity & Inclusion team have 3 full time members of staff, 5 staff networks and a number of Diversity and Inclusion champions across the workforce. We have made significant progress in the recruitment of operational staff from underrepresented groups, and we continue to improve and deliver our Positive Action strategy.

Plans for 2024/25

The Diversity and Inclusion Team will lead on several projects including the progression of the new Diversity and Inclusion Strategy, D&I training review, staff network development and improved partnership working across the five districts. We will continue to review and improve the Positive Action initiatives for the 2024 / 2025 recruitment drive and implement further measures to improve under-representation across the brigade.

We successfully delivered on a project to ensure accessibility of our documents and provided a toolkit for staff. This will be complimented by the introduction of a new suite of accessible organisational templates for use across the business. This ensures that all of our audiences can access our information while using assistive technology, such as screen readers.

Innovative and sector leading work continues on Equality Impact Assessment (EIA) which is a tool to identify if procedures, policies or changes have a detrimental or positive impact on those with protected characteristics. This will be developed into an electronic EIA system for staff which will be more time effective and efficient.

Community engagement with underrepresented groups in our communities will continue to be elevated with attendance at more career fairs at schools, colleges and universities. We will also have attendance at our districts Pride events, along with the Leeds West Indian Carnival.

Our (award winning) gender network co-chair will plan and deliver an inclusive event that provides the opportunity for staff to experience all aspects of the role of a firefighter. Delivered by the 'West Yorkshire Women of Fire' it hopes to educate, inspire and bring staff together. Workshops will include; Breathing apparatus, road traffic incidents, line rescue and Control appreciation.

WYFRS gained Bronze accreditation from Inclusive Employers in March 2021 and we aim to elevate this when we are assessed again in June 2024.

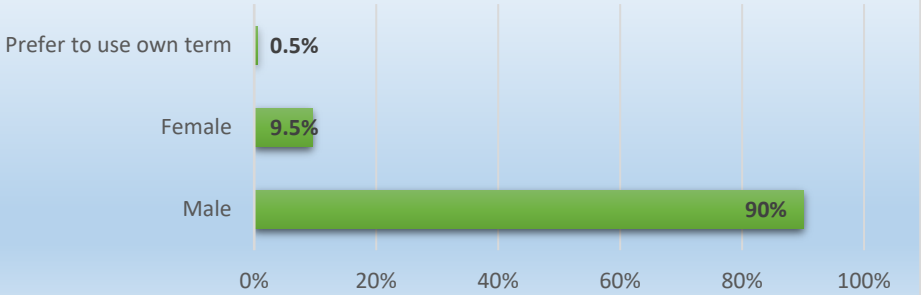
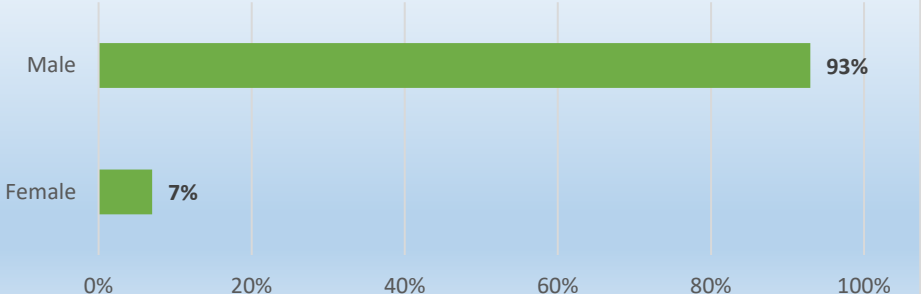
Data Trends and Comparison

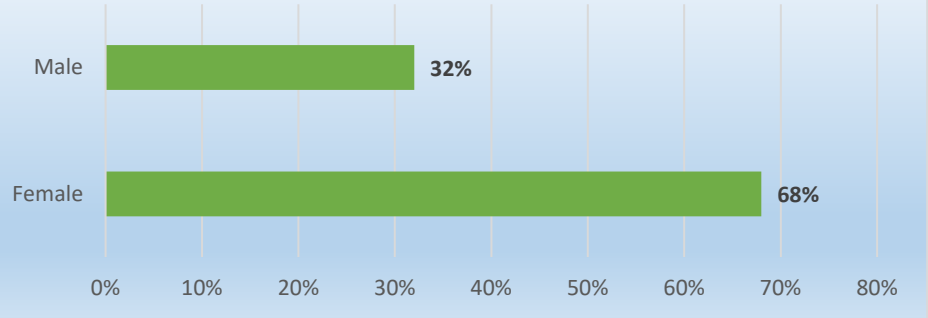
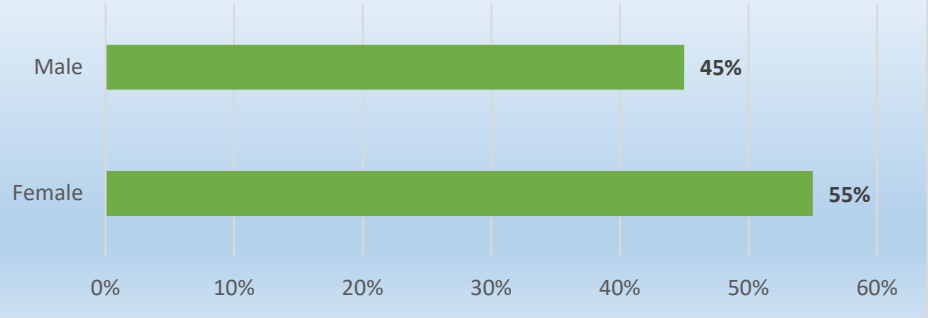
The table below shows the 2023/24 equality data for Gender, Ethnicity, Sexuality and Disability alongside previous years.

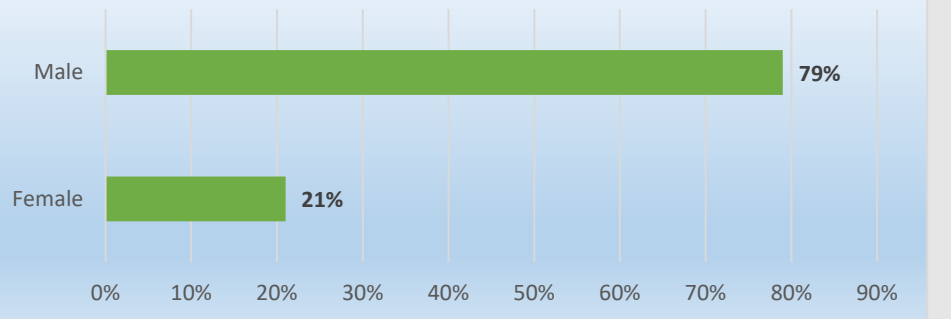
Gender	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Trend
Wholetime Female Staff	4%	5%	6%	6%	7%	8%	9.5%	
On call Female Staff	4%	5%	6%	7%	5%	7%	7%	
Control Female Staff	72%	71%	71%	71%	70%	69%	68%	
FRS Female Staff	53%	54%	56%	54%	56%	56%	55%	
Ethnicity	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Trend
Wholetime Ethnically Diverse Staff	4%	5%	5%	4%	5%	4%	6%	
On call Ethnically Diverse Staff	0.7%	2%	2%	2%	1%	3%	2%	
Control Ethnically Diverse Staff	2%	3%	5%	5%	4%	4%	4%	
FRS Ethnically Diverse Staff	8%	9%	6%	8%	11%	6%	7%	
Sexuality	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Trend
Wholetime LGBT Staff	Not reported	0%	1%	1%	4%	4%	5%	
On call LGBT Staff	Not reported	0%	0%	1%	2.5%	3%	3%	
Control LGBT Staff	Not reported	0%	0%	0%	2%	4%	4%	
FRS LGBT Staff	Not reported	1%	1%	2%	3%	4%	4%	
Disability	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Trend
Wholetime Disabled Staff	1%	1%	1.5%	1%	4%	2%	4%	
On call Disabled Staff	Not reported	1%	1.2%	1%	3%	3%	3%	
Control Disabled Staff	Not reported	3%	5%	4%	4%	4%	4%	
FRS Disabled Staff	Not reported	8%	9%	9%	14%	10%	11%	

