



West Yorkshire
Fire & Rescue Service

Calderdale District

District Plan 2025-26



Making West Yorkshire Safer
www.westyorksfire.gov.uk

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Foreword

"I am extremely proud to be the District Commander for Calderdale.

Our priorities within Calderdale are aligned to the wider service priorities, as detailed in the Community Risk Management Plan 2025/28.

You will see from the plan that our ambition is 'Making West Yorkshire Safer', and I am committed to ensuring that we do all we can to make Calderdale a safer place to live and work and provide the best service to our communities.

We will ensure that our firefighters are trained to the highest standards and have the best equipment to ensure they are well prepared to respond to all types of emergencies.

Risk reduction and community engagement work are at the heart of everything we do. Firefighters and dedicated prevention staff will deliver our '[Safe and Well](#)' programme, and we will continue to work in partnership to identify the members of our communities most in need."

We work collaboratively with not only other blue light services and category 1 responders at an emergency, but our District Leadership Team and stations are embedded within partnership groups to make Calderdale a safer place to live.

- [Calderdale Vision 2024](#) - Is currently being refreshed to jointly create the Vision 2034 for Calderdale.
- [Calderdale Community Safety Partnership](#)
- [Be Moor Aware Campaign](#)
- [Calderdale Road Safety Partnership](#)
- Calderdale Hoarding Panel
- Safeguarding Adults Board

Andy Rose - Calderdale District Commander

Overview of Calderdale

Calderdale District covers an area of 140 square miles and has a population of approximately 211,000.

Calderdale has large areas of open countryside and moorland, as well as several urban centres. The district has around 4,000 listed buildings, and the largest town, Halifax, still retains one of the most complete Victorian landscapes in Britain.

The District provides two specialist water rescue stations and wildfire capability to deal with the risks that emerge from Calderdale's unique geography.

Firefighters at the specialist water rescue stations are highly trained to deal with wide-area flooding and perform rescues in fast-flowing water.

Firefighters at our wildfire and wildfire support stations are trained to operate specialist equipment, work effectively on moorland, and undertake the arduous tasks required to tackle large-scale moorland fires.

The Calderdale District Leadership Team includes a District Commander, three Assistant District Commanders, three District Support Officers, a District Prevention Manager, and two full-time equivalent Prevention Officers.

There are five fire stations located in Calderdale.

The three whole-time fire stations provide 24/7 availability from the station. These are in:

- Illingworth (Mass Decontamination Support/High Rise Evacuation Officers)
- Halifax (Wildfire Support)
- Rastrick (Swift Water Rescue and Flood Response)

The one-day crewing fire station provides cover during the day, with staff responding from home at night (On-Call). This station is in:

- Todmorden (Swift Water Rescue and Wildfire)

The one, On-Call fire station is where staff respond from home or place of work during the day and night. This station is in:

- Mytholmroyd (Wildfire Support)

In the fiscal year up to 2024 / 25, as a district, we attended 2292 incidents.

Our Strategic Priorities

The WYFRS Strategic Priorities for 2025 – 28 are:

- Provide a safe, effective, and resilient response to local and national emergencies.
- Focus our activities on reducing risk and vulnerability.
- Enhance the health, safety, and well-being of our people.
- Work with partners and communities to deliver our services.
- Use resources in an innovative, sustainable, and efficient manner to maximise value for money.
- Further develop a culture of excellence, equality, learning, and inclusion.

Provide a safe, effective, and resilient response to local and national emergencies

- Through our Station Assurance process, we will undertake training and exercises to ensure a safe response to all foreseeable risks.
- We will focus on maintaining professional standards and staff competencies and implement recommendations and learning through incident and exercise debriefs.
- We will continue to undertake a focus of training to develop closer working relationships with partners to improve operational effectiveness.
- We will continue to collaborate with the Local Authority and Blue Light partners to improve and increase the frequency of multi-agency training.
- Operational crews will undertake Site Specific Risk Inspections (SSRI's) to gain familiarity with buildings and to collate risk information relevant to pre-planning, to improve operational effectiveness.
- A Tactical Information Plan will be produced and maintained for all buildings over 18m, ensuring detailed information is available for all tall buildings.
- Our flood response assets based at Rastrick will be trained and ready to support regional and national emergencies per the National Co-ordination and Advisory Framework for England.
- We will deliver the WYFRS training and exercise framework, which will result in a comprehensive exercise programme involving partners and neighbouring and cross-border Fire & Rescue Services.