Workforce Diversity

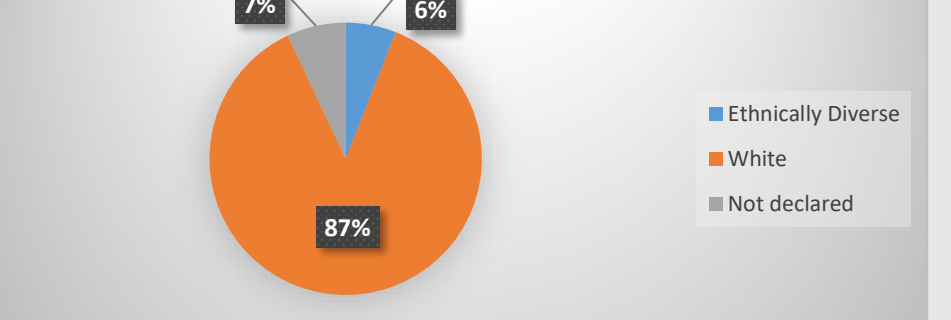
Gender

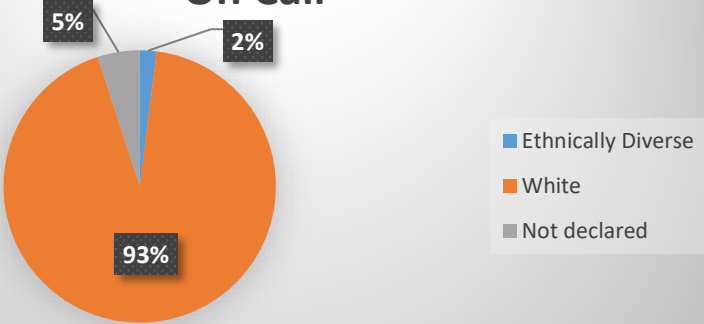
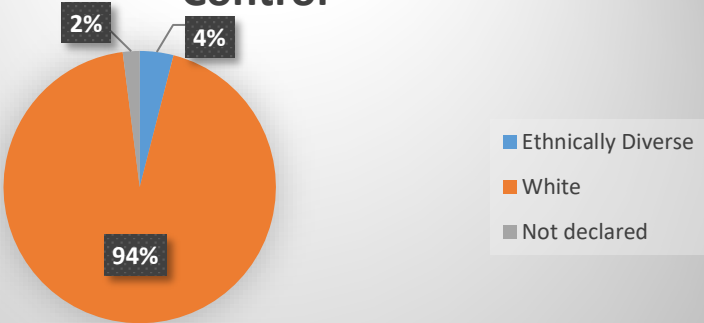
Workforce Profile	Commentary								
<p data-bbox="495 419 696 456">Wholetime</p>  <table border="1"> <thead> <tr> <th>Gender</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>90%</td> </tr> <tr> <td>Female</td> <td>9.5%</td> </tr> <tr> <td>Prefer to use own term</td> <td>0.5%</td> </tr> </tbody> </table>	Gender	Percentage	Male	90%	Female	9.5%	Prefer to use own term	0.5%	<p data-bbox="1115 395 2040 512">Across our Wholetime operational roles women make up 9.5% of employees and is comparative with England FRS data. This is an increase of 1.5%.</p> <p data-bbox="1115 549 2085 624">0.5% of staff (2 people) prefer to use their own term to describe their gender.</p> <p data-bbox="1115 660 2085 735">WYFRS continued Wholetime recruitment during 2023 using positive action initiatives.</p>
Gender	Percentage								
Male	90%								
Female	9.5%								
Prefer to use own term	0.5%								
<p data-bbox="539 871 651 908">On Call</p>  <table border="1"> <thead> <tr> <th>Gender</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>93%</td> </tr> <tr> <td>Female</td> <td>7%</td> </tr> </tbody> </table>	Gender	Percentage	Male	93%	Female	7%	<p data-bbox="1115 847 1805 884">Female on-call firefighters have remained at 7%.</p> <p data-bbox="1115 920 2063 1037">Work continues to promote opportunities for retained firefighters in communities where we have vacancies; within this initiative, we are encouraging women to consider a career as a retained firefighter.</p>		
Gender	Percentage								
Male	93%								
Female	7%								

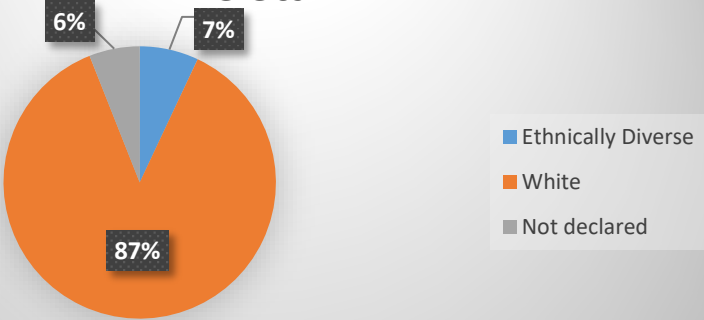
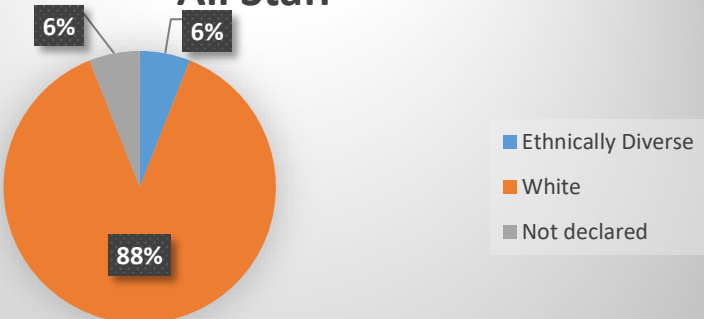
Workforce Profile	Commentary						
<p data-bbox="533 209 654 240">Control</p>  <p>A horizontal bar chart titled 'Control' showing the gender distribution of staff in control roles. The x-axis represents the percentage from 0% to 80% in 10% increments. The y-axis lists 'Male' and 'Female'. The 'Male' bar is green and extends to 32%. The 'Female' bar is green and extends to 68%.</p> <table border="1"> <thead> <tr> <th>Gender</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>32%</td> </tr> <tr> <td>Female</td> <td>68%</td> </tr> </tbody> </table>	Gender	Percentage	Male	32%	Female	68%	<p data-bbox="1115 185 2063 260">Control roles are predominantly filled by female staff. However, we have seen an increase of 1% in male staff.</p>
Gender	Percentage						
Male	32%						
Female	68%						
<p data-bbox="524 660 663 692">FRS Staff</p>  <p>A horizontal bar chart titled 'FRS Staff' showing the gender distribution of staff within the FRS. The x-axis represents the percentage from 0% to 60% in 10% increments. The y-axis lists 'Male' and 'Female'. The 'Male' bar is green and extends to 45%. The 'Female' bar is green and extends to 55%.</p> <table border="1"> <thead> <tr> <th>Gender</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>45%</td> </tr> <tr> <td>Female</td> <td>55%</td> </tr> </tbody> </table>	Gender	Percentage	Male	45%	Female	55%	<p data-bbox="1115 638 2107 713">The most equal gender split is within our FRS staff where 55% of staff are female.</p>
Gender	Percentage						
Male	45%						
Female	55%						

Workforce Profile	Commentary						
<p style="text-align: center;">All Staff</p>  <p>A horizontal bar chart titled 'All Staff' showing the gender distribution of the workforce. The x-axis represents percentages from 0% to 90% in 10% increments. There are two green bars: one for 'Male' at 79% and one for 'Female' at 21%.</p> <table border="1"> <thead> <tr> <th>Gender</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Male</td> <td>79%</td> </tr> <tr> <td>Female</td> <td>21%</td> </tr> </tbody> </table>	Gender	Percentage	Male	79%	Female	21%	<p>Across our organisation and across all roles, women make up 21% of our workforce. We recognise that this needs improvement and projects are in place, such as positive action initiatives and training programmes, to address the imbalance.</p>
Gender	Percentage						
Male	79%						
Female	21%						

Ethnicity



Workforce Profile	Commentary								
<p style="text-align: center;">Wholetime</p>  <p>A pie chart titled 'Wholetime' showing the ethnicity distribution of the workforce. The chart is divided into three segments: a large orange segment for 'White' at 87%, a small blue segment for 'Ethnically Diverse' at 6%, and a small grey segment for 'Not declared' at 7%. A legend on the right identifies the colors: blue for 'Ethnically Diverse', orange for 'White', and grey for 'Not declared'.</p> <table border="1"> <thead> <tr> <th>Ethnicity</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>White</td> <td>87%</td> </tr> <tr> <td>Ethnically Diverse</td> <td>6%</td> </tr> <tr> <td>Not declared</td> <td>7%</td> </tr> </tbody> </table>	Ethnicity	Percentage	White	87%	Ethnically Diverse	6%	Not declared	7%	<p>Within our wholetime workforce 6% are from black, Asian, mixed and minority ethnic backgrounds. This is an increase of 2%.</p>
Ethnicity	Percentage								
White	87%								
Ethnically Diverse	6%								
Not declared	7%								