Focus our activities on reducing risk and vulnerability

- We will increase the output of Safe and Well visits by at least 5% across the District, with those stations with a lower operational demand leading the increase.
 - We will focus our Safe and Well programme on those most vulnerable within the community and ensure we meet our set time targets for engaging with those individuals.
 - We visit a premise in the Town Ward of Calderdale monthly to share fire safety messages in an informal setting, to deliver advice and interventions to support the learning requirements of this vulnerable community
 - We will use a data-led and person-centred approach to engage with those at most risk of fire and use the resources available to us to improve their safety. This will include a direct home approach way of working.
-
- Work closely with agencies in the intelligence network to ensure clean and effective data is shared in a safe & reliable way.
 - Our teams are trained to identify, and report Safeguarding concerns and will continue to share concerns with Adult & Children's services in Calderdale.

- Working with our youth intervention team, we will assist with delivering vital Youth programmes in partnership with schools, West Yorkshire Police (WYP), and the Local Authority.
- We will progress community engagement into the most marginalised sections of our communities, to promote our safety messages and those areas where we work in partnership.
- Develop our work in the built environment by increasing our engagement with people, companies, and organisations, especially in higher-risk occupancies through the SSRI programme.
- Develop and/or update operational and risk reduction plans for high-risk moorland and wildfire areas, as well as known water risk zones, with support from Information SSRI.
- Collaborate with the Local Authority to identify trends and provide education messages, in partnership through their regular tenant newsletters.

Stations are responsible for highlighting incident trends, planning interventions, and delivering an initiative. This work will be captured in Risk Reduction Logs (RRL).

We will also deliver themed, specific safety messages and education to targeted groups alongside the National Fire Chiefs Council Programme of safety weeks.

We will deliver our year 5 school programme; this will be a risk-based approach due to the number of schools within the district.

We will target reducing water-related fatalities, specifically in the Brighouse Ward. This will be achieved by collaborating with partners to establish the underlying causes that enable us to target our risk reduction work, using the water flume, delivered to the appropriate demographic groups.

To support planning and the implementation of the Risk Reduction initiative, each station has been allocated a workstream that supports their operational specialism or risk in their area.

They are as follows:

Station	Risk Reduction Initiative	
	Primary	Secondary
Halifax	ASB/Bonfire	Wildfire
Illingworth	Road Traffic Collision	ASB/Bonfire
Rastrick	Water Safety	N/A
Mytholmroyd	Wildfire	Road Traffic Collision
Todmorden	Wildfire	Water Safety

Metrics - Measured through the evaluation of Risk Reduction Logs in line with the criteria laid out.

Deliver one Road Safety Roadshow per quarter in 2025/26.

Each watch at Rastrick and Todmorden plans and delivers at least one targeted water safety event using the Water Flume.

As a district to approach and sign up 10 business or community groups to the bank side responder scheme.

Support the Youth Interventions Team (YIT) to achieve the target of delivering eight youth programmes by the end of the fiscal year 2025/26.

Enhance the health, safety, and well-being of our people

We have implemented new ways of working around contaminants and post-incident cleaning. We will continue to promote and ensure that staff are adhering to those vital processes.

We will continue to work with property to ensure stations have adequate facilities to promote the contaminants work and equality impact requirements for staff.

We will be proactive in ensuring that welfare for staff is in place following traumatic incidents, through the TRIM process. Level 1 welfare implementation and training will be a priority; we will ensure that it's working for individuals aligned with appropriate welfare logs.

Outcomes from Safety Event Reports will be actively monitored at the district's monthly meeting to highlight trends and share learning across the district to prevent recurrence.

We will continue to monitor station and off-site risk assessments, support health and safety audits, and undertake compliance checks to ensure our staff are working and training in a safe risk-assessed environment.

Work with partners and communities to deliver our services

Continue to develop and improve the Safe and Well referral process to ensure we collaborate with partners to target the most vulnerable within our communities.

We will work with the Local Authority and the Together Housing team to support the community and reduce incident demand. Our focus will be on familiarising crews with risks in the built environment and providing safety messages to tenants, regarding new and emerging risks like high-rise safety and Lithium-ion battery safety.

We will maintain our partnership structure across all areas of Service Delivery across Operational, Tactical and Strategic level. Key Partnership working groups, the District Leadership Team attend is:

- Gold Partnership Meetings
- Silver Community Safety Partnership
- Silver Contest Partnership
- Local Authority Vision Zero Board
- Violent Crime and Safer Streets Group
- Bonfire Steering Group
- Clear Hold, Build Steering Group
- Co-Chair the Road Safety Delivery Group
- Safer Cleaner Greener meetings in the four risk reduction areas
- Chair the Calderdale Bonfire Delivery Group

We collaborate with partners to support local communities in Calderdale's Safer Cleaner Greener areas. Each Ward in Calderdale has a Watch Manager responsible for community risk reduction.

We will support the Clear, Hold, Build Project within Park Ward and will collaborate with partners to improve community engagement, education, and safety within the home.

Continue to play an active role in the following groups/boards to ensure we link in with partner agencies to enable us to deliver our services to those who need them.

- Dementia Steering Group and
- Falls Prevention Network
- Safeguarding Adults Board
- Calderdale Intelligence Network

Use resources in an innovative, sustainable, and efficient manner to maximise value for money.

- We utilise strategic and operational reports on OneView to inform effective decision making through understanding where our risk, vulnerabilities, and incident occurrences are.

- We will continue to embed the Service Delivery Effectiveness Plan with a focus on further improvements in Service Delivery activities, including a recordable increase in Prevention, Protection, and Training activities.
- We will work closely with the Service Delivery Administration Hub to improve ways of working to relieve administrative duties on operational staff so they can focus on community and response work.
- Our district prevention staff will be expected to achieve minimum targets of Safe and Well Visits to maximise value for money and provide a more valuable service to the community of Calderdale.
- In collaboration with ICT, we will deliver new innovative IT products to reduce administration time for all staff and to capture the valuable work that we deliver.

Further develop a culture of excellence, equality, learning, and inclusion

- The District Leadership Team, with support from HR, will organise and facilitate HR Engagement Sessions for all 15 watches across the district.
- We will ensure that we promote continuous learning by organising and facilitating training and development opportunities. This will include workshops, CPD sessions, and practical scenario risk-based training.
- We will ensure all staff create an environment where everyone feels valued and included. This will be achieved by promoting diversity and inclusion initiatives, ensuring equal opportunities for all employees, and celebrating diverse cultures and backgrounds.
- We will set high professional standards and celebrate achievements. Through the assurance process, we will encourage employees to strive for excellence in their work by providing clear goals, regular feedback, and recognition.
- We will ensure that all employees are treated fairly and with respect. We will implement the service policies that promote equality and prevent discrimination and monitor compliance with those policies. Through CPD we will provide training on topics such as unconscious bias and equality impact assessments.
- We will develop a culture to reflect organisational values and the Core Code of Ethics. This includes promoting a learning environment and creating a more inclusive workforce.
- Our priorities locally will ensure we enhance the health, safety, and well-being of your people, and use resources in an innovative, sustainable, and efficient manner.
- We will audit and encourage staff to participate in training courses such as Equality Impact Assessment and Dignity at Work to gain the necessary knowledge and skills to promote equality and respect in the workplace.

Our achievements in 2024-25

We attended 97 incidents fewer compared to the three-year average, these included:

- 27 fewer fires.
105 fewer AFA's were attended in comparison to 2023/24.
- We met 91% of incidents within our risk-based planning assumptions.
- Our On-Call availability at Mytholmroyd was 78.9%
- In 2024/25, we had a comprehensive district training programme aligned to specific risks that operational staff face. We delivered multi-agency exercises covering complex scenarios, including large-scale RTCs, line rescues, wildfires, and hazardous material incidents. These exercises enabled our crews to work closely with other Blue light services, key partner agencies, and neighbouring FRSs. There were over 30 District-based exercises in 2024/25. In 2025/26, we will ensure our exercise programme aligns with WYFRS's exercise framework
- We chaired the Operational Bonfire group to deliver a community-based approach to the Bonfire period. Delivering 688 house-to-house engagements and 31 school talks.
- We completed 248 Site Specific Risk Inspections.
- 14-year Fire School talks undertaken and 8 additional Bonfire Safety talks
- Station-based operational firefighters completed 970 Safe and Well Visits.
- 409 higher-risk and complex visits for those most vulnerable were completed by our prevention team (*an additional 293 visits were cancelled or refused*)
- Every watch has completed a variety of valuable risk reduction initiatives within the community. Examples of initiatives include:
 - Halifax – Supported a partnership-based approach to Bonfire period engagement with over 700 house-to-house engagements and over 31 bonfire-related school engagements
 - Illingworth- Supported the delivery of the Road Safety Road Show to over 150 future drivers.
 - Rastrick – Crews delivered interactive water safety sessions utilising our water flume demonstrators to numerous community events.
 - Mytholmroyd- Delivered a community engagement at Sheltered housing to share safety messages and reduce incident demand.
 - Todmorden – Play a key role in the “Let's Learn Moor” event to educate young people on the “Be Moor Aware” campaign.
- 8 firefighters complete their development NVQ qualification.
- Our dedicated Prevention Team facilitated three fire prevention sessions with Carers Welling being Services to enable us to share our messages widely and into the homes of some of those most vulnerable in our communities.