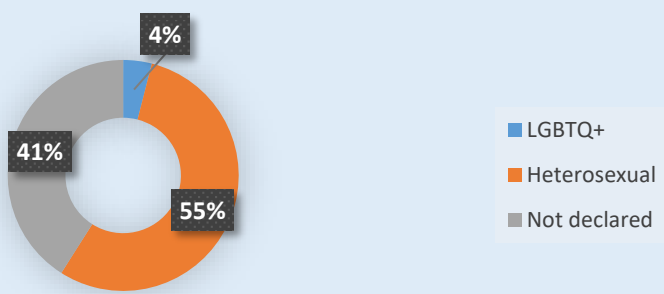
Workforce Profile	Commentary								
<p data-bbox="524 209 667 248">On Call</p>  <p>A pie chart titled 'On Call' showing the ethnic distribution of staff. The chart is divided into three segments: a large orange segment representing 'White' at 93%, a small grey segment representing 'Not declared' at 5%, and a very small blue segment representing 'Ethnically Diverse' at 2%. A legend to the right of the chart identifies the colors: blue for 'Ethnically Diverse', orange for 'White', and grey for 'Not declared'.</p> <table border="1"> <thead> <tr> <th>Ethnicity</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>White</td> <td>93%</td> </tr> <tr> <td>Not declared</td> <td>5%</td> </tr> <tr> <td>Ethnically Diverse</td> <td>2%</td> </tr> </tbody> </table>	Ethnicity	Percentage	White	93%	Not declared	5%	Ethnically Diverse	2%	<p data-bbox="1108 185 2105 256">The percentage of ethnically diverse on call staff has decreased in the last 12 months by 1%.</p>
Ethnicity	Percentage								
White	93%								
Not declared	5%								
Ethnically Diverse	2%								
<p data-bbox="524 663 667 703">Control</p>  <p>A pie chart titled 'Control' showing the ethnic distribution of staff. The chart is divided into three segments: a large orange segment representing 'White' at 94%, a small blue segment representing 'Ethnically Diverse' at 4%, and a small grey segment representing 'Not declared' at 2%. A legend to the right of the chart identifies the colors: blue for 'Ethnically Diverse', orange for 'White', and grey for 'Not declared'.</p> <table border="1"> <thead> <tr> <th>Ethnicity</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>White</td> <td>94%</td> </tr> <tr> <td>Ethnically Diverse</td> <td>4%</td> </tr> <tr> <td>Not declared</td> <td>2%</td> </tr> </tbody> </table>	Ethnicity	Percentage	White	94%	Ethnically Diverse	4%	Not declared	2%	<p data-bbox="1108 639 2024 667">Control staff have 4% of staff from a racially diverse background.</p>
Ethnicity	Percentage								
White	94%								
Ethnically Diverse	4%								
Not declared	2%								

Workforce Profile	Commentary								
<p data-bbox="510 209 685 248">FRS Staff</p>  <p>A pie chart titled 'FRS Staff' showing the ethnic distribution of staff. The chart is divided into three segments: a large orange segment representing 'White' staff at 87%, a smaller blue segment representing 'Ethnically Diverse' staff at 7%, and a grey segment representing 'Not declared' staff at 6%. A legend to the right of the chart identifies the colors: blue for 'Ethnically Diverse', orange for 'White', and grey for 'Not declared'.</p> <table border="1"> <thead> <tr> <th>Ethnicity</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>White</td> <td>87%</td> </tr> <tr> <td>Ethnically Diverse</td> <td>7%</td> </tr> <tr> <td>Not declared</td> <td>6%</td> </tr> </tbody> </table>	Ethnicity	Percentage	White	87%	Ethnically Diverse	7%	Not declared	6%	<p data-bbox="1108 185 2119 256">The representation of ethnically diverse staff within our support function has increased by 1%</p>
Ethnicity	Percentage								
White	87%								
Ethnically Diverse	7%								
Not declared	6%								
<p data-bbox="517 663 678 703">All Staff</p>  <p>A pie chart titled 'All Staff' showing the ethnic distribution of all staff. The chart is divided into three segments: a large orange segment representing 'White' staff at 88%, a smaller blue segment representing 'Ethnically Diverse' staff at 6%, and a grey segment representing 'Not declared' staff at 6%. A legend to the right of the chart identifies the colors: blue for 'Ethnically Diverse', orange for 'White', and grey for 'Not declared'.</p> <table border="1"> <thead> <tr> <th>Ethnicity</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>White</td> <td>88%</td> </tr> <tr> <td>Ethnically Diverse</td> <td>6%</td> </tr> <tr> <td>Not declared</td> <td>6%</td> </tr> </tbody> </table>	Ethnicity	Percentage	White	88%	Ethnically Diverse	6%	Not declared	6%	<p data-bbox="1108 639 2051 711">Overall, 6% of the staff demographic are from an ethnically diverse background, rising by 1% from last year</p> <p data-bbox="1108 823 2119 975">The ethnicity data demonstrates a gap in our workforce diversity, especially considering our diverse community data. WYFRS have responded to this by implementing a Talent Programme. It is also a key priority on our Diversity and Inclusion Strategy.</p>
Ethnicity	Percentage								
White	88%								
Ethnically Diverse	6%								
Not declared	6%								

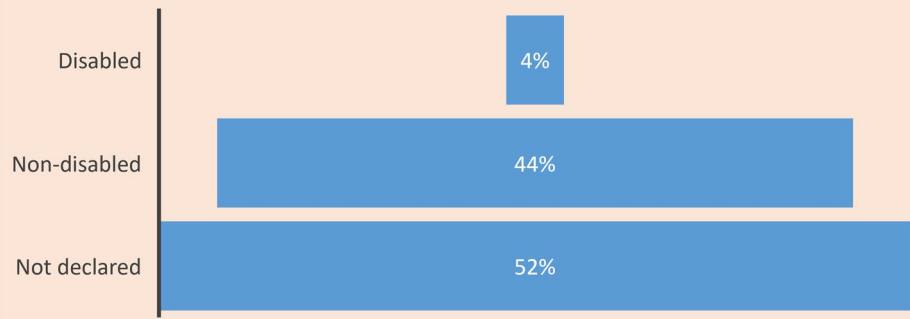
Sexuality

Workforce Profile	Commentary
<div> <div> <div>Wholetime</div> <div> <div> <div>5%</div> <div>48%</div> <div>47%</div> </div> <div> <div>LGBTQ+</div> <div>Heterosexual</div> <div>Not declared</div> </div> </div> </div> </div>	<p>Wholetime staff have the highest declaration of LGBTQ+ status with 43 members of staff. The declaration rate has improved in all roles demonstrating that staff are becoming more confident with sharing their sexuality in the workplace. We recognise however that a high number of staff have not declared, and we are working on ways to address this.</p>
<div> <div> <div>On Call</div> <div> <div>3%</div> <div>43%</div> <div>54%</div> </div> <div> <div>LGBTQ+</div> <div>Heterosexual</div> <div>Not declared</div> </div> </div> </div>	<p>The LGBTQ+ representation within on call staff has remained at 3%.</p>

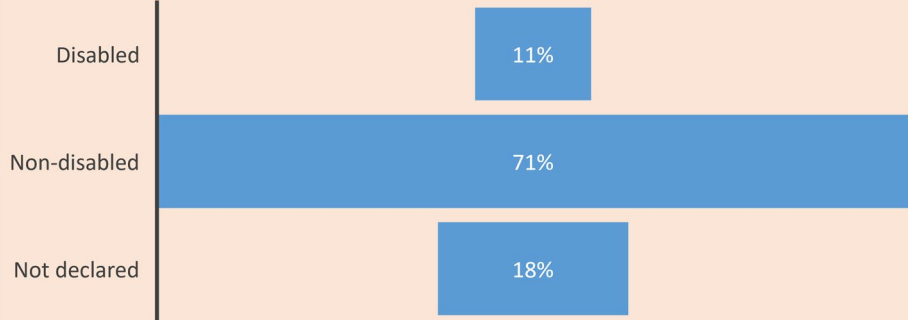
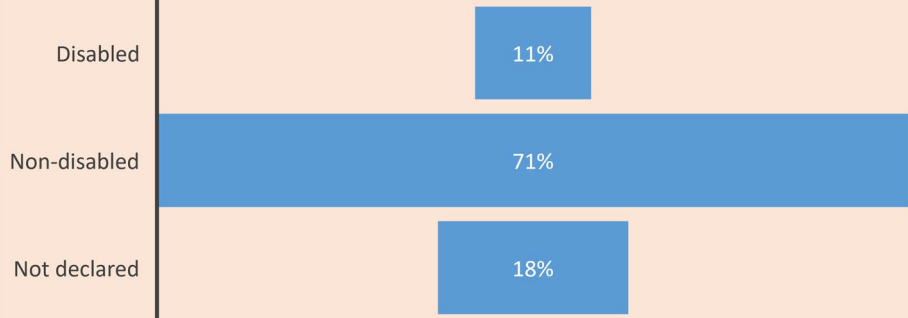
Workforce Profile	Commentary								
<p>Control</p>  <p>A donut chart representing the workforce profile of Control staff. The chart is divided into three segments: a small blue segment for LGBTQ+ (4%), a large orange segment for Heterosexual (74%), and a grey segment for Not declared (22%). A legend to the right of the chart identifies the colors: blue for LGBTQ+, orange for Heterosexual, and grey for Not declared.</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>LGBTQ+</td> <td>4%</td> </tr> <tr> <td>Heterosexual</td> <td>74%</td> </tr> <tr> <td>Not declared</td> <td>22%</td> </tr> </tbody> </table>	Category	Percentage	LGBTQ+	4%	Heterosexual	74%	Not declared	22%	<p>Control LGBTQ+ status remains at 4%. This area of the service has the highest declaration rate with only 5 staff members not declaring.</p>
Category	Percentage								
LGBTQ+	4%								
Heterosexual	74%								
Not declared	22%								
<p>FRS Staff</p>  <p>A donut chart representing the workforce profile of FRS Staff. The chart is divided into three segments: a small blue segment for LGBTQ+ (4%), a large orange segment for Heterosexual (76%), and a grey segment for Not declared (20%). A legend to the right of the chart identifies the colors: blue for LGBTQ+, orange for Heterosexual, and grey for Not declared.</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>LGBTQ+</td> <td>4%</td> </tr> <tr> <td>Heterosexual</td> <td>76%</td> </tr> <tr> <td>Not declared</td> <td>20%</td> </tr> </tbody> </table>	Category	Percentage	LGBTQ+	4%	Heterosexual	76%	Not declared	20%	<p>FRS staff have 4% identifying as LGBTQ+, which is the same as last year.</p>
Category	Percentage								
LGBTQ+	4%								
Heterosexual	76%								
Not declared	20%								