Calderdale District Performance 2024-25

Nine key measures provide a view of operational activity in the current financial year. These metrics are measured against a three-year average to demonstrate how the service is performing in comparison to previous years.

Measure	2024-25	2023-24	Three-year Average
All incidents	2292	2389	2412
Accidental Dwelling Fires	94	114	100
Non-fires	524	489	483
Non-domestic building fires	30	24	29
False Alarms	1087	1192	1114
Fires	681	708	814
Victims Rescues	158	133	139
Fire-Related Injuries and Fatalities	10	20	18
Road Traffic Collisions	69	64	62

Risk and vulnerabilities in our communities

Infrastructure - We use a data-driven approach to ensure our fire engines and specialist resources are located and staffed to provide a proportionate level of emergency cover based on local risk.

Person Centred Vulnerability - Societal trends are resulting in a growing number of vulnerable individuals, increasing the risk within our communities. These trends include:

- People are living longer.
- Increasingly complex health needs, including mental health.
- Deprivation and the rising cost of living.
- Expanded community care.

We deliver our services through Prevention, Protection, Response, and Resilience strategies, which are central to our ambition of 'Making West Yorkshire Safer'. This is how we will reduce the impact of these key risks in the Wakefield District.

- **Prevention** is raising awareness about the risks people face to prevent emergencies and reduce vulnerability.
- **Protection** is promoting and enforcing the fire safety measures required by law to ensure buildings and occupants are protected should a fire occur.
- **Response** is being ready for and responding to emergencies.
- **Resilience** is being able to deal with major emergencies and disruption locally and nationally whilst continuing to deliver our critical services.

ASB and Deliberate Fires

Prevention

- We will collaborate with the Local Authority, Highways, and Community Wardens to report and action abandoned waste materials.
- Crews will conduct year-round Environmental Visual Audits (EVAs) to identify areas prone to abandoned waste materials and ensure that safe and well visits conducted in these areas highlight the risks to residents.
- Education around the subject of Deliberate fires will be delivered to both Primary & Secondary schools through robust and targeted education platforms, to ensure engagement and learning is achieved – data and repeat incidents will dictate which schools receive this information and so form an achievable plan of action.
- Operational crews and fire protection teams will highlight the impact of waste accumulation on businesses when conducting SSRIs.
- Deliberate fire prevention advice will be provided to business owners.

Protection

- Operational crews and fire protection teams will highlight the impact of waste accumulation on businesses when conducting SSRIs.
- Arson prevention advice will be provided to local businesses during SSRIs.

Response

- Operational crews will attend and deal with arson-related incidents and will ensure that risk reduction work is conducted in response to the incidents.
- Crews will be responsible for identifying trends and areas where there is an increased risk.
- These trends will be communicated to all response agencies across Calderdale.
- We will ensure that our emergency response plans in relation to arson incidents or threats or arson are shared between our responding agencies in Calderdale and wider afield where necessary.

Road Safety

Prevention

- The District Leadership Team and operational crews will undertake community engagement and target schools/centres where members of our community are most at risk.
- We will be involved in quarterly Road Safety Roadshows aimed at year 12 and 13 students in collaboration with the Police and the Local Authority.
- Operational crews will look to develop charity car washes, which include safety messages from key partners and engage with Tyre Safe.

Response

- Crews will train with the Police and the Ambulance service, looking at improving our responses to RTCs in both town centre and rural locations.
- Operational crews and the District Leadership Team will continue to work with our response partners to make Calderdale's Roads Safer.

Highrise

Prevention

- We will continue to work with social housing providers to provide advice to those most at risk from a fire in a high-rise building.
- Operational crews will continue to target residents in high-rise buildings and ensure that all have received a safe and well visit.
- We will continue to work with Together Housing to target vulnerable residents and identify emerging trends within the demographic makeup of high-rise residents.
- We will continue to report and enforce non-compliance and proactively work with housing providers to reduce the number of False alarms in high-rise and low-rise premises.