Workforce Profile	Commentary								
<p>All staff</p>  <p>A donut chart titled 'All staff' showing the distribution of sexual orientation. The chart is divided into three segments: a small blue segment for 'LGBTQ+' at 4%, a large orange segment for 'Heterosexual' at 55%, and a grey segment for 'Not declared' at 41%. A legend to the right of the chart identifies the colors: blue for LGBTQ+, orange for Heterosexual, and grey for Not declared.</p> <table border="1"> <thead> <tr> <th>Sexual Orientation</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>LGBTQ+</td> <td>4%</td> </tr> <tr> <td>Heterosexual</td> <td>55%</td> </tr> <tr> <td>Not declared</td> <td>41%</td> </tr> </tbody> </table>	Sexual Orientation	Percentage	LGBTQ+	4%	Heterosexual	55%	Not declared	41%	<p>The overall rate for all LGBTQ+ staff has remained at 4%.</p>
Sexual Orientation	Percentage								
LGBTQ+	4%								
Heterosexual	55%								
Not declared	41%								

Disability

Workforce Profile	Commentary								
<p>Wholetime</p>  <p>A horizontal bar chart titled 'Wholetime' showing the percentage of staff by disability status. The y-axis lists three categories: 'Disabled', 'Non-disabled', and 'Not declared'. The x-axis represents the percentage. The bars are blue. The 'Disabled' bar is the shortest at 4%, the 'Non-disabled' bar is in the middle at 44%, and the 'Not declared' bar is the longest at 52%.</p> <table border="1"> <thead> <tr> <th>Disability Status</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Disabled</td> <td>4%</td> </tr> <tr> <td>Non-disabled</td> <td>44%</td> </tr> <tr> <td>Not declared</td> <td>52%</td> </tr> </tbody> </table>	Disability Status	Percentage	Disabled	4%	Non-disabled	44%	Not declared	52%	<p>4% of Wholetime staff are disabled which is an increase of 2. The majority of these staff have neurodivergent conditions, such as dyslexia and ADHD, which the service provides assessment for and has support in place.</p>
Disability Status	Percentage								
Disabled	4%								
Non-disabled	44%								
Not declared	52%								

Workforce Profile	Commentary								
<p style="text-align: center;">On Call</p> <p>A horizontal bar chart titled 'On Call' showing the distribution of disability status among on-call staff. The y-axis lists three categories: 'Disabled', 'Non-disabled', and 'Not declared'. The x-axis represents the percentage of staff. The bars are blue. The 'Disabled' bar is the shortest, labeled '3%'. The 'Non-disabled' bar is the longest, labeled '60%'. The 'Not declared' bar is in the middle, labeled '37%'.</p> <table border="1"> <thead> <tr> <th>Disability Status</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Disabled</td> <td>3%</td> </tr> <tr> <td>Non-disabled</td> <td>60%</td> </tr> <tr> <td>Not declared</td> <td>37%</td> </tr> </tbody> </table>	Disability Status	Percentage	Disabled	3%	Non-disabled	60%	Not declared	37%	<p>3% of on call staff have declared a disability.</p>
Disability Status	Percentage								
Disabled	3%								
Non-disabled	60%								
Not declared	37%								
<p style="text-align: center;">Control</p> <p>A horizontal bar chart titled 'Control' showing the distribution of disability status among control staff. The y-axis lists three categories: 'Disabled', 'Non-disabled', and 'Not declared'. The x-axis represents the percentage of staff. The bars are blue. The 'Disabled' bar is the shortest, labeled '4%'. The 'Non-disabled' bar is the longest, labeled '83%'. The 'Not declared' bar is in the middle, labeled '13%'.</p> <table border="1"> <thead> <tr> <th>Disability Status</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Disabled</td> <td>4%</td> </tr> <tr> <td>Non-disabled</td> <td>83%</td> </tr> <tr> <td>Not declared</td> <td>13%</td> </tr> </tbody> </table>	Disability Status	Percentage	Disabled	4%	Non-disabled	83%	Not declared	13%	<p>4% of Control staff have declared a disability.</p>
Disability Status	Percentage								
Disabled	4%								
Non-disabled	83%								
Not declared	13%								

Workforce Profile	Commentary								
<p style="text-align: center;">FRS Staff</p>  <table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Disabled</td> <td>11%</td> </tr> <tr> <td>Non-disabled</td> <td>71%</td> </tr> <tr> <td>Not declared</td> <td>18%</td> </tr> </tbody> </table>	Category	Percentage	Disabled	11%	Non-disabled	71%	Not declared	18%	<p>The highest volume of disabled staff is within the FRS staff roles with 11% of staff declaring a disability.</p>
Category	Percentage								
Disabled	11%								
Non-disabled	71%								
Not declared	18%								
<p style="text-align: center;">All Staff</p>  <table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Disabled</td> <td>11%</td> </tr> <tr> <td>Non-disabled</td> <td>71%</td> </tr> <tr> <td>Not declared</td> <td>18%</td> </tr> </tbody> </table>	Category	Percentage	Disabled	11%	Non-disabled	71%	Not declared	18%	<p>Across all staff, we have 5% of disabled staff which is an increase of 1%.</p>
Category	Percentage								
Disabled	11%								
Non-disabled	71%								
Not declared	18%								

Neurodivergent conditions (dyslexia, ADHD, autism etc.) are categorised as a disability for the purposes of it being protected by equality law. We have screened and assessed a number of staff over this financial year, and we have implemented support, equipment and training to ensure inclusion in the workplace. We target new recruits through screening processes to ensure they receive full support from the point of entry. We have site licenses for assistive software available to all staff and workplace champions have been identified and trained to deliver bespoke support.

Age

March 2023 Data	Wholetime	On Call	Control	FRS Staff	Totals
17 - 24	13	12	1	12	38
25 – 35	185	48	5	42	280
36 - 45	379	50	16	78	523
46 – 55	299	30	12	75	416
56 - 65	27	13	12	89	141
66+	1	0	0	5	6
Totals	904	153	46	301	1404

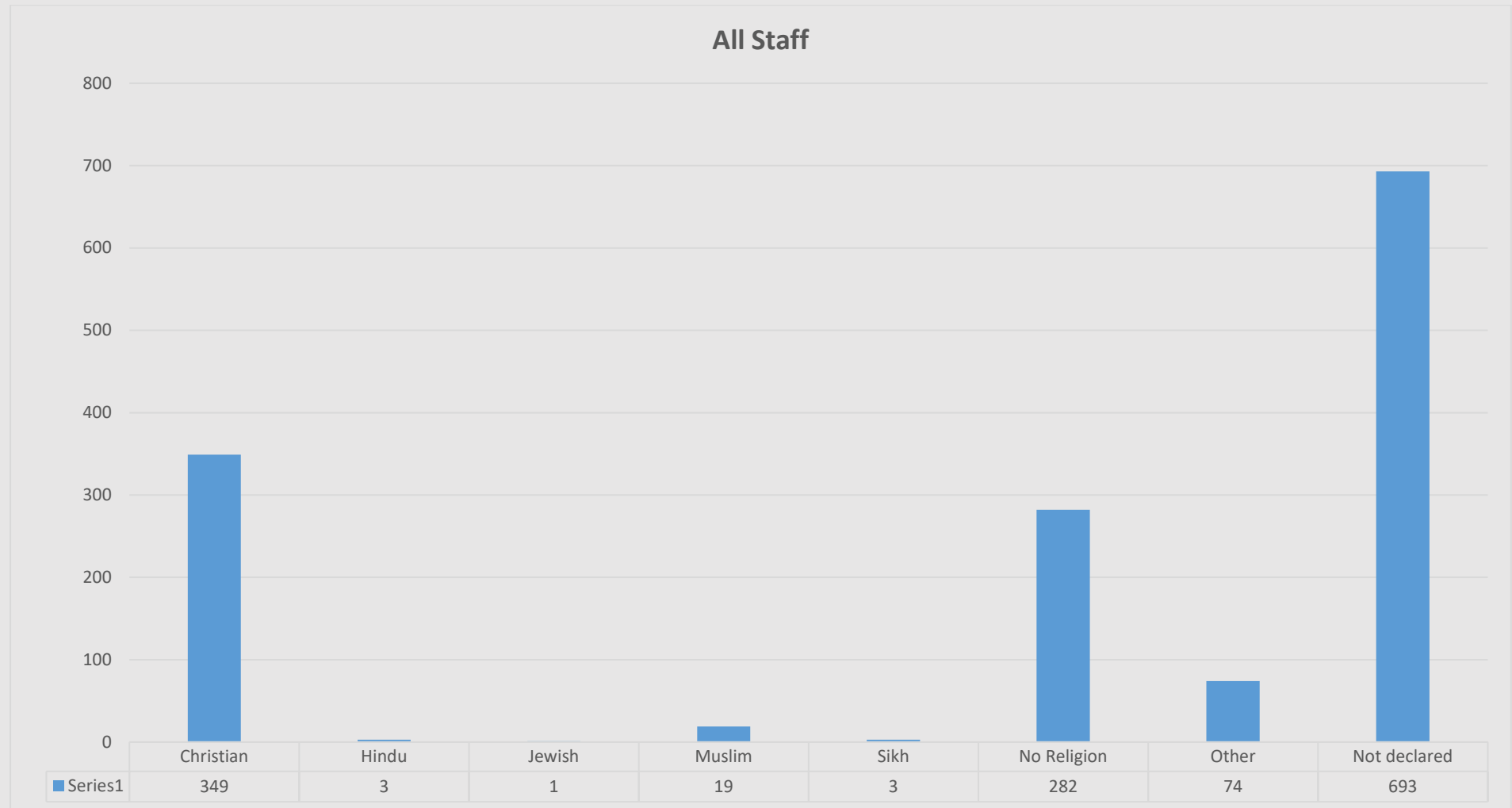
The majority of our workforce are aged between 36 and 55.