Protection

- We will work closely with our Fire Protection teams and identify fire safety issues within these buildings through our risk inspection programme.

Response

- We will continue to undertake training focused on our high-rise premises within Calderdale.
- In 2025, we will deliver training to all our District Staff on the Fires in Tall Buildings Policy.
- Illingworth operational crews will continue to attend exercises as evacuation support crews as part of our new response to high-rise premises.
- Operational crews will continue to be responsible for maintaining up-to-date risk information for their nominated high-rise building.
- We will share our response plans with all stations and multiagency partners likely to attend a high-rise incident in Calderdale.

Water Safety

Prevention

- We will collaborate with the Local Authority to continue our community engagement work with our residents at risk from Water safety and flooding.
- Operational crews will conduct training with EA Flood wardens in the Upper and Lower valley areas.
- As a district to approach and sign up 10 business or community groups to the bank side responder scheme.
- We will collaborate with neighbourhood police and Local Authority Community Safety Team to understand the underlying causes of water-related fatalities to improve how we target our risk reduction work.
- We will improve the delivery of our water safety risk reduction work by giving training and guidance to operational crews using the water flume.

Response

- Operational crews located at stations in our flood risk areas will collaborate with local partners to develop appropriate response plans that take account of our most vulnerable residents.
- We will undertake training days with our response partners for small- and large-scale flooding events, including National Resilience and cross-border support.
- We will ensure our response plan is shared with multi-agency partners to ensure a coordinated response to any flooding incident within Calderdale.

Resilience

- Our water rescue crews will train and maintain competence aligned with the concept of operations, so they are available to be deployed regionally and nationally.

Wildfire (Standing Arable/Crop Fires)

Prevention

- We will collaborate with the Local Authority in highlighting the Public Space Protection Order (PSPO) measures within Calderdale District via community engagement and social media.
- We will continue to build on the successes of the #BeMoorAware campaign.
- We will work with local supermarkets selling sole-use BBQs to highlight the dangers of using them on the moors.
- Operational crews will undertake EVAs to identify areas vulnerable to wildfire and conduct community engagement.
- Operational crews will increase visibility in moorland areas during periods of high fire risk.
- The District Leadership Team will work with multi-agency partners to conduct community engagement and engagement with landowners in areas vulnerable to wildfires.

Protection

- Operational crews will undertake EVAs to identify areas vulnerable to wildfire and conduct community engagement.

Response

- Calderdale district will coordinate wildfire training days with all crews and provide site-specific risk information.

- Crews will ensure that fire maps and response plans are up to date and available for all responding agencies.
- Operational crews will train across the border with Greater Manchester FRS and Lancashire FRS to understand the capabilities and capacities of our bordering services.
- We will ensure our partner agencies are aware of our response plans.
- We will undertake a multi-agency wildfire exercise incorporating EA, Emergency Planning, and National Trust.

COMAH

Protection

- Familiarisation visits will be conducted by operational crews four times a year at each of our upper-tier COMAH sites.

Response

- Tabletop Command Scenarios and live practical exercises are conducted by our operational crews to evaluate operational readiness.

Resilience

- Multi-agency exercises are conducted with partners at all upper-tier COMAH sites once every 3 years.

Li-Ion & Associated Risks

Prevention

- Through our Safe and Well programme, we will give battery safety advice to members of the community.
- We will work with housing providers and the Local Authority to provide bespoke advice to people living in high-rise or multi-occupied buildings.
- We will support WYFRS and NFCCs 'Charge Safe' campaigns through engagement and social media.

Protection

- Whilst carrying out SSRIs, operational crews will highlight poor practice of Lithium Battery charging on items such as mobility scooters, E-bikes, and tools/equipment, and provide advice.

Response

- Crews will maintain competence, operational knowledge, and understanding of how to effectively extinguish lithium-ion batteries and the associated hazards.
- We will continue to use new equipment such as Firefighting Blankets and isolation plugs, and EV fires.

Fires in Domestic Properties

Prevention

- We will deliver the Safer Communities Prevention Strategy and Safe and Well Policy by supporting individuals to be safer in their homes.
- We will continue partnership working to identify and improve the safety, health, and well-being of the most vulnerable within the community.
- Use an intelligence-led approach to improve our understanding of where and who the risks and vulnerabilities are within the communities to provide a targeted, safe and well programme.
- We will receive referrals from our partners, self-referrals from the public, and use a direct home approach to assess risk and provide education within the home, and interventions such as smoke, heat, and deaf alarms.

Protection

- If fire safety deficiencies are found with communal areas of housing that fall under the regulatory reform order, we will liaise with our fire protection teams or raise them with the responsible person.

Response

- We will undertake a series of practical training exercises that replicate a fire within a domestic property to ensure a safe and effective operational response. This will include domestic properties within a high-rise building.
- Crews will maintain knowledge and understanding of modern methods of building construction to understand how it impacts fire development.
- We have built a dedicated door entry rig at Normanton to enhance crews' ability to gain access using various methods.

- We have redesigned Castleford's smoke house to improve realistic training for attendance at property fires.

People and Culture

Across the Service, we employ 1,466 dedicated staff members who contribute to promoting safety and well-being across all communities in West Yorkshire.

We will deliver the following workstreams in Calderdale in District:

- HR Engagement
- CPD Sessions
- Station Assurance Visits (SAV)
- Watch Briefings
- Annual Reviews
- NVQs and development

We acknowledge the crucial role our workforce plays in achieving our ambition. As one of the country's leading Fire and Rescue Services, we are committed to supporting and developing our personnel and investing in their future.

Our People Strategy offers a strategic framework that aligns with the service's aim and priorities. It ensures we have the right people with the necessary skills, in the right positions, at the right time.

This plan outlines our focus for the next 12 months while we collaborate on the Community Risk Management Plan (CRMP) and a new People Strategy.

Our 2024 Culture Survey shows a strong desire for change. This plan addresses limiting values like blame, confusion, bureaucracy, and empire-building, helping us move toward a more positive culture.

Our people are central to our organisation; in this "year of culture," the plan aims to empower everyone to reach their potential, emphasising support, challenge, innovation, and collaboration to make WYFRS an even better workplace.

To advance our Service and tackle future challenges, the People Directorate has established four key priorities to address our immediate people issues:

- Employee Experience
- Recruitment and Resourcing
- Leadership and Management Development
- Rebranding and Modernising the WYFRS People Directorate

These priorities will build on our previous work and guide the 2025 People Strategy. This plan outlines our commitments with clear, actionable steps for success, along with specific metrics to measure our progress and impact.

We will regularly share updates and seek your feedback to understand how our initiatives resonate with you.

Our values

‘Our Values’ complement the new National Fire Chiefs Council Core Code of Ethics, which prioritises the interests of the public, the community, and service users.

- **Teamwork** “We recognise everyone’s strengths and contributions, working effectively as one team.” Wakefield crews will undertake a variety of exercises, including those with neighbouring services and partner agencies, to establish closer working relationships. As one team, we will continue to support the Health and Well-being of all our people.
- **Integrity** “We are trustworthy, act ethically, treating each other with dignity and respect.” The Wakefield district will ensure that all staff act with integrity, are trustworthy and ethical by providing guidance, support, and mentoring. We will ensure that the district strengthens our ability to provide an excellent service by diversifying our staff, promoting inclusion, and creating a fair and equal workplace.
- **Learning** “We learn all the time; we share knowledge and experiences, celebrating success.” We will undertake a variety of practical and theoretical training sessions to ensure that operational crews are prepared to respond to a variety of scenarios, and to ensure continuous improvement of services to the public.
- **Responsibility** “We are responsible, work positively and take ownership of the work we do.” Through the service assurance process, we will ensure that all staff within the district are responsible and take ownership of the work we do. Our leaders and line management will be responsible for driving organisational change and have clarity on decision-making levels to be accountable without unnecessary hierarchy.
- **Communication** “We share clear information, in ways everyone understands, having open discussions.” The district team will engage with all staff regularly to update them on changing priorities in both the district and across the service; this will be a two-way process, providing an opportunity for feedback from our colleagues. A focus in the district will be excellent communication of key messages in an open way, using a wide range of engagement methods.

We strive to create an inclusive environment where every individual feels valued and supported.

Core Code of Ethics

Our Core Code sets out five ethical principles, based on the Seven Principles of Public Life, which provide a basis for promoting good behaviour and challenging inappropriate behaviour.

- **Putting our communities first** – we put the interests of the public, the community, and service users first.
- **Integrity** – we act with integrity, including being open, honest, and consistent in everything we do.
- **Dignity and respect** – making decisions objectively based on evidence, without discrimination or bias.
- **Leadership** – we are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.
- **Equality, diversity, and inclusion (EDI)** – We continually recognise and promote the value of EDI both within the FRSs and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.