Within operational staff the age profile reduces after the age of 55, which is due in part to the low retirement age of firefighters. The numbers of younger wholetime staff has increased due mainly to the most recent recruitment campaigns.

There is a more even spread of age profiles amongst on call staff. Recruitment for retained staff is ongoing and regular which allows for a wider representation of ages.

Religion

Across all staff the highest number who declare are Christian at 24%. 19% of staff do not follow a religion or belief and 1% of staff are Muslim. 5% of staff have declared 'other' and this needs further exploration to see if we need to make more categories available to staff. 48% of staff have not declared.



Grievance and Disciplinary

During the 23/24 financial year WYFRS received a total of 18 grievances. 3 were upheld, 6 were partially upheld and 8 were not, 2 were retracted. Of these, 3 were from females and 16 were from white British / Irish backgrounds, 2 failed to disclose ethnicity.

During the same time period WYFRS conducted a total of 19 formal disciplinary investigations, of which only 2 were for harassment / bullying. Of the 19, 3 were female and 1 was a racially diverse staff member. 4 of the disciplinaries resulted in dismissal.



West Yorkshire
Fire & Rescue Service

12 Month People Plan

2024-25





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Introduction

Our FRS is the fourth biggest Metropolitan Service in England, serving a population of more than two million people, spread over almost 800 square miles, providing emergency cover 24-hours a day, every day of the year. It is as important as ever that we look at how you, our people can most effectively meet our strategic ambition to make West Yorkshire Safer.

The time is right to reset the immediate priorities for the People Directorate (formerly Employment Services). This plan sets out the focus over the next 12-months, at the same time as we work with you to consult, develop and co-create our next Community Risk Management Plan (CRMP) and associated People Strategy.

Our 2024 Culture Survey indicates that you want to see change. This 12-month plan supports the process of tackling the potentially limiting values identified such as blame, confusion, bureaucracy and empire building to move us closer to our desired future culture.

Our people are at the heart of our organisation; in our 'year of culture' this plan will empower all of you to develop and deliver to your potential by supporting you, valuing challenge, innovation and collaboration – making WYFRS an even better place to work.

Sonia Pawson

Director of People & Culture

Population
2 million

Size of area
800² miles

Providing
emergency
cover
24/7

“
This 12-month plan
will move us closer
to our desired
future culture.”



Sonia Pawson
Director of People & Culture

We are the fourth
biggest Metropolitan
Service in England

Priorities

To move our Service forward and to be equipped for future challenges the People Directorate have committed to four overarching priorities. These are chosen to address our most pressing and immediate people challenges:

➡ Recruitment and Resourcing

➡ Employee Experience

➡ Leadership and Management Development

➡ Re-branding and modernising WYFRS People Directorate

“

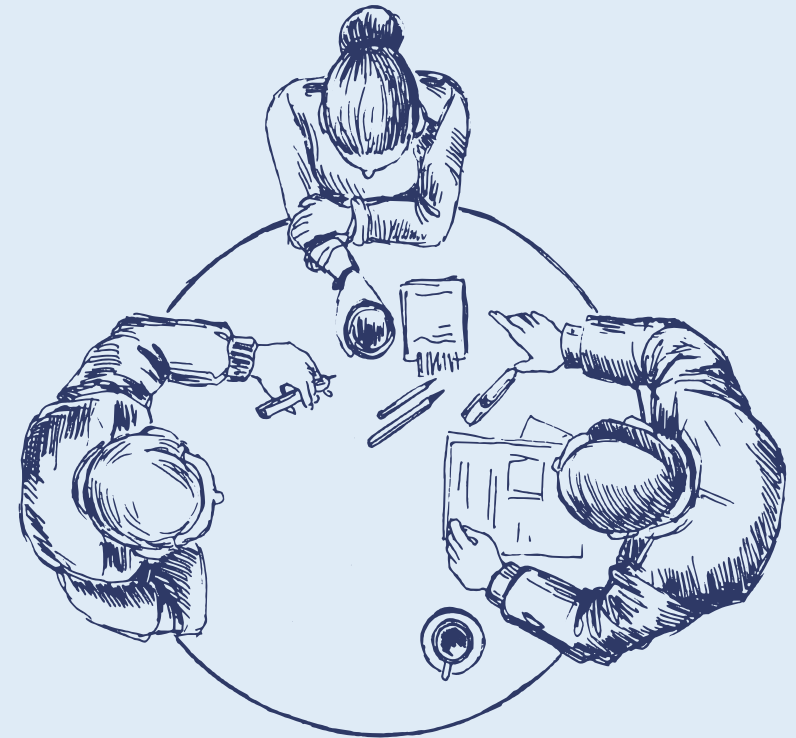
Our overarching priorities will address our most pressing and immediate people challenges. ”

These four people priorities will help ensure we build upon the work already delivered and provide the necessary focus for the 2025 People Strategy.

This is your people plan, in which we have outlined our commitments in terms of precise, tangible actions – the things we will do to ensure success. We have been clear about our success measure/metrics for the plan to help us monitor and record impact.

Importantly, we will be regularly sharing progress and seeking feedback so that we can hear how our work feels to you.

In addition, we have mapped our commitments against the 10 highest voted desired culture values as voted by you in the 2024 Barrett Culture Survey.



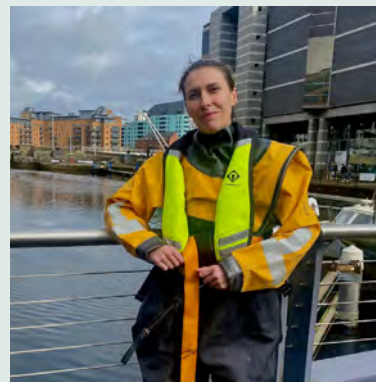
Recruitment and Resourcing

Recruiting and developing the highest quality, diverse people working in the right place in a timely and transparent way.

We will ensure that recruitment is agile and responsive to the needs of the organisation. We will remove barriers by having an inclusive recruitment process that takes account of people's individual needs whilst upholding our high standards.

When people invest their careers with us, we in turn will invest time, resources and money into everyone to enable them to deliver not only their current job/role, but also considering next career steps and how the organisation can support their journey.

We will have a robust workforce plan that identifies future workplace changes that may impact on our staffing profile such as long-term sickness, flight risks and leavers. This will help us to identify what actions are required to ensure we retain or have sufficiently skilled people to meet the needs of the service and the community.



Recruitment and Resourcing

Current Position



During the financial year 2023/24 we recruited 186 people, 38 of these were Fire Fighters. We exceeded our recruitment target and have continued to make incremental improvements. However, there is more we can do to modernise, speed up our processes and attract candidates that are representative of the communities we serve.

Our average time to hire across all externally advertised roles is 52 working days. Overall, we have broadened representation, increasing the proportion of women and ethnic minority recruits. Wholetime female staff have increased from 4% in 2017/18 to 9.5% in 2023/24. Wholetime ethnically diverse colleagues have increased from 4% in 2017/18 to 6% in 2023/24.

During 2023/24 we received four grievances regarding 'unfair recruitment/promotion process, which were partially upheld. There is more we can do to improve transparency and ensure a positive candidate experience.

During 2023/24 143 colleagues left the Service, 45% of these were resignations and the remainder were due to retirement, expiry of contract or dismissal. This has undoubtedly put pressure on our establishment strength. We have undertaken extensive analysis of operational staffing and identified key areas for targeted interventions.

“
We exceeded our recruitment target in 2023/24.”

During the last 12-months we introduced:

- A greater incentive to undertake Safe to Command roles.
- External FF and CM transfers campaigns.
- Targeted Health Care Interventions.
- Rota day training.

Further interventions will be introduced over the next 12 months to improve organisational effectiveness.

In terms of promotion, the average time for people to complete the Crew Manager to Watch Manager Development process is between 14 and 16 months. In the last 12-months, we supported 44 people to achieve promotion and we have a further 51 colleagues working through the Crew Manager and Watch Manager development portfolios.



Recruitment and Resourcing

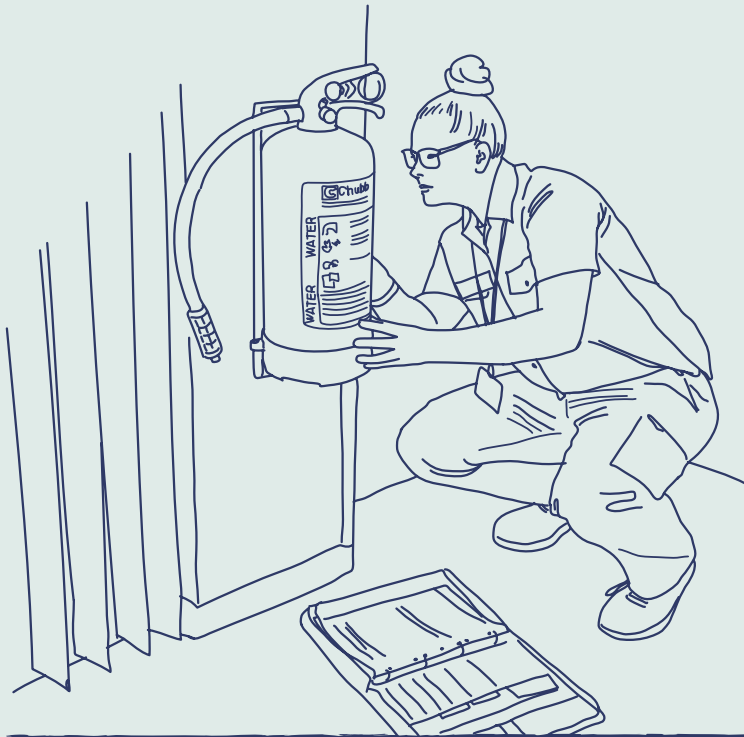
Desired
Position



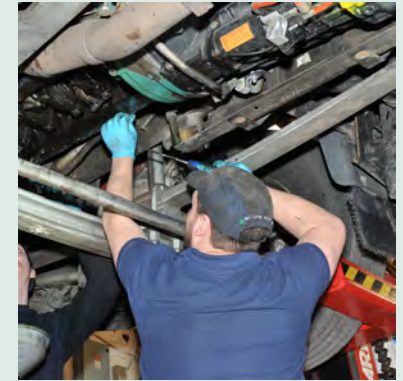
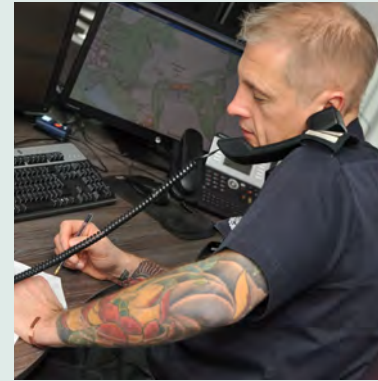
We will attract, recruit, train, promote and retain the right people in the right roles to enable effective service delivery.

Organisational performance will be improved by the way we recruit and promote a diverse workforce in a fair and transparent way. Our recruitment and selection processes will be modern and inclusive, based on fair and open competition.

We will deliver on our workforce plan, meeting current demands, anticipating future challenges and ensuring we have sufficient staff to deliver organisational requirements.



“
We will attract,
recruit, train,
promote and
retain the right
people in the right
roles.”



Success Criteria

What do we want to achieve?

- Recruitment and selection processes are improved in terms of:
 - Reduction in recruitment and promotion time to hire.
 - Better value for money.
 - Quality of hire and enhanced diversity profile of applicants at each stage of the recruitment process.
- Improved candidate and recruiting manager feedback.
- Improved establishment strength.
- More opportunities for operational colleagues to take floating leave.
- All colleagues are able to book in their leave entitlement each year.
- A balanced proportion of turnover.
- A reduction in overtime costs.



We commit to:

How will we achieve this?

Reviewing the wholetime Firefighter end-to-end recruitment, selection, onboarding, and training process.

December 2024

Improving the wider recruitment and selection processes across the organisation to ensure they are modernised and fit for purpose.

June 2025

Reviewing exit interview data to help us understand why people are leaving and where we can improve.

September 2024

Developing the induction processes across the organisation to ensure a consistent and relevant onboarding experience.

December 2024

Implementing the operational staffing project actions and recommendations.

January 2025

Implementing new employee resourcing/ staff in post/recruitment dashboards.

September 2024

Piloting a new Station Manager Development programme and portfolio.

October 2024

Reviewing the Crew Manager Development process to take account of Safe to Command Firefighters.

October 2024

Desired culture value

✓ Continuous improvement

✓ Continuous improvement
✓ Fairness

✓ Continuous improvement

✓ Continuous learning

✓ Accountability

✓ Accountability
✓ Continuous improvement

✓ Fairness
✓ Accountability
✓ Integrity

✓ Fairness
✓ Accountability
✓ Integrity

Success Criteria

What do we want to achieve?

When we have achieved this our people will:

- Be confident and capable recruiters.
- Feedback positively about their recruitment and promotion experiences.
- Feel assured everyone is treated fairly and transparently in recruitment processes.
- Have a great induction experience.
- Be supported to undertake relevant development.
- Be able to book annual leave.
- Have access to intuitive, Artificial Intelligence powered workforce dashboards.



We commit to:

How will we achieve this?

Reviewing Watch Manager development.

December
2024

- ✓ Fairness
- ✓ Accountability
- ✓ Integrity

Strengthening our pre-employment checks aligned with NFCC Safer Recruitment training.

December
2024

- ✓ Accountability
- ✓ Integrity

Re-checking existing staff at the newly agreed DBS level, anticipated to achieve 466 employee checks in 12 months.

June
2025

- ✓ Accountability
- ✓ Integrity

Reviewing the training programme for recruiters and interviewers, updating content to fully integrate behavioural interviewing skills.

June
2025

- ✓ Continuous learning

In line with our Community Engagement Plan, expanding opportunities for outreach within underrepresented groups and across our communities to showcase WYFRS as an inclusive employer of choice.

June
2025

- ✓ Employee engagement
- ✓ Fairness

Implementing changes to Fire Fighter development by transferring individuals to another station on completion of their development.

October
2024

- ✓ Continuous improvement

Employee Experience

Promoting an engaged, productive and efficient workforce with a safety, wellbeing, inclusive and performance excellence mindset.

We will continue to move our organisational culture forward through a well led, empowered, flexible and resilient workforce. Our organisation will continue to deliver continuous improvements, underpinned by a **“one team”** culture which recognises, values and **celebrates the contributions of everyone**. We will invest in the health, safety and wellbeing of our people to ensure their experience with the organisation either maintains or ideally improves their mental and physical health. We will enable everyone who joins us to feel that their voice is heard.

An organisation’s culture manifests itself through the entire employee journey, **it isn’t one big thing, it is all the little things** in areas such as:

- Recruitment and selection.
- Employee onboarding and induction.
- Performance management.
- Learning and development.
- Communications and engagement.
- How grievances are dealt with.

- How employees are disciplined.
- Arrangements in place to support employee health & wellbeing.
- How leavers are handled.

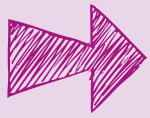
The People Directorate has a critical role to play in driving change and embedding a positive climate at work. This is essential so that we all feel valued, trusted and engaged, leading to an increasingly positive, motivated, committed, and effective Service. This will lead to improved delivery against Service objectives as well as improved health and wellbeing for employees.

“
We will continue to move
our organisational culture
forward through a well led,
empowered, flexible and
resilient workforce.”



Employee Experience

Current Position



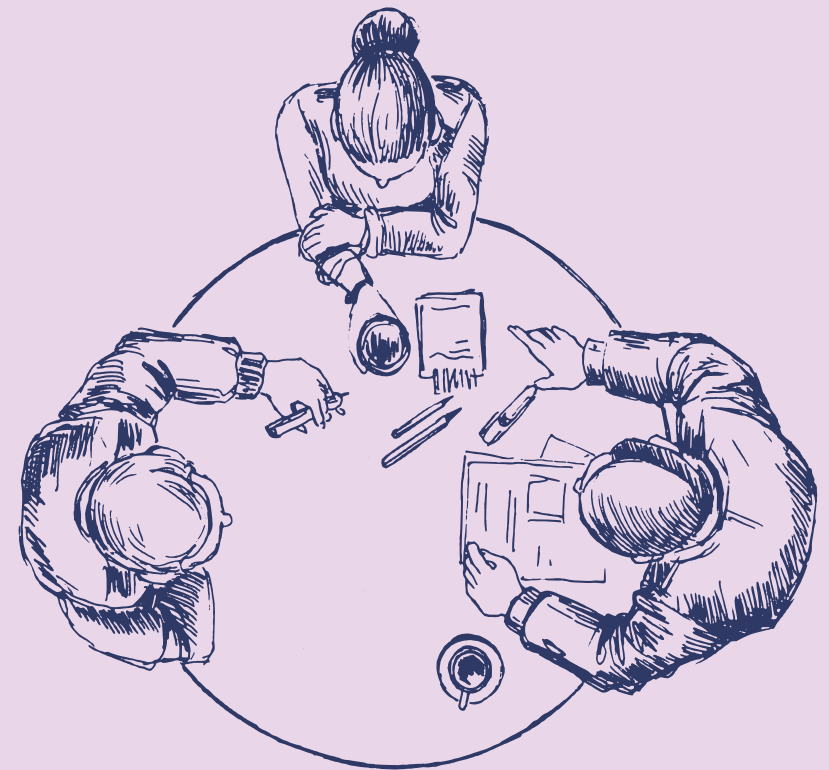
People feel a huge sense of pride in working for WYFRS, in our 2022 employee engagement survey 76% of you reported a sense of pride in working here. That said, only 55% of you reported feeling 'heard at work' and 58% recognised for doing things well.

Appraisals are carried out annually, but you've told us that the quality of the conversation varies significantly. You've also told us there is too little focus on praise and recognition, there is a focus on compliance with limited discussions around celebrating the things we do well, continuous improvement and innovation.

Our hybrid working survey demonstrated colleagues feel managed appropriately in the hybrid context. 75% respondents stated that their work-life balance had improved. 86.3% state they would feel comfortable asking their manager for support in sustaining a healthy work-life balance.

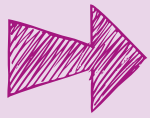
Service wide sickness levels are higher than our target figures. Our overall average target is 0.60 days per person, per month however we have exceeded this when measured monthly for the last financial year. The National Fire & Rescue Service Sickness Absence Report 23/24 demonstrated that the average number of duty days (per person) lost to sickness absence for Wholetime, Control and Green Book for all FRS who had contributed data combined was **9.54**. West Yorkshire's figure was **11.31**, which was the seventh highest. Daily we are seeing an average of 77 staff members sick every day.

During 2023/24, there were 62 discipline cases. Of these, 57 (91.9%) were attributed to operational colleagues, three (4.83%) to Green Book colleagues and two (3.22%) to control colleagues. In the same period, there were 18 grievance cases. Of these 16 (89%) were submitted by operational colleagues and two (11%) by Green Book colleagues.



Employee Experience

Desired Position



An environment that is inclusive, where people can thrive, where their health, safety and well-being is prioritised and where ethics and organisational values are actively role modelled. Energised and engaged teams are more creative, productive and collaborative.

Long-term sickness issues are handled promptly and sensitively. Everyone participates in regular and effective 121 conversations and are aware of how they are currently performing and where they could improve both in terms of job outputs and value-based behaviours. People are enabled to have open conversations and resolve difficulties at an early stage.

Colleagues based in headquarters are supported into the new building and positively embrace their new workplace.

“

Energised and engaged teams are more creative, productive and collaborative.”



Success Criteria What do we want to achieve?	We commit to: How will we achieve this?	Desired culture value
<ul style="list-style-type: none"> • Increase in employee engagement and 'one organisation' feel evidenced by engagement survey index. • Positive feedback from the WYFRS engagement survey. • Increase in culture score/progression towards desired culture values. • Reduction in sickness absence. • Reduction in grievances/disciplinaries. • WYFRS values and Core Code of Ethics embedded across the employee journey and actively role modelled; this will be measured in the performance appraisal process. • People are clear about what is expected of them (as evidenced by performance appraisal conversations). <p>When we have achieved this our people will:</p> <ul style="list-style-type: none"> • Be proud to work for WYFRS. • Feel recognised and valued for their contribution. • See everyone being valued for their unique contribution to the Service. • Know where and how to access well-being support. 	Introducing clear skills and standards assessment criteria against the performance expectations of the job role as well as the values of the organisation.	June 2025 ✓ Accountability
	Revising sickness absence policy, and procedures and embedding these across the Service.	October 2024 ✓ Accountability
	Identifying opportunities to shift from a welfare provision culture to one which empowers individuals to take responsibility for their own wellbeing.	January 2025 ✓ Leading by example
	Delivering learning, development, and training to increase the confidence of managers to deal with possible grievances at an early stage.	December 2024 ✓ Continuous learning
	Delivering a programme of career conversations for colleagues to help identify career goals and development / learning opportunities to expand skills, knowledge, and expertise.	January 2025 ✓ Continuous learning ✓ Leading by example
	Increasing opportunities for linking up with staff network chairs to identify opportunities for strengthening inclusivity across the service and beyond (NFCC and LGA).	January 2025 ✓ Teamwork



We commit to: How will we achieve this?	Desired culture value
Delivering the WYFRS culture project: following focus groups this will include the delivery of a SMART action plan and the identification of culture engagement champions.	✓ Employee engagement June 2025
Reviewing how we recognise and celebrate individual, team and organisational success.	✓ Employee recognition January 2025
As part of our BAU services, continuing to support our people to maintain good mental & physical health, wellbeing, and attendance, whilst delivering the improvements identified from the mental health & wellbeing review.	✓ Balance June 2025
Supporting and enabling employees through a proactive screening and assessment to identify (at the earliest point) individual workplace adjustments people need to perform effectively at work, (e.g. technology, software, equipment).	✓ Fairness ✓ Engagement December 2024
Delivering an easy to use, online and pragmatic equality impact assessment process, enabling inclusive policy development, procurement decisions and inclusive capital projects.	✓ Fairness October 2024
Reviewing policies linked to key components across the employee lifecycle (recruitment, performance management etc.)	✓ Continuous improvement April 2025



We commit to: How will we achieve this?	Desired culture value
Developing Total Reward Statements to advise employees of the full value of employment package to improve retention.	✓ Employee engagement May 2025
Delivering priority Pensions projects including the Matthews Exercise (where ex On-Call employees are provided with access to the pension scheme as new members) and the Pensions Remedy which considers the impact for individuals if they were allowed into the 2015 FF pension scheme.	✓ Accountability ✓ Fairness July 2025
Developing a long-term Wellbeing Strategy.	✓ Balance July 2025
Adopting an appropriate behavioural safety model and piloting it on reversing/low speed manoeuvre vehicle collisions.	✓ Leading by example March 2025
Continuing to embed TRiM to support colleagues exposed to trauma at work and evaluate this provision after pilot year.	✓ Continuous improvement January 2025
Reviewing our discipline and grievance approach including policy and processes to improve the employee experience.	✓ Accountability ✓ Fairness December 2024

Leadership and Management Development

Ensuring people are confident, capable and effective.

We need our leaders and managers to model the Service's values and behaviours, to ensure relationships are built on respect and to support all our people to thrive.

We will ensure our leaders and managers are confident and capable through ongoing personal and professional development activities.



Leadership and Management Development

Current Position



We are an organisation where we treat people with dignity and respect – this is rated as the most frequently observed behaviour from the Leadership Practices Inventory, closely followed by delivering on promises.

We have invested significantly in leadership training for our Management Board, Team and most managers from Group to Station. The training has been well received, with 88% of respondents in the 2022 engagement survey reporting having a good relationship with their manager.

However, there is more we can do to set out clear expectations and develop a situational leadership approach. This was supported with only 58% of respondents rating managers and supervisors as always demonstrating our values.

“

We are an organisation where we treat people with dignity and respect.”

The managers' survey undertaken by Occupational Health in 2023 found mixed levels of confidence in managing mental, physical or wellbeing needs. 53% of managers felt very confident or confident in managing mental health issues, 62% of managers felt very confident or confident in managing physical health issues, and 78% felt very confident or confident in managing wellbeing issues. Whilst these results are encouraging, there is more we can do to ensure all managers feel empowered and confident to manage employee health & wellbeing.



Leadership and Management Development

Desired
Position



The value and importance of the line manager's role is understood. Leaders and managers are clear what is expected of them and feel empowered to deliver.

Managers understand where each team member is against behavioural and performance expectations.

Managers are aware of organisational and managerial causes of work-related stress and ill health and have the skills to promote positive working practice and wellbeing.

Managers understand that the culture project may well lead to different values, behaviours and approaches and this change may feel uncomfortable but is necessary to make WYFRS fit for the future.

“

Leaders and managers are clear what is expected of them and feel empowered to deliver. ”



Success Criteria What do we want to achieve?	We commit to: How will we achieve this?	Desired culture value
<ul style="list-style-type: none"> Employees and managers have received training and guidance about how to manage their own wellbeing and that of their teams, particularly mental health. All of us are clear on performance expectations, and these are consistently incorporated into objective setting/ performance appraisal conversations (note both the what and the how). Assessment against behavioural expectations and requirements of the role taking place regularly. Improved training course attendance for those deemed mandatory by the organisation. <p>When we have achieved this our people will:</p> <ul style="list-style-type: none"> Feel supported to be the best leader or manager they can be. Work with colleagues who demonstrate the Service's values. Have a personal development plan they are excited about and supports long term careers. 	Clearly defining expectations and standards required for all leaders and managers. December 2024	✓ Accountability
	Delivering performance management training for 50% of managers, with a programme for capturing the remainder in place. June 2025	✓ Continuous learning
	Supporting managers to improve their people/emotional intelligence skills through roll out of EQI, achieving 30% completion, with feedback and development in place, with a programme of delivery for the remaining 70% over the forthcoming two years. June 2025	✓ Continuous learning
	Developing a programme of manager training, focusing on knowledge, skills and behaviours, including holistic performance management, coaching, employee engagement and praise. December 2024	✓ Continuous learning
	Revising the training course booking arrangements. October 2024	✓ Continuous improvement
	Mapping our existing values/leadership expectations etc. to improve consistency.	✓ Accountability ✓ Integrity
	<ul style="list-style-type: none"> Developing a values/ethics assessment, deploy and gather data / gap analysis. December 2024 Co-creating with leaders and colleagues at all levels a set of 'non negotiables' to ensure accountability for leaders and managers. February 2025 	

“

We will promote the services and support available from the Occupational Health & Wellbeing function.”

We commit to:

How will we achieve this?

Better promoting the services and support available from the Occupational Health & Wellbeing function and key health promotion messages, through a series of workplace visits and campaigns.

July
2025

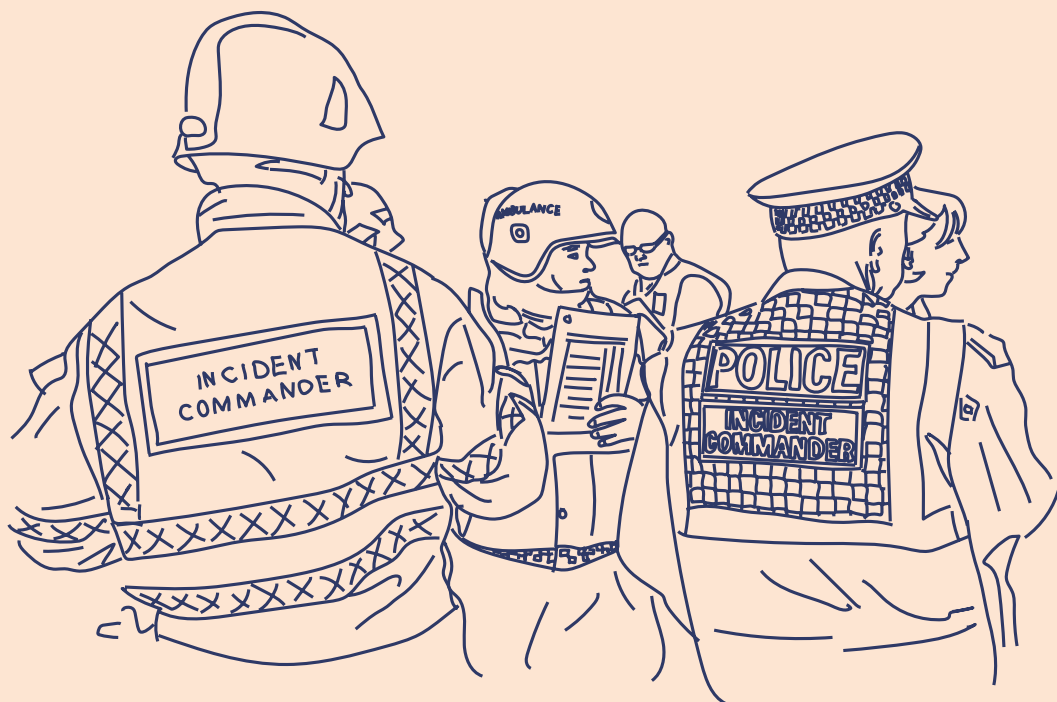
Continuing to deliver the Welfare Officer and Managing Mental Health training programme, ensuring all managers undertake this during their first year of managing staff (or during development, if operational).

July
2025

Desired culture value

✓ Employee recognition

✓ Leading by example

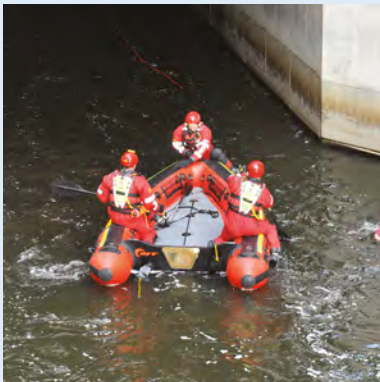


Re-branding and modernising WYFRS People Directorate

Enabling a thriving culture through modern, innovative and easily accessible people services.

To achieve our ambition for a modern, high performing People Directorate with people and culture at the heart, we will:

- Clearly define how delivery of our priorities will support our people achieve our organisational goals.
- Review how we are organised and how effective and efficient our services, processes and systems are.



Re-branding and modernising WYFRS People Directorate

Current Position ➔

Over recent years WYFRS has adapted to numerous challenges, including financial cutbacks and Covid-19. In a world heavily influenced by technological advancements, including AI and automation, a Sector under the spotlight in terms of 'culture and values', and a profession that is evolving in terms of people practice we must challenge ourselves to operate in the most efficient and effective way.

The current structure and responsibilities have been in place for some time, systems and processes aren't fully aligned – this has led to some silo working. The lack of system and process integration has led to duplication.

“

It is time for us to ensure we are fit-for-purpose for the future to enable delivery of the 2025 CRMP strategic objectives.”



Desired Position ➔



The People Directorate purpose and the functions within are clearly understood.

Employee interactions with the People Directorate are slick, smooth, user friendly and technology enabled. Team members can implement effective, value for money people solutions, through intuitive data insights and evidence-based practice/ professional expertise.

The team functional responsibilities and remits are distinct, clear and understood by all, and processes are mutually supportive.

Success Criteria

What do we want to achieve?

- The role and scope of the People Directorate is clearly articulated.
- Increase in wider employee engagement due to improved HR practices, as evidenced by the HR customer satisfaction survey (target 70% response rate).
- HMI assessment for People, culture and values is improved.
- More timely and relevant data insights.
- More automation & less bureaucracy within the Directorates systems/processes/policies.

When we have achieved this our people will:

- Be positive about interacting with the People Directorate.
- Know what day of the month you will receive your pay, spread over 12 months making it easier to align with your payment commitments.
- Be confident that the People Directorate will deliver on commitments, with people at the heart of all they do.

We commit to:

How will we achieve this?

Conducting a satisfaction survey for the People Directorate. Insights will be used to shape improvements and the 2025 People Strategy.

November
2025

Reviewing all our services to ensure we are collecting and using the right data at the right time. We will use the results to better understand issues and inform the 2025 People Strategy and associated metrics.

December
2025

Reviewing the HR function/People Directorate operating model. The review will inform areas to be agreed, with full accountability for enhancing their knowledge and providing CIPD for team members.

March
2025

Implementing the movement to monthly payroll and associated HR processes.

February
2025

Enhancing professionalism across the People Directorate through learning opportunities and CIPD professional accreditation, e.g. Foundation/associate/chartered.

June
2025

Streamlining HR processes and HR documentation, i.e. policies, contracts of employment to ensure they are consistent with new legislation, user friendly, simple and most of all consistently applied.

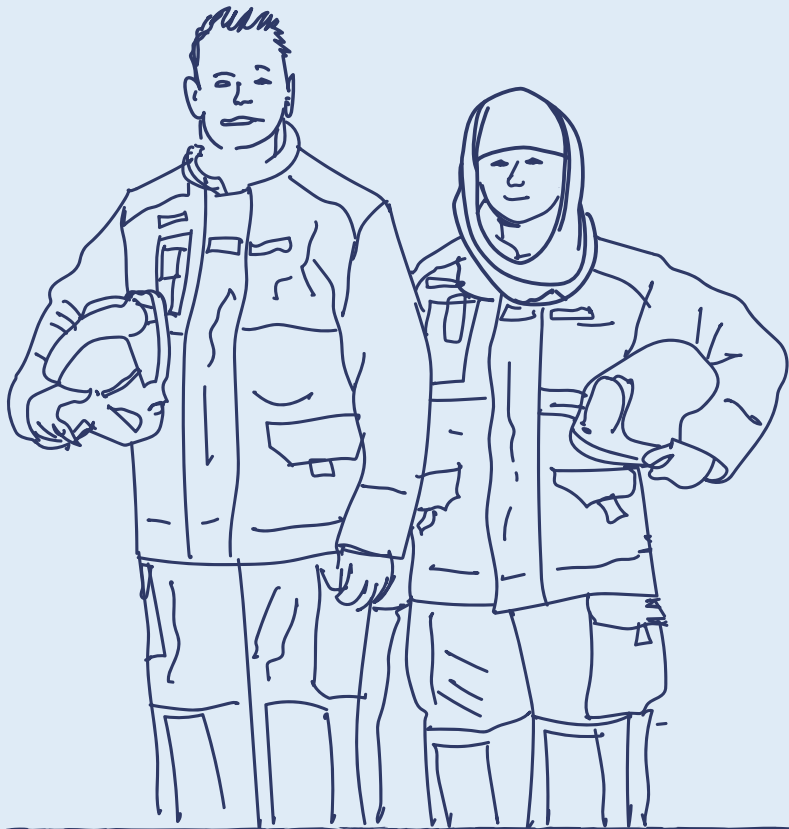
June
2025

Desired culture value

- ✓ Employee engagement
- ✓ Continuous improvement
- ✓ Continuous improvement
- ✓ Continuous improvement
- ✓ Continuous learning
✓ Leading by example
- ✓ Continuous improvement

“

Our people are at the heart of our organisation; in our 'year of culture' this plan will empower all of you to develop and deliver to your potential by supporting you, valuing challenge, innovation and collaboration - making WYFRS an even better place to work.”



We commit to: How will we achieve this?		Desired culture value
Reviewing Job Descriptions across the Directorate and mapping these across to the CIPD Professions Map (where applicable).	June 2025	✓ Continuous improvement
Carrying out a People Directorate skills audit to identify learning and development needs/gaps e.g. developing digital capability.	March 2025	✓ Continuous improvement ✓ Continuous learning
Ensuring there is an element of evaluation and feedback within every health, safety and wellbeing initiative and L&D, to allow us to measure its success.	March 2025	✓ Continuous improvement ✓ Leading by example
Reviewing our systems and processes with a view to improving functionality and coherence, incorporating AI where possible (to include Gartan, One View, Access, promotion systems etc.)	June 2025	✓ Continuous improvement